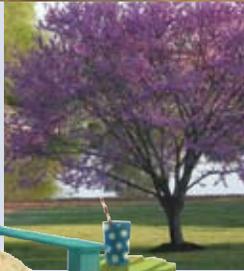


# R O A N E C O U N T Y

2013  
ANNUAL  
REPORT



INDUSTRIAL DEVELOPMENT BOARD  
CHAMBER OF COMMERCE  
VISITORS BUREAU



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# LETTER FROM THE PRESIDENT/CEO



Dear Friends,

The year 2013 was one of the busiest years on record for the Roane Alliance. It was a year full of celebrations, accomplishments, recognitions and a whole lot more.

For example, Roane County and the Roane Alliance experienced record-setting activity in major grand openings, business expansions, and in the number of state-wide, national and international recognitions and awards.

Probably most impressive were the grand openings of more than \$150 million worth of new development projects, including the new \$76M hospital in Midtown, the \$35M carbon fiber manufacturing research facility in Oak Ridge, and the \$40M Volkswagen 460,000 s.f. distribution facility along I-40 in east Roane.

Though times remained tough for many in our county, especially at the first of the year, there was so much activity and positive momentum, in the second half of the year, that all in all 2013 was a very good year:

- Our per capita income in Roane County continued to climb – increasing 3.1%;
- Our unemployment rate continued to beat the state’s average, with Roane County’s averaging 8% for the year;
- Prospect activity was up 50% and total jobs numbers remained steady;
- Roane County was named a silver-level sustainable community, an exceptional honor, by TVA;
- The Alliance’s highly successful Education Matters! program received a top award for excellence by a highly-regarded international association of economic developers;
- A shuttered steel mill announced it was reopening; adding 61 jobs in the next two years;
- Three Roane industrial sites became certified through the State’s Select Tennessee Certified program – making them shovel ready and much more marketable;

All this is not to say that our annual report this year contains only good news. Our Chamber membership dropped - following a nationwide trend, but still a matter of concern - and our hospitality sector continued to struggle, until signs of a rebound started showing up in our statistics during the second half of the year.

Please take the time to read and digest our snapshot of Roane County’s economy and the information about some of our most active and successful Alliance programming in this year’s annual report. I think you’ll agree that 2013 was full to overflowing with reasons to celebrate.



2013 was a record setting year for The Roane Alliance...  
look ahead in this section of the report to learn how hard  
the Alliance works to not only make Roane County a  
better place but to let the world know - Why Roane County!



# ROANE ALLIANCE BOARD OF DIRECTORS

CHAIRMAN:	SHARON TEMPLETON
VICE CHAIRMAN:	KEITH USELTON
TREASURER:	GEORGE WILSON
SECRETARY:	JERRY STEPHENS
MEMBERS:	CHRIS AHLER
	DR. JULIAN AHLER
	BEN ANDREWS
	MAYOR TROY BEETS
	RON BERRY
	RAY CANTRELL
	JIM HENRY
	MAYOR CHRIS HEPLER
	CHRIS JOHNSON
	GAYE JOLLY
	BOB KYKER
	MAYOR CHRIS MASON
	DARRYL MEADOWS
	TERRY PAYNE
	DANA PETERKA
	LEO SAIN
	FRED TEDDER
	MARK S. WATSON
	MAYOR JAMES WATTS
	DAVID WEBB
	COUNTY EXECUTIVE RON WOODY
	BILL YOUNG



*"I've been involved in commercial real estate projects in dozens of jurisdictions, including 28 different states... I have never encountered a 'chamber' type group as effective as the Roane Alliance."*

**Frank Callaway,  
Commercial Real  
Estate Developer**

# ON THE HILL AND AT HOME, MAKING DECISION-MAKERS ACCESSIBLE

The Roane Alliance has always played the role of providing local business leaders opportunities to access their elected and appointed representatives. And 2013 was no different – in fact, the Alliance provided even more forums to bring local leaders together with key decision-makers.

The Annual Legislative Breakfast held in January provided not only a forum for the release of the year's Chamber Legislative Agenda, but

also a venue to hear from and to talk to the Roane delegation right before the new session began. The delegates included State Senator Ken Yager and State Representatives Kent Calfee and Ron Travis.



Each year in the spring, the Chamber hosts a Day on the Hill, providing the transportation and opportunity to visit the State's Capital, meeting with Roane County delegates and Governor Haslam. Attendees also have the opportunity to sit in on sessions where the decisions made are important to local businesses and to the county.

When Dr. Chris Whaley was chosen as Roane State Community College's new President, the Alliance hosted a welcome reception for Whaley and his family to meet Alliance Board members and supporters.

The Alliance co-hosted with Roane County a round-table discussion with Congressman Chuck Fleischmann, set up by County Executive Ron Woody. Another visit from State Comptroller Justin Wilson was set up by Rep. Kent Calfee as part of a Whistle Stop Tour.

In addition, State Senator Ken Yager and Representative Kent Calfee were guests at a specially-held Chamber Speaker Series luncheon in June to hear about the decisions and outcomes of the year's legislative session.

In September, the Annual Elected Officials BBQ provided an opportunity for Alliance supporters to meet their local elected officials and to thank them for their service – not to mention, enjoying some good local BBQ. This year's event had one of the largest turnouts ever.



To read the 2013 Legislative Agenda:

[www.RoaneChamber.com/Agenda](http://www.RoaneChamber.com/Agenda)

# 2013 GALA – TRULY MAGICAL!

The 2013 Gala theme – Magic – provided the backdrop for another memorable Gala that was not only magical but also one of the most fun and entertaining evenings, according to many of the attendees.



## THANKS TO OUR 2013 SPONSORS

### PLATINUM

CROET

### BRONZE

ORUD

Omni Visions

### GOLD

TVA

Griffin Insurance

C.R. Barger & Sons

USEC

Roane Medical Center

EnergySolutions

Kimble Chase/Thermofisher

TeamHealth

Roane County Industrial Board

ORNL Federal Credit Union

UCOR

McGill Associates

Santek Waste Services

Crete Carrier

Roane County Government

Roane Transportation/Roane

Metals

Pro2Serve

Coldwell Banker, Jim Henry

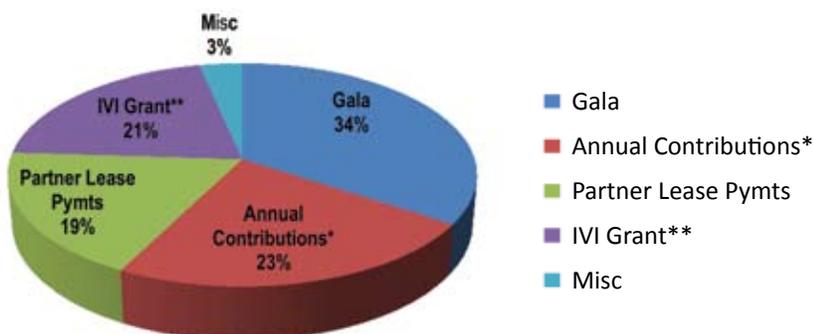
& Associates

City of Rockwood

United Community Bank

PermaFix

## Roane Alliance 2013 Revenue



\*Contributions included 54% from municipalities and 46% from businesses and private individuals

\*\*The Innovation Valley Grant ended last fiscal year.

For more photos and info visit:

[RoaneAlliance.org/Gala](http://RoaneAlliance.org/Gala)

# EDUCATION MATTERS! PROGRAM – BRINGS HOME THE GOLD!



In October, The Roane Alliance's highly-successful education program, Education Matters!, was recognized for excellence in economic development by the International Economic Development Council. The gold-level award was presented at the 2013 IEDC Annual Conference in Philadelphia, Pennsylvania. EM! received the award in the category of Partnerships with Educational Institutions in communities with a population between 50,000-200,000.

The Alliance's Education Matters! mission is that every child in Roane County gets some postsecondary education – and does well at it!

*"We knew that it was one of our most successful programs. It is already significantly boosting the number of Roane County children going on to postsecondary school. But bringing home the gold from the country's top economic development organization's annual conference - that is true validation for the Alliance and all the partners who have committed to help fund the continuation of this program."*  
Leslie Henderson,  
President/CEO, The Roane Alliance



## AWARD-WINNING EDUCATION MATTERS! PROGRAM SAVED... FOR NOW



For more info visit:

[EducationMatters2Roane.org](http://EducationMatters2Roane.org)

Despite all its successes, the Education Matters! program lost its outside funding half way through this year, so the Alliance kicked off a fund drive to save it. It worked – at least for now.

The first major funders to step up were: Roane State Community College; Tennessee College of Applied Technology Harriman; Roane County United Way and Roane County Public Schools – all of whom committed to support the EM! program in the amount of \$5,000 a year.

The goal was to raise \$75,000 annually. By the end of December 2013, two-thirds of the goal was achieved – and efforts continue.

### WHAT WE DID TO ACCOMPLISH EM! GOAL:

- Special url was set up – [EducationMatters2Roane.org](http://EducationMatters2Roane.org)
- Dedicated webpage was created
- Letters or emails were sent out
- Fund-raising events were held
- 27 donors donated \$50 to \$5,000

To become an EM! Partner go to: [www.roanealliance.org/EM](http://www.roanealliance.org/EM).

# EDUCATION MATTERS! PROGRAMMING CONTINUES TO GROW

## TENNESSEE SCHOLARS PROGRAM – INCREASED IMPACT

This program encourages students to complete rigorous academic course study and community service by recognizing their achievements each year of high school and upon graduation as a Tennessee Scholar. Last school year, for the first time, we recognized sophomores and juniors “on track” to meet the goals of a Tennessee Scholars graduate; a total of 439 students received the new recognition. This year, the number of sophomores and juniors receiving the recognition increased to 508. Additionally, the number of freshman, recognized as “on track”, has increased during the past four years, from 170 to 296.

## ROANE ACHIEVES – 2<sup>ND</sup> COUNTY TO ACHIEVE MENTOR GOAL

This program, part of the tnAchieves scholarship program, recruits mentors for Roane County high school seniors to help them transition into community college. More than 60% of those new students are first-generation college students.

The Alliance’s RoaneAchieves recruited more than 50 mentors this year to work with an expected 250 students enrolling in the program. Roane County was the 2<sup>nd</sup> of nearly 30 counties to achieve its mentor recruiting goal for the 2013-14 school year, according to Graham Thomas, Director of College Access for tnAchieves. Our mentors fill a critical role in helping our graduates transition from high school to college. A RoaneAchieves mentor can be the person that makes the difference in whether a student receives a scholarship and goes to college.

## INTERNSHIP INITIATIVE:

This program provides high school students the opportunity to learn about careers by engaging with a local business. The Roane Chamber’s Internship Initiative continued into 2013. Beginning just a year earlier, the program provides high school students the opportunity to learn about careers and provides employers an opportunity to educate, train and encourage our future workforce. (The Internship Initiative is driven by the passion of the businesses’ employees to help, encourage and grow a highly trained, motivated, and competitive workforce in Roane County.)

Partnering with The Bridge at Rockwood and the Scout Exploring program, 40 Rockwood High School students participated in the program during the 2012-13 school year.

## HIGH SCHOOL CAREER EXPLORATION DAY MARKED ITS 5<sup>TH</sup> YEAR

This year marked the fifth year of the Roane County High School Career Day to help introduce students from all 5 Roane County high schools to careers and further educational opportunities. To prepare for the event, students receive instruction on presenting themselves professionally — preparing

résumés, interviewing, asking and answering questions, and dressing for success. Since 2009, approximately 2,200 juniors have attended the Career Day. The number of businesses participating has increased from 35 in 2009 to nearly 60 in 2013.

The Roane Career Day is a successful partnership between the Chamber of Commerce, Roane County Schools, the Tennessee College of Applied Technology-Harriman, Roane State Community College, and the businesses who attend and volunteer their people and resources.



*“The Roane Alliance and Chamber (Education Matters!) programs are an incredible asset to the students in our community... having a dramatic impact on student achievement, attendance, and increased postsecondary enrollment rates...students are beginning to realize that a college degree is obtainable.”*

*Russell Jenkins,  
Secondary Supervisor,  
Roane County Schools*



# ROANE COUNTY EARNS SILVER FOR GOING GREEN

**R**oane County became a Silver-Level Sustainable Community this year through a program designed by TVA to improve existing sustainability programs and attract new investment. Roane County was the first community to receive the award in the Tennessee Valley.



Teresa Jackson of The Roane Alliance is Roane County's Sustainability Officer

"This takes Roane County's economic development marketing efforts to prospective and existing green-focused companies to a whole new level," said Leslie Henderson, President/CEO of the Roane Alliance.

The program, developed and administered by consultant Boyette Strategic Advisors, documented Roane County's assets as well as its sustainable efforts to protect those assets, increasing the likelihood that it will be viewed as progressive and competitive by companies looking to invest in new or expanded locations.

On August 22, The Roane Alliance held a celebration to announce the designation, unveiling a mock-up of a new billboard that went up the next day to promote the greening of Roane County.

"Roane County has always been a naturally beautiful place and we have been working hard to keep it that way. We are proud that our efforts received the silver designation," said Ron Woody, Roane County Executive.



SustainableRoane.com was created to direct people to a 'green' webpage on the Alliance website with information about the County's Green Team and the local sustainability efforts.

*"Sustainability has become a key issue for economic development organizations and communities as more corporations have demonstrated an increasing commitment to sustainability. I am amazed and proud at how committed the folks in Roane County are to these efforts."*

**Teresa Jackson,  
Sustainability Officer,  
The Roane Alliance**



**For more info visit:**

**SustainableRoane.com**



Sustainability inventory list submitted by Roane County for the study.

# MOBILE OPTIMIZED WEBSITES? YES, WE HAVE THAT!



**S**mart phones and tablets were expected to surpass PC usage by the end of 2013 – in fact, Google Analytics show that those visiting the Alliance website are using a mobile device 80% more now than in 2012.

So the Alliance invested time and money to be sure our websites are easily viewed by all. We optimized all three of our sites (Alliance, Chamber & Tourism), making sure the mobile experience was effective. Mobile optimization gives you an edge over the competition – while generating more traffic and boosting customer engagement.

*“According to recent research available online, a mobile optimized site is able to generate almost twice the average traffic per use than sites without mobile optimization.”*

**Pam May, Marketing Director,  
The Roane Alliance**

## MARKETING THE ROANE ALLIANCE (BY THE NUMBERS)

2013 MARKETING BY THE NUMBERS	
45	News Releases Created by The Alliance
100+	News Stories Created – Other Sources
122	Digital E-Blasts Promoting Chamber Members
464	Community Events Promoted Online (calendar)
781+	Posts via Facebook and Twitter
3,254	Social Media Followers
7,828	Postcards & Flyers Mailed Out to Leads
43,076	Website Hits
45,000	Billboard Reach/Day (on I-40)

**Why ROANE COUNTY?**

**Ask CRETE CARRIER CORPORATION**  
Opened Regional Center November 2010 in Roane County  
"The Roane County site was the perfect location for us." Kasi Zimmerman, executive vice president, Crete Carrier Corporation, one of the largest privately-owned trucking companies in the U.S.

**Ask VOLKSWAGEN GROUP OF AMERICA**  
Broke ground March 2012 on VW's new Southeast Regional Distribution Center in Roane County  
"Being centrally located, Roane County is a great location and gives us the ability to quickly distribute parts...we have been delighted with... Roane County and their 'can-do' attitude." Rowdon Glover, executive vice president of after-sales, Volkswagen Group of America

**Ask H.T. HACKNEY COMPANY**  
Opened Regional Distribution Facility February 2005 in Roane County  
"We looked at all the surrounding counties. Roane County made it easy for us. It was one of the best efforts I've seen." Bill Sansom, president & CEO, H.T. Hackney, one of the largest wholesale distributors in the United States with a clientele that includes more than 20,000 retail customers

HARRIHAN • KINGSTON • OAK RIDGE • OLIVER SPRINGS • ROCKWOOD

TO LEARN MORE, VISIT US ONLINE AT [WWW.ROANEALLIANCE.ORG](http://WWW.ROANEALLIANCE.ORG) OR CALL 865.376.2093

THE ROANE ALLIANCE  
An Economic Development Authority



2013 was another exciting year for the Roane Industrial Board... with records set in grand openings, expansions, awards, and recognitions...read all about these and more in this section.



# ROANE COUNTY INDUSTRIAL DEVELOPMENT BOARD OF DIRECTORS

CHAIRMAN: DAVID WEBB

VICE-CHAIR: TOMMY THOMPSON

SECRETARY/TREASURER: JERRY STEPHENS

MEMBERS: JIM GANN

TEDDY HAYWOOD

BOB KITE

JANE LONG

JAMES OWENS

JIM PALMER

## INDUSTRIAL LIAISON COMMITTEE

CHAIR: COMMISSIONER NICK FORRESTER

SECRETARY: COMMISSIONER CAROLYN GRANGER

COMMISSIONER JERRY GODDARD

COMMISSIONER RAY CANTRELL

COMMISSIONER RON BERRY



*"I want to say that we have been extremely happy with the support from The Roane Alliance team. Anytime we run into a snag, Leslie and Darrell seem to either fix it or get us to the right one that can and we get our problem solved."*

**Dan Hensley,  
COO of Proton Power**

# A RECORD NUMBER OF MAJOR BUSINESSES...



## ROANE MEDICAL CENTER

The new \$76M Roane Medical Center opened its doors in February. The new Midtown 145,000-square-foot facility is state of the art. Located on more than 60 acres, the hospital features all-private rooms, 15 emergency suites, a new cardiac cath lab, computerized women's services and 500 parking spaces. An adjacent office building includes professionals specializing in oncology, physical therapy, and cardiopulmonary rehabilitation. A community room, partially funded by a \$135,000 gift from the Harriman Rotary Club, is also housed in the facility and can be used for educational purposes and meetings.



## ORNL OPENS CARBON FIBER MANUFACTURING RESEARCH FACILITY

A \$34.7M advanced manufacturing facility, operated by Oak Ridge National Laboratory as part of the department's Clean Energy Manufacturing Initiative, opened in Roane County's Horizon Center Business Park in April. The facility employs 22 people. Governor Bill Haslam, along with other state dignitaries and well-known industries such as Dow Chemical and Ford Motor Company, were on hand to cut the ribbon and look at different carbon fiber equipment and applications. Roane County's own Toho Tenax provided details about the manufacturer of carbon fiber. The research at this new pilot advanced manufacturing facility is helping to speed up the technology to produce very strong but lightweight materials for many applications, including components for the automotive industry.

## BOJANGLES RESTAURANT

In May, a new \$2M Bojangles Restaurant opened in Midtown and it quickly became their top producing store – according to Marketing Director Tammy Kravitz, who was amazed at the number of customers their new Roane County store brought in.

"This is the #1 producing restaurant for all of Bojangles in the Southeast," Kravitz said shortly after the opening. Bojangles is located near the new hospital.



# OPENED THEIR DOORS IN 2013

## VW DISTRIBUTION CENTER

In June, Volkswagen's \$40M silver LEED-certified 459,000-plus square-foot facility was completed and a grand opening was held. Leadership in Energy and Environmental Design (LEED) is a building certification process that awards points for the design and construction of energy-efficient, water-conserving buildings that use sustainable or green resources and materials. The only LEED-certified



auto distribution facility in the U.S., the Roane facility will be distributing auto parts for the Chattanooga-made Passat, domestically and globally.

"Volkswagen is certainly one of the most important industries we have welcomed into our community in recent memory and will no doubt have a significant impact on Roane County for years to come," said Leslie Henderson, President/CEO, The Roane Alliance. "Today's celebration is the culmination of more than

three years of work by The Alliance and the VW team – along with a huge dedicated team of public officials, volunteers and supporters – and we couldn't be more pleased that Roane County was their choice out of nearly 50 other communities from all across the country. Best wishes and a hearty welcome from us all in Roane County. We are so glad you are here."

*"From the start we have been welcomed and shown appreciation, especially from the Roane Alliance. We look forward to growing our business...Roane County, and specifically this location in Kingston, is key to our existing business and even for future business."*

**Tim Watts,**  
*Santek Executive Vice  
President of Operations*



## SANTEK WASTE SERVICES

Santek Waste Services in Kingston opened its 20,000 square-foot facility in October with a ribbon-cutting celebration. A 25-year-old business headquartered in Cleveland, Tennessee, they employ 15 in their new Roane County facility. Santek provides residential, municipal and commercial waste collection and disposal services.

# A RECORD NUMBER OF BUSINESSES...

## BLUE BELL MORE THAN DOUBLES SIZE AND WORKFORCE

Blue Bell Ice Cream is expanding their existing facility in Roane Regional Business & Technology Park. Contracts in place, Blue Bell will first expand their parking lot and next their present space, increasing the space nearly five times - from 2,660 square feet to 12,695 square feet, and 14 new jobs are expected from this expansion in addition to the 10 before.



## SAUTER TIMBER DOUBLING FACILITY AND JOBS

Sauter Timber also announced expansions to their existing facility in the Roane County Industrial Park. A manufacturer of timber frames for the log home industry, they have seen an upswing in their market demand and are planning to double their existing facility to 14,440 sf. A second shift of workers will be added, bringing on 15 new employees.



# EXPANDED IN 2013



## PROTON POWER ADDS NEW SYNTHETIC FUEL PRODUCTION SITE

Proton Power, Inc. expanded by purchasing an additional location - the former Aleris property in the Roane County Industrial Park. With production costs for diesel fuel in the \$1.50-\$1.75 per gallon range, they plan to produce a new 'synthetic fuel,' which they developed through their patented renewable energy system designed for producing inexpensive hydrogen on-demand from biomass and waste sources.

This new site should increase Proton Power's total workforce, adding an additional 50 jobs, taking their total numbers up to 70 employees in Roane County.

## STEEL MILL DOORS TO REOPEN

ArcelorMittal is reopening its Harriman facility, closed since 2011, now that market conditions are improving and the demand for quality steel products has increased. Planning to be fully operational by April 2014, ArcelorMittal will hire 61 new employees over the next two years. The facility will operate in line with market demand.

"The Roane Alliance worked very hard to bring them back - we could not be happier they have made this decision to return to Roane County," said Darrell Williams, Roane Alliance Vice President of Business Development. "It took teamwork to make this happen and I want to say thanks to all who were involved."



# SPREADING THE VW WORD

Volkswagen continued to be the big story for Roane County in 2013 with the grand opening of their new southeastern distribution center at Roane Regional Business & Technology Park in June. The Roane Alliance worked hard all year to continue to capitalize on that publicity.



During the run-up to the grand opening of the facility, Google ads were placed by the Roane Alliance, letting the world know that Volkswagen chose Roane County. The ads ran from June 22 through July 22 and were triggered by key words such as Volkswagen, VW, automotive, auto supply, and distribution.

Next, as Volkswagen distributed their news release on the official opening of the new facility, The Alliance also sent out a local release that went out to regional media and sent out a mailing of specially-designed postcards to nearly 900 top site consultants encouraging them to find out why VW chose Roane County.

All of these elements also directed much traffic – with more than 2,300 hits in 30 days - to the Volkswagen landing page on the Alliance website: [www.RoaneAlliance.org/VW](http://www.RoaneAlliance.org/VW).

Indications the campaign has been highly effective include:

- More than 30 websites across the country carried the announcement online including AutoNews.com, MarketWatch.com, TimesFreePress.com, and AutoAlliance.org;
- Most of the 2,310 hits to the Volkswagen page came from the URL and not Google – meaning they linked to the page from a digital ad or typed in directly from postcard more often than searching keywords such as VW or Volkswagen on Google;
- More than 70% of all traffic to the Alliance website landed on the Volkswagen page during the month-long campaign;
- The VW page on our website still continues to be the most-visited page – below only the home page.

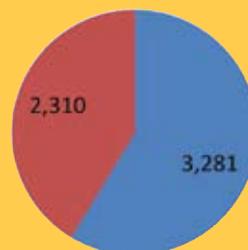


*A billboard was rented at RRBTP and the artwork was changed from announcement of VW to the ribbon-cutting.*

For more info visit:

[RoaneAlliance.org/VW](http://RoaneAlliance.org/VW)

## VW Marketing = Web Traffic



- Hits - All Other Pages
- Hits - Volkswagen Page

This includes Alliance website traffic from 6/22/13 to 7/22/13

# IMPROVING OUR PRODUCT & CARRYING OUR MESSAGE

## MAKING SITES SHOVEL READY

Alliance staff worked to make two of the county's major industrial sites much more marketable by going after and successfully obtaining a coveted site certification. To be awarded certification requires meeting rigorous criteria by undergoing a lengthy, detailed process through the Select Tennessee Certified Site program which is designed to help Tennessee communities prepare available sites for investment and expansion.

Being designated a certified site alleviates risks and costs for a company looking to locate their business – as site consultants can be assured they are shovel-ready. The Cardiff Valley Road site received a Certification 'Plus' designation for having all utilities located at the site – meaning an even higher level of readiness.



The sites include:

1. Cardiff Valley Road, Roane County Industrial Park
2. Jones Road Site, Roane Regional Business & Technology Park

In the meantime, Oak Ridge Economic Development staff obtained site certification for a site in the Horizon Center in the Oak Ridge section of Roane County.

"We are one of only two counties in the state with three state certified sites," Darrell Williams, Alliance Vice President of Business Development, said. "Since a certified site means reduced risk to developers, that makes them rise to the top of the stack, and that is exactly what we're going for."

## SELL, SELL, SELL = JOBS, JOBS, JOBS

Since mid 2010, Alliance Retail Recruiter Darrell Williams has attended multiple retail trade shows – the Southeast International Council of Shopping Centers, TN/KY Exchange and Retailer One on One, while doing extensive website marketing and market-specific demographics and special targeted emails to retailers and consultants. The results have been significant – 201 retail jobs and counting.



"Now THAT flash drive catches my attention." Shannon O'Hearn, NexGen Advisors-Chicago

2013 was also a busy year for industrial recruiting with several targeted direct visits with some of the world's top site consultants and even direct industry representatives. Through key memberships with Tennessee Economic Partnerships (TEP) and The Innovation Valley – 78 of these direct meetings occurred. Face-to-face meetings are important to build relationships with consultants and are extremely important in order to ask questions and make sure your story is getting told the way you want it told. More than half of the major industrial projects use site consultants.

*"The Roane Alliance proactively gets its 'open for business' retail development message out through its website and a retail recruitment targeted e-newsletter."*

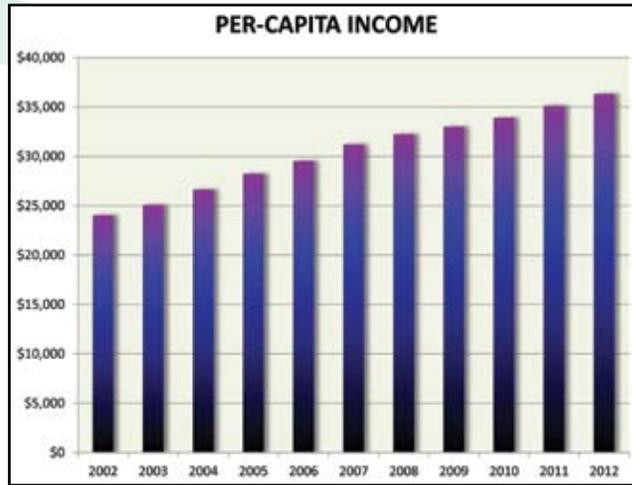
*Melissa Halsell,  
TVA Economic Development  
Program Manager*

RETAIL BY THE NUMBERS	
2	Retail Trade Shows Visited in 2013
47	Retail Jobs in 2013
49	Direct Meetings with Retailers/ Consultants in 2013 (10% increase over 2012)
201	Cumulative Jobs since July 2010
580	Targeted Retailers' Emails in 2013 (25% increase over 2012)

2013 MEETINGS WITH SITE CONSULTANTS	
WHERE	# MET
Atlanta	10
Dallas	15
Knoxville/Oak Ridge	5
Traverse City, MI	31
Chicago	17
<b>TOTAL</b>	<b>78</b>

# ROANE COUNTY'S ECONOMIC INDICATORS CONTINUE TO RISE

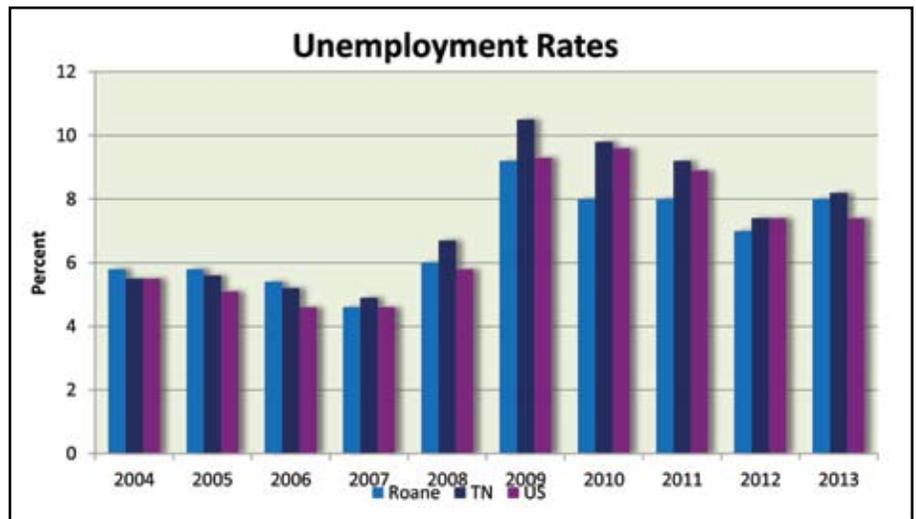
*Per capita personal income is a measure of individual personal income divided by population. Personal income is the income that is received by persons from all sources. Components of personal income include wage and salary disbursements, supplements to wages and salaries, personal dividend and interest income, rent, and current transfer receipts.*



**R**oane County's latest per capita personal income increased 3.1% – to \$36,356 in 2012 from \$35,142 in 2011. This was 94% of the state average of \$38,752, and 83% of the national average of \$43,735. The 2011-2012 state change was 4.4% and the national change was 3.2%. In 2002, Roane's per capita income was \$24,122 – 30th in the state. Now this year we are 20th out of the state's 95 counties. The 2002-2012 compound annual growth rate of Roane's per capita income was 4.2%. The state's compound annual growth rate was 3.1% and the nation's was 3.2%.

## ROANE COUNTY'S 2013 UNEMPLOYMENT CONTINUES TO BEST THE STATE'S

Roane County's unemployment rate averaged 8% from January thru December. This average rate was better than the state's (8.4%), though not quite as good as the nation's (7.4%).



# PROSPECT ACTIVITY UP 50% AND TOTAL JOBS NUMBERS STEADY

**I**n 2013 we saw a total of 26 industrial projects, an increase of 50% over last year (17 in 2012) and those projects reflect interest by much larger employers. The average number of jobs per project was 340 – more than double last year's average of 161. The average capital investment of the 2013 projects were approximately \$42M – down from a record average of \$135M in 2012.

In 2013 jobs numbers for Roane's industrial sector looked relatively good – more than 80% of Roane's 62 industries either kept the same size workforce or added additional jobs. Despite the slow economic pace, the jobs numbers for Roane's industrial sector stayed fairly level in 2013 – with just a small percentage (< 10%) number of jobs cut versus jobs gained.

# BEST OF THE BEST HONORED

## 2013 INDUSTRY OF THE YEAR



C. R. Barger & Sons was named the Roane County Industrial Development Board's Industry of the Year 2013. A fifth-generation family company that began some 60 years ago selling groceries, C. R. Barger & Sons received this honor because of "the importance of their business to the industrial sector of our county, as well as for their strong continuing commitment to Roane County," said Leslie Henderson, President/CEO, The Roane Alliance, who introduced the award at the annual Legislative Breakfast. The company now includes 61 employees housed in a \$6 million headquarters at Roane Regional Business and Technology Park.



*The breakfast was sponsored by the Harriman Utility Board.*



*The Oak Ridge National Lab was recognized, receiving the year's beautification award for the transformation of the lab and for their sustainable efforts.*



*Special appreciation awards were given this year - recognizing Roane County Inspections office for going 'above and beyond' during the Volkswagen construction; and recognizing former Vice Chairman Bob Kyker for his 18 years of 'tireless service' as a member of the Roane County Industrial Development Board.*



2013 was also a busy year for the Roane County Chamber – more training and events than ever, expanded shop local marketing and benefits – this section provides a snapshot of the many programs and events administered by the Chamber.



# 2013 CHAMBER OF COMMERCE BOARD OF DIRECTORS

CHAIRMAN: CHRIS AHLER

PAST-CHAIR: KENYON MEE

CHAIR ELECT: GAIL LYKE

TREASURER: RANDY HODGE

VICE CHAIRS: KENYON MEE, *ECONOMIC AND COMMUNITY DEVELOPMENT*

BECKY RUPPE, *MEMBERSHIP*

FRAN PUCKETT, *EDUCATION*

CHRIS WHALEY, *GOVERNMENT RELATIONS*

PAUL COWELL, *TOURISM CO-CHAIR*

RICK ROSS, *TOURISM CO-CHAIR*

DANA PETERKA, *RETAIL/SMALL BUSINESS*

ANN DAVIS, *HOUSING*

KATHY PARKS, *LEADERSHIP*

ERIC BACON, *FINANCE*

DIRECTORS: GARY AYLES

RALPH BEST

EDGAR "BUDDY" BOWERS

MARILYN CALFEE

JOHNNY GRIFFIN

JUDE MILLER

JEFF NICHOLS

AL REARDON

DANICE TURPIN



# CHAMBER HONORING BUSINESS' BESTS

The 2013 Annual Chamber Banquet went down in the history books as one of the most popular events of the year. An integral and most anticipated part of the evening were the 2013 business awards presentations.



**THE DISTINGUISHED SERVICE AWARD** – Paul Cowell, Whitestone Country Inn, who was honored for being “an incredibly astute businessman, whose resume includes being CEO of the national companies – The Book Warehouse and Shop At Home and who is also very generous – providing free stays at the Whitestone to more than 11,000 missionaries from around the world,” said Leslie Henderson as she presented the award. This award is the traditional high point of the Chamber’s annual business awards.

**BUSINESS OF THE YEAR AWARD** – Foust Family Fitness, for “positively impacting the health and welfare of our community,” said Johnny Griffin, Griffin Insurance, as he presented the award to owners Paul Foust and Lisa Stooksbury. “Paul’s work in mentoring young athletes throughout our community is noteworthy,” Griffin said.

**PAUL E. GOLDBERG YOUNG PROFESSIONAL AWARD** – Brantley Rivers, the president of Acme Block and Brick. “This under-40 group represents the future of our county and our Chamber so this award is one of the most important,” said Leslie Henderson, President/CEO, The Roane Alliance, as she presented the award to Rivers. “Rivers was described as a ‘visionary’ who makes things happen through his business and for the community.”



**CHAMBER WOMAN OF THE YEAR AWARD** – Gail Lyke, First Bank of Tennessee, for “displaying qualities of a Woman of the Year each and every day through her quiet acts of kindness, as well as selfless donation of her time and energy for the community she loves,” said Kathy Parks, The Bridge at Rockwood, in presenting the award which honors individuals for their professional achievements and community service, and for their assistance to women in reaching their full potential.

**CHAMBER AMBASSADOR OF THE YEAR AWARD** – Rose Meza, Harriman Care & Rehab, for showing commitment to building a stronger Chamber by recruiting new businesses to the Chamber family. The award was presented by Kim Harris, Roane State Community College.

**For more info visit:**

[RoaneChamber.com/banquet](http://RoaneChamber.com/banquet)

# HOME & GARDEN SHOW – GROWING LIKE A WEED

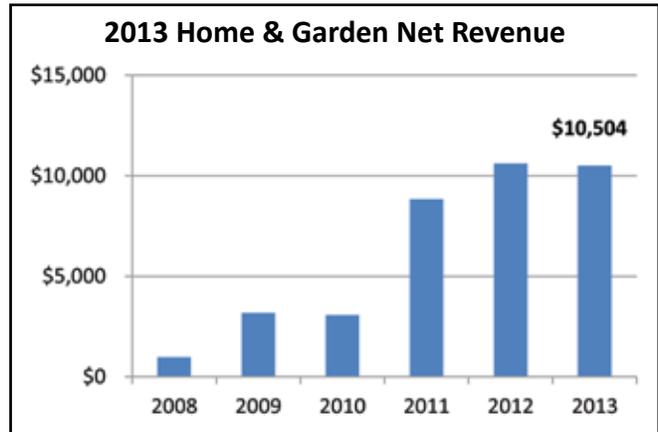
In 2013 the Chamber hosted its 7th Annual Home & Garden Show. This event has become an important non-dues revenue generator for the Chamber.

Held May 11 at the Roane State Expo Center, the show featured 44 vendors, just in time for the summer landscaping season. In fact, Tom Mann, D&T Masonry & Remodeling, said he picked up 12 jobs, including a contractor's job.

Live demonstrations from the Master Gardeners of Roane County and a variety of Chamber businesses were available during the show, and topics included: DIY container gardening, decorative planters, all about composite decking, healthy home solutions, and home party planning.

Vendors were given awards for their booths: Best of Show - Healthy Home Solutions; Best Use of Space - Y-12 Federal Credit Union; and Most Creative - Rockwood Electric Utility.

The show continues to expand yearly, and in 2014 it moves to an exciting new location – the park at Southwest Point. The date is March 29.



## CHAMBER BY THE NUMBERS

Chambers nationwide are seeing a drop in revenue coming from dues, according to the American Chamber of Commerce Executives. Small Chambers now see less than half of their income from dues. The Roane County Chamber still receives 69% of its revenue from dues, but there has been a decline in membership revenue and our focus is continuing to shift to increasing non-dues revenue (such as the Home & Garden Show, trainings, etc.).

### National Chamber Revenue Sources\*



### 2013 Roane Chamber Revenue Sources



\*Source: American Chamber of Commerce Executives for Chambers; annual revenue of \$450,000 and less.

# SHOP ROANE FIRST – EXPANDED MESSAGE, EVEN MORE BENEFITS



Banner located at Roane County High School

## TEAMING UP WITH THE SCHOOLS

In 2013 the Chamber stepped up its “Shop Roane First” program by teaming up with Roane County Schools to help spread the word that shopping local benefits us all. Banners are now displayed in the local school lobbies reinforcing the importance of shopping local – and specifically the benefits to our schools.

### DO THE MATH

- Spend \$100 Locally = \$68 stays in our community
- Spend \$100 Online = \$0 stays in our community

**Half of the sales tax collected goes directly to fund our schools.**

## SAVING THE SHOPPING SPREE

The shopping spree contest, held annually during the all-important Christmas shopping season, is another aspect of the Shop Roane First program. This contest encourages not only shopping local but shopping at a Chamber member business - as those are the businesses who are investing in their community.

In 2013 the contest lost its partnership with the Roane County News but was saved due to the overwhelming support from Chamber members. A total of 25 businesses ante'd up and participated. The contest this year was promoted through radio, television, social media and a billboard, plus \$1,000 in cash prizes went to three lucky winners. There was even enough money left after marketing costs to donate \$250 to Roane County's own Operation Reach - another activity that supports shopping local!

*“Chamber Super Saturday is a way to help our community, our Chamber, our schools and our tax bill,”*

Leslie Henderson,  
Chamber President

### THE MARKETPLACE FAIRNESS ACT

*This year the Chamber Board voted to support the Marketplace Fairness Act - an act that empowers states to collect sales tax on purchases made from online-only vendors. This eliminates the 'online tax unfairness' that puts an unfair burden on not only local small business but also on state and local governments who lose such taxes from which they would otherwise benefit.*

## SHOP LOCAL ON CHAMBER SUPER SATURDAY

The Chamber kicked off the holiday shopping season with its annual Super Saturday – a special day when the Chamber asks locals to spend at least \$50 at a local Chamber retailer. As in past years, the Chamber promotes the day with a ½ page full-color ad in the Black Friday edition of the newspaper, listing all Chamber retailers as well as through social media and in weekly email blasts. The Saturday after Thanksgiving has become the annual day for this event which is held in conjunction with the nationally-advertised ‘Shop Small’ day - capitalizing on the national marketing campaign. Chamber retailers are encouraged to offer specials during the holiday season promoted in the weekly Chamber emails.



For more info visit:

[RoaneChamber.com/ShopRoane](http://RoaneChamber.com/ShopRoane)

# KNOWLEDGE IS POWER!

## 2013 WORKSHOPS & SEMINARS

*Time Management: Strategic Concepts and Practical Time Savers*

*Getting Ahead at Work by Growing Your Value as an Employee*

*Spreadsheet Basics: Your Gateway to Better Utilization of Financial Software*

*Negotiation Basics: Getting the Best Deals for Your Business*

*How to Delight Your Customers*

*How to Grow Your Business*

*Time Management: Strategic Concepts and Practical Time Savers*

*Social Media for Business*

*Harassment in the Workplace*

*Best Practices in Interviewing*

*JOBS4TN and SIDES (State Information Data Exchange System) along with SIDES E-Response*

*Why Your Communication Styles Don't Work Sometimes©*

*Organizational Performance Management - It matters to your success!*

*Vital Leadership*

*The Supermanager: Secrets of an extremely successful manager*

*How (NOT) to Communicate to Waste Time and Money and Encourage Insurrection*

*Crucial Conversation*

*Stay out of court: Human Resources Legal Matters Update*

*Small Business Start-up*

*Business Planning*

*Marketing on a Shoestring*

An important part of The Roane Alliance mission is helping businesses become more successful and helping to train our workforce is key to that success. We have two highly-successful programs that address this critical need: The Roane County Employers Association (RCEA) and Chamber/SCORE Lunch & Learn Workshops.

### CHAMBER/SCORE LUNCH & LEARN EXPANDS

Helping small businesses achieve their goals is what SCORE is all about and that is a perfect fit with the Chamber's mission. The partnership between the Chamber and SCORE (Service Corps of Retired Executives) is a win-win for Roane County business and residents. The Lunch & Learn workshops have always provided quality instruction with 98% of attendees giving it the highest quality rating.

In the past, the focus was on Chamber members attending the workshop. In 2012 and 2013, we expanded our audience by inviting non-Chamber members to attend the workshops for a reasonable fee. The results: increased attendance, additional revenues to support the program, and even more training available to the Roane business community which helps promote the value of Chamber membership.

New in 2013 is a partnership with Roane State Community College to award Continuing Education Units (CEU) for participation in the workshops. Certain professions require that the practitioners earn a specific number of CEUs per year to ensure they are up-to-date with current practices in their professional field. Certificates are issued as proof that the professional has completed the required course and been awarded CEU credit.

**For more info visit:**

[RoaneAlliance.org/RCEA](http://RoaneAlliance.org/RCEA)

**For more info visit:**

[RoaneChamber.com/workshops](http://RoaneChamber.com/workshops)

*"Roane County Employers Association is an excellent resource. They offer trainings and seminars that are invaluable."*

*Travis Wolfe,  
C.R. Barger & Sons*



*"The SCORE lunch workshops are such an added benefit to my Chamber membership... It is affordable, easy to understand and implement, and open to the community. I highly recommend anyone to take the education challenge and grow not only themselves but their entire staff."*

*Rose Meza, RN,  
Director of Marketing  
and Admissions,  
Harriman Care & Rehabilitation*

# CHAMBER NETWORKING EVENTS IN 2013

## CHAMBER 'SPEAKER SERIES' LUNCHEONS

Dale Akins: Roane County's Housing Market  
 Senator Yager & Representative Calfee:  
 Legislative Roundup



## CELEBRATIONS

Rosemary's Florist 10-Year Anniversary  
 Gibson Girls 5-Year Anniversary  
 Copeland's 2-Year Anniversary  
 Harriman Care & Rehab  
 10-Year Anniversary



## OPEN HOUSES/CUSTOMER APPRECIATION

Bunch Marine Open House  
 Coldwell Banker Open House  
 G & G Customer Appreciation  
 Sailaway Learning & Academy Open House  
 Christmas Lumber Company  
 Customer Appreciation



## GRAND OPENINGS & RIBBON CUTTINGS

Kingston City Hall Grand Opening  
 Likewise Thrift  
 Sisco Family Dentistry  
 Jake's Tavern & Grill  
 Bojangles  
 Alpha House  
 Knoxville TVA Credit Union  
 The Little Clinic  
 Scarbrough's  
 Santek Waste Services



## COFFEES/MEET 'N' GREETS

Renaissance Terrace  
 Y-12 Federal Credit Union  
 Methodist Medical Breakfast  
 Thirty-One Gifts  
 GLA Services  
 D & T Construction  
 A & W Junk Removal  
 Cash Express  
 Radio 580 AM  
 Matt Libby AFLAC  
 Roane County Schools Foundation  
 Kick Off  
 Credit Central  
 State Comptroller Justin Wilson Coffee

## MAJOR EVENTS

Annual Chamber Banquet  
 Home & Garden Show  
 Annual Legislative Breakfast  
 Elected Officials Barbeque  
 Chamber Day on the Hill  
 Stay out of Court: *Human Resource Legal Matters* Update  
 High School Career Exploration Day  
 Chamber Board Retreat  
 Teacher's Supply Closet  
 Super Saturday  
 Shopping Spree Contest

## CHAMBER-SUPPORTED EVENTS

Chris Whaley Welcome Reception  
 Roane Medical Center Grand Opening  
 Girl Talk Workshop @ Browder's Ace Hardware  
 Men's Day @ Browder's Ace Hardware  
 Harriman Carnegie Library Honors TVA  
 UPF Opportunity Update  
 Rocky Top General Store  
 Bill Landry Book Signing  
 Roane Writer's Group Student Writing Contest  
 Roane County United Way Kickoff  
 King University & Roane State Breakfast  
 Comcast Spotlight Seminar:  
*How to Develop Your Brand in an Internet World*  
 Harriman Care & Rehab's 'Tribute to Those  
 Who Have Served Our Country'  
 Ken Yager's Annual Chili Supper  
 Methodist Medical Center Joint  
 Chamber Breakfast

# LOOKING BACK AT 2013



In 2013 the Visitors Bureau not only got a new 'ambassador' but also a new mobile app and a spruced-up lobby. Programs and trails also expanded, promoting Roane County even more.



# ROANE COUNTY COMMISSION TOURISM COMMITTEE

CHAIRMAN:     RON BERRY  
SECRETARY:    STEVE KELLEY  
                  JERRY GODDARD  
                  RAY CANTRELL  
                  NICK FORRESTER

## 2013 CHAMBER TOURISM COMMITTEE

CO-CHAIRS:    PAUL COWELL  
                  RICK ROSS  
  
                  LINDA DONSON-SHEARER  
                  RON MCCONATHY  
                  DAVID WEBB  
                  BRUCE ELTZROTH  
                  DIANE COX  
                  BILL ANDERSON  
                  DOUG PHILLIPS



# A STAR WAS BORN



In 2013 a new ambassador of tourism – Louie Buoy – was born. A whimsical character created by local illustrator and children’s book author Lisa Horstman for the Roane Alliance, Louie was created to help promote the assets of Roane County – specifically Watts Bar Lake and all the recreational opportunities it provides. Louie can be seen biking, fishing, knee boarding, boating and relaxing.

The new character was unveiled at a kickoff on May 9, during National Tourism Week. Louie Buoy became his official name after a contest launched through social media. The winning name was chosen by Alliance and Chamber board members from the more than 50 different names submitted. Dudley Evans from Roane County and a news man at Channel 12 won \$100 cash plus dinner and a night’s stay at Whitestone Country Inn.



And it all started with a WBL sticker – for Watts Bar Lake, of course. In an effort to promote local pride for Roane County’s biggest asset, the Visitors Bureau designed its own sticker similar to those seen in the Outer Banks (OBX) or Hilton Head (HH). Now these white oval stickers can be spotted not only throughout the county but of all places – the Outer Banks.



## SHOW YOUR COUNTY PRIDE – NEW MERCHANDISE AVAILABLE

WBL & Louie merchandise went on sale at The Roane Alliance beginning in July, generating close to \$1,000 with sales and orders coming in from as far away as Michigan. The merchandise that includes t-shirts, boat bags, boat flags, koozies, and more are also now available for sale through the website.



*“Love the koozies, I have them in every vehicle that I own and several in the boat and several people have asked where I got the shirt. Love, love the WBL merchandise and hope you continue to add to it!”*

*Beckie Brown,  
Owner, Brown’s Nursery*



**For more info visit:**

**RoaneChamber.com/store**



# THIS YEAR THERE'S AN APP FOR THAT



**DISCOVER**  
HARRIMAN KINGSTON



OLIVER SPRINGS OAK RIDGE ROCKWOOD

ANTIQUE SHOPPING BLUEGRASS MUSIC

WATTS BAR LAKE

PIONEER FORT RODEOS

400+ EVENTS SECRET CITY TRAIN

YEARLY HISTORIC DISTRICTS

LOCAL FLAVOR OUTDOOR RECREATION

PRINCESS THEATRE GENERAL STORE

Roane County Visitors Bureau  
865.376.4201

Since more and more people are spending time on their smartphone and they don't go anywhere without them, it is becoming very important to reach people where they are, when they need you. Mobile apps are a great way to do that. The Roane County Visitors Bureau not only made their website more mobile-friendly but went a step further – creating a 'Visit Roane' mobile app.

Mobile apps differ from mobile websites in that they can provide not only information when the visitor needs it (as a mobile website would do) but also provides the kind of information they need - and in real time. With a mobile app, a visitor not only can view a list of restaurants in Roane County, but can also choose their favorite style of restaurant and see which are nearby. The app can also provide directions to a restaurant from their exact location instantly. And it doesn't just include restaurants – they can look for things to do and places to stay.

Those who stop in at the Visitors Bureau request a lot of the same information, so the mobile app was set up with visitors in mind. Some of the categories include locally-owned restaurants, places on the water, and parks and recreation, as well as an event calendar.

Available to download for free in the Apple and Android app stores, 'Visit Roane,' provides visitors, as well as locals, a list of things to do, where to stay, and where to eat while here while also providing directions instantly based on their current location. The app allows the visitor to choose options based on their interest. Even before we started promoting it, in the first month the app was launched and available only in the Apple store, 121 people downloaded the app and used it 505 times.

To spread the word, a marketing campaign was launched that includes a billboard on I-40 for potential visitors entering Roane County

*"It is like having a personal tour guide 24/7."*

*Pam May,  
Director of Tourism,  
The Roane Alliance*



from Knoxville; display banners for hotel lobbies and various places where visitors frequent, such as the Roane State Expo Center; as well as a social media blitz.

**For more info visit:**

**VisitRoane.com/HaveFun**

# TOURISM INDUSTRY STILL STRUGGLING – WITH SIGNS OF IMPROVEMENT



\*2009 includes influx of TVA workers following the ash spill  
 \*\*2013 includes back taxes paid to City of Harriman

2013 showed some bright spots, with signs of rebound coming about halfway through the year for Roane County’s tourism industry.

The final numbers tallied for hotel/motel taxes (including both county and Harriman City) ended well - showing a 12.5% increase over 2012. But after talking to hotel owners and the City of Harriman it became clear this may not be a true measure, as much of that increase may not be a direct result from “heads in beds.” Some of the hotel owners, especially Paul Cowell, Whitestone Country Inn, did report that the year ended much better than it began, but one also said it was the worst year ever for his business.

The rebound was welcome because the latest state numbers show that tourist spending in Roane County had declined - down \$1.74M (\$64.26M in 2011 to \$62.5M in 2012). Part of this decline could be attributed to the Super 8 Motel in Kingston closing its doors in August 2012. Despite the decrease, though, Roane County continues to rank in the top 25 counties (out of 95) based on

tourist spending and has now climbed to 23<sup>rd</sup> on the list as of 2012.

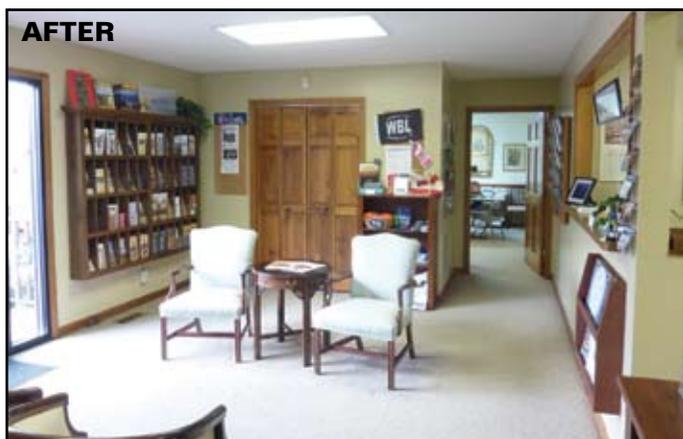
The Smith Travel Research occupancy data for Roane County for 2013 did not yet reflect any upswing – there was a 3% decrease in occupancy (41.5 – down from 42.8 in 2012) and 3.19% drop in revenue per available room, or ‘revpar,’ which is used as the key indicator of performance for hotels as it reflects occupancy and rates. However, when compared with the surrounding counties combined, our neighbors’ numbers were down by more - occupancy rate was down 4.55% and revpar was down 3.44%.

## SPRUCING-UP THE PLACE

The Roane Alliance lobby is the first impression many visitors have of not only the Alliance but also Roane County. The Visitors Bureau is many times the first stop for those visiting for fun but also those looking to retire or interested in locating businesses. With all the new trail brochures like the *Top Secret Trail* and *Walton Road* or the ever-popular *What to Do in Roane County Mapguide*, more space was needed for literature. Additionally, the newly-launched Watts Bar Lake and Louie Buoy merchandise needed its own space to be displayed – not to mention the space needed for the numerous brochures and flyers provided by Chamber members.



‘Inviting’ – is just one of the words used in describing the new lobby. New cabinets were designed, using the wall space more efficiently to provide much-needed space for brochures. The chair-railing was removed to allow for the new cabinets as well as a fresh coat of paint on the walls.



Besides a separate space for merchandise, The Roane Alliance also gained space to showcase the many awards, reports, news releases, and brochures that are distributed through this office, including the Alliance Annual Report.

The Alliance then offered the original racks to area businesses to use in their own stores to spread our reach.

“Rocky Top General Store has always had a prominent space dedicated for Roane County literature that they provide to visitors,” said Pam May, Director of Tourism, The Roane Alliance. “David Webb is one of our biggest ambassadors of tourism so we offered him one of our original brochure racks so they could better display and showcase Roane County – it was a win-win.”

# RETIRE ROANE GOES ON THE ROAD



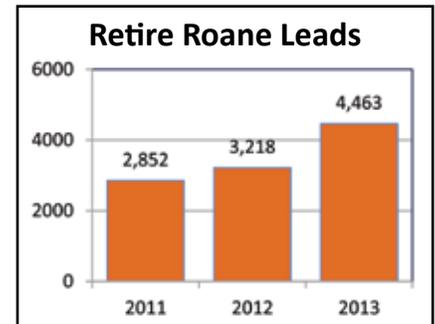
The Retire Roane program hit the road this year, attending two Ideal Living tradeshows – one in Virginia and the other in New Jersey to talk to retirees from up north and sell them on Roane County as a great place to retire.

“I shared a booth with other representatives from the state and was excited that many of the attendees were not only interested in Tennessee, but especially East Tennessee,” said Retire Roane representative Tami Wright, who represented Roane County at the shows. “Roane County has Watts Bar Lake so we stand out

among retirees looking for waterfront living without hurricanes. Combine that with Tennessee’s lower cost of living and no state income tax – Roane County is becoming a front runner among many retirees.”

In 2013, close to 4,500 leads from retirees (38% increase from 2012) were responded to. More than 1,000 emails were sent out from leads from the New Jersey show alone.

According to Kathy May Martin, Coldwell Banker Jim Henry & Associates, “Roane County’s real estate market saw an increase in 2013 spawned by a revived influx of retirees to Watts Bar Lake Properties, in part because of the Retire Roane program.” Martin praised the Alliance for showing “great insight” in creating the program and also praised the staff’s execution.



## ATTRACTING TOURISTS REGIONALLY

### TOP SECRET TRAIL - NO LONGER A SECRET

When TDOT installed the Top Secret Trail signs in 2013 “the phones started ringing,” said Pam May, Director of Tourism, The Roane Alliance. “The state had officially launched the trail in 2012 but now the residents wanted to know what the signs were for – I think some thought it really was a secret.” The trail, part of the State’s Discovery Trails and Byways driving trail program, entices visitors out into the more rural counties from the five large cities in the state – Top Secret comes from Knoxville, through Oak Ridge (hence the name), through Roane County, into the Upper Cumberlands and back into Knoxville. Full-color brochures for the trail are available at all the Tennessee welcome centers and on the state’s website. In 2014 – each trail will have its own mobile app.

“Visitors have been driving the trail since its launch – just ask David Webb, Rocky Top General Store, who has met many of them – but until the signs went up the locals didn’t really realize there was a trail,” said May.

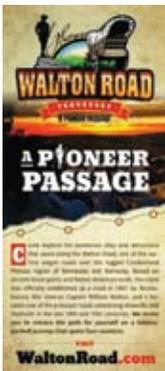


For more info visit:

[VisitRoane.com/  
Top Secret](http://VisitRoane.com/TopSecret)

### THE WALTON ROAD, A 212 YEAR-OLD TRAIL BACK ON THE MAP

The Walton Road was one of the earliest wagon roads over the rugged Cumberland Plateau. Opening in 1801, the road linked Fort Southwest Point with the Middle and Upper Cumberland River settlements, making it one of the most important historic pioneer roads in this region. In 2012, the idea was developed to create The Walton Road Historic Byway to preserve, promote, and protect the resources along this historic route. The first step was to draft a corridor management plan for the trail so an advisory committee was formed, a management company hired and visions of what the trail should be were discussed with the four counties on the trail – Roane, Cumberland, Putnam and Smith.



A year-long process of meetings and brain-storming ensued and a Corridor Management Plan was completed for the project in February 2013. Rack cards were created and placed in the State’s welcome centers and a website has been created promoting the trail.

For more info visit:

[WaltonRoad.com](http://WaltonRoad.com)

# SAYING GOODBYE TO THE ALLIANCE

Leslie Henderson, the President and CEO of The Roane Alliance since February 16, 2004, will be retiring at the end of March.



“Although I struggled with this decision,” explained Henderson, “I feel now that it is the right time to start on the next phase of my life and start working on some of that bucket list – travel, writing, project work, family time, and maybe even some business ventures of my own.”

“As for The Alliance,” she said in a letter to Roane Alliance Board Chair Sharon Templeton, “I think the time is also right, as the staff is not only one of the best I’ve ever worked with, but is also well-positioned to do great things for Roane County going forward. Each of them is very competent and capable. All I do is keep them focused and provide the tools they need. I could not be more proud of their successes.”

*“You have been absolutely fabulous in this job... You have tremendous work ethic, great wisdom and intellect, and just the right balance of charm and chutzpah.”*

**Jim Palmer,**  
**Industrial Board Member**

Henderson served on the International Advisory Committee of the International Economic Development Council, and was featured in the March 2006 Business Tennessee magazine in their Executive Profile. During her years at the helm of the Alliance, she has been instrumental in bringing ten new industrial projects to Roane County, the most recent one being Volkswagen’s new distribution center. She came to the Alliance from the City of Knoxville, where she had been Development Director under former Mayor Victor Ashe. During her tenure in Knoxville, she oversaw the redevelopment of Market Square in downtown Knoxville, as well as implementation of a new downtown residential tax incentives program.



“I am committed to working to ensure the transition to my successor is smooth,” added Henderson. “I will always feel a sense of ‘ownership’ in the success of the Alliance and wish all the members, supporters and staff the very best in years to come.”

“The Alliance is an amazing place, accomplishing amazing things,” Henderson continued in her letter. “I am so appreciative to have had a chance to be a part of it and am proud of what we have achieved. The future of The Alliance looks bright and I look forward to cheering it on from the sidelines.”

*“You’re going to be missed. You’ve done a great job in recruiting, but most of all in building relationships. That’s why you’ve been so successful.”*

**Tom Beehan,**  
**Mayor, City of Oak Ridge**

## THE LEGACY

During Henderson’s 10-year tenure, The Roane Alliance has reported:

- More than 3,500 new jobs created
- More than \$300 million in new capital investment
- Eight new industrial projects closed in just 10 months (in 2007)
- Major projects such as: Pro2Serve; Crete Carrier; H.T. Hackney; Blue Bell Ice Cream; Volkswagen; Bojangles; Lowe’s; Kroger
- Programming more than quadrupled
- Revenues more than doubled

# LOOKING FORWARD TO 2014

## NEXT ROANE ALLIANCE PRESIDENT/CEO: WADE CRESWELL

After a nationwide search, The Roane Alliance board unanimously approved Roane native Wade Creswell on January 30, as Leslie Henderson's successor – making him the next Chamber President and Alliance CEO. Creswell will start March 3, working along side Henderson before she actively retires on March 28. Creswell, 39, is coming to the Alliance from the Michael Dunn Center – one of Roane County's largest employers – where he has been Vice President of Development and Public Relations, Health Services for the past several years. Creswell developed and coordinated the Michael Dunn Center's fund-raising and development office from scratch, helping to bring in more than 200% growth in fund-raising revenues. A third-generation Roane Countian, Creswell was the Chamber's 2012 Young Professional recipient; a former Chamber board member and former member of the Kingston City Council – where he served as Vice Mayor. His background also includes sales and health care experience. "Wade will bring a strong skill set and a new perspective to The Roane Alliance operations," Alliance Board Chair Sharon Templeton said.



## NEW TRAINING OPPORTUNITIES

The Alliance will be expanding its workforce development in 2014 with a triad of online training opportunities. In partnership with Cogno.com, the Chamber will be able to offer a new service for members - a selection of online training courses available for purchase at any time from the Chamber website. The courses cover relevant topics designed to address many issues businesses face, including Human Resources, Compliance, Business Management, and Social Media.

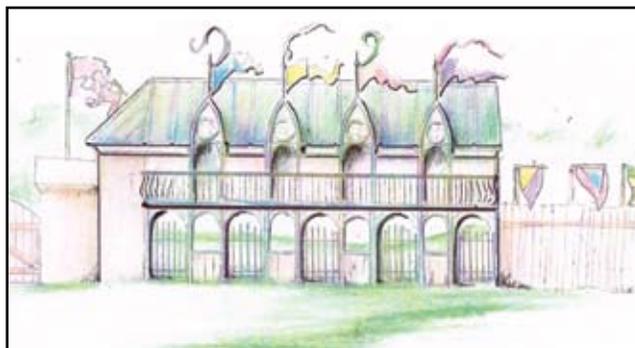
The Alliance's website will also become a gateway to some of the excellent SCORE online workshops that complement the classroom workshops that we already provide, and will help provide more workshops from the Tennessee Small Business Development Center – both online and in person – to help empower small business owners, entrepreneurs, and individuals.

## ROANE COUNTY'S RENAISSANCE

Lars and Barrie Paulson, Darkhorse Designs, plan to bring an annual Renaissance Festival located permanently in the former 80-acre industrial park property off of Fiske Road in Harriman. The Shakespeare-themed festival is expected to be open the first three weeks of September, but be held annually in May, beginning in 2015. The site will also be available for special events the remainder of the year.

The estimated economic impact to the area, according to Darkhorse Designs:

- 4,000 visitors/day (the 1st year) up to 18,000/day (by the 5<sup>th</sup> year);
- \$400,000 spent on construction costs the 1st year + another \$300,000 in subsequent site improvements;
- Employ six full-time annually; with potential to grow to approximately 14 staff;
- Employ 300+ part-time for the festival;
- Plus economic impact to local hotels, campgrounds, restaurants, etc., from visitors to the festival each year.



*"When we were looking for property and investors, we met with Pam May, Director of Tourism, to get her input on our proposal. She agreed to share the idea with others at the Alliance. We learned later that Darrell Williams identified property in the city limits of Harriman – an old industrial park that had been deemed not suitable for industry or housing development because of other more favorable sites. From there, we began working with officials in Harriman."*

**Lars Paulson,  
Business Manager,  
Darkhorse Designs**

# THE ROANE ALLIANCE STAFF



*Teresa Jackson, Pam May, Brenda Rowe, Leslie Henderson, Tami Wright, Allen Lutz, Darrell Williams  
(from left to right)*

***At the Roane Alliance, we bring opportunity to Roane County.  
Whether that's 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 flourish and prosper.***

INDUSTRIAL DEVELOPMENT BOARD  
CHAMBER OF COMMERCE  
VISITORS BUREAU



