



Roane
ALLIANCE

A Unified Drive. A United Force.

2017 Annual Report



Mission:

To create an environment and unified voice that promotes job creation; economic development; enhanced quality of life; and education & workforce development.



The Industrial Board had a busy 2017 receiving 65 RFI's with an average 398 new jobs per industry, in 2017. This is more than double the prospect activity and potential jobs, compared to recent years. Roane County fit the criteria for 1/2 of the RFI's, adding us to the short list for quite a few new or expanding industries. In fact, one of the most anticipated visits in a long time came in August when the state flew in prospective clients, landing directly at the Jones Road Site. The Alliance staff, working with Design sensory, was well prepared with a print and video presentation in both English and Korean, highlighting Roane's assets.



Progress at the Jones Rd Site - RRBTP

According to the site selection team, the visit was not only "well executed" and organized, but Roane was also on

the short list. In the end, they chose property that was flat and shovel ready in west Tennessee. An increasing number of industries are requiring the same – so in order to be competitive, we have to prepare existing sites. In 2017, the first phase of a grading project at the Jones Road certified site began, which will provide 17 flat, pad-ready acres in early 2018.

Soak in Roane, our first-ever tourism campaign, kicked off with a media blitz on March 23. On September 9, a \$1,000 grand prize was given away to wrap up the campaign, but we didn't stop there – on the heels of its success we continued to tell



Cupcakes at the media event

people how they could Soak in Roane in the fall and during Christmas. To gauge the campaign's success we looked at website traffic patterns, specifically referrals vs organic traffic since we used digital marketing to drive people to our website, particularly soakinroane.com, our new landing page. We also looked at visitor behavior since our goal is always to promote Roane County and its assets – explicitly our tourism partners (where to stay and eat, things to do and buying local). We also looked at the number of email subscribers since we purchased two email campaigns through WBIR and Chattanooga Times, with a combined opted-in contact list of 35,000. We increased our email contacts with 4,906 new subscribers (4,491 of those were interested retirees), a 14% ROI.

2017 Highlights

We published a visitor guide with new professional photography and branding. The piece, created for visitors and potential retirees, highlights Roane County visually and gives them a snapshot of our recreation, music, heritage and of course – our lake life. A seasonal list of top events, an attractions map, and suggestions on what to do when in Roane is also in the guide, with every page providing a link for more information on the website.



'Soak In Roane' visitors guide

The Chamber's goal is to help drive business to its members. One of those drivers is RoaneChamber.com. In 2014, the Chamber began using ChamberMaster to help with operations, providing new capabilities to not only the Chamber staff but also to its members with a user-friendly website that allows members to post hot deals, job openings and events, as well as an easier-to-navigate member directory. In 2017, the Chamber website reached an all-time high of 115,166 pages viewed, with nearly 50% of those views being the directory and member-posted pages.

The Tennessee Scholars program is about workforce preparedness, the number one factor businesses consider when looking to locate in a community. Businesses will not relocate or expand in communities without a skilled workforce. The Education Matters program, in partnership with Roane County Schools, recognized a record-high 132 graduating seniors as Tennessee Scholars in 2017, a 23% increase over 2016 that accounted for more than 27% of the 2017 graduating class. This is also an 80% increase in Tennessee Scholars graduates since the program began in 2007.



County Executive Ron Woody congratulates a student

The first Customer Service Academy was held, expanding the Alliance's professional development courses beyond the core SCORE workshops. The three 2.5-hour sessions were geared to front-line employees who provide service to customers, specifically in the hospitality industry.



2017 Highlights

IN 2017, WE PROMOTED ROANE COUNTY IN THE FOLLOWING:

Print Ads:

- Tennessee Vacation Guide*
- Tennessee Economic Development Guide*
- Innovation Valley Magazine*
- The Oak Ridger Progress*, Feb.
- Roane County News Roane Waters*, May
- The Oak Ridger Road Trip*, May
- Expansion Solutions*, July - Aug.
- Tennessee Fishing Guide*
- Indiana Fishing Regulation Guide*
- Tennessee Home & Farm*, summer
- Get Out Chattanooga*, Aug.
- Chattanooga Times Free Press Glimpse*, Aug - Sept.
- FLW Bass Fishing*, Sept
- Roane County News - Super Saturday*, Nov.
- Roane County News - Shop Where Heart Is*, Nov. - Dec.
- Caney Creek RV Resort map*
- Soaring Eagle Campground map*

Digital Ads:

- Livability.com/tn/knoxville*
- ExpansionSolutionsMagazine.com*, July - Aug.
- Tnhomeandfarm.com*, summer
- McGhee Tyson Airport baggage claim*, June
- WBIR.com*, July
- WBIR news*, July
- TimesFreePress.com*, Aug.
- FLW.com*, Sept.
- Facebook*, June - Dec.

Large Scale/Display:

- Pinnacle Stadium 18 Theatre screen*, summer
- I-40 EB Cumberland County billboard*, summer

TV Commercials:

- WBIR Live at 5 at 4*, June & July
- WBIR Hometown Spotlight*, July

Emails:

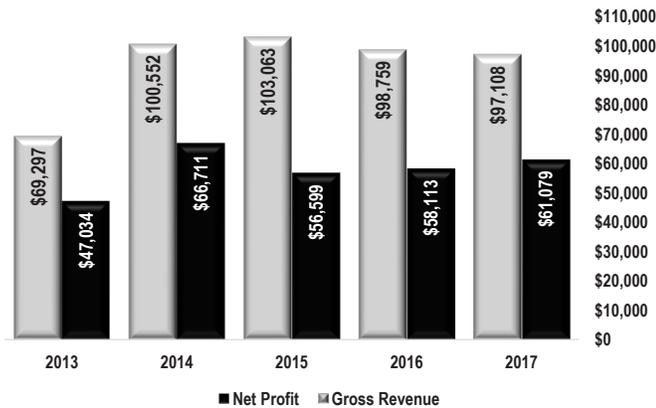
- Chamber Weekly Newsletter*
- Chamber Weekly Events Reminder*
- Tourism Newsletter*, February, June, Sept. & Nov.
- Retire Roane Newsletter*, January, March, June & Oct.
- WBIR.com targeted emails* (10,000 opted-in contacts), Aug.
- Chattanooga Times Free Press emails* (25,000 opted-in contacts), Aug.
- Special interest emails to tournament attendees*, Mar - Aug.

Shows/Expos:

- SHOT Show - Las Vegas*, Jan.
- Ideal Living's New Jersey Retirement Show*, Feb.
- Chicago's Metal Fabrication show*, represented by Business Expansion Solutions, Nov.
- Chicago's Food & Beverage Processing show*, represented by Business Expansion Solutions, Sept.

Since 2014 when the Gala came home, it has been a special event for Roane County and a successful one for the Alliance's fundraising efforts. Without the funds raised at Gala, the Alliance team could not continue working collectively through economic and retail development, education, workforce development, marketing and recruiting - all to increase prosperity for all of Roane's citizens.

Gross Revenue & Net Profit



As this chart shows, and based on documented historical data, the 2017 Gala was one of the most successful, gaining \$61,079 in net profit. And since its been in Roane, the Gala has grown more successful in other ways as well, and all thanks to our supporters and partners - with double the sponsorships and tables purchased that also led to 146% increase in total attendance when compared to ten years ago.

Even more important than the Gala results themselves - without businesses, municipalities and individuals supporting the Gala through sponsorships, tickets, donations and attendance, the Alliance could not have accomplished all that is documented in this report.





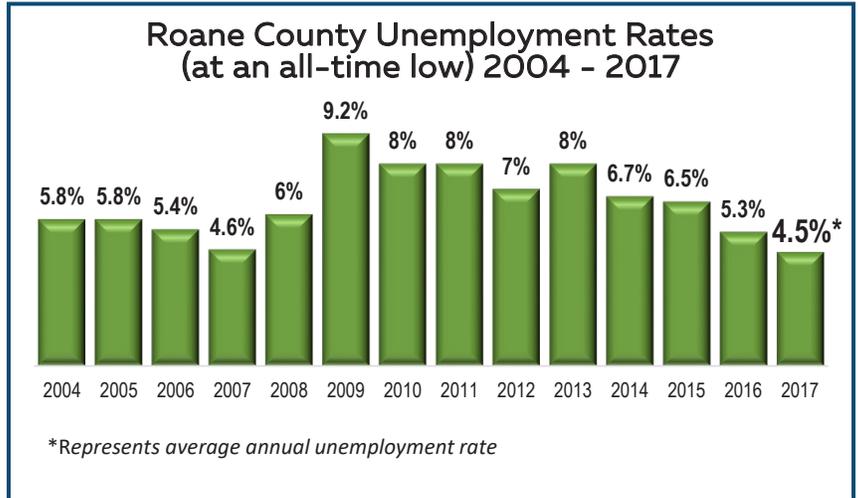
www.roaneecd.com
#RoaneECD



30 BUSINESS RETENTION & EXPANSION VISITS

10 PROSPECT SITE VISITS

5 SITE SELECTOR OUT-BOUND TRIPS



\$17.5M
CAPITAL INVESTMENTS BY EXISTING INDUSTRIES

NET JOB GROWTH:

238

4 NEW
BUSINESS RECRUITS



SOAK IN ROANE CAMPAIGN RESULTS

- 700% ↑ EMAIL SUBSCRIBERS
- 648% ↑ FACEBOOK TRAFFIC
- 175% ↑ FIRST-TIME VISITORS
- 86% ↑ FIRST-TIME FACEBOOK VISITORS
- 74% ↑ REFERRED TRAFFIC
- 15% ↑ ALL TRAFFIC

↑ \$1,730,000
Visitor Spending
(See Tourism Expenditures Chart)

#3 MOST VISITED PAGE (soakinroane.com)

\$350,000
Total Motel Tax Collected

490 Jobs
Created in Tourism

RETIRE ROANE

7,426 Visitor & Retiree Requests for Information
5,607 Visitors & Retirees subscribed to quarterly emails

56,452 pages viewed on tourism website, 24.4% were new visitors

\$359 Saved in State/Local Taxes per family



2,933

participants in athletic & fishing events we sponsored which equals a 91% increase over 2016



\$25,500

spent in sponsoring those events to get them here



\$682,287

in economic impact from those events (estimated)



\$26.76

ROI for every \$ we spent to get them here

Jump Into The Fun @ www.soakinroane.com #soakinroane #visitroane #roanesweetroane



The Stats

398 Total Number of Chamber Members

6.87% ↑ Dues Revenue

Face-to-Face

979 Members attended 37 Networking Events

130 Visits to Members

42 Visits to Prospective Members which resulted in 1/3 of those prospects becoming new members

RoaneChamber.com

9% ↑ # of People visiting roanechamber.com

60% Of All roanechamber.com views were first-time visitors

Which is a..

5% ↑ # of People visiting roanechamber.com

#RoaneChamber #UniteRoane #ShopRoane #ShopLocal

54 Chamber Ambassadors

Giving Back

In 2017, the Ambassador team developed a give-back campaign by volunteering time & talents to a deserving charity project or group of people.



RoaneChamber.com provides a platform for members to promote Special Events, Hot Deals and Job Openings. Each member gets a listing in the directory in the applicable category(s). The combined member-oriented pages on the website received 54,664 views, close to 1/2 of all roanechamber.com views in 2017 and equal to all website views in 2016.

826% ↑ Traffic to Web Calendar

569% ↑ Traffic to Member Directory

257% ↑ Traffic to Hot Deals

110% ↑ Pages Viewed

468
Professionals attended...

30
development training opportunities provided through Education Matters

Roane's TN Scholar Graduates since 2007:

1,178

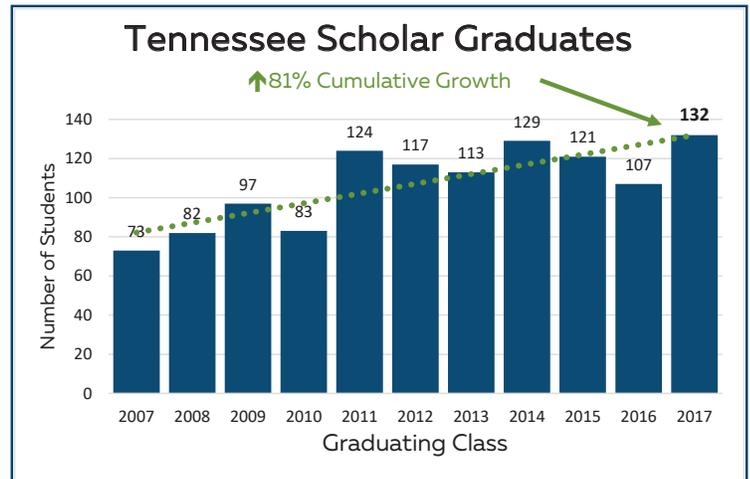
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Approximate Number of Students Introduced to TN Scholars:

6,500



Education Matters



Get Involved www.educationmatters2roane.org
#educationmatters #achieveandbelieve #education

Increased Our Marketing	
1	billboard
5	websites
12	social media pages
17	print ads
21	television spots
91	days of theatre commercials (x18 screens)
149	newsletters sent
215	tourism businesses & attractions listed on visitroane.com
821	member listings on roanechamber.com
891	community events listed on website calendars
1,370	social media posts
1,215,219	social media impressions
2,858,764	digital ad impressions



2,493
PHOTOS

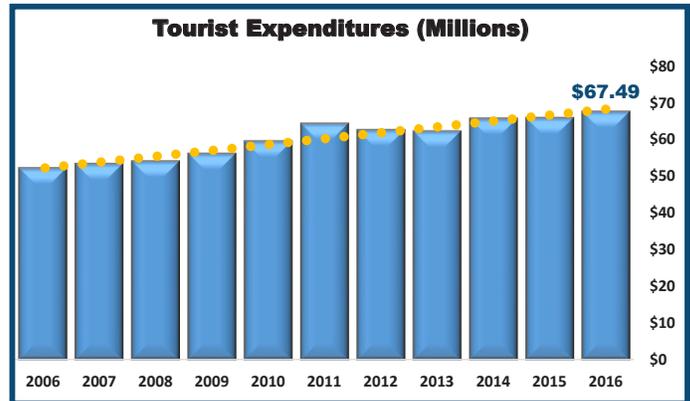


12 HOURS
OF VIDEO

In 2017 three media shoots were held to capture professional-quality photos and videos depicting the quality of life in Roane that includes industry, recreation, lake life, shopping, eating, local business,

landscapes, community events, live music, boating, history, family activities, camping, and more. This more than doubled our photo collection from the first photo shoot in 2016, giving us 2,493 photos to use in marketing and to share with our stakeholders. These photos, as well as many other high-resolution photos are available to download and use to promote Roane County at visitroane.smugmug.com.

Increased Our Reach		% Change	
2,170,500	magazines distributed with our ads	↑	55%
838,337	annual social reach (or 2,297/day)	↑	85%
194,787	web pages viewed (all sites)	↑	24%
48,000	vehicles traveling on I-40 daily	↑	100%
39,328	event calendar views (tourism & chamber)	↑	466%
27,231	visitors to roanechamber.com	↑	9%
17,305	visitors to visitroane.com	↑	24%
11,638	1st time visitors to visitroane.com (> SIR Campaign)	↑	175%
10,614	vendor pages viewed on visitroane.com (> SIR campaign)	↑	266%
10,223	followers on social media	↑	19%
6,811	direct link to tourism website (using soakinroane.com or visitroane.com)	↑	61%
6,191	opted-in email contacts	↑	366%
4,864	requests for information (leads)	↑	47%
2,875	click-thru's to visitroane.com from Facebook	↑	330%



- Illinois
- Texas
- Ohio
- Indiana
- New York
- Pennsylvania
- Florida
- Michigan
- Tennessee
- New Jersey

Marketing Partners



Roane Alliance Board of Directors

Dr. Chris Whaley, Chair

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Ron Berry
Marilyn Calfee
Suzie Clay
Cecil Crowe
Lynn Farnham
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Junior Hendrickson
Jim Henry
Buddy Holley

Mitchell Kyker
Gail Lyke
Darryl Meadows
Kenyon Mee
Tim Neal
James Owens
Jim Palmer
Terry Payne
Dana Peterka
Jason Pilant
Al Reardon
Ken Rueter

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Becky Ruppe
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Barry Stephenson
Jack Stockton
Sharon Templeton
Mark Watson
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George Wilson
Ron Woody
Bill Young

Roane Chamber Board of Directors

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Chris Barton
Buddy Bowers
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Joe Eskridge
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Sean Hensley
Charlene Hipsher
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Kathy May-Martin
Dr. Jude Miller
Kathy Parks
Dana Peterka
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Al Reardon
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Dr. Chris Whaley

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Teddy Haywood
Bob Kite

Jeff Nichols
James Owens
Tommy Thompson

David Webb

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David Bell
Peggy Collier
Junior Hendrickson
Mike Hooks

Tourism Committee

Steve Kelley, Chair
David Bell
Ron Berry
Todd Fink
Junior Hendrickson

Thanks to our Roane Alliance Partners

City of Harriman
City of Kingston
City of Oak Ridge
City of Rockwood
CNS Y12
EnergySolutions

Kyker Funeral Home
Oak Ridge Utility District
Tennessee College of Applied Technology
East Tennessee Economic Council
Omni Visions
Roane County Board of Education

Roane Medical Center
Rockwood Electric Utility
TVA
UCOR
UT Battelle / ORNL



WHERE TO FIND US



RoaneAlliance.org

VisitRoane.com

SoakInRoane.com

RoaneChamber.com

RoaneECD.com

EducationMatters2Roane.org

RetireRoane.com



facebook.com/roanealliance

facebook.com/visitroane

facebook.com/wattsbarlake

facebook.com/roanechamber

facebook.com/roanecountygreenteam



twitter.com/roanecochoamber

twitter.com/visitroane

twitter.com/roanealliance



instagram.com/roanesweetroane

LETTER FROM OUR CEO

To Our Stakeholders:

2017 has been a unique year, relative to recent history. It will most certainly blend with 2018 regardless of what occurs, because of how developments in the past year are working to shape the near and distant future.

2017 saw the national economy rebound in ways that were somewhat historical. The state of Tennessee, including Roane County, experienced record-low unemployment throughout much of the year. This is great news for so many of the residents of Roane County to have gainful employment. But, many of our people remain underemployed. So, our economic development focus has changed from bringing more jobs into our area to bringing better jobs to our area.

One of our biggest hurdles is Roane County's six-year decline in population. This makes it very challenging to convince new businesses to locate in the area because of concerns about available workforce. And, this issue, above all others, is what will, or should, guide the discussion going into 2018, an election year.

Looking forward to 2018, the most significant topic of discussion in our county will be a proposed new high school building plan by Roane County Schools. Coupled with the prospect of expanded partnerships between Roane County Schools, TCAT- Harriman, and Roane State, Roane County has a once-in-a-generation opportunity to educate our students much differently, provide for the workforce needs of existing local business, and reverse the negative population trend that threatens our current standard of living.

So many of our partners in the county are already working on initiatives to improve the culture and all of these initiatives will be impacted in some way by how the Roane County Commission and Roane County School Board work toward a common solution.

2018 will be one of the more interesting and impactful years of our lifetime. I encourage all of you to invest the time and energy to learn about the issues for yourselves. Don't trust social media as your sole source of information.

Then push to help make Roane County the place where our potential is fully realized. And our potential is incredible... but only if we work to realize it together.

Together!

ROANE ALLIANCE STAFF

Wade Creswell, President & CEO

Pam May, Vice President/Director of Marketing & Tourism

Courtney Briley, Chamber Programs Coordinator

Teresa Jackson, Member Services Coordinator

Sam Jones Ledford, Marketing & Tourism Coordinator

Allen Lutz, Education & Workforce Development Specialist

Cary Parten, Office Manager/Fiscal Services

Alix Riter, Receptionist/Executive Assistant

Justin Snow, Director of Economic Development

