

REGIONAL GOAL #3



REGIONAL PROSPERITY

We must compete on a global stage, grow, and attract new business that will build a foundation for regional prosperity.



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WHY IS IT IMPORTANT?

A strong economy is key to a healthy region. The Knoxville area has several thriving economic engines, including Oak Ridge National Laboratory and the University of Tennessee. They attract “knowledge workers” and outside investment, benefitting the entire region. Leveraging additional industries and companies requires investment in physical infrastructure and the labor force. A successful strategy will ensure that the region’s economy is diverse and globally competitive for years to come.

ALMOST 38,000 WORKERS ENTERED THE WORKFORCE BETWEEN 2002 AND 2012. THE REGION WILL NEED ANOTHER 145,000 MORE JOBS BY 2040.

WHAT'S AT STAKE?

During the recent economic downturn, the Knoxville region maintained lower rates of unemployment than many other areas. But there was local variation tied to the education level of workers—those lacking a high school diploma faced unemployment rates that were twice the area average.

Education and workforce training are needed for the region to remain competitive.

Labor force investment is one piece of the region’s economic development strategy. We must also maintain and enhance our network of transportation and utility options to ensure we continue to attract new investment.

ATTRACT AND RETRAIN TALENT.

Attract talented workers and keep our locally grown talent here.

R1 » ENHANCE THE STRONG COMMUNITY IDENTITIES THAT ATTRACT AND RETAIN TALENTED WORKERS

WHO? Neighborhood & Community Organizations • Local Gov • Non-profits • Economic Development Agencies | **TIMEFRAME** Medium

R2 » ENHANCE ENTREPRENEURSHIP AND INNOVATION OPPORTUNITIES BY SUPPORTING LOCAL ENTREPRENEUR CENTERS AND SHARING INFORMATION ABOUT AVAILABLE ASSETS AND RESOURCES

WHO? Businesses • Community Organizations | **TIMEFRAME** Short

R3 » SUPPORT THE DIVERSITY OF CHOICE THAT ATTRACTS AND RETAINS TALENTED WORKERS

WHO? Neighborhood & Community Organizations | **TIMEFRAME** Medium

R4 » SUPPORT INVESTMENTS TO CREATE AND MAINTAIN STRONG CITIES TOWNS AND COMMUNITIES WITH UNIQUE IDENTITIES

WHO? Individuals • Families | **TIMEFRAME** Short

R5 » PROVIDE INCENTIVES SUCH AS SCHOLARSHIPS, LOANS, AND RECOGNITION FOR TALENTED LOCAL PEOPLE TO STAY IN THE REGION

WHO? Neighborhood & Community Organizations | **TIMEFRAME** Short

R6 » INVEST IN OUR EXISTING AMENITIES AND QUALITY OF LIFE THAT TALENTED WORKERS AND THEIR FAMILIES DESIRE

WHO? Local Government | **TIMEFRAME** Short

R7 » ENABLE THE DIVERSITY, FREEDOM AND CREATIVITY THAT TALENTED WORKERS ARE LOOKING FOR

WHO? Local Government | **TIMEFRAME** Short

R8 » ENABLE THE EXPANSION OF HOUSING, TRANSPORTATION, RECREATION AND CULTURAL CHOICES THAT TALENTED WORKERS DEMAND

WHO? Local Government | **TIMEFRAME** Medium

R9 » RECOGNIZE THE DIVERSITY AND QUALITY OF LIFE THAT ATTRACTS AND RETAINS YOUNG TALENTED INDIVIDUALS AND THEIR FAMILIES

TIMEFRAME Short

EDUCATE AND TRAIN LOCAL TALENT.

Develop the facilities and support systems to grow our young people into contributing members of the local economy.

R10 » CREATE ALIGNED, SEAMLESS PATHWAYS FOR ALL POTENTIAL WORKERS IN THE REGION TO MOVE INTO EXISTING EMPLOYMENT OPPORTUNITIES, WITH A FOCUS ON THE ALTERNATIVE MANUFACTURING, MEDICAL AND ENERGY INDUSTRIES AND OTHER STRATEGIC INDUSTRIAL CLUSTERS

WHO? Education System | **TIMEFRAME** Medium

R11 » CRAFT A CURRICULUM FOR THE IDENTIFIED PATHWAYS THAT IS ALIGNED WITH THE NEEDS OF REGIONAL BUSINESS PARTNERS AND IDENTIFIED FOCUS INDUSTRIES

WHO? Education System | **TIMEFRAME** Short

R12 » COLLABORATE TO IDENTIFY EMPLOYEE TRAINING NEEDS, OPPORTUNITIES AND GAPS SO THAT FUTURE EMPLOYEES CAN BE TRAINED FOR THE JOBS THAT ARE IN THE REGION

TIMEFRAME Short

R13 » REDEFINE CAREER PLANNING TO FOCUS ON CAREER AWARENESS, EXPLORATION AND EXPOSURE

WHO? Education System | **TIMEFRAME** Short

R14 » VALUE EDUCATION AS THE PATHWAY TO PROSPERITY

WHO? Individuals • Families | **TIMEFRAME** Short

R15 » GET INVOLVED IN LOCAL SCHOOLS

WHO? Individuals • Families | **TIMEFRAME** Short

R16 » TAKE FULL ADVANTAGE OF THE LOCAL EDUCATION SYSTEMS

WHO? Individuals • Families • Local Businesses • Community Organizations | **TIMEFRAME** Short

R17 » JOIN FORCES TO DEMAND AND SUPPORT EXCELLENCE IN THE REGION'S SCHOOL SYSTEMS

WHO? Utility Providers | TIMEFRAME Short

R18 » RECRUIT AND TRAIN TEACHERS WHO WILL MOTIVATE SMART WORKERS

WHO? Education System | TIMEFRAME Short

R19 » CREATE JOB SHADOWING, MENTORSHIP AND APPRENTICE PROGRAMS

WHO? Non-profit Organizations • Private Businesses • Community Colleges • Local School Districts | TIMEFRAME Short

POTENTIAL PARTNERS Pellissippi State, Walter State, Roane State, Knoxville Chamber, TN Achieves

PROVIDE ADEQUATE INFRASTRUCTURE.

Provide transportation, water and energy systems to support the growth of our economy.

R20 » TREAT BROADBAND ACCESS AS A BASIC UTILITY

WHO? Local Government • Utilities | TIMEFRAME Short

R21 » PROVIDE TRANSPORTATION, WATER AND ENERGY SYSTEM CAPACITY TO SUPPORT THE GROWTH OF OUR ECONOMY

WHO? Local Government • Utilities | TIMEFRAME Long

LOCAL IMPLEMENTATION EXAMPLE: INNOVATION VALLEY

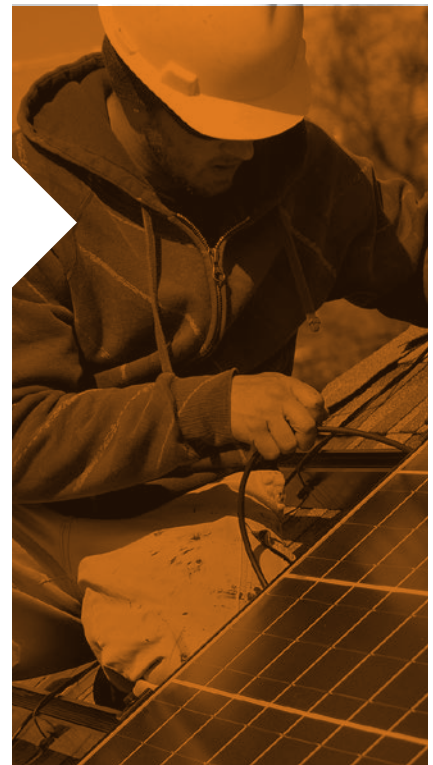
Innovation Valley is the regional economic development initiative managed by the Knoxville Chamber.

Innovation Valley is currently implementing Innovation Valley Blueprint 2.0, its second five-year strategic plan for business growth in the Knoxville-Oak Ridge region. Blueprint 2.0 outlines five target recruitment clusters (advanced technology & manufacturing, corporate services, creative media services, energy, and transportation), based on an analysis of the region's world-class resources.

Several strategic priorities provide the framework for Innovation Valley's business recruitment and industrial development efforts:

- ▶ *Implement new, aggressive business recruitment and retention programs*
- ▶ *Build the innovation valley brand*
- ▶ *Increase focus on talent retention and development regionally*
- ▶ *Enhance entrepreneurship and innovation opportunities*
- ▶ *Promote sustainability efforts*

Innovation Valley consists of eight organizations (the Roane Alliance, Loudon County Economic Development Agency, City of Oak Ridge, Knoxville Chamber, Tellico Reservoir Development Agency, Anderson County Economic Development Association, Blount Partnership, and Jefferson County Economic Development) that collaborate on executing Blueprint 2.0 for long-term business success throughout the region.



R22 » ASSURE ADEQUATE LAND AND RESOURCES FOR INVENTING, CREATING AND SELLING THINGS

WHO? Local Government • Utilities | **TIMEFRAME** Long

R23 » ASSURE ADEQUATE MAINTENANCE OF EXISTING INFRASTRUCTURE

WHO? Local Government • Utilities | **TIMEFRAME** Medium

R24 » CREATE A REGIONAL BRAND PROGRAM THAT RESONATES WITHIN THE REGION AND OUTSIDE THE REGION AND ATTRACTS THE ATTENTION OF INDUSTRY AND TALENT

WHO? Economic Development Agencies • Non-profit Organizations • Local Governments | **TIMEFRAME** Short

POTENTIAL PARTNERS Knoxville - Oak Ridge Innovation Valley, East TN Quality Growth, Local Government Representatives

R25 » LEVERAGE OUR EXISTING INSTITUTIONS AND ECONOMIC ASSETS FULLY SUCH AS ORNL AND OTHER DOE FACILITIES, THE TENNESSEE TECHNOLOGY CORRIDOR, CHEROKEE FARM ON THE UT CAMPUS, AND PELLISSIPPI PLACE

WHO? Region | **TIMEFRAME** Medium

R26 » EDUCATE OUR LOCAL DECISION-MAKERS ABOUT WHAT IS NEEDED TO COMPETE AND ADVANCE OUR REGIONAL ECONOMY

WHO? Region | **TIMEFRAME** Short

R27 » SUPPORT THE EDUCATION OF OUR YOUNG PEOPLE, INCLUDING SUPPORT FOR NECESSARY EDUCATION RESOURCES AND FACILITIES

WHO? Individuals • Families | **TIMEFRAME** Short

R28 » SUPPORT THE BEAUTIFICATION OF OUR COMMUNITIES TO HELP FOSTER A STRONG IDENTITY AND SENSE OF PLACE

WHO? Individuals • Families | **TIMEFRAME** Short

R29 » ADOPT COMMUNITY RESOURCES TO HELP MAINTAIN AND BEAUTIFY IMPORTANT PARTS OF OUR COMMUNITIES

WHO? Neighborhoods & Community Organizations | **TIMEFRAME** Short

R30 » FOCUS ON GROWING OR RECRUITING STRATEGIC INDUSTRIAL CLUSTERS SUCH AS ADVANCED MANUFACTURING, MEDICAL, ENERGY, TRANSPORTATION AND LOGISTICS, AND CREATIVE MEDIA SERVICES

WHO? Local Business | **TIMEFRAME** Short

R31 » SUPPORT TOURISM, THE ARTS AND THE LOCAL FOOD SYSTEM AS ECONOMIC DEVELOPMENT STRATEGIES

WHO? Local Government | **TIMEFRAME** Short

R32 » ENHANCE OUR LOCAL PLACE-BASED BUSINESSES AND EVENTS THROUGH COLLABORATIVE GEOTOURISM EFFORTS

WHO? Region | **TIMEFRAME** Short

COLLABORATE THROUGHOUT THE REGION

Provide opportunities for regional collaboration, since our prosperity is better if we all work together.

R33 » ALIGN RESOURCES BY CONSTANTLY SCANNING REGIONAL ASSETS

TIMEFRAME Short

R34 » COLLABORATE WITH EACH OTHER THROUGH ORGANIZATIONS SUCH AS INNOVATION VALLEY)

TIMEFRAME Short

R35 » COORDINATE REGIONAL RECRUITMENT EFFORTS

TIMEFRAME Short

R36 » SUPPORT REGIONAL EFFORTS TO ADVANCE REGIONAL PROSPERITY

WHO? Local Governments • Utility Providers | **TIMEFRAME** Short

R37 » FOSTER PARTNERSHIPS AMONG LOCAL AND REGIONAL ECONOMIC DEVELOPMENT AGENCIES, TVA, UTILITY DISTRICTS, STATE OF TENNESSEE AGENCIES, AND OTHERS

TIMEFRAME Short

R38 » FIND COMMON GROUND BY REGULARLY REVISITING GOALS AND OBJECTIVES

TIMEFRAME Medium