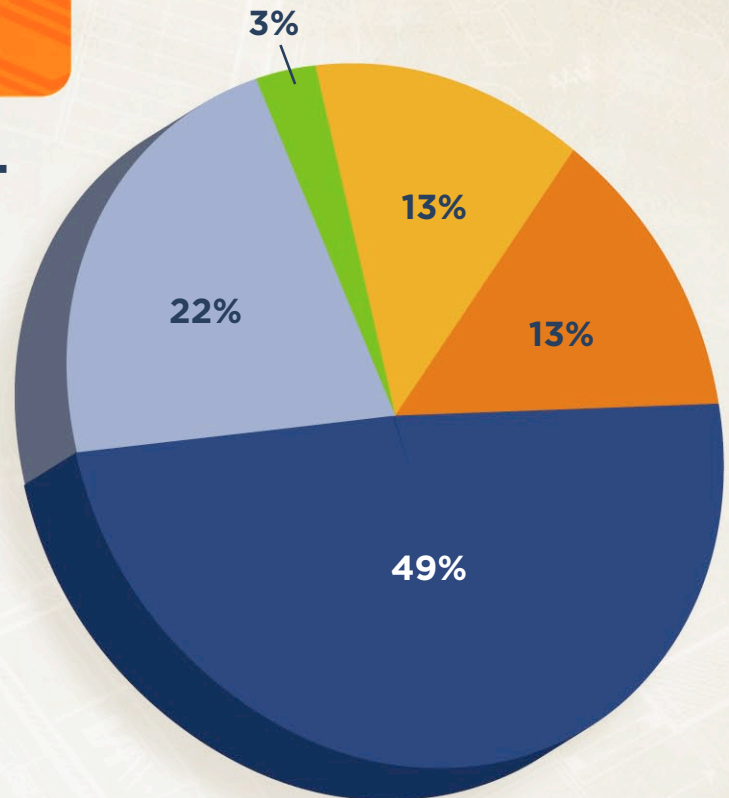


## BUDGET

**\$10,000,000 - 5 YEAR TOTAL**  
**\$2,000,000 - ANNUAL**

### FUTURE INVESTMENT PLAN

- Investor Relations - 3%
- Technology & Entrepreneurship - 13%
- Business Retention & Expansion - 22%
- Public Policy & Workforce Development - 13%
- Global Marketing - 49%
  - Site Consultant Relations
  - Lead Generation
  - Advertising
  - Targeted Recruitment



## PERFORMANCE GOALS

- NEW DIRECT JOBS**  
2,300 ANNUALLY / 11,500 TOTAL
- CAPITAL INVESTMENT**  
\$300M ANNUALLY / \$1.5B TOTAL
- WAGE INCREASE**  
2% growth/year = 10% growth = \$47,880

## STRATEGIC PRIORITIES

Innovation Valley will maintain all successful strategies from the last five year Innovation Valley Blueprint in Global Marketing, Education & Workforce Development, Technology & Entrepreneurship, Business Retention & Expansion and Public Policy program areas. To continue being competitive in the next five years, Innovation Valley will focus on and implement the following new strategies:

### IMPLEMENT NEW AGGRESSIVE BUSINESS RECRUITMENT AND RETENTION PROGRAMS

- 1. Have targeted focus on growing the Energy cluster**
- 2. Have targeted focus on retaining and growing the Creative Media Services cluster**
- 3. Initiate new aggressive business recruitment lead generation campaign**
- Support business retention efforts regionally
- Advance efforts to increase the number and lower the cost of flights at McGhee Tyson Airport
- Explore product development (available land and building) opportunities regionally

### BUILD THE INNOVATION VALLEY BRAND

- Enhance internal communications efforts to strengthen the Innovation Valley brand as the lead economic development initiative for the region
- 2. Update Innovation Valley communications messages and infrastructure i.e. new website and marketing materials**
- 3. Develop marketing tools to increase awareness of the Innovation Valley among site location consultants and "Thought Leaders" in key sectors**

### INCREASE FOCUS ON TALENT RETENTION AND DEVELOPMENT REGIONALLY

- 1. Ensure education and workforce skills & training needs are being met for all target clusters**
- Support young professionals at the regional level
- Integrate other education and workforce programs regionally

### ENHANCE ENTREPRENEURSHIP AND INNOVATION OPPORTUNITIES

- 1. Support the Knoxville Entrepreneurial Center**
- 2. Seek additional support mechanisms for entrepreneurs/technology companies**
- Continue to raise awareness of available technology assets and partnerships available at Oak Ridge National Laboratory, University of Tennessee and Y-12 National Security Complex

### PROMOTE SUSTAINABILITY EFFORTS

- 1. Inventory current sustainability efforts throughout the region**
- 2. Incorporate sustainable messages into marketing efforts**
- 3. Explore opportunities for enhancing sustainability programs**

### ESTABLISH SUSTAINABLE STRUCTURE AND FUNDING MODEL

- Clearly establish Innovation Valley as the regional economic development initiative managed by the Knoxville Chamber
- Adopt a maintainable budget and funding model
- Develop and define overall roles and responsibilities of Innovation Valley

\*New tactics are in bold. Tactics not in bold are a continuation from the previous strategic plan.

SOURCE: Innovation Valley Blueprint 2.0

## TARGET RECRUITMENT CLUSTERS

### ADVANCED TECHNOLOGY & MANUFACTURING

- Automotive Suppliers
- Carbon Fiber & Composites
- Medical Equipment
- Specialty Foods

### CORPORATE SERVICES

- Corporate & Regional Headquarters
  - Data Centers
- Transaction Support

### CREATIVE MEDIA SERVICES

- Digital & Interactive Media
- Film, Television & Video Production

### ENERGY

- Energy Storage Systems & Advanced Batteries
- Nuclear Component Manufacturing
  - Smart Grid Technologies
  - Renewable Energy

### TRANSPORTATION

- Distribution & Logistics