

# MRRP STRATEGIC ROAD MAP



## MISSION STATEMENT

MRRP supports the creation of job opportunities, a broadened tax base and an improved standard of living for the residents of Bland, Carroll, Grayson, Smyth and Wythe counties and the city of Galax by attracting and encouraging national and international businesses to locate and invest in the region, as well as by assisting existing companies to create or retain jobs.

### IDENTITY



The lead economic development partnership in the Mount Rogers region

### COLLABORATION



Engage and facilitate regional and state partners to attract industry and grow regional economy

### INCLUSION



Foster trust and support from public and private sector stakeholders by providing transparency through communication and participation

### PERFORMANCE



Achieve strategic plan goals and objectives by operating with persistence, integrity and accountability

## GOALS

- 1 Be recognized as a leader in business retention & attraction for the region
- 2 Ensure the *I81-I77 Crossroads* brand is recognized among site consultants and industry professionals
- 3 Reverse contraction trends with net job and population growth by 2025
- 4 Better position greenfield sites to attract investment
- 5 Improved alignment and coordination among regional partners

## STRATEGIC PRIORITIES

- A Grow, retain and attract jobs and capital investment
- B Promote and communicate regional assets
- C Align workforce development efforts with business needs
- D Provide leadership in regional development strategy
- E Identify and initiate efforts to improve regional business climate

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STRATEGIC PRIORITY	INITIATIVE	INITIATIVE OWNER	GOAL(S) ADDRESSED
<p><b>(A)</b></p> <p><b>Grow, retain and attract jobs and capital investment</b></p>	<ol style="list-style-type: none"> <li>1. Capitalize on traded sector manufacturing growth and expansion opportunities</li> <li>2. Position primary employers to compete and thrive</li> <li>3. Implement robust marketing/branding initiatives targeting business investment</li> <li>4. Lead generation, site consultant and CRE relationship cultivation</li> <li>5. Provide ongoing incentive negotiation &amp; project advisory services for partner localities</li> </ol>	<ol style="list-style-type: none"> <li>1. BRE</li> <li>2. BRE</li> <li>3. Executive Director / ED Manager</li> <li>4. Executive Director</li> <li>5. Executive Director / ED Manager / BRE</li> </ol>	<p>①</p> <p>③</p> <p>④</p>
<p><b>(B)</b></p> <p><b>Promote and communicate regional assets</b></p>	<ol style="list-style-type: none"> <li>1. Strengthen and expand reach of organization communications through digital and advertisement engagement</li> <li>2. Implement Investor Cultivation Program</li> <li>3. Increase utilization/visits of websites and digital tools</li> <li>4. Develop content for talent attraction and retention initiatives</li> </ol>	<ol style="list-style-type: none"> <li>1. Marketing Manager</li> <li>2. Executive Director</li> <li>3. Marketing Manager</li> <li>4. Talent Solutions Manager / Marketing Manager</li> </ol>	<p>②</p> <p>⑤</p>
<p><b>(C)</b></p> <p><b>Align workforce development efforts with business needs</b></p>	<ol style="list-style-type: none"> <li>1. Direct engagement with state agencies, regional training entities, workforce and internship programs</li> <li>2. Monitor and advise regional training programs to ensure adaptability and responsiveness to industry needs</li> <li>3. Create connectivity between employers/occupations and students through outreach, events and marketing</li> </ol>	<ol style="list-style-type: none"> <li>1. Talent Solutions Managers</li> <li>2. Talent Solutions Managers</li> <li>3. Talent Solutions Managers / BRE</li> </ol>	<p>⑤</p> <p>③</p>
<p><b>(D)</b></p> <p><b>Provide leadership in economic development strategy</b></p>	<ol style="list-style-type: none"> <li>1. Enhance and maintain knowledge of economic trends, organization/regional best practices and state programs</li> <li>2. Position MRRP as point of contact for all economic development inquiries</li> <li>3. Assemble and guide Board of Directors comprised of recognized regional leaders</li> <li>4. Ensure MRRP involvement with all regional planning projects and organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. Executive Director</li> <li>2. Executive Director</li> <li>3. Executive Director</li> <li>4. Executive Director</li> </ol>	<p>⑤</p> <p>①</p>
<p><b>(E)</b></p> <p><b>Identify and initiate efforts to improve business climate</b></p>	<ol style="list-style-type: none"> <li>1. Lead planning efforts for special projects that capitalize and monetize on local and regional assets</li> <li>2. Strengthen local economic competitiveness through enhancements in programs, infrastructure and business environment</li> <li>3. Leverage federal, state and regional programs to inject capital into local projects</li> <li>4. Keep inventory and updated public digital postings of investment opportunities</li> </ol>	<ol style="list-style-type: none"> <li>1. ED Manager</li> <li>2. ED Manager</li> <li>3. ED Manager</li> <li>4. BRE Manager / Marketing Manager</li> </ol>	<p>⑤</p> <p>④</p> <p>③</p>

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STAFF	CURRENT PROJECTS	PRIORITY : INITIATIVE
<b>Executive Director</b>	Lead generation (TBIC, VEDP, RCI, tradeshow)	A : 4
	Maintain engagement and relationships with IEDC, VEDP, GO VA, SOC	A : 1
	Local project advisory (management, strategy development, incentive structuring and negotiation)	A : 5
	Investor cultivation	B : 2
	Economic development planning (MRRP, GO VA, CEDs, WDB, VEDP/REDO, BRCEDA)	D : 1 2 3 C : 1
	Ongoing and progressive organization and board leadership	D : 1 2 4
<b>Economic Development Manager</b>	Local economic development planning (BRCEDA, OZ, outdoor recreation/tourism, commercial)	E : 1 A : 4
	Special project management (RIFA management, broadband, site development, local business development)	E : 2
	Grant sourcing (capital stacking for special project support)	E : 3
	Prospect/project management (Wildwood, Smyth County)	A : 3
<b>Business Retention and Expansion Manager</b>	Site visits with primary employers—seek, track and assist expansion opportunities, as well as gather intelligence on operations	A : 1 A : 5
	Identify and facilitate company participation in business support programs (MTC, WCC, GENEDGE, GO VA, etc.)	A : 2
	Seek programs and grant opportunities to enhance regional business environment for existing employers	E : 3
	Assist localities with tracking building inventory and updating VA Scan system (internship program)	E : 4
<b>Talent Solutions Managers</b>	Build network between regional workforce programs (WDB, Ignite, Job Corp) and employers	C : 1 2
	Engage and build relationships with CTE directors, career coaches, guidance counselors, as well as create database of targeted students	C : 1 3
	Conceptualize and build annual outreach plan for events, programs, site visits	C : 3
	Partner with state programs, such as V3 and other target groups for attraction efforts	C : 1
	Create annual summer immersion experience for college juniors and seniors	B : 4
<b>Marketing Manager</b>	Lead digital marketing initiatives (social media, business facilities, site selector magazine)	A : 3
	Content development and management of platforms	B : 1
	Manage and update website and digital tools	B : 3
	Marketing/branding projects (social media, digital outreach, advertisements, earned media, video production)	A : 3

# PERFORMANCE METRICS



## REGIONAL ECONOMIC PERFORMANCE

1. Employment growth rate year-to-year and 5-year CAGR
2. Median earned income growth and mean income growth
3. Gross domestic (local) product—GDP growth rate
4. Population growth and housing
5. Labor force participation

## REGIONAL ECONOMIC COMPETITIVENESS

1. Site inventory and preparedness (VEDP Tier Status)
2. Existing building inventory and investable projects
3. Local tax burden and business climate
4. Quality of life and local amenities
5. MRRP resources and capacity

## MRRP PERFORMANCE METRICS: INPUTS

1. Partner satisfaction measures of organizational performance (surveys & reviews)
2. Number of active projects
3. Served business surveys on BRE performance
4. Partner surveys on talent solutions program

## MRRP PERFORMANCE METRICS: OUTPUTS

1. MRRP-assisted announcements: jobs and capital investment
2. MRRP leads, RFIs and Opportunities
3. Marketing outreach: followers, contacts, engagements, traffic, content
4. Capital/grants secured for MRRP region
5. Students served
6. Talent retained and attracted