ACTION PLAN 2021
• LETTER FROM YOUR CEO

• SETTING OUR COURSE

50,000 jobs in the next 5 years

KEY INITIATIVES

I. strong business
Provide regionwide technical assistance to start, stabilize, and grow existing small and mid size business.

II. connected region
Lead advocacy efforts to secure funds, political support, and physical/technical infrastructure to expand broadband access region-wide.

III. ready workforce
Activate our young professional network to define and create the regional conditions needed to retain and grow talent in the market.

IV. vibrant community
Drive a data-based regional housing needs allocation plan and advocate directly to close the gaps needed to meet production goals.

V. internal | long term sustainability
Further focus Chamber operations on areas of highest impact while diversifying revenue sources for long term sustainability.

• 2021 PROPOSED BUDGET

• Executive Summary
• Executive Detail
• Departmental Detail
"There are two ways to face the future. One way is with apprehension. The other is with anticipation."

Jim Rohn

Leading through change is hard. Leading through change that is wildly out of all of our control is even harder. And leading through the layers of challenges we have all faced personally, professionally, and economically this year could have been impossible.

But not for us.

While 2020 was nothing we expected this board, team, and organization stepped up to create monumental impact in the most challenging of times. When our businesses needed our help, we were there. When our electeds sought our counsel, we were there. And when the community looked to us for guidance on some of the most critical conversations of our time we led boldly and with unwavering conviction.

The impact we made this year has touched the lives of thousands of our region’s businesses, families, and neighborhoods in ways that will ripple for years to come.

So it is with great enthusiasm and anticipation of what the future holds that we present to you the 2021 Action Plan. The road ahead will not be easy but it is critically important. Duty to our business community has guided the Chamber for over 125 years and we will be stronger than ever as we forge ahead in this new normal.

And even with all of the unpredictability ahead of us, there is one thing that we know for sure. We will have a future. It will either be by default or by design. The choice is ours.

Let's do this.

Amanda Blackwood
President & CEO
50,000 JOBS

in the next

5 YEARS

The Capital Region's path to economic recovery
In the 125 year history of the Metro Chamber we have experienced flood, fire, two flu pandemics, two world wars, the housing bubble, major job losses, recessions, and depressions. And through it all we have been the unequivocal voice FOR BUSINESS.

COVID19 has already resulted in the loss of over 100,000 regional jobs with our small business community shouldering the brunt of the economic impact. The overreliance on government and other non-tradable sectors in our region was already a concern pre-pandemic, as was the economic disparity in our growing and diverse population. These issues must be addressed with renewed focus and commitment as we work to restart and recover stronger than before.

As we navigate the road ahead we are uniquely equipped to tackle these challenges head on. Our time tested mission of being FOR BUSINESS by business puts us in the driver’s seat of creating meaningful impact through our programs, advocacy, and ability to convene a broad network of people aligned to one vision...the inclusive economic prosperity of our region.

It won’t be easy but nothing meaningful ever is. By focusing our energies on activities that stabilize and promote local job growth, in an inclusive and equitable way, we will deliver on our 4-Point Business Promise to make the Capital region the best in the nation to live, work, and play.
KEY INITIATIVES

I. **strong business** | cultivate the environment business needs to succeed

**OBJECTIVE**

Provide region-wide technical assistance to start, stabilize, and grow existing small and mid-size business.

**STRATEGY**

- Build upon the proven success of the Capital Region Small Business Development Center as a direct technical assistance program
- Expand SBDC program reach to new jurisdictions within the six-county region
- Adapt training and educational resources to respond directly to expressed needs in the market
- Partner with existing organizations to expand program access and reach
- Further diversify consulting team to represent the communities we serve
- Customize training curriculum to focus on the growth of tradeable sector industries
- Expand access to capital for small and mid-size business

**OUTCOMES**

- **1000** Individual clients served
- **6000** Counseling hours
- **$20M** Capital infusion in the market
- **5000** Jobs supported
- **$7M** Economic impact
- **3** New service markets
KEY INITIATIVES

II. connected region | connect people, place, and commerce

OBJECTIVE

Lead advocacy efforts to secure funds, political support, and physical/technical infrastructure to expand broadband access region-wide.

STRATEGY

- Work with existing partners to gather data needed to substantiate impacts of broadband access and expansion in the region
- Develop a specific advocacy strategy in partnership with the Capital Area Broadband Consortium to secure funding from the California Emerging Technology Fund
- Activate advocacy strategy needed to secure funding at the state and federal levels
- Partner with Valley Vision to engage and activate local municipalities on best practice, policy, and ordinances through the "Getting Connected: Resource Guide for Local and Regional Government Leaders"
- Activate grass roots advocacy strategy to drive local electeds to embrace the "Getting Connected" guide

OUTCOMES

+ Benchmark scorecard of where the region ranks as it relates to current access and factors needed to expand access
+ Advocacy platform to drive measurable progress in areas of opportunity to expand access
+ Measurable progress in local jurisdictions to advance broadband access
+ Funding secured at the state and federal level for broadband access and expansion
KEY INITIATIVES

III. ready workforce | close the gap between business needs and a skilled workforce

OBJECTIVE

Activate our young professional network to define and create the regional conditions needed to retain and grow talent in the market.

STRATEGY

• Build upon the proven success of Metro Edge to engage with the region’s largest membership of young professionals and rising stars

• Develop a standard set of quality of life indicators specific to retaining talent in the market

• Actively solicit feedback from our young professional network as it relates to Quality of Life data to determine the strengths and the weaknesses of our market

• Activate program and advocacy resources to enhance regional strengths and address regional weaknesses as it relates to talent growth and retention

• Actively partner with others doing this work to minimize overlap and enhance measureable impacts

OUTCOMES

+ Set of talent retention key performance indicators for the region

+ Benchmark scorecard of where the region ranks as it relates to key performance indicators

+ Reflection scorecard of where the region ranks as it relates to established benchmark key performance indicators

+ Recommended advocacy platform to drive measurable progress in key performance areas of potential growth

ready workforce
KEY INITIATIVES

IV. vibrant community | benefit business health through community vitality

OBJECTIVE

Drive a data-based regional housing needs allocation plan and advocate directly to close the gaps needed to meet production goals.

STRATEGY

- Partner with the Sacramento Area Council of Governments to quantify a regional housing needs assessment to identify need and prioritize opportunity

- Work with regional home builders of all product types to identify existing barriers to build

- Engage and actively work with local municipalities to educate decision makers on the impacts of housing stock and its relation to business health

- Engage and activate local municipalities on best practice, policy, and ordinances as it relates to increasing housing stock

- Create a regional coalition of stakeholders to address state policy that creates restrictions to housing production; particularly in under-utilized locations

OUTCOMES

+ Benchmark scorecard of where the region ranks as it relates to housing production vs need

+ Best practice tool kit for local government to create a business climate conducive to increased housing production

+ Specific advocacy platform to drive measurable progress in the production of housing in the region

+ Increased housing production
# KEY INITIATIVES

## V. internal | long-term sustainability

### OBJECTIVE

Further focus Chamber operations on areas of highest impact while diversifying revenue sources for long-term sustainability.

### STRATEGY

- Continue to expand communications and media reach throughout the nation to bring awareness to the impact of the Metro Chamber
- Continue to develop, retain, and grow talent within the organization’s staff and board to expand reach and impact
- Continue to expand mission oriented, unrestricted multi-year funding to the organization to support impact directly
- Take a data-based approach to membership value proposition, needs, and market trends
- Take a data-based approach to quantifying staff time and ROI
- Further develop new revenue streams in the areas of contract work, grants, and non-dues/event business lines
- Explore partnership/consolidation opportunities with like entities

### OUTCOMES

| + Implement feedback and development plans for internal team to leverage strengths and retain talent |
| 2 Secure 2 new revenue lines |
| 5 Secure 5 multi-year investor agreements |
| 10% Increase communications engagement by 10% |
| 2.5M Earned media and broadcast impressions |
| + Exceed net revenue budget goal |