



**THE CAPITAL REGION'S PATH TO
ECONOMIC RECOVERY**

**50,000 JOBS
FIVE YEARS**

2021-2025 STRATEGIC PLAN



metrochamber

SACRAMENTO METROPOLITAN CHAMBER OF COMMERCE



2022 KEY INITIATIVE

strong business | cultivate the environment business needs to succeed

WHY IT MATTERS

For 127 years the Metro Chamber has been **FOR BUSINESS**. While we engage in a variety of initiatives that support economic growth, the heart of our mission is to **cultivate the environment that business needs to succeed**.

The 2022 action plan is focused on **going back to the basics** - direct technical assistance and block and tackle advocacy. This approach creates meaningful impact in real time in stabilizing and growing local jobs as well as **having our member's backs** in an increasingly antibusiness political environment.

IMPACT STRATEGY + OUTCOMES

- Provide region-wide technical assistance to start, stabilize, and grow existing small and mid size business through the expansion of the **MetroBusiness Center**.
 - 2022 program goals include the support of over **2,000 businesses** via one-on-one technical assistance, support of **5,000 local jobs**, and **\$30 million in positive economic impact**.
- Activate the **Rapid Response Business Advocacy** team and tool kit to provide localized block and tackle advocacy to advance pro-business public policy in real time.
- Strengthen alignment with the **MetroPAC** to recruit and support pro-business candidates.



2022 KEY INITIATIVE

connected region | connect people, place, and commerce

WHY IT MATTERS

As the community comes back to some sense of normalcy post the isolation of the pandemic surge **the need for human connection and collaboration has never been greater.**

In 2022 the Metro Chamber will create strong community connection through our platform of programs and events that bring people together to **focus on business, economy, and building a brighter future for us all.**

IMPACT STRATEGY + OUTCOMES

- **128th Annual Business Awards** will be held in-person at the Hyatt celebrating the most notable business leaders in our region in February 2022. 600+ attendees anticipated.
- Based on member feedback, our monthly/quarterly **membership and MetroEDGE events** will begin again in 2022. Both in-person and remote options will be available. 25+ events anticipated.
- Quarterly **Policy Committee convenings, Board of Directors meetings, and Board Retreat** are planned for in-person in 2022 featuring a variety of guest speakers, industry experts, and time to build relationships. 14+ events anticipated.
- **50th Annual Capitol to Capitol** program will be back in Washington D.C. in April of 2022. Program includes over 250+ policy meetings, topical briefings and a black tie gala event. 400+ attendees anticipated.
- **37th Annual Leadership Sacramento Program** launches in March 2022. This is currently being planned for in-person as a year long program. 35+ participants anticipated.
- Coming back from a two year hiatus, the **22nd Annual Study Mission** will be traveling to San Diego in October 2022. 120+ attendees anticipated.



2022 KEY INITIATIVE

vibrant community | benefit business health through community vitality

WHY IT MATTERS

Between 2007 - 2020 **the unsheltered homeless population in Sacramento County increased by over 288%***. The last point in time count noted over 5,500 homeless individuals in the County alone. This means that 35 out of every 10,000 people are experiencing homelessness. The pandemic has only exacerbated this human crisis with some estimating year end point in time counts of upwards of **7,000**.

The lack of available shelter facilities and affordable housing stock, defunded mental health programming, stretched resources for drug and substance abuse support, public sector disfunction and differing local interpretations of Martin v. Boise have resulted in an existing **complex issue only becoming more intractable**.

The **success of our region** will depend on all parties working in tandem to effectuate meaningful and lasting change to support those most in need and **get our economy back on track**. The voice of business must be at the table. **We are that voice**.

IMPACT STRATEGY + OUTCOMES

- Act as **leading voice** in representing the business impacts of homelessness. This includes public facing communications, grass roots organizing, direct advocacy to elected officials, research, drafting of legislation and coalition building and leadership where effective.
 - 2022 outcomes are aimed at improving public and employee safety, improving consumer engagement with our retail and hospitality sectors, and reducing crime, business loss, and property value decreases for member businesses to **spur economic vitality in the region**.

*US Department of Housing and Urban Development - US Census Bureau
"Continuum of Care and State of Homelessness Report"



2022 KEY INITIATIVE

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

WHY IT MATTERS

The pandemic has forever changed the employment landscape. So much so that in our most recent regional TalentPulse survey - two disturbing findings emerged; **40% of our current workforce is considering moving out of their city and 57% of those may leave the region all together.**

The need to strengthen retention of a talented workforce at all ages and career stages is critical to our economic recovery and growth.

IMPACT STRATEGY + OUTCOMES

- Celebrating its fourth year, **1000 Strong** provides urban youth aged 16+ with their first paid employment experience. Program runs year long. 100+ participants anticipated.
- **Lemonade Day** introduces elementary school students to entrepreneurship by planning and executing their first business, a lemonade stand. 2,500+ student participants anticipated.
- Work in partnership with Valley Vision, SACOG, GSEC and SacAsian Chamber, The Prosperity Partnership, to successfully apply for the **Community Economic Resilience Fund Grant** from the State of California to support workforce needs. Anticipated ask of \$100 million for the region.
- **9th annual EMERGE conference** is currently planned for in-person in September of 2022. As the largest young professional conference west of the Mississippi, EMERGE continues to catalyze young professionals desire to stay in region. 500+ attendees anticipated.
- Build upon the success of the 1st annual **Regional TalentPulse survey** and quality of life indicator scoreboard. Conduct 2nd annual TalentPulse survey and report out on changes in community sentiment.



2022 KEY INITIATIVE

internal | long-term sustainability

WHY IT MATTERS

As Peter Drucker famously said "**Culture eats strategy for breakfast.**" and as Darrell Teat famously said "**No Money. No Mission.**"

With those words in mind, we will continue to focus internally on **diversifying revenues, building internal capacity**, and ensuring a **transfer of institutional knowledge** throughout the organization to minimize impact loss due to turn over or lack of engagement.

IMPACT STRATEGY + OUTCOMES

Team + Culture

- Broaden institutional knowledge amongst the full team to minimize risk to the stability of the operation.
 - Written and vetted policies and procedures for all key organizational functions.
- Continue to develop, retain, and grow talent within the organization's staff to expand reach and impact
 - Fully launched employee professional development and feedback system.

Financial

- Meet 2022 budget goals.
- Continue to seek multi-year mission directed investments to provide stable revenue and cash flow.

Marketing & Communications

- Continue to expand communications and media reach throughout the nation to bring awareness to the impact of the organization and increase engagement.