



**NORTH SAN DIEGO
BUSINESS CHAMBER**
CONNECTIONS START HERE.

2025-2028
STRATEGIC PLAN





JOIN OUR MISSION

Empowering Businesses

Creating Communities



A MESSAGE FROM OUR CEO



Dear Chamber Members, Partners, and Regional Stakeholders,

It is with great enthusiasm and gratitude that I present the North San Diego Business Chamber's 2025-2028 Strategic Plan. This blueprint for our future is the result of the dedication, insight, and collaboration of our Strategic Planning Committee. I am deeply thankful for their tireless efforts, as well as for the leadership and legacy of our late Chairman, David Shields, whose unwavering passion for the Chamber helped shape the foundation of this plan.

As we look ahead, I am excited by the bold direction this plan charts. With a focus on Workforce Development, Education, Community Engagement, Advocacy, Targeted Growth, and Operational Excellence, it positions us to deliver greater value to our Members, foster regional prosperity, and champion a thriving business community. Through expanded programs, deeper connections, and continuous improvement, we are committed to empowering businesses, creating opportunities, and driving meaningful impact.

This plan also sets the stage for our 2026 U.S. Chamber of Commerce re-accreditation cycle, reinforcing our commitment to being the premier Chamber of Commerce in San Diego County. By maintaining our 5-Star Accreditation, we will demonstrate our relentless pursuit of excellence and dedication to serving you with the highest standards.

I invite you to join us in bringing this vision to life. Whether by participating in new programs, amplifying your voice through our advocacy efforts, or leveraging the Chamber's resources to grow your business, your involvement is essential. Together, we will implement this plan with purpose and passion, strengthening both the Chamber and the entire San Diego region.

Thank you for your ongoing trust and support. The next three years hold boundless opportunities, and I am eager to embark on this journey with you.

With appreciation,

A handwritten signature in black ink, appearing to be 'CT' followed by a stylized flourish.

Chris Thorne
CEO, North San Diego Business Chamber



The only Accredited Chamber of Commerce in San Diego County.

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CONNECT WITH US



North San Diego
Business Chamber



@sdbusinesschamber



@sdbizchamber

A MESSAGE FROM OUR BOARD CHAIR



Dear Members of the Chamber and San Diego Regional Community,

"The single biggest challenge that an organization will ever face is its own success." This quote from Simon Sinek served as a launching point for building the North San Diego Business Chamber's 2025-2028 Strategic Plan.

As Sinek explains, when any organization first forms, "what" its leaders envision for the future and "why" it matters are aligned.

As the organization grows, however, the "what" often gets more attention and the "why" starts to flatten. Its inspiration and north star begin to fade.

This Strategic Plan represents a restart to align the Chamber's purpose and performance and channel our resources through the next three fiscal years. From the fresh Vision, Mission, and Core Values to a set of six Strategic Building Blocks, we have realigned the Chamber's "what" and "why" to prepare the organization for maximum impact throughout the San Diego region.

I want to express my gratitude for the many hours of hard work and constructive conflict that went into the crafting of this plan. I cherish each member of the Strategic Planning Committee and the memory of David Shields, our greatest cheerleader.

I am excited for the work ahead to turn this blueprint into tangible success through the collective passion and expertise of our Chamber community.

A handwritten signature in black ink, appearing to read "Sheri".

Sheri Nasim
Board Chair, North San Diego Business Chamber





JOIN OUR VISION FOR

A Prosperous & Vibrant San Diego Region

IN MEMORIAM - A MESSAGE FROM OUR LATE BOARD CHAIR DAVID SHIELDS (2023-2025)



This is a posthumous message. David unexpectedly passed away on January 21, 2025, while serving as Board Chair and prepared this letter just one week before his passing as the Strategic Planning Committee completed their work, which he was very proud to be part of.

Dear Members and Partners,

It is with great enthusiasm that I introduce the North San Diego Business Chamber's 3-Year Strategic Plan for 2025-2028. This plan represents our collective vision for the future of the Chamber—one that clarifies our mission and values, strengthens our business community, fosters innovation, and enhances opportunities for all.

Through collaboration, resilience, and a commitment to excellence, this strategic plan will guide our Chamber in addressing emerging challenges, expanding member value, and creating impactful programs. Together, we will build on our strong foundation to ensure sustained growth and prosperity for years to come.

Thank you for your ongoing support and dedication to our shared mission. The future is bright, and we are ready to seize it together.

Warm regards,

David Shields
Board Chair (2023-2025), North San Diego Business Chamber



Community Minded



Regionally Relevant

Trusted



STRATEGIC BUILDING BLOCKS



WORKFORCE DEVELOPMENT

Promote employment by bridging gaps between job seekers and employers.



EDUCATION

Shape future success by providing high-quality programs for personal, professional, and business growth.



COMMUNITY ENGAGEMENT

Foster a sense of belonging, strengthen social ties, and build community spirit.



ADVOCACY

Champion a strong regional business climate while remaining apolitical.



TARGETED GROWTH

Grow our streams of income and deepen our impact on the business communities throughout the San Diego region.



OPERATIONAL EXCELLENCE

Enhance our performance and create a culture of continuous improvement.



STRATEGIC OBJECTIVES 2025-2028

OPERATIONAL EXCELLENCE



- Our Board of Directors will review policy changes annually against relevant metrics of success.
- Develop a Board-approved Strategic Communications Plan with aligned key themes and messages to improve awareness of the services, offerings, and events of the Chamber.
- Offer diverse services by type and location to ensure that we continue to meet our Members' needs.
- Maintain our 5-Star Accreditation rating by the U.S. Chamber during 2026 re-accreditation cycle.

KEY INDICATORS OF SUCCESS

- ✓ Board reviews Strategic Communications Plan and evaluates that programming is aligned with core values annually.
- ✓ Chamber publishes an Annual Report and/or Strategic Plan Update.
- ✓ Annual Membership engagement is maintained at 85% or higher.
- ✓ New monthly Membership engagement metric is established.
- ✓ The Chamber has achieved 5-Star Accreditation in 2026.

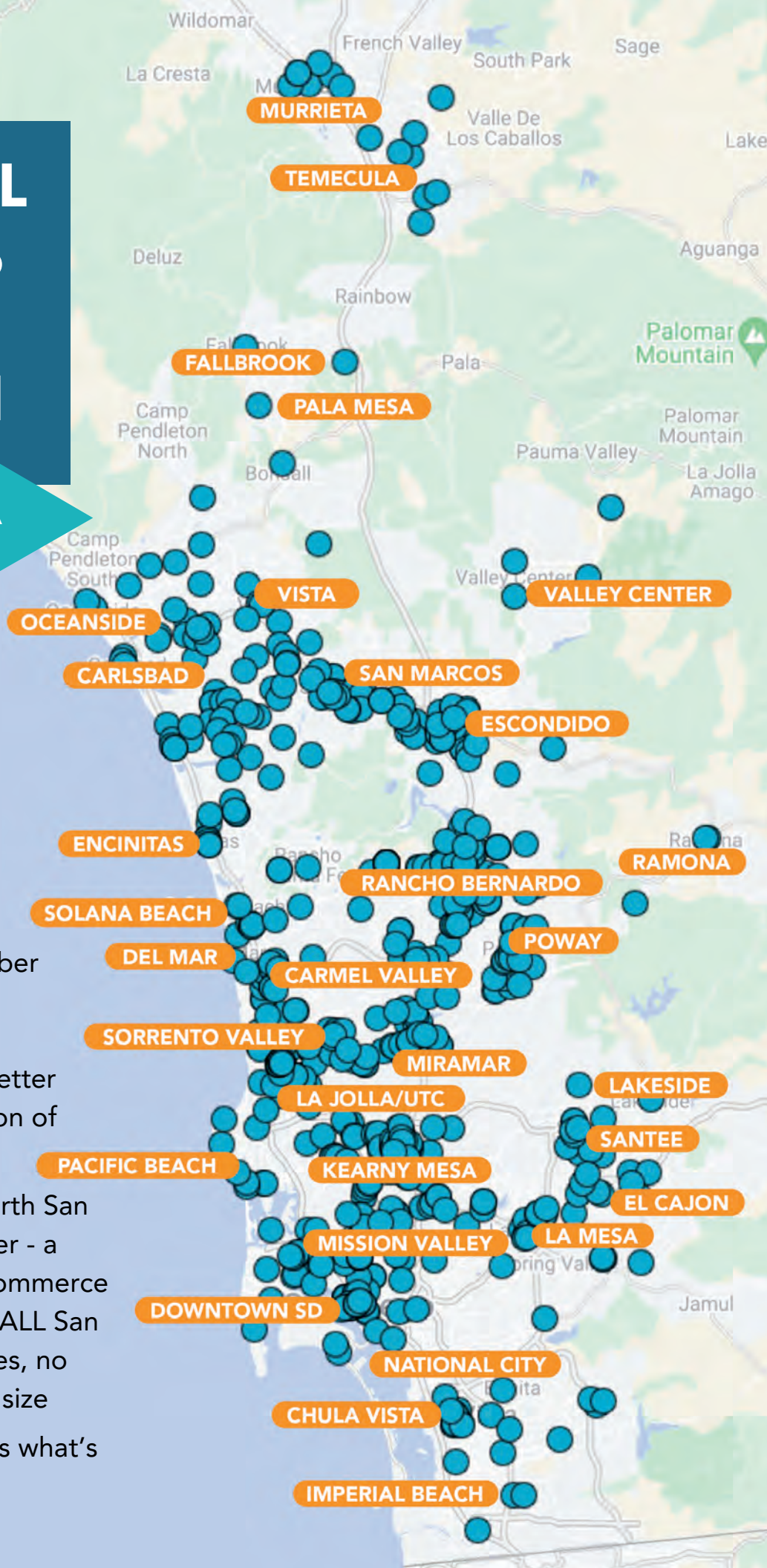
RC, OC, LA, SJ, SC

Serving ALL San Diego County & Beyond

AZ, UT, DC, NC, NY, MA

OUR HISTORY

- 1980** Rancho Bernardo Chamber of Commerce Founded
- 2005** San Diego North Chamber of Commerce formed through merger with Diamond Gateway to better serve the northern region of the City of San Diego
- 2014** Rebrand to become North San Diego Business Chamber - a regional Chamber of Commerce with a focus on serving ALL San Diego County businesses, no matter their location or size
- 2026** Connect with us to see's what's coming next



STRATEGIC OBJECTIVES 2025-2028

TARGETED GROWTH



- Establish Board Committee(s) to strategically grow Membership, revenue streams, and scope of influence:
 - Increase external communications on Membership benefits and use power of individual and organizational influence.
 - Focus on maintaining 85% retention (serve the current Members and target growth where future retention is likely)
 - Communications (to Members/Potential Members/Past Members) is key to growth
- Conduct Brand Review ("North").
- Increase County Board of Supervisor Advocacy while remaining apolitical to improve Chamber visibility and reputation.

KEY INDICATORS OF SUCCESS

- ✓ The Chamber has protected its Membership base and grown by saturation within the region.
- ✓ Income streams grow year-over-year.
- ✓ Member growth is demonstrated by high quality Member engagement and satisfaction.
- ✓ Measurable increased engagement with County Board of Supervisors.



STRATEGIC OBJECTIVES 2025-2028

ADVOCACY



- Serve as a leading regional voice of business interests.
- Focus our primary advocacy efforts at the County, State, and Federal levels.
- We will NOT craft legislation or legislative proposals.
- We will remain apolitical:
 - No Candidate Endorsements
 - No PAC
 - No Political Campaign Support

KEY INDICATORS OF SUCCESS

- ✓ Increased business leader engagement with elected officials (e.g. Business Roundtables).
- ✓ County Board of Supervisors seek the Chamber's input regarding business needs.
- ✓ The Chamber's advocacy efforts are integrated into the Strategic Communications Plan.



STRATEGIC OBJECTIVES 2025-2028

COMMUNITY ENGAGEMENT



- Provide impactful programs that equitably support all communities.
- Bring our community together to build relationships and foster a sense of belonging.
- Amplify positive stories of impact among our Members and our community.
- Lead the business community in recognizing our community servants.
- Serve as a model for responsible and ethical business behaviors and raise awareness when our Members do the same.

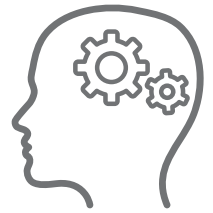
KEY INDICATORS OF SUCCESS

- ✓ Community engagement efforts are measured against credible metrics.
- ✓ Increased participation rate of annual Member survey (aligned with Strategic Communications Plan).
- ✓ Increased nominations for awards.
- ✓ Our responsible and ethical business practices are incorporated in the Strategic Communications Plan.



STRATEGIC OBJECTIVES 2025-2028

EDUCATION



- ▶ Offer a wide variety of subject matter experts (SMEs) and programs on a broad field of personal, professional, and organizational topics.
- ▶ Provide programs which help develop our next generation of leaders.
- ▶ Act as a liaison between local employers and educational institutions to facilitate the training and continued education of a qualified workforce.
- ▶ Support professional development of the Chamber staff.

KEY INDICATORS OF SUCCESS

- ✓ Increased education sector presence on the Chamber Board and in membership.
- ✓ Staff learning and development included in annual plan.
- ✓ SMEs and programs are aligned with Member priorities.



NORTH SAN DIEGO
BUSINESS CHAMBER

STRATEGIC OBJECTIVES 2025-2028

WORKFORCE DEVELOPMENT



- Serve as connectors for workforce and employers:
 - Internships
 - Higher Ed
 - Jobs Board
 - Skilled Trades Support
 - Operation Connect in collaboration with Foundation
- Provide programs that increase professional growth and career opportunities.
- Function as a resource to increase workforce retention for our Members.

KEY INDICATORS OF SUCCESS

- ✓ Collaborate with relevant economic development organizations.
- ✓ Collaborate with key regional workforce development organizations.
- ✓ Actively promote career opportunities with Chamber members (e.g. Jobs Board, monthly LinkedIn post).



Your Business, Our Community – *Growing Stronger Together!*

San Diego County businesses of **ALL** sizes find that joining the **Business Chamber** connects you to a supportive network and unique growth opportunities.

LET'S DRIVE PROGRESS TOGETHER.



Join YOUR Chamber Today!
SDBusinessChamber.com



GET READY...

50th

ANNIVERSARY

2030

SAVE THE DATE



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(858) 487-1767

