



GREATER WASHINGTON
Board of Trade

2019-2021 Strategic Action Plan



Letter from Our Leadership

We are living in a time of unprecedented change. Around the world, technology is evolving at breakneck speeds, urban populations are growing faster than ever, new markets are emerging as powerful economic centers, and our climate and natural resources are increasingly under strain. These changes represent significant opportunities and challenges, as witnessed by Amazon's decision to make a major expansion in the region.

Greater Washington will inevitably see its share of these changes over the coming years, but the shape of that change is up to us. We must collaborate to ensure a desirable and innovative business climate where our members prosper, resources are used wisely, people's needs are met, and our urban spaces are planned thoughtfully—adding up to a region where everyone can thrive, for generations to come.

This strategic plan outlines how we will make this vision a reality. It is the culmination of an especially transformational and exciting year in which we welcomed Jack McDougle as CEO and, with input from across the membership, took a fresh look at our strategic direction while improving our internal capacity. It builds on our 130-year legacy of bringing together the region's leaders for thoughtful discussion with an action-oriented agenda.



Goals for 2019

- Grow business
- Attract talent
- Collaborate regionally
- Improve infrastructure
- Drive smart city innovation
- Serve members
- Influence public policy
- Communicate effectively
- Build operational excellence

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Our strategy is to better leverage technology and innovation to drive inclusive economic growth and improve livability. We will lead a smart region movement to tackle complex, systemic issues while keeping a long-term perspective. We will focus on issues where private sector engagement can make a clear difference, such as innovation, technology, economic diversity, investment, mobility, housing, and workforce development.

The Board of Trade's ambitious agenda advocates that we work together across organizations and jurisdictions to ensure swift and steady progress. In some cases, the Board of Trade will lead on issues. When it doesn't, it will support others with the capacity needed to get results. This is not a zero-sum game. We must also be iterative in our approach, creating a learning environment where we can explore and implement new ideas.

Many members and others are becoming more involved than ever and we thank them for their enthusiasm and commitment. We recognize that our aspirations for the region are entirely impossible without all of you and that we must continue to think big and act boldly, together.

Sincerely,

Handwritten signature of Kim Horn in black ink.

Kim Horn, *President, Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc. and 2018 Chair of the Greater Washington Board of Trade*

Handwritten signature of Tony Lewis in black ink.

Tony Lewis, *Region Vice President of Public Policy, Verizon and 2019 Chair of the Greater Washington Board of Trade*

Handwritten signature of Jack McDougle in black ink.

Jack McDougle, *President & CEO Greater Washington Board of Trade*

Purpose

The Greater Washington Board of Trade works collaboratively to advance policies, practices, and actions that benefit its members and improve the business environment across the region.

Value Proposition

Our members commit to the Board of Trade as a long-term investment in the region, allowing them to prosper in a growing economy. They also deeply value the elevated networking opportunities offered, which provide near-term economic benefits and capacity building as business is conducted and decisions are made sharper.

Strategy

We focus on the long-term strategic needs of the entire region and will leverage technology and innovation to drive inclusive economic growth and improve livability. The Board of Trade envisions a smart region with a diversified economy that not only embraces technology but evolves new business models, partnerships, and approaches to make Greater Washington a place where everyone can succeed and prosper.

Cities around the United States and the world are increasingly deploying smart solutions to a wide range of issues, from reducing traffic congestion to improving healthcare, and more. Today, digital infrastructure is equally if not more critical than physical infrastructure such as transportation networks and housing. Greater Washington must keep pace with these advances in order to improve quality of life, use resources wisely, grow investments, attract and retain talent, and remain globally competitive. If we don't move quickly, we will fall further behind and catching up will become more difficult.

"Today, digital infrastructure is equally if not more critical than physical infrastructure."



Sense of Urgency

The challenges of a changing world—population growth, resource consumption, dizzying disruptive technologies, and a constantly changing competitive landscape—demand that Greater Washington innovates solutions or risk losing its competitive edge.

Against this backdrop, our economy is fighting a history of often slow and lopsided growth when compared to other metropolitan areas. A major obstacle is our continued reliance on government and professional services and underinvestment in other industrial sectors. This limits our economy and, therefore, the revenue that can be reinvested in the region so that it can reach its full potential as a world-class metropolitan area. Recent additions to the region, including Amazon and Micron, signal a shift to a more diversified economic portfolio.

"The challenges of a changing world demand that Greater Washington innovates solutions or risk losing competitive edge."

The region must also adapt to a growing populace and the additional strains put on transportation, housing, and other resources. The Metropolitan Washington Council of Governments expects that the region will gain 1.5 million people and 1.1 million jobs over the next 30 years—averaging 50,000 new people each year.

2019-2021 Goals

Goal 1: Grow Business.

Strengthen and diversify the region's economy by attracting, retaining, and growing a wider range of industrial sectors. The business environment must support the expansion and retention of existing companies and startups while attracting new companies. Align efforts better to drive the development of new business models and technologies.

Goal 2: Attract talent.

Help attract, grow, and retain talent that can meet the region's long-term workforce needs. Integrate technical training into K-12 education, including industrial arts programming, to build a better base of technological capacity for all students and improve job readiness. Facilitate greater collaboration between industry and secondary and higher education institutions to spur internships, apprenticeships, and partnerships in valuable fields including advanced technologies, healthcare, hospitality, and technical trades.

Goal 3: Collaborate regionally.

Cultivate relationships with business and community leaders, public officials, professional organizations, nonprofit agencies, and others to identify, assess, and deploy promising solutions to our most pressing challenges.

Goal 4: Improve infrastructure.

Advocate for the next generation of physical infrastructure, mobility, and energy. Bring the regional infrastructure ecosystem into the 21st century by breaking the cycle of incremental infrastructure improvements and enabling forward-looking approaches to financing, permitting, and technology deployment. Fortify the region's physical and cyber infrastructure and require that all new technologies applied to critical infrastructure meet widely-accepted security standards and protocols. Ensure access to modern, clean, and affordable energy and transportation options for all residents of the Greater Washington region.

Goal 5: Drive smart city innovation.

Provide a framework for strategically and consistently investing in critical technology systems while building capacity to operate these systems. Target smart technologies that can improve mobility, energy efficiency, safety, public health, water usage, economic development, connectivity, and more. Create an interconnected, seamless, and secure data system across multiple sectors and jurisdictions.

Goal 6: Serve members.

Strengthen our value proposition for members and expand member engagement. Continue to provide elevated networking and other opportunities for members to be involved in substantive business-related programs. Ensure membership is reflective of the current and emerging regional economic portfolio.

Goal 7: Influence public policy.

Improve capacity to advance public policy that supports inclusive economic growth. Ensure an appropriate balance between business and other interests in proposed and existing legislation and regulations. Advocate for a modern regulatory framework that enables innovation, particularly in emerging disruptive technologies such as autonomous vehicles to next-generation artificial intelligence.

Goal 8: Communicate effectively.

Build broad-based support for our smart region vision. Encourage public acceptance and influence decision-makers to embrace inclusive and sustainable solutions for growing our economy and boosting quality of life.

Goal 9: Build operational excellence.

Ensure the Board of Trade is a high-performing business organization. Continuously improve operational management functions to leverage and grow capacity and impact. Maintain internal processes and controls to ensure alignment with strategic goals. Promote equal opportunity and diversity in all aspects of program and employee decisions. Foster a safe work environment.



**WE NEED YOU AT THE TABLE AS WE SHAPE
THE FUTURE OF THE REGION.
TO GET INVOLVED, VISIT BOARDOFTRADE.ORG**



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