



# STRATEGIC PLAN



2022 - 2024



## EXECUTIVE SUMMARY

This year's Strategic Planning Committee was tasked with developing a formal plan to guide the Daytona Regional Chamber over the next three years; 2022 through 2024. The goal was to create a plan that would provide for meaningful direction while maintaining the flexibility that is necessary to effectively address both expected and unexpected matters.

Over the course of nearly four months, the appointed committee prioritized getting feedback from the community, Daytona Regional Chamber members, and the Daytona Regional Chamber Board of Directors. Through surveys, SWOT (and GBMC – Good, Bad, Missing, Confused) analyses, word clouds, and group interviews, this strategic plan, while compiled and refined by our fifteen committee members, is truly the vision of our many valued stakeholders.

Based upon feedback obtained, the committee set four strategic priorities:

- Engage Members and Drive Value
- Advance Commerce and Inspire Leadership
- Advocate for Business and Economic Prosperity
- Exemplify Organizational Excellence

Each strategic priority consists of specific objectives and action items that we believe, along with the annual business plan, will set the Daytona Regional Chamber up to continue to achieve the mission and vision in a systematic and actionable manner.

A specific and measurable goal was also established for each of our strategic priorities. The intent is to provide quarterly status and metric updates to the Daytona Regional Chamber Board of Directors.

The committee also found it appropriate to evolve our core values to better reflect our continued genuine commitment to diversity.

We believe that an investment in the Daytona Regional Chamber is an investment in your business and subsequently, it is our hope that through the continued fulfillment of our strategic plan, membership will be additionally thought of as supporting the entire business community's greater good.

Respectfully,

Nellie Lupoli, ICI Homes  
Chairperson Strategic Planning Committee  
2023 Chairperson of the Board

Nancy Keefer  
President & CEO  
Daytona Regional Chamber



## ACKNOWLEDGEMENTS

### STRATEGIC PLANNING COMMITTEE

Ms. Nellie Lupoli - Chairperson	ICI Homes
Mr. John Carr	R & R Industries
Mr. Tom Daly	SBDC - Small Business Development Center
Mr. Dwight DuRant	Zev Cohen & Associates
Ms. Kelly Parsons Kwiatek	Halifax Health
Mr. Leonard Marinaccio III	Bomar Construction
Mr. Bruce Page	Intracoastal Bank
Mr. Shailesh K. Patel	Dredging & Marine Consultants
Mr. Bob Rand	Coldwell Banker Commercial Benchmark
Ms. Heather Shubirg	Team Volusia
Mr. Mike Sibley	James Moore & Co., P.L., CPAs & Consultants
Mr. Michael Sznajstajler	Cobb Cole
Ms. Linda Webster	Florida Power & Light
Ms. Nancy Keefer	Daytona Regional Chamber of Commerce
Ms. Janet Kersey	Daytona Regional Chamber of Commerce

*Special appreciation to several focus groups; Ambassadors, Regional Business Connections Groups, Daytona Regional Chamber Board of Directors, Daytona Regional Chamber Past Chairpersons, Membership Survey Respondents and Terry Cain Tyler, TCT Advantage (SWOT assistance).*



## **MISSION STATEMENT**

The Daytona Regional Chamber of Commerce advocates a strong economic and business environment and serves as a platform through which our members and the entire business community can thrive.

## **VISION STATEMENT**

To be a driving force in the development of commerce and to improve the quality of life in the greater Daytona Beach region.

## **CORE VALUES**

The Daytona Regional Chamber of Commerce believes that our image in the community with our stakeholders – our members, elected officials, future members and partners – is paramount to the success of the organization. With this in mind, we will incorporate our values into our messages and actions.

**ADVOCACY** – We will advocate on behalf of our members for a fair and equitable environment that empowers business toward success. We will properly use our influence to ensure the relevance of our organization and the continued success of our region.

**COLLABORATION** – We will welcome opportunities for cooperation and inclusion in our community. We will work toward a common vision.

**ENGAGEMENT** – We will create opportunities for involvement and listen to the needs of our members.

**LEADERSHIP** – We will be true to our role as the business leader in our region and be a model to others in our community. We will exhibit attributes of highly-regarded professionals and offer our talent and expertise for the betterment of our community.

**DIVERSITY** – Genuinely valuing diversity, we will reaffirm our commitment to being united in our mission for equity, access, and opportunity.





# SWOT / GBMC ANALYSIS

## STRENGTHS (GOOD)

### Organization

- Knowledge of industry
- Accreditation
- Accessibility
- Leadership
- Community credibility/influencer
- Staff proficiency
- Communication
- Programs

### Programs

- Eggs & Issues
- Business After Hours
- EDI
- Special projects

### Communication

- Public
- Membership
- Local Governments

### Partnerships & Relationship Building (Networking)

- RBCs
- Ambassadors
- Ribbon Cuttings
- Events

## WEAKNESSES (BAD)

### Membership

- Need to diversify membership esp. small businesses
- Potential member education/What's in it for me?
- New member onboarding education/How the Daytona Regional Chamber works
- Lack of emphasis on "regional"
- Perceived favoritism toward "big" businesses

### RBC's / Networking

- Lack of RBC promotion by Daytona Regional Chamber leadership
- Lack of growth/stagnant
- Review/revise membership criteria and enrollment
- Members not open to networking

### Outreach / Exposure

- More published articles needed

### Volunteerism

- Opportunities
- Criteria
- Promotion
- Follow ups

### Event Costs

- Too high

## OPPORTUNITIES (MISSING)

### Financial Planning

- Alternate to Bike Week
- Financial endowment

### Expand Representation

- Diversify Membership
- Diversify Board representation
- Outreach to potential members w/marketing materials
- Group/Joint projects
- More communication with current and past members

### Member Representation

- By members
- By Board members
- By Advisory Action Council members
- RBC members

### Participate in community events

- Quick action group
- Family Days
- Beach Street events
- Post event assessment/feedback

## THREATS (CONFUSED)

### What we do or why we do it

- Advocacy/impacts
- Business community
- Non-business community

### Priority of objectives





### Website

### Organization

- Events
- Interaction with other Chambers
- Interaction with other local business groups




# ENGAGE MEMBERS AND DRIVE VALUE

The Daytona Regional Chamber will create great value for member investments by engaging members in relevant ways and through multiple outlets to promote meaningful interaction. We will continuously reimagine and adapt our communication methods, so they are easy to consume, efficient, and maximize responsiveness. Fostering the development of relationships and partnerships with a genuine commitment to diversity, equity, and inclusion is a vital tenet in our efforts to drive commerce. We will enhance educational programs, face-to-face engagement and, most importantly, business advocacy that cooperatively works to build a thriving business community.

OBJECTIVES		ACTION ITEMS	
<div>1</div> <div></div> <div>Explore new or further develop current communication methods to share Daytona Regional Chamber and member news and successes.</div>	<ul style="list-style-type: none"><li>• Consider a new, simple theme/slogan for a branding campaign to bring attention to the Daytona Regional Chamber.</li><li>• Investigate the development and use of a Daytona Regional Chamber App to facilitate customized push notifications directly to members.</li></ul>	<ul style="list-style-type: none"><li>• Evaluate current communication methods and look for ways to increase interest &amp; consumption.</li><li>• Give board members talking points for new initiatives to use when they are out in the community.</li><li>• Work to better link communications between the board, committees, and membership.</li></ul>	
<div>2</div> <div></div> <div>Continuously evaluate and develop various avenues to increase member engagement at all levels.</div>	<ul style="list-style-type: none"><li>• Evaluate Daytona Regional Chamber's committee structure and, where deemed valuable, create committees such as one for membership engagement and retention.</li><li>• Reevaluate the Daytona Regional Chamber's current CRM/database system to reveal opportunities to increase membership engagement, while gathering relevant data related to member interests, benchmarking successes, and improving programming.</li><li>• Partner with like-minded organizations to offer business support and educational opportunities relevant to our region's market conditions.</li></ul>	<ul style="list-style-type: none"><li>• Publish early notice of annual programming, customized to specific members' interests, to be presented in conjunction with member renewals to enhance commitments and simplify planning for businesses.</li><li>• Work with the Membership Engagement and Retention committee to improve the Onboarding of new members. Opportunities include developing a one-year schedule or annual membership drive.</li><li>• Create ah-ha moments for members through improved short communications within The Edge, Inside Volusia Business or other new communications to improve impact and engagement.</li></ul>	
<div>3</div> <div></div> <div>Develop and promote a strong Pro-Business Chamber.</div>	<ul style="list-style-type: none"><li>• Selflessly promote the strength of the organization as the voice of the business community through all programming, communications and branding of the Daytona Regional Chamber through membership outreach, community initiatives, economic development, government relations, advocacy actions and equity and diversity efforts.</li></ul>	<ul style="list-style-type: none"><li>• Develop marketing opportunities that reinforce the message of the collective strength of regional businesses as a benefit among our membership community of respected businesses through association with the Daytona Regional Chamber.</li><li>• Create media messaging that promotes the business community as a whole as smart and connected throughout the region.</li></ul>	
<div>4</div> <div></div> <div>Continue to be intentional with our commitment to Diversity, Equity and Inclusion (DEI).</div>	<ul style="list-style-type: none"><li>• Further develop and spread the word about the Daytona Business United program.</li><li>• Support and strengthen our relationship with diverse community partners.</li></ul>	<ul style="list-style-type: none"><li>• Educate members on how DEI can be beneficial to their organization and educate them on its opportunities.</li></ul>	
<b>MEASURABLE OUTCOMES FOR SUCCESS</b>		INCREASE WALLET SHARE (ANNUAL SPENDING PER MEMBER) BY BASE AND TRUSTEE LEVEL  DECREASE PERCENTAGE OF MEMBERS WHO HAVE NEVER PARTICIPATED IN ANY DAYTONA REGIONAL CHAMBER EVENT OR PROGRAM	

# ADVANCE COMMERCE & INSPIRE LEADERSHIP

The Daytona Regional Chamber believes our community prospers with the success of business. We strive to be the navigator by charting the course to develop leaders, connect them to valuable resources and promote our attributes. Through solving relevant issues while working collaboratively with business, government, and citizen leaders, we break down silos and champion our community. We promote a holistic view of business, including the idea that the success of each individual business is directly tied to the success of our region. We encourage our members to conduct commerce locally.

OBJECTIVES		ACTION ITEMS	
<div>1</div> <div></div> <div>Provide developing leaders, startups and and businesses with valuable resources, connections, and programming to foster and accelerate success.</div>	<ul style="list-style-type: none"><li>• Create a pipeline of new leadership.</li><li>• Utilize the influence of area-wide leaders to inspire business success through leadership educational programming and promotional messaging throughout Daytona Regional Chamber electronic resources, on-site programming, and multi-platform media messaging.</li><li>• Develop programs that collect and disburse important information relevant to prominent business issues as they arise. These programs will work to collectively establish a pro-business stance which, in alignment with the Daytona Regional Chamber, reinforces our unified voice.</li></ul>	<ul style="list-style-type: none"><li>• Develop educational programming that works to assist startups and business with needed employee training through collaborative efforts among business training and educational resources such as: Career Source Flagler Volusia, Small Business Development Center, Volusia County Schools, local Colleges, DEI Programs, and others.</li></ul>	
<div>2</div> <div></div> <div>Encourage doing business locally.</div>	<ul style="list-style-type: none"><li>• Continually encourage a business-to-business stance, promoting the attributes of doing business locally and choosing Daytona Regional Chamber members when possible. Utilize email, social media, website, and graphic designs to promote positive message. Examples include directories and direct outreach opportunities.</li></ul>	<ul style="list-style-type: none"><li>• Improve indexing of the online directory.</li></ul>	
<div>3</div> <div></div> <div>Be the leader of a smart and connected region.</div>	<ul style="list-style-type: none"><li>• Wherever possible, bring organizations, people, and municipalities together to collaborate and collectively work toward the success of the region.</li><li>• Be a part of strategic planning to relevant organizations/municipalities. Share our strategic plan with them for their consideration.</li></ul>	<ul style="list-style-type: none"><li>• Provide roundtable opportunities based on relevant industries, positions, or topics. Examples include events, code issues, redevelopment, etc. Where relevant, set regular meetings to encourage ongoing communication.</li><li>• Promote feedback opportunities, such as surveys, to our membership and other organizations so that the business community voice is heard loud and clear.</li></ul>	





MEASURABLE  
OUTCOMES FOR  
SUCCESS

INCREASE IN ANNUAL UNIQUE VISITS TO OUR WEBSITE  
INCREASE IN ANNUAL VISITS TO OUR BUSINESS DIRECTORY PAGE  
LEADERSHIP MEASUREMENTS TO BE ADDRESSED THROUGH ANNUAL BUSINESS PLAN



# ADVOCATE FOR BUSINESS AND ECONOMIC PROSPERITY

The Daytona Regional Chamber has a powerful voice that drives decisions effecting commerce on the local, state, and federal level. Our influence is derived from the broad-based support of hundreds of member businesses, diverse in size and industry. In our approach to decision making and activity, we will consider the impact our efforts will have on the entirety of the Daytona Beach region. This ensures that policies and regulations are beneficial to our valued membership and community stakeholders.





OBJECTIVES		ACTION ITEMS	
<div>1</div> <div></div> <div>Utilize the Advocacy Action Council to be the trusted voice of business on all issues impacting commerce in the region. We will be the go-to resource for stakeholder input.</div>		<ul style="list-style-type: none"><li>• Create a grassroots outreach network, based on relationships between elected officials and business representatives.</li><li>• Develop an “experts on demand” database around issues and provide contacts to elected officials when needed.</li></ul>	<ul style="list-style-type: none"><li>• Build relationships with neighborhood groups through speaking at scheduled meetings and being proactive on issues that may impact them.</li></ul>
<div>2</div> <div></div> <div>Establish intentional focus on building regular communications with elected officials.</div>		<ul style="list-style-type: none"><li>• Consider adding a City Manager and the County Manager to our Board as ex-officio members.</li><li>• Look at potential membership structure and financial support on business initiatives from all cities and government groups across our region.</li></ul>	<ul style="list-style-type: none"><li>• Leverage state leadership on specific needs over the next few years while Volusia County is represented at the state leadership level.</li><li>• Pursue a conversation regarding the pros and cons of a formal PAC through the Daytona Regional Chamber.</li></ul>
<div>3</div> <div></div> <div>Leverage the use of local media and news outlets to amplify our voice for business.</div>		<ul style="list-style-type: none"><li>• Utilize community voice and editorial outreach on a regular basis.</li><li>• Develop podcasts and interviews on specific subjects with local decision makers and stakeholders.</li></ul>	<ul style="list-style-type: none"><li>• Encourage an Advisory Board of local business interests to communicate with the News-Journal on pertinent articles and coverage of business success.</li></ul>
<div>4</div> <div></div> <div>Develop and execute structure to measure our advocacy impact.</div>		<ul style="list-style-type: none"><li>• Create internal scorecard to rate advocacy effort each year. Examples of measurements for consideration include but are not limited to number of positions taken and outcomes, projects actively engaged in, blog posts or editorials, etc.</li></ul>	





# EXEMPLIFY ORGANIZATIONAL EXCELLENCE

The Daytona Regional Chamber leads by example and ensures operational excellence through documented standards and best practices confirmed through its Accreditation. This reinforces financial stability, transparency, and accountability, solidifying our future viability in an environment that promotes the engagement and professional development of our volunteers and professional staff. We will encourage businesses to join us in striving for operational excellence for the benefit of their stakeholders and our community. We will encourage this by collaborating with community partners to provide training and best practices in business.

OBJECTIVES		ACTION ITEMS	
<div>1</div> <div></div> <div>Maintain accreditation with the US Chamber of Commerce.</div>		<ul style="list-style-type: none"><li>• Apply for reaccreditation and engage a cross representation of the membership in the process. Strive to attain five-star designation.</li></ul>	
<div>2</div> <div></div> <div>Engage in an in-depth discussion regarding sustainable revenue streams for the Daytona Regional Chamber.</div>		<ul style="list-style-type: none"><li>• Secure the Daytona Regional Chamber's Foundation to solicit issue specific grants and corporate support.</li><li>• Assemble a committee to examine the Daytona Regional Chamber's revenue sources with the goal of reducing reliance on any single event.</li></ul>	<ul style="list-style-type: none"><li>• Look at current Trustee level memberships and eligible membership upgrades and discuss opportunities for growth.</li></ul>
<div>3</div> <div></div> <div>Continually search for natural partnerships for collaboration that embody the mission of the Daytona Regional Chamber to promote and support commerce.</div>		<ul style="list-style-type: none"><li>• Review possible shared operations support for other local organizations.</li></ul>	<ul style="list-style-type: none"><li>• Identify natural partners to co-promote programs for broader outreach or engage with business issues.</li></ul>
<div>4</div> <div></div> <div>Complete renovation of the Daytona Regional Chamber building to present a world-class space for community and business to meet and conduct commerce.</div>		<ul style="list-style-type: none"><li>• Develop and execute on a reasonable timeline with established outcomes to ensure a successful renovation.</li></ul>	<ul style="list-style-type: none"><li>• Create natural partnerships and funding sources to help fund the future headquarters.</li><li>• Work with the Daytona Beach Community Foundation to extend the current land lease.</li></ul>

MEASURABLE  
OUTCOMES FOR  
SUCCESS

INCREASE, OR MAINTAIN, TOTAL PROGRAM NET INCOME WHILE REDUCING PERCENTAGE OF NET INCOME FROM ANY SINGLE EVENT OR PROGRAM