



# STRATEGIC PLAN

2025 - 2027



Daytona Regional  
CHAMBER OF COMMERCE



# EXECUTIVE SUMMARY

This year's Strategic Planning Committee has developed a dynamic three-year plan to guide the Daytona Regional Chamber. Our goal is to provide meaningful direction while maintaining the flexibility to address both expected and unexpected challenges.

Over nearly four months, we prioritized gathering feedback from the community, Chamber members, and the board of directors. Through surveys, polls, and SWOT analyses with multiple stakeholder groups, we crafted a strategic plan that truly reflects the vision of our valued stakeholders.

Based on this feedback, we established four strategic priorities:

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

Each priority includes specific objectives and action items designed to systematically and effectively achieve our mission and vision. We have set measurable goals for each priority and will provide regular updates to the board of directors while accomplishing the work through our engaged members serving on committees and task forces, supported by our professional staff.

Through the fulfillment of our strategic plan, we aim to enhance the value of membership and support the entire business community. We are committed to measuring our results and sharing the outcomes to ensure the plan's activation. We will incorporate our core values into our actions to ensure continued success in providing a platform for businesses to succeed.

Respectfully,



**LINDA WEBSTER DUBEA**  
REGIONAL MANAGER, FPL  
CHAIRPERSON, STRATEGIC PLANNING  
COMMITTEE  
2026 INCOMING CHAIRPERSON, DAYTONA  
REGIONAL CHAMBER BOARD



**NANCY KEEFER**  
PRESIDENT & CEO  
DAYTONA REGIONAL CHAMBER



# ACKNOWLEDGMENTS

## 2025-2027 STRATEGIC PLANNING COMMITTEE

Ms. Linda Webster Dubea, Chairperson	Florida Power & Light
Mr. Kelly Austin	Embry-Riddle Aeronautical University
Ms. Terry Cain Tyler	TCT Advantage LLC
Ms. LaToya Carey	Kenneth Grant Inzpirations
Ms. Karen Eastman	Florida Health Care Plans
Ms. Lynn Flanders	Ocean Center
Mr. James Lanni	Brown & Brown Insurance
Ms. Nellie Lupoli	ICI Homes
Mr. Steve Mach	Halifax Health
Mr. Ryan Page	Intracoastal Bank
Mr. Terry Sabiston	Southern Stone Communications
Mr. Mike Sibley	James Moore & Company
Mr. Michael Sznajstajler	Cobb Cole
Ms. Nancy Keefer	Daytona Regional Chamber
Ms. Janet Kersey	Daytona Regional Chamber

We express special appreciation to several focus groups:  
Ambassadors, Regional Business Connections Groups, Daytona  
Regional Chamber Board of Directors, Membership Survey  
Respondents, and Rebecca Blais - Specialized Membership  
Survey Production.



# MISSION - VISION - VALUES

## 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 businesses 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 for 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 EXECUTIVE SUMMARY

## STRENGTHS

### COMMUNITY AND NETWORKING

- **Great Leaders on the Board:** The board consists of influential and dedicated leaders who are committed to the chamber's mission.
- **Strong Community Relations:** The chamber has built solid relationships within the community, enhancing its reputation and influence.
- **Active Engagement in Events:** Regular events like Business After Hours (BAH) and advocacy efforts keep the community engaged and informed.
- **Advocacy:** Strong influence in advocacy including endorsements and education of candidates running for office.
- **Support Provided:** Members receive substantial support, including business help from other members and staff who excel at making connections.
- **Positive Messaging:** The chamber consistently communicates positive messages to the community, reinforcing its role as a community advocate.

### FACILITIES AND RESOURCES

- **Chamber Staff:** Personable, helpful, and professional staff
- **Chamber Building:** The chamber building serves as a central meeting place, appreciated by members. The new space offers additional opportunities for events and engagement.
- **Resources:** Various resources are available to members, including educational opportunities and support for business growth.

### COMMUNICATION AND SUPPORT

- **Effective Communication:** There is a lot of communication through various channels, ensuring members are well informed.
- **Support from Ambassadors:** Ambassadors provide excellent support, helping to promote and serve members.
- **Community Awareness:** The chamber is well-known in the community, thanks to its strong presence and active involvement.

### GROWTH AND DEVELOPMENT

- **Strong Presence:** The chamber has a well-established presence and is recognized as a reputable organization.
- **Evolving and Improving:** The chamber is continuously evolving and improving, maintaining its position as a premier community advocate.
- **Reputable Position:** Accreditation helps to position the chamber as a reputable organization within the community.

## WEAKNESSES

### ENGAGEMENT AND INCLUSIVITY

- **Clicky Groups:** Some groups within the chamber can be perceived as exclusive, which may hinder broader engagement.
- **Lack of Engagement from Mid-Sized Companies:** Companies with 25-75 employees are not as engaged as they could be.
- **Small Businesses Feeling Neglected:** Small businesses sometimes feel that the chamber does not do enough for them.
- **Business Sectors:** The Chamber should strengthen connectivity between business sectors like hotels.

### MARKETING AND INFORMATION

- **B2B Marketing:** Need more communication encouraging business between members.
- **Messaging:** Need for consistent messaging through all communication forums. Better understanding of how to navigate the website for easier access to the directory.
- **Lack of General Chamber Information:** There is a need for more information about the chamber's structure, purposes, and goals.

### TRAINING AND EDUCATION

- **Not Enough Training Opportunities:** Members, and their employees, need more training and educational opportunities.
- **Downloadable Marketing Materials:** There is a lack of downloadable marketing materials that members can share with potential new members.

## OPPORTUNITIES

### COLLABORATION AND OUTREACH

- **Collaborating with Other Chambers/Groups:** Opportunities exist to collaborate with other chambers, such as those in Seminole and Brevard and VYPG
- **Reaching Out to the Community:** More efforts can be made to reach out to the community and increase visibility.
- **More Public Campaigns:** Public campaigns can help to support private sector efforts for redevelopment and growth throughout the areas including the beachside.
- **Membership Growth:** Concentrate on business development and form a "team" to focus on membership more. Capitalize on the growth in the community.
- **#MSM:** Continue efforts on the importance of members supporting members.

### EDUCATION AND RESOURCES

- **Offering More Education:** Providing more education in sales, marketing, and operations can add value for members.
- **Creating More On-Demand Resources:** Developing more downloadable "how-to" documents, and podcasts, with area experts, could benefit members.
- **Member Promotions:** Expand on the promotion of current benefits beyond just events. Showcase and highlight members. Develop a referral program.

### VISIBILITY AND PROMOTION

- **Improving Online Presence:** Enhancing the chamber's online presence, including optimizing the YouTube channel, can increase visibility.
- **Promoting Chamber Benefits:** More emphasis on promoting the benefits of chamber membership can attract new members and retain existing ones.

## THREATS

### MEMBER RETENTION AND COSTS

- **Rising Business Costs:** Increasing costs of operating a business can affect member retention.
- **Retention Issues:** Retaining members when their membership expires is a challenge. This is compounded by the high turnover of employees with companies who are champions of the Chamber.
- **Perception of High Membership Costs:** There is a common perception that chamber membership is too expensive.

### COMPETITION AND ENGAGEMENT

- **Other Chambers:** Competition from other chambers can impact membership and engagement.
- **Members in Multiple Chambers:** Some members belong to multiple chambers, which can dilute their engagement.
- **Not Getting Young People Involved:** Engaging younger generations and Gen Z in networking and chamber activities is a challenge.
- **Retirement of Baby Boomers:** Not connecting with the next generation of business owners

### ECONOMIC FACTORS

- **Economy and Disposable Income:** Economic conditions and disposable income levels can affect membership and participation.
- **Public Sentiment Around Development and Growth:** Public sentiment regarding development and growth can influence the chamber's initiatives and support.



The Daytona Regional Chamber will deliver exceptional value for member investments by engaging members through diverse, relevant channels to promote meaningful interaction. We will continuously reimagine our communication methods for ease and efficiency, fostering strong relationships and tailored programming. Our focus includes enhanced educational programs, podcasts, face-to-face interactions, and business advocacy that cooperatively works to build a thriving business community.

## STRATEGIC OBJECTIVES

**1 ENHANCE COMMUNICATION**  
Implement effective communication methods to share relevant news and successes with members and leverage the Podcast Studio for member promotions of interest among committees, members, and the Board.

**2 DATA-DRIVEN ENGAGEMENT**  
Use data to evaluate and boost member engagement, foster meaningful conversations, and maximize value.

**3 ON-DEMAND TRAINING**  
Offer accessible, online educational training to support business growth.

**4 SMALL BUSINESS ENHANCEMENT**  
Promote board member participation in small business events to strengthen connections and influence among the small business community.

**5 PRO-BUSINESS PROMOTION**  
Highlight the Chamber's lead role in advocating for business, emphasizing the collective strength and unity of regional businesses.

## ACTION ITEMS

- Tailor annual programming messaging to members' interests.
- Share success stories via podcasts, The Edge, and social media to highlight membership value.
- Develop an ambassador outreach program to enhance member value.
- Produce monthly "Talking Points" for Ambassador outreach.
- Use customer relationship management (CRM) data to boost engagement, gather insights, benchmark successes, and improve programming.
- Offer accessible, online educational programs to support business growth, including access to an online learning library.
- Partner with like-minded organizations for business support.
- Define the work of the Business Impact Council.
- Embark on a focused initiative supporting small businesses.
- Develop succession planning pathways for businesses and potential new owners.

## MEASURABLE EXPECTATIONS



# ADVANCE COMMERCE AND INSPIRE LEADERSHIP

The Daytona Regional Chamber will foster community prosperity by driving business success through leadership development, resource connectivity, and collaborative problem-solving. We aim to break down silos and champion our community by promoting a holistic view of business, where the success of each business is intrinsically linked to the success of our region. We encourage local commerce and strive to work collaboratively with business, government, and citizen leaders to address relevant issues and promote our community's attributes.



## STRATEGIC OBJECTIVES

- 1 BUSINESS AND LEADERSHIP RESOURCES**  
Provide programming to advance business and leadership resources, accelerate benefits, and engage in community economic growth.
- 2 WEBSITE OPTIMIZATION**  
Simplify website navigation, particularly the online membership directory, to enhance commerce among members.
- 3 RISING PROFESSIONALS**  
Inspire young professionals' leadership engagement through targeted programs and initiatives.

## ACTION ITEMS

- Encourage B2B/B2C commerce by branding monthly promotions, by industry, leading potential customers to members in featured category(s). Maximize outreach through existing events and communications vehicles.
- Provide Leadership Daytona Alumni programs focused on community board engagement and knowledge of legal aspects of board involvement and responsibilities.
- Develop testimonials on the virtues of leadership to inspire future community leadership.
- Evaluate the navigation on the Chamber's Website for ease in finding relevant information. Better define the Center of Influence and its relationship to the structure of the Chamber.
- Establish clear channels of involvement with the Chamber to improve engagement.

## MEASURABLE EXPECTATIONS

-  Increased referrals from the chamber's online directory each year.
-  Increased Website page views and analytics annually.

# ADVOCATE FOR BUSINESS AND ECONOMIC PROSPERITY

The Daytona Regional Chamber will leverage its powerful voice to influence commerce-related decisions at local, state, and federal levels. Our influence, supported by a diverse membership of hundreds of businesses, will guide our decision-making and activities. We will consider the comprehensive impact of our efforts on the Daytona Beach region, ensuring that policies and regulations benefit our valued members and community stakeholders.

## STRATEGIC OBJECTIVES

**1 ISSUES ADVOCACY**  
Promote advocacy utilizing stakeholder input on issues impacting business.

**2 CANDIDATE ENDORSEMENTS**  
Further develop the Advocacy Task Force to support candidates that align with member-driven business priorities.

**3 MEDIA & MARKETING**  
Proactively work on media and marketing releases on current trends, endorsements, and Chamber involvement, highlighting benefits and value to membership.

**4 LEADERSHIP CHALLENGES**  
Develop Leadership Daytona Chair Challenges to address the needs, concerns, and vision for the economic good of the business community.

## ACTION ITEMS

- Develop a regular, advocacy-focused podcast.
- Engage additional endorsement opportunities and evaluate a formal PAC launch.
- Define and evaluate business issues through our Cornerstone Committee.
- Develop a mechanism to implement meaningful solutions to Leadership Daytona Class challenge results.
- Publish quarterly reports on advocacy engagement activities to the membership.

## MEASURABLE EXPECTATIONS



Four advocacy-specific Podcasts are launched each year.



# EXEMPLIFY ORGANIZATIONAL EXCELLENCE

The Daytona Regional Chamber exemplifies leadership and operational excellence through accredited standards and best practices, ensuring financial stability, transparency, accountability, and our future viability. We foster an environment of engagement and professional development for our volunteers and staff. We invite businesses to join us in achieving excellence for their stakeholders and the community through collaborative training and best practice sharing.

## STRATEGIC OBJECTIVES

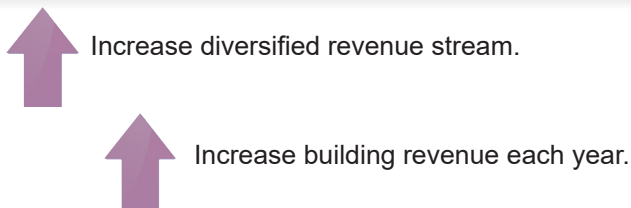
- 1 BRAND OF EXCELLENCE**  
Utilize the Daytona Regional Chamber's brand of excellence, 5-star accreditation, and exemplary record to confirm the value of programming and activities.
- 3 MONETIZE CHAMBER BUILDING**  
Present the Chamber building as a world-class space for community and business meetings, commerce, and training.

- 2 DEVELOP DIVERSIFIED REVENUE STREAMS**  
Implement innovative strategies that enhance sustainable revenue streams while ensuring long-term financial growth for the Daytona Regional Chamber.
- 4 COLLABORATIVE PARTNERSHIPS**  
Grow collaborative partnerships locally, regionally, and statewide that embody the mission to promote and support business commerce.

## ACTION ITEMS

- Maintain five-star accreditation to meet future re-accreditation standards.
- Communicate the Chamber's brand as one of professional excellence and the value it brings to its membership through its work.
- Engage the Revenue Committee to analyze programs and opportunities aimed at boosting revenue while providing the Board with data-driven decisions.
- Develop and execute an active Podcast strategy that increases the use and profitability of the Podcast Studio.
- Analyze competitor business rental pricing to optimize rental income for the Daytona Regional Chamber building.
- Leverage the Foundation for community betterment.
- Identify and partner with local organizations to promote the Daytona Regional Chamber through initiatives that align with our mission to grow membership.
- Prepare protocols for businesses to deploy during disaster relief.

## MEASURABLE EXPECTATIONS

- 
- ↑ Increase diversified revenue stream.
  - ↑ Increase building revenue each year.



# ACTION ITEM IMPLEMENTATION STRATEGY

ENGAGE MEMBERS AND DRIVE VALUE	ACTION ITEM:	LED BY:	PRIORITY:
	Develop an Ambassador Outreach Program	Ambassadors	High
	Produce Monthly Talking Points for Ambassadors	Staff	High
	Utilize CRM data to improve engagement	Committee	High
	Tailor messaging to member interest	Staff	Medium
	Create shareable member positive messaging	Staff	Medium
	Create online educational programs	Committee	Medium
	Define Business Impact Council	Committee	Medium
	Develop Succession Planning Pathways	Board Division	Medium

ADVANCE COMMERCE AND INSPIRE LEADERSHIP	ACTION ITEM:	LED BY:	PRIORITY:
	Encourage B2B and B2C Commerce	Staff	High
	Develop Leadership Daytona alumni programs	Committee	High
	Improve Chamber member involvement	Board/Staff	High
	Develop leadership testimonials	Staff	Medium
	Re-evaluate website functionality/messaging	Committee	Medium

ADVOCATE FOR BUSINESS AND ECONOMIC PROSPERITY	ACTION ITEM:	LED BY:	PRIORITY:
	Continue Endorsements/Evaluate PAC	Committee/Board	High
	Develop Chair Challenge Implementation	Committee/Board	High
	Develop Advocacy Podcasts	Staff	High
	Publish Quarterly reports	Staff	High
	Define and evaluate business issues	Committee	Ongoing

EXEMPLIFY ORGANIZATIONAL EXCELLENCE	ACTION ITEM:	LED BY:	PRIORITY:
	Engage Revenue Committee	Committee	High
	Optimize Building Rental	Staff	High
	Communicate Chamber brand of excellence	Staff	High
	Develop Podcast use strategy	Staff	Medium
	Leverage Foundation	Foundation Board	Medium
	Partner locally to grow the membership	Committee	Ongoing
	Deploy disaster relief protocols	Committee	High
	Maintain five-star accreditation	All	Ongoing