



VIRGINIA
PENINSULA
CHAMBER

STRATEGIC PLAN 2026 - 2027

OUR VISION

To be the Virginia Peninsula's leading business advocacy organization that creates an environment to stimulate economic growth.

OUR MISSION

We are a catalyst for business growth on the Virginia Peninsula, and a collaborative partner for economic development within the region.

IDENTITY

The Five C's:
CONNECTOR
CONVENER
CONDUIT
CHAMPION
COLLABORATOR

Purpose.

The Strategic Plan guides the actions of the Virginia Peninsula Chamber. It has a two-year horizon, reflecting the dynamic nature of the business environment and the need for agility in responding to changing conditions. This timeframe allows for a balance between continuity and adaptability, ensuring that the Chamber remains focused on its strategic priorities while remaining flexible enough to adjust to unforeseen challenges and opportunities.



Execution.



The successful execution of the Strategic Plan is a shared responsibility among the Chamber's leadership, staff, and Board of Directors. Regular progress reports will be communicated to the Board of Directors and the membership, fostering transparency and collective accountability.

As stewards of this plan, the Board of Directors will actively monitor its implementation, evaluate its impact, and, if necessary, initiate adjustments to align with the evolving needs of our members and the broader business community.

Review.

The Virginia Peninsula Chamber Strategic Plan will undergo a comprehensive review on a biennial basis. The biennial review will allow for a thorough assessment of the evolving economic landscape, identify emerging trends, and evaluate the effectiveness of our strategic initiatives. This periodicity ensures that the Chamber remains agile and responsive to the dynamic needs of our members and the broader business community.



Strategic Planning Framework

1

Vision

To be the Virginia Peninsula's leading business advocacy organization that creates an environment to stimulate economic growth.

2

Mission

We are a catalyst for business growth on the Virginia Peninsula, and a collaborative partner for economic development within the region.

3

Identity

The Five C's

Connector
Convener
Conduit
Champion
Collaborator

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Resources

Determine the resources, financial, human, technological, and other assets required to execute the tactics effectively. Prioritize resource allocation based on potential impact, and resource availability.

5

Strategic Outcomes

Leadership
Advocacy
Collaboration

4

Analysis

Conducted a comprehensive analysis of our organizations internal strengths, weaknesses, as well as external opportunities and threats (SWOT analysis). This information has been captured in our Strategic Planning Session doc.

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Metrics

Establish specific and measurable goals that align with the vision and mission. (SMART) goals should be specific, measurable, attainable, realistic, and time-bound, providing a clear direction for the organization.

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Communication Plan

Determine the resources, financial, human, technological, and other assets required to execute the tactics effectively. Prioritize resource allocation based on potential impact, and resource availability.

Understanding the strategic planning process through an **8-Step Framework**

Our Strategic Outcomes



Strengthen the Chamber's reputation as a developer of emerging leaders.



Increase our value as a non-partisan business advocate to businesses of all sizes and sectors.



Drive, inspire, and lead collaborative initiatives that impact economic growth and development.



LEADERSHIP: **Strategic Outcome #1**

Strengthen reputation of Chamber as a developer of emerging leaders.

Goal 1.

Become the recognized first choice of businesses to train/coach/develop their emerging leaders.

Strategy 1. Market our leadership products more effectively.

Tactic A: Establish a baseline of impressions on digital platforms (continuous evaluation and refinement of leadership progress).

Tactic B: Capture testimonials (written/video).

Strategy 2. Expand Leadership programs.

Tactic A: Continuous evaluation and refinement of leadership programs.

Tactic B: Qualify based on participant feedback.

Tactic C: Grow partnerships.

Strategy 3. Activate LEAD Alumni.

Tactic A: Increase collaboration w/ Civic, LEAD Virginia, Sorenson.

Tactic B: Expand membership and offerings.

Metrics.

- Maintain minimum 50 LEAD Peninsula program participants.
- Maintain minimum 25 LEAD Higher program participants.
- Improve marketing by increasing social media impressions by 10% annually.
- Increase membership in LEAD Peninsula Alumni by 10% annually.

Resources needed.

- Maintain Leadership Committee of 5–7 people to support leadership programs
- Evaluate marketing budget and increase as needed.
- Increase Annual Partnership revenue by 10%



ADVOCACY:

Strategic Outcome #2

Increase our value as a non-partisan advocate to businesses of all sizes and sectors.

Goal 1.

Grow influence and awareness as the advocate for business growth and success.

Strategy 1. *Expand business educational offerings.*

Tactic A: Build and Market multi-faceted small business educational series.

Tactic B: Create and expand partnerships with organizations that can provide assistance to our members.

Strategy 2. *Broaden our membership.*

Tactic A: Market the value of a Chamber membership.

Tactic B: Lead expansion of Peninsula entrepreneurship eco-system.

Strategy 3. *Increase public policy engagement.*

Tactic A: Develop a pro-business Public Policy platform and a plan to enact it.

Tactic B: Host business roundtables focused on legislative priorities.

Tactic C: Create opportunities for business owners to engage with public officials.

Metrics.

- Maintain minimum 10 participants in the Small Business series.
- Measure progress in Public Policy initiatives.
- Increase Chamber Membership by 10% annually.
- Maintain representation by relevant elected/appointed officials from each of our localities at critical events.

Resources needed.

- Membership and Public Policy Committees of 5–7 people each to support advocacy programs and grow membership.
- Evaluate marketing budget and increase as needed.
- Increase Annual Partnership revenue by 10%.



COLLABORATION: **Strategic Outcome #3**

Drive, inspire and lead collaborative initiatives that impact economic growth and development.

Goal 1.

Strengthen leadership presence and engagement on relevant initiatives.

Strategy 1. *Influence organizations to recognize the added value and strength of the Peninsula business community.*

Tactic A: Ensure Peninsula representation in organizations and initiatives affecting economic growth and quality of life.

Tactic B: Utilize role in Regional Organizations.

Strategy 2. *Raise awareness of Peninsula economic growth assets.*

Tactic A: Drive Regional Chamber collaboration (Legislative agenda, Joint Board meetings).

Tactic B: Drive more Leadership program collaboration (Joint events between leadership programs, Alumni organizations).

Metrics.

- Increase strategic engagement of Chamber leadership and Executive Committee.
- Establish and increase membership in relevant regional organizations.
- Expand collaborative meetings/events with other Regional Chambers and establish a baseline of this activity.

Resources needed.

- Develop a database of Virginia Peninsula Chamber Board members membership in local and regional organizations.
- Identify, by name, Virginia Peninsula Chamber Board members interested in representing the Chamber on relevant regional organizations and initiatives.
- Annual Progress Against Strategy: Reports at the quarterly Board Meetings.
- Increase Annual Partnership revenue by 10%.



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