



3 YEAR STRATEGIC PLAN

(2026–2028)

Top of Virginia Regional Chamber 3 Year Strategic Plan

(2026–2028)



Introduction

The Top of Virginia Regional Chamber is proud to present its 2026–2028 Strategic Plan, a roadmap for deepening our value to members, enhancing our impact, and strengthening our region's economic vitality. This plan reflects a collaborative process shaped by the voices of our board, staff, members, and regional stakeholders. Through visioning sessions, internal reflection, SWOT analysis, and over a dozen community interviews, we listened carefully to what our members need most and used that insight to guide every priority in this plan.

This plan outlines five strategic pillars that will guide our efforts over the next three years. Each pillar is supported by specific, benefit-driven objectives designed to ensure the Chamber continues to lead, serve, and grow alongside our members.

TVRC 3 Year Strategic Plan

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Strategic Plan Summary

(2026–2028)

The Top of Virginia Regional Chamber has developed a bold and forward-looking three-year strategic plan to strengthen its role as a regional leader and trusted partner to businesses. Grounded in input from members, stakeholders, and community leaders, the plan outlines five strategic objectives designed to increase member value, amplify business advocacy, and drive economic prosperity across the region.

Key Strategic Pillars:

1. **Grow the Chamber to Serve You Better**

Expand the Chamber's reach and resources to serve a more diverse and growing business community, through tailored membership models, outreach to engage minority business communities, and leadership development programs.

2. **Be the Voice for Business**

Strengthen advocacy efforts through a formal legislative agenda, increased public affairs capacity, executive-level forums, and proactive engagement on regional business issues such as transportation and infrastructure.

3. **Amplify Your Story and Reach**

Modernize marketing and communications to spotlight member businesses, increase visibility through campaigns and AI-driven outreach, and position the Chamber as the go-to resource for residents and newcomers alike.

4. **Optimize Organizational Excellence**

Enhance internal systems, governance, and staff capacity to deliver exceptional service. Steward financial resources. Implement a decision-making framework for impactful initiatives.

5. **Advance Community Solutions**

Leverage the Chamber Foundation to pursue grant funding and lead workforce development partnerships, ensuring the region remains vibrant, livable, and economically competitive.

This strategic plan reflects the Chamber's deep commitment to listening, leading, and growing with its members. It sets a clear path forward, aligning people, priorities, and programs to shape a thriving future for the entire region.

Strategic Pillar 1: Grow the Chamber to Serve You Better

We will expand the Chamber's reach, relevance, and resources to better serve a growing and diverse business community, making it easier for every business to connect, grow, and thrive. Whether you are a small business or large employer, you'll see more ways to engage, more meaningful connections, and more tools designed to help your business succeed in today's dynamic economy.



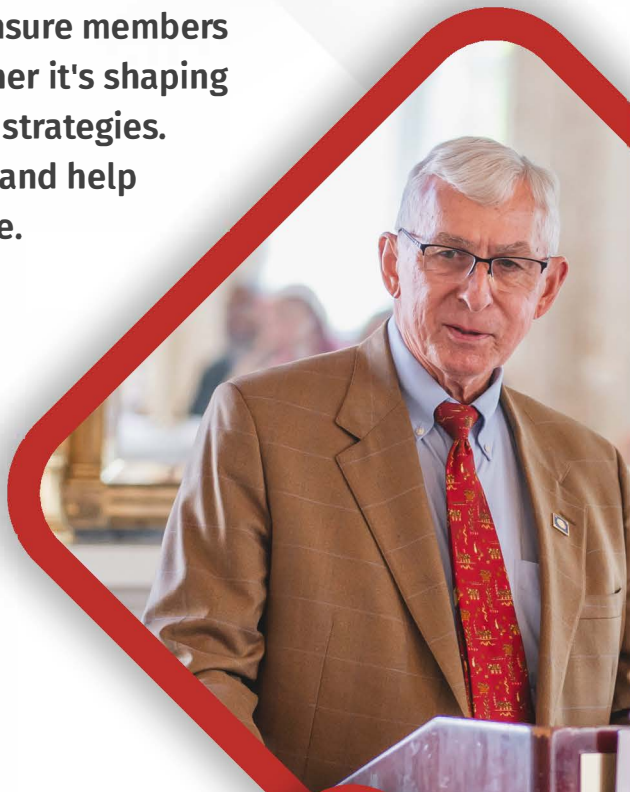
- **Tailor membership tiers to unlock more value**
– Tailor membership investments to provide all businesses with the benefits that best align with their business goals.
- **Deliver improved member experience from day one** – Vibrant relationship-building practices help members feel connected and valued right away.
- **Prioritize outreach to engage minority business communities** – Prioritize Hispanic business engagement through outreach partnerships and other culturally responsive programming.

Strategic Pillar 2:

Be the Voice for Business

We will advocate boldly for pro-business policies and ensure members have a seat at the table when decisions are made, whether it's shaping local ordinances, state legislation, or regional economic strategies. Our goal is to amplify your voice, protect your interests, and help create a business climate where your company can thrive.

- **Create and promote an annual Legislative Agenda -**
We will consistently develop a clear, accessible document that outlines our legislative priorities, advocacy process, and member-driven policy positions.
- **Represent your voice with local, regional, state, and federal leaders –** To increase influence and consistency, we will also work toward adding dedicated advocacy staff or professional support to strengthen our presence in local regional, and state government.



Strategic Pillar 3:

Amplify Your Story and Reach

We will modernize our communications and marketing to help member businesses stand out, stay informed, and feel connected. By leveraging new tools, technologies, and compelling storytelling, we will deepen relationships and expand visibility across our community.



- **Position the Chamber as a central hub for newcomers and residents** – Expand directories, guides, and relocation tools that connect people to businesses and services.
- **Showcase your business and share your story** – we will help your business stand out to potential customers, celebrate your success, and demonstrate how businesses like yours are driving regional progress.
- **Implement smarter tools to reach the right people** – To keep communications innovative, relevant, and more responsive to your needs, so you get the updates, resources, and recognition that matter most to you.
- **Curate and promote a robust business toolkit** – Feature expert content, local insights, and best practices to support business success and strengthen the Chamber's role as a thought leader.

Strategic Pillar 4: Optimize Organizational Excellence

We will invest in our internal strength to ensure long-term stability, staff well-being, and a culture that always puts members first. When our internal systems and team are strong, our service to you becomes faster, more responsive, and more effective, laying the foundation for lasting impact across the region.

- **Model best-practice internal systems to strengthen governance** – We will update our bylaws, policy manual, meeting minutes, and agenda practices to reflect best-in-class governance and ensure transparency and accountability to our members.
- **Support Chamber staff to better support members** – Increased capacity means faster, more responsive service for members.
- **Prioritize high-impact initiatives with a clear decision-making framework** – Implement a prioritization framework to ensure Chamber programs, events, and marketing align with strategic goals and deliver the greatest benefit to members.



Strategic Pillar 5:

Advance Community Solutions

We will use the 501(c)(3) Top of Virginia Regional Chamber Foundation to lead and support initiatives that solve regional challenges and improve quality of life, making our region more livable and economically vibrant.

- Grow and promote leadership development programs.
- Support career pathway development for local talent.
- Strengthen collaboration with business and community partners to address critical community challenges.
- Source and manage mission-aligned grant funding to translate member-identified priorities into support of meaningful initiatives that enhance business vitality and community well-being.

Conclusion

This strategic plan is more than a set of goals, it's a commitment to our members, our community, and the region we call home. It reflects what we've heard from you, what we've learned together, and where we believe we can go next. By focusing on growth, advocacy, visibility, operational excellence, and community impact, we are positioning the Top of Virginia Regional Chamber to lead with purpose and deliver real, lasting value.

Our success depends on partnership. As we move forward, your engagement will be key. Whether you're a long-time member or new to the Chamber, there's a place for you in this work. Together, we will build a more connected, prosperous, and resilient region—now and for generations to come.



2025 Strategic Planning Project

TVRC Board and Staff Retreat: Led by Frank Kenny, Chamber Professionals Community

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THANK YOU!

The Top of Virginia Regional Chamber would like to thank the members of the chamber, the Board of Directors, and the community leaders who contributed to this effort.

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