



ADVOCACY



CONNECTION



PROFESSIONAL  
DEVELOPMENT



VALUE



2026

# BUSINESS PLAN

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## EXECUTIVE SUMMARY:

The Dayton Area Chamber of Commerce strategic framework outlines two specific growth opportunities:

Increasing business support throughout our 14-county region;

Exploiting our unique ability to connect businesses to growth opportunities.

These opportunities are built upon our foundation of:

Being the best stewards of our members' **time**;

Being the most trusted voice of business in the Dayton region;

Excelling at our purpose to make it easier for our members to do business.

The 2026 Business Plan reflects the actions planned by the chamber to provide the products, programs, and services to deliver upon these growth opportunities through the key activities outlined on the right:

## ADVOCACY



As the most trusted voice of businesses in our region, we are the leading advocate for business.

- a. Leverage our members' collective voice to influence the actions of our legislators, partners, vendors, and other stakeholders to benefit the business community.
- b. Prioritize education and best practice sharing for policy and ballot issues impacting our members and the regional business community.
- c. Promote business-friendly policies at the local, state, and federal levels in accordance with our 2025-2026 Legislative & Regulatory Agenda.
- d. Advance our advocacy strategy around workforce issues including childcare, transportation & upskilling.
- e. Provide opportunities for members to connect with elected officials.
- f. Implement a regional employee attraction marketing plan.
- g. Provide members guidance on the business impact of 2026 election issues and candidates.
- h. Create an advocacy awareness campaign for small- and medium-size businesses.
- i. Renew MBAC agreement with the Ohio Department of Development for FY2027.
- j. Strengthen the City2City program by providing opportunities for past participants to share how the trip has influenced their organizational and community work, capturing impact stories, and aligning future trips with regional priorities to drive collaboration, innovation, and measurable growth.

## CONNECTIONS



Create connections and foster relationships.

- a. Provide high-quality engagement opportunities that value our members' time and allow them to connect with people and resources.
- b. Expose our region's business leaders to resources, opportunities, and ideas that will help shape the economic future of our community.
- c. Simplify member access to resources and information.
- d. Provide access to customers, resources, and technical assistance to help businesses succeed.
- e. Promote a culture that champions service to all businesses through collaboration and innovation
- f. Highlight member businesses in growth industries in different counties through social media campaign.
- g. Enhance MBAC marketing and outreach to all 12 counties in their service area.
- h. Reposition supplier engagement to focus on small business and local procurement opportunities.



Provide access and resources to cultivate business success through professional development.

- a. Provide thought leadership, best practices, and training for member businesses to remain competitive.
- b. Expand our leadership development pathways to meet the workforce development and upskilling needs of our regional employers.
- c. Launch a new professional development brand for cohort programs.
- d. Leverage industry-focused education and training through the Dayton/Miami Valley Safety Council and the Dayton Area Logistics Association.
- e. Develop targeted education cohorts of small business focusing on areas impacting the success of our businesses such as financial literacy, legal requirements, and succession planning.
- f. Inform educational partners and the future workforce of the career opportunities in the region and the required skills for those opportunities.
- g. Implement the Dayton Experience regional branding talent attraction recruitment strategy and establish metrics around regional workforce attraction.



Ensure the highest value for members' investments and trust.

VALUE

- a. Be reflective of the businesses in our 14-county region.
- b. Leverage analytics for data-driven decision making.
- c. Ensure that our members' time is prioritized.
- d. Be accountable with our members' investments.
- e. Maintain and develop quality staff, volunteer leadership, and partners.
- f. Professionally and effectively manage the chamber, chamber staff, and members' resources.
- g. Review and updated (if needed) the chamber's Strategic Direction

# THE VOICE OF BUSINESS

## ANTICIPATED OUTCOMES:

1. Increased member engagement across training and programs.
2. Increased member utilization of resources and services.
3. Chamber members will be informed and up to date on policies, regulations, and best practices impacting their businesses including the mid-term election, property tax reform, and the state capital budget.
4. Expanded connections and advocacy with the elected officials that represent all of our 14-county region at the federal, state, and local levels.
5. Creation of the 2027-2028 Legislative & Regulatory Agenda.
6. Launch a video and/or social media series highlighting business topics.
7. Successful state capital budget securing capital budget funding for the Dayton region.
8. Outreach activities totaling more than 50 events will connect over 3,500 representatives in expanding their network.
9. Communicate directly to over 11,000 individual regional business leaders on a regular basis.
10. The chamber is recognized as a regional connector across 14-counties.
11. Expand Air Service at Dayton International Airport and secure \$3 million for air service development fund.
12. Accelerate the growth of MBE, WBE, rural, and veteran businesses including counseling and certification of over 200 small businesses through the Dayton Minority Business Assistance Center (MBAC).
13. The Dayton MBAC will facilitate the infusion of \$1.8 million of capital investment in small businesses.
14. Over 180 individuals participating in our cohort programs (Empower, Leadership Dayton, and Gen D Ignite).
15. Over 375 member organizations participate in 20+ activities totaling more than 2,000 individual attendees with the Dayton/Miami Valley Safety Council and the Dayton Area Logistics Association.
16. Membership retention rate of 89% and attraction of at least 144 new member businesses.
17. Positive operating revenue over expenses.
18. Receive 5-star Accreditation renewal from the U.S. Chamber of Commerce.
19. Recognize how Dayton area businesses have contributed to the history of innovation of the country and celebrate the 250th anniversary of the United States.



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