



***DUNSBOROUGH / YALLINGUP
CHAMBER OF COMMERCE & INDUSTRY***

STRATEGIC PLAN 2015-2019



PLAN OBJECTIVE

The Dunsborough Yallingup Chamber of Commerce (DYCCI) executive committee have engaged in preparing this plan to document the key objectives and strategies that will drive the future direction of the Chamber for the next 5 years.

We are committed to its content and will make our best endeavours to follow the plan as documented. While this plan reflects our overall vision for the period 2015-2019, the strategic action items documented in this plan are the specific steps we will adopt this year to align our actions with the overall vision of our Chamber. We are committed to a quarterly review of our performance against our objectives and overall vision.

The plan will be living document and reference point for executive, non -executive members and stakeholders alike.

Rob Zdravevski
President
March 2015



OUR CORE VALUES & COMMITMENT TO OUR MEMBERS

We are **committed** to the following Core Values and will mirror these values in our words and actions:

As a Chamber, we:

- ✓ Value our Members and will always act in their best interest
- ✓ Believe in Sustainability & Prosperity
- ✓ Recognise our Heritage & Region
- ✓ Are Transparent & Independent
- ✓ Adhere to Ethical Standards
- ✓ Empower & Encourage
- ✓ Are Visionary

MISSION STATEMENT

“Collaborate, Promote and Advocate”

We believe our **Mission** as a chamber is to Collaborate, Promote and Advocate on behalf of our members and Stakeholders. This Mission **defines** the overall core purpose of our Chamber, **reflects** our motivation for engaging in the Chamber’s work and **inspires** us to do our best.

OUR VISION

To enable us to achieve our Mission as a Chamber, we are committed to the following Vision and Overarching Goal to be achieved over the next 5 years:

Be a Recognised and Respected Advocate for Businesses in Collaboration with Strategic Partners in our Region



HISTORY OF OUR CHAMBER

The Dunsborough Chamber of Commerce (later named the Dunsborough Yallingup Chamber of Commerce and Industry Inc.) was formed in 1978, by John Edwards OAM (President) and Claire Guinness OAM (Secretary).

Founding members consisted of a band of inspired community stalwarts who were the 'bread and butter' shop- keepers of Dunsborough in those early years- John Edwards - Dunsborough Estate Agency, Claire Guinness - journalist, Jerry Guinness - property owner at Eagle Bay and piggery on Wildwood Road, Bob and Myra Evans - Dunsborough Beach cottages, Ross Scott - Dunsborough store, Eric Guy - Caltex garage, Mike and Barb Alison - Dunsborough Hardware, Colin and Marion White - Dunsborough Bakery, Ian Graham who owned Dunsborough Beach Shop, David Greenacre - Greenacres Caravan Park and Ted Lloyd - Whitesands Caravan Park.

Some of achievements of the DYCCI since establishment:

- Acted as a de-facto tourist bureau as there was little promotion of Dunsborough. The tourist center moved from a caravan to a shop front
- Coordinated the 1989 and 1990 'Naturaliste Triangle Funfest' featuring a myriad of events, exhibits, activities and a ball
- Lobbied for unrestricted trading hours resulting in Dunsborough becoming the first town in WA to be gazetted for 7 day a week unrestricted retail trading
- Lobbied for a permanent Police Station which was established in 1994
- Lobbied for 5 day/week banking services, permanent medical services, sea rescue, all year boat ramp facilities, improved water availability and communications
- Support of local organizations including volunteer fire brigade and St John ambulance services
- Input into Dunsborough Town Centre planning, the industrial area, the establishment of the Naturaliste Community Centre (opened in 2003 after 20 years of planning and fundraising by community stalwarts and the Naturaliste Community and Cultural Centre Committee)
- Established festive season activities- Shop window displays, and a Christmas morning Father Christmas lolly delivery to children around town
- Assisted with the forming of the local Lions Club
- Employment since 1994 of paid secretary (now Executive Officer) for the DYCCI

OUR ENVIRONMENT

The environment within which the DYCCI operates is ever changing as our area continues to grow in terms of its resident population, new businesses being established, and the expansion of its existing enterprises along with the number of visitors to our various localities.

This means, in order to benefit from various opportunities, we need to consider the major trends affecting our members by analyzing the political, economic, social, technical environmental and legal environments and regulations



The potential of such growth also brings challenges that will also require appropriate planning which encompasses the region's infrastructure, education, health and social requirements.

With a membership of over 160 businesses and growing, the Chamber also represents its members by maintaining and developing its relationships with a growing list of stakeholders including various levels of federal, state, local and semi-government bodies and agencies, business leaders, community organizations, media, and businesses in the broader area along with other Chambers of Commerce, to mention a few.

The DYCCI is one of the most valuable stakeholder groups in the region. We are focused on building business, representing our member's interests and providing valuable information amongst our growing membership.

The Dunsborough Yallingup area of the City of Busselton, situated in the northern part of the Margaret River and Capes region, continues to experience a wonderful combination of economic prosperity and social success as it solidifies itself as a desirable place to live, work & play.

As a Chamber, we acknowledge and have adapted our strategic plan to accommodate the following opportunities and challenges:

Opportunities

Planned Busselton Airport
Popular tourism location/wineries
Growing infrastructure & industry
Growing retail trade
Historical long- term commitment of the DYCCI
History & growth in the region
GDP specific to our Region
Availability & support of resources
Clean green environment

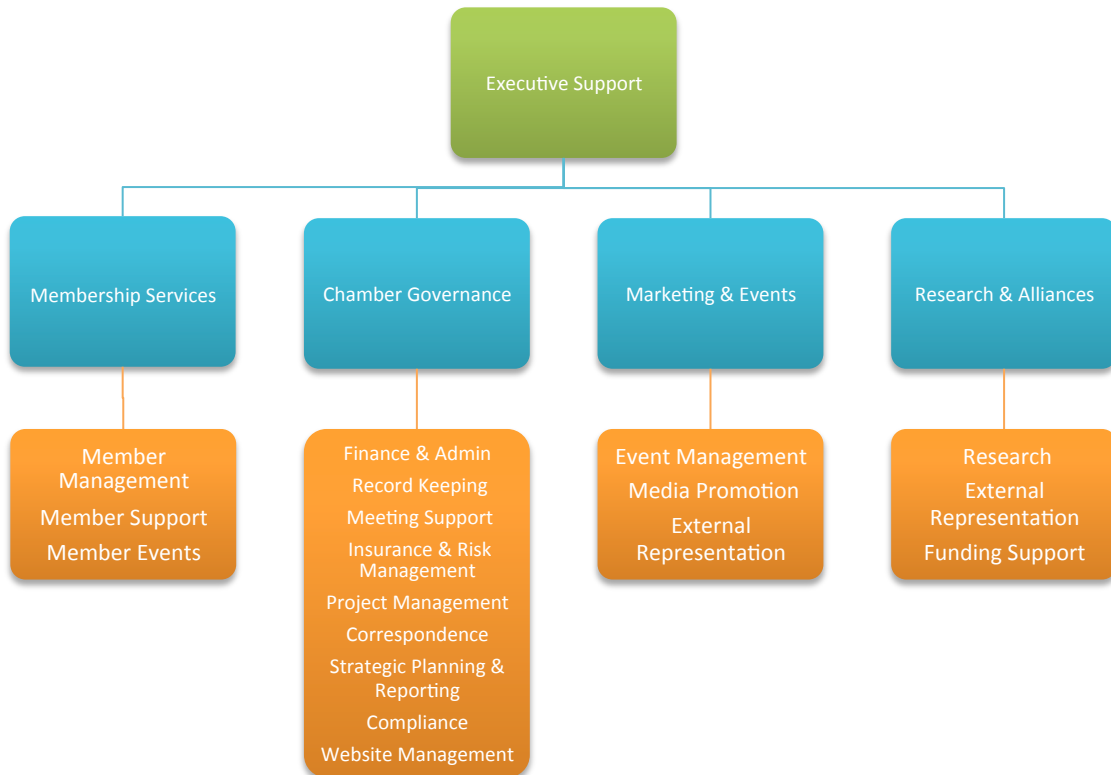
Challenges

Seasonality
Impact of Fly In Fly Out (FIFO)
Resistance to change
Current lack of Infrastructure
Retail instability
Access to finances & resources
DYCCI volunteer base
Executive committee rollover



OUR CHAMBER STRUCTURE

To achieve our overall vision, our Chamber has been structured into functional areas that will work together to achieve the Chamber Vision:



WHERE TO FROM HERE?

With our chamber structure in place and Chamber Executive members appointed to key roles, we can work towards achieving our Vision for the next 5 years. We believe there are key objectives that are critical to the success of the Chamber. These objectives are best depicted in the following Strategy Map prepared to guide us:



DYCCI Strategy Map

Financial

What are our most important financial outcomes?

Increase Membership

Increase Sponsorship

Source Project Funding

Member Relations

How do we keep our members happy & engaged?

Communicate
Consult &
Educate

Represent
Members
Interests

Recognize &
Reward

Engage &
Involve

Be Available &
Accessible

Chamber Operations

At what do we need to excel to fulfill our member expectations?

Form Strong
Strategic
Partnerships

Raise Chamber
Profile

Achieve
Results

Good Internal
Governance

Research & Alliances

How do we sustain our ability to improve?

Learn & Grow
from our
Alliances

Keep Chamber
Executive
Informed



COMMITMENT TO ACTION

Over the next 12 months, we are committed to a set of actions aligned to the key objectives identified above in our Strategy Map. We will regularly measure our performance to ensure we meet these milestones.

<i>Key Objective</i>	<i>Action Items</i>	<i>Chamber Function</i>
Communicate, Consult & Educate	Newsletter development - "Read More" option; URL links from Newsletter to Website	Executive Support
	Source relevant and informative speakers for sundowners and business events	Membership Services
	Develop and implement Events Program e.g. annual dinner, themed events, business forums and breakfasts, collaborative events	Marketing & Events
	Develop and Implement Marketing Plan - including Sponsorship & Promotions program, Printed and On-line Media advertising	Marketing & Events
	WACCI "One on Many" Initiative	All Committee
	Website Development – Prepare prospectus- (Initiatives - Member business links/major sponsor links, URL Links for Newsletter to Website, Website business forum, website form, member sign up & payment)	Chamber Governance
	Member Communication Policy (part of Member policy & practices)	Chamber Governance



Represent our Members' Interests	Member Feedback Survey - Link from Newsletter to Website	Chamber Governance
	Business Forum accessed via our Website - encourage members ideas	Chamber Governance
Recognise and Reward	List members on the website with a URL link to their website	Chamber Governance
	Member Benefits package .i.e. % discounts (part of Membership Package)	Membership Services
	WACCI "One on Many" Initiative	All Committee
	Feature business - random selection - link on website	Executive Support
	Awards Dinner - part of Events Program	Marketing & Events
	Promote and encourage other business events i.e. small business awards	Marketing & Events
Engage & Involve	Develop & implement Membership Drive Program	Membership Services
	Develop & Implement Membership Policy & Practices	Chamber Governance
	Develop & Implement Membership Package	Membership Services
	Develop and implement Events Program e.g. annual dinner, themed events, business forums and breakfasts, collaborative events	Marketing & Events
	Utilise Members Skills & Services - Invite members onto Sub-committee/Working Groups	All Committee
Available & Accessible	Business Forum accessed via our Website - encourage members ideas	Chamber Governance
	Key contacts on website - Chamber Executive Committee and Partners & Alliances Key Contacts	Chamber Governance



Form Strong Strategic Partners & Alliances	Identify our Strategic Partners & Alliances (P&A's)	Research & Alliances
	Communicate with P&A's and build relationships	Research & Alliances
	Prepare list of P&A key contacts - post on website	Chamber Governance
	Place links on our Website to Partners & Alliances Websites	Chamber Governance
	Communicate P&A's priorities to our members	Research & Alliances
	Invite P&A key contacts to our executive meetings and/or business events	Research & Alliances
	Attend P&A meetings where possible, use teleconferencing option, get agenda in advance and be prepared, ring convenor	All Committee
	Report back P&A meeting key outcomes to the Chamber Committee	Research & Alliances
	Research & report on current & critical issues that require alliances	Research & Alliances
Raise the Chamber Profile	Develop Website Executive Member profiles - Profiles to detail affiliated memberships with relevant organisations	Executive Support
	Develop and Implement Marketing Plan - including Sponsorship & Promotions program, Printed and On-line Media advertising	Marketing & Events
	Develop and implement Events Program e.g. annual dinner, themed events, business forums and breakfasts, collaborative events	Marketing & Events
	Business Directory	Chamber Governance
	Display "member of DYCCI" stickers	Membership Services
	Style Guide and Logo refresh	Marketing & Events
	Media coverage on project & event achievements, progress & alliances	Marketing & Events



Achieve Results	Prepare list of current projects & events	All Committee
	Prepare a project management & reporting system	Chamber Governance
	Identify potential funding sources & alliances for projects	Research & Alliances
	Keep Website up to date with Project Work in Progress (link to Project Report)	Executive Support
	Encourage members via Newsletter to post project ideas on Website via chat forum or specific website form	Executive Support
	Media coverage on project & event achievements, progress & alliances	Marketing & Events
Good Internal Governance	Align Chamber meeting agenda and minutes to Strategic Plan and DYCCI Structure	All Committee
	Review Performance against Strategic Plan	All Committee
	Prepare financial reports linked to Strategic Action Plan and Projects	All Committee
	Prepare Policies and Practices for use by the committee	Chamber Governance
	Review and Amend Constitution	Chamber Governance
	Review Resource Requirements	Chamber Governance
Learn & Grow from our Alliances	Invite P&A key contacts to our executive meetings and/or business events	Research & Alliances
	Media Watch	Research & Alliances
	Business Forum accessed via our Website - encourage members ideas	Chamber Governance
	Attend P&A meetings where possible, use teleconferencing option, get agenda in advance and be prepared, ring convenor	All Committee
	Communicate via email to Committee on on-going events & issues	Research & Alliances



Keep Chamber Executive Informed	Invite P&A key contacts to our executive meetings and/or business events	Research & Alliances
	Media Watch	Research & Alliances
	Business Forum accessed via our Website - encourage members ideas	Chamber Governance
	Attend P&A meetings where possible, use teleconferencing option, get agenda in advance and be prepared, ring convenor	All Committee
	Communicate via email to Committee on on-going events & issues	Research & Alliances
Increase Membership	Achieve All Actions Items	
Increase Sponsorship	Prepare list of potential major sponsors	Research & Alliances
	Review what other Chambers are doing to attract sponsorship	Research & Alliances
Source Project Funding	Research funding opportunities	Research & Alliances
	Joint Ventures with alliance partners	Research & Alliances