



# **Loxton and District Chamber of Commerce**

**Strategic Plan  
2012 - 2017**



## Executive Summary

Loxton Chamber of Commerce is a well-respected not for profit organisation acknowledged as one of the most progressive and successful Chambers in South Australia. The Chamber has 124 members and presents a strong voice for businesses operating within the Loxton area. It successfully promotes and markets its member businesses to the Riverland and greater regional South Australia.

The Loxton Chamber of Commerce is made up of a motivated, passionate and resourceful group of leaders in the civic community who are serious about contributing to the economic environment and growth of Loxton.

The Strategic Plan 2012 - 2017 and beyond will establish an ambitious agenda over a rolling five year period to lead the organisation and Loxton into a promising future.

The Strategic Plan will continue with some of the Chamber's existing successful objectives as well as incorporate fresh ideas and provide a real focus for the Executive Committee to guide and utilise its resources. The Chamber will clearly articulate to members its purpose, value and direction which will assist to enhance the value of the local business community.

The Strategic Plan is a working document therefore feedback is welcomed and can be directed to the Chamber through the Business and Events Manager. Note that each point within the document is important in its own right. There is no order of importance or priority.

**Bronwyn Proud**  
**Chair**

## Our Role

The Chamber exists to serve its members and to help promote a positive culture for business enhancement and prosperity whilst preserving the natural assets of Loxton's environs.

We raise Loxton's profile and increase visitation to our town to benefit our businesses and encourage confidence amongst the local community.

## Our Mission

To promote and further develop the Loxton business community to benefit the generations of today and tomorrow.

## Our Goals

- Assist Member Business to strengthen and grow through existing market opportunity and best practice service provision
- Ensure the continued strength of the Chamber through excellent Member Services
- Develop and foster strong partnerships to advance the needs of members and the aims of the Chamber
- Ensure the continued capacity to deliver the aims of the Chamber

For each of these Goals we have developed strategies to achieve our objectives.

## Goal 1 - Strengthen and grow existing businesses through increasing market access opportunity and best practice service provision

**OBJECTIVE:** *to provide a business environment consisting of vibrant, profitable businesses who look for opportunities to continuously improve*

### Key Strategies

<b>1.1</b>	<b>Foster and develop opportunities to increase customer exposure for Loxton Businesses</b>
1.1.1	Investigate opportunities and partnerships to develop a promotional video that promotes the shopping and visitation opportunities in Loxton for use in websites and other media
1.1.2	Identify target markets / destinations and develop specific strategies for those markets and destinations based upon intelligence on how they would best respond to an invitation to visit and shop
1.1.3	Develop and display promotional banners, pull up displays and street banners to support the events that the Chamber conducts and to also raise the profile of the Chamber and its members
1.1.4	Advocate for signage in the vicinity of the Town Wharf to direct river users to the facilities and shopping opportunities in Loxton
1.1.5	Raise the concern regarding potential loss of trade as a result of the constraint of accommodation on attracting more visitors to Loxton
1.1.6	Consider identifying a high level personality to champion Loxton and its opportunities in State media
<b>1.2</b>	<b>Develop, conduct and partner with likeminded organisations in the provision of events and promotions that will positively impact the Loxton business community</b>
1.2.1	Identify existing business activities or events that are key attractors of visitors to the town and district and develop strategies to work with / influence them to benefit the Chambers membership
1.2.2	Prepare and maintain a directory of member business to distribute to all new purchasers / renters in Loxton and surrounds
1.2.3	Investigate the opportunity to draw people to Loxton via a coordinated whole of town garage sale, whether at a central location or from individual residential premises

	1.2.4	Encourage and support local and regional icons to package tours and experiences to increase visitation to Loxton such as The Pines, The Village, Golf Clubs, River Boat operators, Caravan Park etc
	1.2.5	Work with Destination Riverland / Councils Community Development Officer in an effort to develop new or enhance events that benefit Loxton businesses
<b>1.3</b>	<b>Encourage and support continuous improvement and best practice in businesses in the Loxton Business community</b>	
	1.3.1	Develop a survey or other means to determine the overall quality of shopping experience and service offered by Loxton traders
	1.3.2	Using the results of the quality of shopping experience and service survey results propose improvement strategies to ensure Loxton meets and then exceeds expectations of its customers
	1.3.3	Develop advertisements, messages and appropriate music to use via the towns public address system to motivate the shopping public to take up shopping opportunities
	1.3.4	Conduct a survey of members to identify skill gaps and identify avenues to assist the filling of those gaps
<b>1.4</b>	<b>Inform and encourage Chamber Members awareness of innovations in technology that can assist the growth and viability of their businesses.</b>	
	1.4.1	Work with the State Government, Regional Development Australia and the Council to be digital ready in anticipation of the National Broadband Network rollout in 2015
	1.4.2	Convey how social media and smart phone technologies may positively impact the exposure of Loxton businesses to potential customers and visiting public
	1.4.3	In collaboration with Council, conduct a Techno Expo for businesses to provide information on the opportunities and costs resulting from internet marketing and sales
	1.4.4	Develop a social media presence to advance events that benefit Chamber members
	1.4.5	Strongly encourage Regional Development Australia and the Council to support businesses embarking on e-commerce
	1.4.6	Utilise QR codes in promotions by the Chamber and inform members of its benefits
	1.4.7	Research the application of Google Maps / Places as electronic "sign posts" for the benefit of member businesses

## Goal 2 - Ensure the continued strength of the Chamber through excellent Member Services

**OBJECTIVE:** *To maintain and increase the membership of the Chamber through provision of timely and required member services*

### Key Strategies

<b>2.1</b>	<b>Advocate for the rights and needs of the Loxton Business Community</b>
2.1.1	Monitor issues that may affect trade or impact business owners, either positively or negatively, and ensure representation of the interests of business owners as required
2.1.2	Maintain a strong and active involvement in the East Terrace Revitalisation project to influence outcomes to benefit the ability to conduct business
<b>2.2</b>	<b>Provide timely and accurate information and advice to Chamber members</b>
2.2.1	Annually review the method, timeliness and effectiveness of Chamber communications with its members
2.2.2	Develop methods to communicate the benefits and opportunities of membership of the Chamber to non members
2.2.3	Provide regular and an Annual report on the activities of the Chamber and specifically the outcomes and performance measurements of events and other promotional activities in raising the Chamber's profile and that of Member Businesses
2.2.4	Develop and maintain a calendar of events of chamber events, meetings and activities and make this available on the website
<b>2.3</b>	<b>Develop and promote the benefits of Chamber Membership to all eligible businesses specifically through value for money membership packages</b>
2.3.1	Consider opportunities for extended benefits for Members via coordinated bulk buying of targeted advertising such as SA LIFE, car enthusiast magazines and others
2.3.2	Revitalise the Loxton Means Business campaign to build upon the strength of the brand and consider other avenues for this campaign to be used such as website, YouTube and others
2.3.3	Survey / develop a proposal to encourage members to move to the next level of membership based upon increased exposure in the Chambers revitalised Loxton Means Business proposal

2.3.4	Research the member benefits of other business associations in other parts of Australia / world to determine if these (or variations of them) are applicable to increase membership of the Chamber and potential benefit to members
2.3.5	Develop processes to capture the attendance, point of departure, how referred and other information from customers and attendees at functions supported and delivered by the Chamber
2.3.6	Analyse the information regarding the attendances of Chamber events to determine their effectiveness to ensure the best return for Chamber Members
2.3.7	Encourage publication of testimonials from successful local businesses
2.3.8	Sponsor promotions of a small number of businesses each week in the Loxton News and other media as members of the Chamber

## Goal 3 - Develop and Foster Strong Partnerships to Advance the Needs of Members and the aims of the Chamber

**OBJECTIVE:** *to develop collaborative working relationships to support business growth in Loxton.*

### Key Strategies

<b>3.1</b>	<b>Work collaboratively with key partner organisations for mutually beneficial outcomes</b>
3.1.1	Continue to build relationships with Council, Regional Development Australia Murraylands and Riverland and others to formally develop working or business charter type agreements on such issues as local purchase initiatives, development application process for businesses and other regulatory support
3.1.2	Seek sponsorship for attendance by a Chamber member(s) at the Main Street Conference or other seminar each year / second year including a formal report to Chamber members on possible initiatives following the attendance
3.1.3	Explore the opportunity to work more closely with the Loxton Visitor Information Centre and others including possible joint membership to provide greater return for members investment
3.1.4	Consider partnerships with owners of identified properties within the shopping precinct for opportunities for street art / 3D chalk drawings and the like to increase the WOW factor of the area
<b>3.2</b>	<b>Where necessary formalise agreements to ensure long term commitments to achieving the aims of the chamber</b>
3.2.1	Consider the development of a Charter or Memorandum of Understanding with Council regarding shared objectives and outcomes underpinned by an agreed financial plan for both organisations
3.2.2	Establish a formal partnership with Council to develop an Economic Strategy for Loxton and specifically businesses
3.2.3	Consider the mutual benefit and opportunity to partner with service clubs and other community based organisations such as the Men's Shed and volunteer pool to assist the Chamber to deliver its events
<b>3.3</b>	<b>Identify local businesses that have markets outside of the Riverland to determine if there are allied opportunities for local businesses</b>
3.3.1	Gain an understanding of the market places where existing member businesses sell to in order to identify potential opportunities for piggy back opportunities
3.3.2	Analyse information from 3.3.1 and present to members for their use

3.3.3	Consider a formal approach to adjoining regions and towns such as Lameroo / Pinnaroo to offer them retail, professional and trade services that Loxton offers
3.3.4	Work with the Council to form a working relationship with the operator of the Mindarie Mine to determine what support could be offered to the mine or their contractors / employees including retail, schooling and the like
3.3.5	Be open to collaborating with other Chambers of Commerce or like minded organisations for mutual benefit



## Goal 4 - Ensure the Continued Capacity to Deliver the Aims of the Chamber

**OBJECTIVE:** *to ensure the governance and administrative capacity of the chamber is sufficient to meet the changing needs of Members and the business environment .*

### Key Strategies

<b>4.1</b>	<b>Develop a succession plan for the strong and cohesive leadership and governance of the Chamber</b>
4.1.1	Investigate other organisations for ideas to foster new committee members / possibly via a rotational basis or development of subcommittees
4.1.2	Develop and promote opportunities for Chamber members involvement in the initiatives contained in this Plan in an effort to lessen the impact on Executive Members
4.1.3	Develop a process to measure and promote the successes of the Chamber
4.1.4	Develop and implement a process to regularly review this Plan
4.1.5	Update the constitution for alignment with the objectives and activities of the current Chamber and this Plan
<b>4.2</b>	<b>Develop a plan for the provision of administrative support to achieve the aims of the Chamber including identification of new income streams</b>
4.2.1	Develop a resourcing plan to match the aims of the Strategic Plan and identify what types / degree / structure of resources are required to meet changing requirements
4.2.2	Develop and regularly review a position description for the Business and Events Manager
4.2.3	Investigate sponsorship opportunities for regionally based businesses to contribute to the aims of the Chamber
<b>4.3</b>	<b>Conduct a review of existing events and initiatives to ensure that they continue to meet the current and future aims of the chamber and Membership</b>
4.3.1	Review existing events in terms of their original objectives to determine if they are still relevant and deliver sufficient benefit for the resources consumed
4.3.2	Be aware of potential benefits for business from existing events where there may be opportunities to provide a "partners" experience
4.3.3	Investigate the possibility of a Loxton Events Manager

4.3.4	Consider how to capitalise on the opportunities that may eventuate from the revitalisation of East Terrace
<b>4.4</b>	<b>Ensure the Chamber meets as efficiently as possible and in a manner that promotes ease of involvement by current and potential members</b>
4.4.1	Consider the substitution of dinner / breakfast meetings for some general meetings open to members and prospective members
4.4.2	Ensure executive meetings of the Chamber are regularly scheduled and there is sufficient priority for key issues through the prior publication of a meeting agenda containing all reports for discussion
4.4.3	Consider trialling "virtual" meetings or blog type conversations on selected issues of the Chamber in an effort to increase involvement in the governance and management of the Chamber
4.4.4	Consider conducting topical or subject based meetings for members