

RWCC Strategic Plan 2021/24

Objective 1 - Increase investment and/or new business establishment in Riverland West	
Strategy	Actions
Collaborate with industry groups to identify opportunities for expansion and support	<ul style="list-style-type: none"> • Create separate RW business website, or add to current RWCC, to promote business opportunities, facilities, etc (outsource development) • Links on website to members job opportunities • Contribute to National Farmers Federation Regionalisation Strategy
Leverage outcomes from new council projects (e.g., Riverfront, walking trails, street upgrades)	<ul style="list-style-type: none"> • Identify opportunities these projects create for business (e.g., pop-up shops, mobile food vans, walking tours, etc) and pass on to members • Work in conjunction with councils and RDA
Lobby/advocate on behalf of members to local councils, state and federal members	<ul style="list-style-type: none"> • Request input from members to Identify issues faced by small business in region, e.g. NBN/mobile black spots; Development approval red tape • Build closer relationship with local Federal and State members (both houses) and local councilors – invite to networking events
Promote member businesses	<ul style="list-style-type: none"> • Continue to arrange and subsidise Radio and TV advertising • Continue regular Facebook promotions (where applicable) • Arrange for Google Maps/Places to identify all member businesses • Provide information on member businesses to Councils for inclusion in new resident welcome packs • Support councils in encouraging local businesses to enter state and national awards relevant to their fields • Investigate potential for smartphone app to promote member businesses • Investigate use of QR codes to promote member businesses and chamber • Investigate opportunities for student / youth involvement in the promotion of Waikerie and its businesses via social media (Youth Hub?)
Promote benefits of RW region for establishing/moving business	<ul style="list-style-type: none"> • Identify relevant available infrastructure (business and family support) • Identify advantages over city • Add information to RWCC website

Objective 2 – Contribute to Riverland West population growth by encouraging new residents	
Strategy	Actions
Encourage new investors by promoting the benefits of investment in RW	<ul style="list-style-type: none"> • Identify benefits (“What’s in it for me”) • Work through councils
Create awareness of Riverland West advantages/ opportunities through advertising	<ul style="list-style-type: none"> • Identify target markets (young families, retirees, employers, etc) • Create list of available facilities, clubs, etc • Plan advertising campaign • Identify and engage high-profile ambassadors to promote RW and its businesses
Promote RW region as a source of jobs	<ul style="list-style-type: none"> • Identify sources of information on available jobs • Add links to website • Add page to RWCC website where local businesses can advertise vacancies
Work with the schools to assist young people to understand the opportunities in the area, and to build a spirit of enterprise so that they can stay in the district and build successful businesses and careers	<ul style="list-style-type: none"> • Identify guest speakers (RDA?) • Evaluate feasibility young entrepreneurs club and young business-person of the year award • Engage with High School for careers expo • Promote Vocational Employment Training (VET) program to members • Engage with schools to develop industry immersion activities • Advertise opportunities for employment, training and work experience through the Online Portal (to be launched mid 2021)
Develop a marketing strategy to attract older people to RW	<ul style="list-style-type: none"> • Identify facilities and attractions relevant to older residents • Work through councils
Identify opportunities for new and expanded business that appeal to and support older residents	<ul style="list-style-type: none"> • Talk to Warrawee, Lifestyle Village and Senior Citizens to identify gaps

Objective 3 - Increase tourist visitations through promotion of tourism and support of tourism related businesses	
Strategy	Actions
Support businesses to provide information to visitors to assist them staying longer in the Riverland West (in-business tourist information)	<ul style="list-style-type: none"> • Publish new version of Riverland West in a Day Map (hold until DR plan for consistent style released) • Hold meeting between Destination Riverland, RDA and RWCC • Request update to “Riverland Ambassador” program to include more RW information • Encourage more business staff to complete the Riverland Ambassador program • Get on distribution for RDA and DR newsletter and distribute to relevant members • Encourage members to participate in council offered tourist information training
Support businesses (existing and new) to participate in and benefit from emerging tourism opportunities, e.g.: <ul style="list-style-type: none"> • New boating facilities • Riverfront redevelopment • New boat ramp • Murray Princess 	<ul style="list-style-type: none"> • Share stories of businesses which expand, grow and develop their businesses (on website and at networking events) • Encourage businesses to utilise DCLW self-audit best practice checklist (when available) • Share information received from council regrading visitor expectations and feedback (when available) • Alert members to council tourism gap analysis when published • Promote opportunities in agri-tourism (farm-stay, event venues, cellar doors) • Link people who can provide 'on farm' experiences with the tourism operators to create additional activities for visitors
Assist in implementing the Destination Riverland Tourism Plan 2030	<ul style="list-style-type: none"> • Arrange a preliminary meeting with Destination Riverland • Promote DR Industry Connector Program to relevant members • Consider use of LoRaWAN technology (people counting) and Spendmapp data to identify commercial opportunities and effectiveness of marketing
Increase recognition of towns as “RV friendly”	<ul style="list-style-type: none"> • Identify areas in towns for RV parking and request councils to provide additional signage • Get maps produced and displayed in selected locations/internet • Include RV parking in Google Maps/Places
Lobby/advocate on behalf of members to local councils, state and federal members	<ul style="list-style-type: none"> • Update slogan (“Well worth a look”) on Waikerie highway signs • Provide input to council review of tourism signage (when requested) • Lobby State and Federal members for additional passing lanes on Sturt Highway between Truro and Waikerie
Provide input to Council Tourism Plans	<ul style="list-style-type: none"> • Provide input to council review of online content (when requested). Note - Mid-Murray plan still being developed

Objective 4 – Increase and retain visitors into Riverland West shops and arts and culture venues	
Strategy	Actions
Work with Councils to identify incentives for businesses to smarten up shop fronts and facades	<ul style="list-style-type: none"> • Acknowledge businesses that have upgraded their street presence (Facebook and website) • Talk to businesses to assess benefits to their business • Develop ‘value proposition’ to sell the idea to businesses
Extend shop opening times, improve customer service and joint promotions/ activities	<ul style="list-style-type: none"> • Inform traders of events occurring in main street to encourage extended opening hours • Coordinate schedule for early morning/late night/ weekend opening for food outlets (arrange meeting of critical businesses) • Assess feasibility of mystery shopper campaign • Encourage businesses to develop partnerships and cross-promotions which encourage longer stays in main street and ‘shop local’ • Conduct shopper survey to identify where people come from (to better target advertising)
Work with landlords to facilitate pop up or short-term tenancy of vacant shops	<ul style="list-style-type: none"> • Identify landlords of vacant shops (obtain data from councils) • Provide information to potential businesses regarding pop up / short term tenancy opportunities (add to RWCC website)
Investigate demand and delivery options for a co-operative marketplace	<ul style="list-style-type: none"> • Identify under-utilised council buildings in main streets (e.g. Waikerie Institute) and make recommendations to councils on how to increase usage

Objective 5 - Deliver events which benefit members and promote economic growth	
Strategy	Actions
Deliver workshops aimed at increasing capability and capacity of member businesses and/or developing member skills	<ul style="list-style-type: none"> • Develop 18 month rolling schedule of workshops that will benefit members (e.g. business planning, budgeting, marketing, customer service). Note different categories of members. • Leverage courses/resources provided by Business SA, Adelaide Business Hub, RDA, etc • Open our workshops to non-members on user-pays basis • Investigate coaching/mentoring program • Investigate “Business buddy” program
Deliver and/or promote events aimed at promoting member businesses	<ul style="list-style-type: none"> • Schedule additional networking events, information evenings, guest speakers (different theme for each?) • Promote internal referral business to business (speed dating network night) • Lobby Waikerie Hotel to upgrade conference facilities • Plan and conduct annual Business Expo in conjunction with RDA • Plan and conduct annual Tourism Expo in conjunction with DR
Deliver and/or promote events aimed at attracting tourists to RW (e.g. Show and Shine)	<ul style="list-style-type: none"> • Target specific weekends to provide activities for tourists to do (e.g. movie nights, music festivals) and include in schedule • Identify and engage potential sponsors (including non-local) • Evaluate ‘mini’ events utilising the riverfront, including Morgan, Cadell and Blanchetown • Engage with community groups (e.g. Lions, MCDTA, CCTA) to explore ways in which other towns can add to or compliment major festivities and events (can other towns put on a smaller event to supplement main events and encourage tourists/locals to extend their visit?) • Engage with event organisers to determine how RWCC can best support and/or promote each event
Learn from past events and adopt continuous improvement approach	<ul style="list-style-type: none"> • Conduct surveys during events (both visitors and businesses) to assess effectiveness of event and promotion
Identify infrastructure needed in main streets to encourage more street-based events	<ul style="list-style-type: none"> • Provide recommendations to councils regarding main street upgrades for inclusion in coming years budget • Provide input to DCLW/MMC reviews of street landscaping (when requested) • Assess infrastructure requirements for pop-up businesses on riverfront
Coordinate an events calendar	<ul style="list-style-type: none"> • Establish 18 month rolling calendar (work in conjunction with Destination Riverland and Council VICs)

Objective 6 - Maximise use of our existing network of Riverland and other organisations	
Strategy	Actions
Develop/strengthen strategic partnerships with aligned organisations	<ul style="list-style-type: none"> • Invite RDA, DR, Citrus SA, MCDTA, WRRGC, etc to networking events • Evaluate benefit of strategic alliance with other chambers • Investigate opportunities for coordinated planning and information sharing with aligned organisations (RDA, DR, Loxton Chamber, etc), e.g. hold annual meeting/ social event • Compile key stakeholder contact list • Attend meetings of aligned organisations when available
Leverage information provided by aligned organisations	<ul style="list-style-type: none"> • Get on distribution for Business SA, Adelaide Business Hub, Community Grants, RDA and DR newsletters and distribute to relevant members

Objective 7 - Increase membership by 50% by 2024	
Strategy	Actions
Attract new members and retain existing members by demonstrating that members are receiving value for money	<ul style="list-style-type: none"> • Research other chambers to compare offering and fees • Seek feedback from current and potential members to understand barriers and opportunities for membership (conduct annual member survey) • Request feedback/endorsement from selected members and publish on FB/website • Review value proposition for members on website ('what's in it for me') • Define/review process for how we welcome new members
Develop tiered membership model	<ul style="list-style-type: none"> • Develop prospectus for new and current members to show value of membership • Agree offerings and fees at each tier (membership packages) • Evaluate life membership (establish criteria)
Broaden membership base (increase diversity)	<ul style="list-style-type: none"> • Request Councils for listing of all businesses in RWCC area • Write to agriculture businesses to encourage them to join (highlight benefits) • Promote and assist like businesses to establish networking groups • Approach district schools
Greater focus on Blanchetown, Morgan and Cadell	<ul style="list-style-type: none"> • Make direct approaches to businesses in Mid-Murray area via MCDTA
Promote successes, celebrate and share examples	<ul style="list-style-type: none"> • Share stories on FB and website of business which expand, grow and develop their business • Assess feasibility and benefit of 'Business of the Year' and longevity awards (e.g. 10 years) • Publish annual report to include chamber achievements and projects
Develop communication strategy (stakeholders vs communication channels)	<ul style="list-style-type: none"> • Develop a digital communication plan (social media, email, radio, etc) • Develop advertising plan (social media, TV, radio, print, etc) • Update/redevelop RWCC website • Engage someone to manage RWCC website

Objective 8 - Maintain financial sustainability of RWCC	
Strategy	Actions
Maximise use of available grants	<ul style="list-style-type: none"> • Identify potential federal and state grants • Develop forecast schedule of relevant grants and align with events/project calendar • Engage a professional grant writer
Review cost base with a view to removing unnecessary ongoing expenditure	<ul style="list-style-type: none"> • Review recurring costs • Develop annual budget • Develop preferred suppliers list
Review membership fees to ensure they reflect member benefits and provide value for money	<ul style="list-style-type: none"> • Review fee structure and membership benefits
Secure long-term funding	<ul style="list-style-type: none"> • Approach large members for corporate sponsorship • Lobby councilors for increase in funding • Report on 2021/22 outcomes and establish agreement with councils for ongoing funding to enable longer term planning

Objective 9 - Improve Executive effectiveness and efficiency	
Strategy	Actions
Ensure compliance with relevant legislation/ regulations	<ul style="list-style-type: none"> • Identify relevant legislation/ regulations • Undertake compliance audit • Document chamber policies and procedures • Check with accountant regarding GST status
Establish robust governance model	<ul style="list-style-type: none"> • Undertake internal review of Executive mode of operation • Review sub-committee structure (consolidate and align with objectives) • Develop Terms of Reference for each sub-committee • Develop Committee Charter • Introduce Committee Code of Conduct • Standing agenda item for presentation and review of feedback received • Approach MMC for council representative on Executive • Review and update Constitution where necessary • Define/review process for inducting new committee members • Develop committee skills matrix • Provide training for executive members • Align sub-committee membership with individual skills and experience • Identify and groom potential new committee members