

## Strategic Plan 2021-2022



*Innisfail District Chamber of Commerce  
Industry and Tourism Inc.*



# Welcome back to your Chamber!

*Innisfail District Chamber of Commerce,  
Industry and Tourism Inc. Strategic Plan  
2021-2022*

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2020 was an exceptionally difficult time to be in business, As the Chamber of Commerce in Innisfail we knew we had to adapt to meet the changing business climate and better position ourselves as the driving force and industry's leading supporter in our region. The Executive committee were determined to rise to the challenge, as a group we knew we needed to ensure we understood how this can best be achieved and exactly what we were capable of as a Chamber. With an enthusiastic and future thinking committee we felt the best way to achieve our vision was to undertake strategic planning to ensure we had a strong direction and ensure continuity as our committees and member base change. With the support of Council through RSIS project we were able to utilise the Project Coordinator to facilitate and develop our 2021-2022 Strategic Plan.

## *Innisfail District Chamber of Commerce Industry and Tourism Inc. Committee*

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Nadine Picini  
**President IDCCIT**

Katherine Mclean  
**Secretary**

Peter Lowe  
**Treasure**

Gordon McPherson-Rayner  
**Vice President IDCCIT**

Steven Allen  
**Committee Member**

Nadene Forster  
**Committee Member**

Leanne Centis  
**Committee Member**

Kathryn Rae  
**Committee Member**

Kira-Jean Clark  
**Ex-Officio Committee Member**

Kate Lizzio  
**Committee Member**

John Kremastos  
**Committee Member**

# Taking a step back

As a committee the downtime due to COVID-19 was a perfect time to step back and take a look at who we were as a Chamber.

**Where we relevant?**

**Do our members find value in us?**

**Are we harnessing our advocacy power to achieve our business community's needs?**

**Do we need to adapt and look at new ways we interact with our members and stakeholders?**

**What are we trying to achieve and are we on track?**

Together we identified our Strengths, Weaknesses opportunities and Threats. The SWOT really served as a valuable tool in helping to understand what our capability as a Chamber is, where we can improve, opportunities that can be harnessed, the possible risks we could face and what we can put in place to prepare for those risks.

This analysis has laid the foundations for the Chamber to create a realistic and achievable short term plan.

## *Strengths*

- Committed Executive Committee
- Current Membership Base
  - Collective Knowledge
- Community Expectations
  - Network Strength
- Access to Information
- Flexibility and willingness to adapt

## *Weaknesses*

- Succession Planning
- Reliance on Volunteers
  - Public perception
- Lack of digital marketing
  - Member Engagement
- Lack of member diversity
  - Communication
  - Financial Security
  - Governance
  - Executive Skill base
- Inability to understand and meet members needs
  - Relevance
- Accessing funding and support

## *Opportunities*

- Improved member engagement
- Chamber partnerships and relationship building
  - Provision of workshops, networks and seminars
- Regular communication that target current trends and opportunities
  - Governance Improvement
  - Strategic Plan Development
  - Auspicing Role
- Improved communication
- Committee Development

## *Threats*

- Economic Impacts of COVID-19
  - Natural Disasters
- Government spending trends
  - Political risk
- Volunteer and Committee resignations
- Investing time and finances where we do not have a sphere of influence
  - Volunteer Capacity
  - Competition
- Disengagement of members
  - Burnout

# Strategic Plan 2021-2022

## *Our Vision*

The committee wanted to ensure our role within the business community was clear. The Chamber is to be a diverse and united Chamber who works side by side with the business community to invest in the future of our economy and community. Our aim as a chamber is to stimulate economic activity, support the growth of current industry and play a supporting role in the attraction of new industry to Innisfail and the broader region. In recognising the part we play in contributing to the business community the overall vision was decided.

***A strong and sustainable business community who are well informed and supported to grow.***

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## *Our Purpose*

The chambers most fundamental purpose will be to support business growth and sustainability through the dissemination of key information and resources that meet local business needs. The Chamber will facilitate workshops, seminars, trade displays and play a linking role to key support agencies.

# CORE VALUES

Throughout the process it became evident that the chamber can not achieve its goals alone. Working with stakeholders and our communities has always been such an integral part of the outcomes the chamber has achieved. To ensure this strong relationships are developed and maintained we felt it was necessary to ensure that our core values were developed to define the personality of our chamber.

## *Integrity*

We are independent and apolitical, We are honest and clear in our interaction, communications and in the way we engage not only each other but also our members and stakeholders

## *Inclusivity*

We work within a richly diverse community and will treat all fairly, equally and without bias.

## *Collaboration*

We believe the best decisions and outcomes are achieved by listening and working with others both within the Chamber and externally within the many parts of our community. The Chamber will strive to work together in the best interest of the business community.

## *Vision*

We develop progressive strategies while maintaining a strong awareness of the key social and economic trends. We continually work towards building Innisfail's attractiveness as a place to live, work and do business.

# Strategic Goals

The emerging business, political, social and technological environment, the impact of COVID-19, the influence of social media, the broad range of business networking opportunities , cost of housing, the availability of a skilled workforce and the re-emergence of trade barriers create both opportunities and challenges for our current members and for our industry.

These challenges prompted the strategic goals agreed upon by the executive committee. As a Chamber we are resolute in the fact that we need to continue to advance our overriding purpose to support the Cassowary Coast's economic growth and sustainability.

To work towards this we agreed to focus on four strategic goals.

*Connect*

*Grow*

*Influence*

*Lead*

# 1. Connect

*our stakeholders and our members*

- Strengthen relationships with key stakeholders and explore joint initiatives together
- Coordinate and facilitate networking events and expand into online and mobile networking opportunities
- Ensure members find value in their membership

# 3. Influence

*utilised to support business*

- Have a thorough understanding of key issues facing our members
- Instigate and Participate in roundtable discussions with political and industry leaders
- Harness opportunities to put forward our key advocacy points

# 2. Grow

*and evolve membership engagement*

- Expand and enhance membership engagement and diversity
- Explore a new value based system
- Provide online engagement methods

# 4. Lead

*Innisfail as a clear and united voice for business*

- Generate education opportunities and knowledge sharing that is tailored to our business needs
- Encourage investment in Innisfail
- Be a leading advocate for business within the community

# ACTION!

The Innisfail District Chamber of Commerce Industry and Tourism is determined to showcase a forward thinking, solution focused, can do committee to our members, stakeholders and community. As a small chamber we were conscious of ensuring that what we say we are going to do is achievable and we have the capacity to deliver.

Our strategic action plan is just that, a plan of action that is able to be undertaken and completed. We have given ourselves a 12 month timeframe to really demonstrate to our members and possible future members that we can move towards our vision and we are a Chamber that will provide benefit to the region. We are here to support business to thrive.

Innisfail Chamber of Commerce Industry and Tourism Strategic Action Plan	
#1 CONNECT	
Objective	Actions
Strengthen relationships with key stakeholders and explore joint initiatives	<ul style="list-style-type: none"> <li>❖ Identify key stakeholders across the region with influence and interest in Business</li> <li>❖ Collate Stakeholder contact list inclusive of roles and services to ensure continuity for future executive</li> <li>❖ Introduce the Chambers objectives to identified stakeholders to seek cross collaboration</li> <li>❖ Initiate a Bi Annual stakeholder and members mixer to encourage networking</li> <li>❖ Encourage stakeholders to funnel through any relevant information for members</li> <li>❖ Identify committee members to attend stakeholder events and meetings as required.</li> </ul>
Provide networking events and expand into online opportunities and mobile networking opportunities	<ul style="list-style-type: none"> <li>❖ Promote any Webinars, Events which may be of interest to members</li> <li>❖ Forward plan and create a proposed event calendar based on current business needs</li> </ul>
Ensure members find value in their membership	<ul style="list-style-type: none"> <li>❖ Regularly consult with members regarding their feedback of events and opportunities provided through the Chamber</li> <li>❖ Ensure all cross collaboration projects actively promote the Chamber</li> </ul>

#2 GROW And evolve membership engagement	
Objective	Actions
Expand and enhance membership engagement	<ul style="list-style-type: none"> <li>❖ Conduct an audit of current members and relevant industry</li> <li>❖ Ensure all new members are allocated to their relevant industry for future</li> <li>❖ Undertake based on the audit results a gap analysis</li> <li>❖ Through the gap analysis develop an engagement plan to encourage new members and diversification of current membership</li> </ul>
Explore a new value based system	<ul style="list-style-type: none"> <li>❖ Lay the foundations regarding frameworks for a new value based system</li> <li>❖ Seek members feedback as you near closer to the end of the strategic plan regarding their appetite for a new system</li> <li>❖ Investigate how similar sized chambers have reinvigorated their fee structure to meet the current climate and their associated offerings</li> </ul>



# Chamber Advocacy

Our members and the broader business community in Innisfail has listened to concerns and will be advocating on behalf of business. We will initiate and support local solutions to improve the way in which we do business in the Cassowary Coast Region.

Through the engagement with members, community and stakeholders the Innisfail District Chamber of Commerce Industry and Tourism will focus on 5 Advocacy points. These will be continued topics that as a Chamber we will bring forward to relevant stakeholders and levels of government.



- ***A Tourism Strategy that harnesses the Explore, Indulge, Experience philosophy to highlight the benefits of the entire region.***
- ***An improvement in the availability of a skilled and continuing workforce for industry.***
- ***Encouragement and support of development with a focus on activating underutilised areas within our district.***
- ***A declaration on plans for a bypass and the initiation of a landscaping upgrade that captures the beauty of Innisfail and encourages potential customers into the CBD.***
- ***Harnessing the potential of the Johnstone river including activating the riverfront and encouraging a blue economy.***

# Upcoming Events

**March 2021** -We are pleased to invite the Department of Employment Small Business and Training to hosting a '**How we can help your business?**' evening. This will include the full suite of 'DESBT' programs available such as Small Business Adaption Grants and Mentoring for growth. The program officers will provide a hands on approach and be available to answer your questions.

**May 2021** - The Chamber will be hosting our first '**Business Financial Health Expo**' featuring a number of financial providers who can showcase the most current tax tips and how they can support your financial health.

**We are excited to showcase the readily available support to help your business prosper and are very interested in any suggestions or areas of concern your business may have. If you have an idea for an event or guest speakers who could be of benefit do not hesitate to contact the committee.**



*Thank you, we look forward to working together to support business in our region to thrive.*

*If you have any questions, concerns, or a business that might like to connect with the Chamber please contact*

*us on:*

*secretary@innisfailchamber.com.au*

