



# Devonport Chamber of Commerce & Industry

2024-2026  
STRATEGIC  
PLAN





LIVING CITY BUSINESS

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# Devonport Chamber of Commerce & Industry Inc.

2024-2026  
STRATEGIC PLAN

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# A message from the President

Living City Business - Devonport Chamber of Commerce and Industry (DCCI) is a member-based organisation vital for the advancement of commercial, business and industrial interests in the Devonport area.

MARCH 2024

PRESIDENT’S MESSAGE

Our aim is to encourage development, identify opportunities, and provide resources, education and support to help businesses succeed. Our vision is to see Devonport grow and thrive as the preferred regional hub for business, tourism and industry, leveraging the prosperity of our City to make it an even better place for the broader community.

During 2023 we saw the final stages of the Living City project completed with the opening of

the Water Front Park and Novotel Hotel. TasPorts commenced it’s \$241 million port redevelopment to accommodate the two new Spirit of Tasmania ships due to arrive later in 2024, which will see an additional 160,000 passengers arriving each year and increase freight capacity. This will strategically position our City as Tasmania’s tourism and commerce gateway.

Under Dave Race’s leadership during the first half of 2023, DCCI reinvigorated its networking

breakfasts and hosted a range of events attracting more than 850 attendees across the year. We look forward to continuing to build on this great work, while also looking at new initiatives which will increase our membership base and influence.

We expect the next three years to be big for Devonport, and this new Strategic Plan will ensure our work during this time is considered and impactful, and ultimately helps businesses thrive so Devonport prospers. I’d like to thank my

volunteer Board members for the considerable time, effort, skills and experience they have contributed to this important plan and continue to contribute to our important work..

Best wishes,  
**Claire Connelly (nee Smith) | FCPA**  
President, Living City Business  
Helping businesses thrive so  
Devonport prospers



# Supporting Devonport to Prosper

Living City Business  
Helping businesses thrive,  
so Devonport prospers.

## OUR VISION

Devonport, the preferred  
regional city for investment  
in Tasmania.

## OUR MISSION

DCCI is the “independent  
voice” of the business  
community – leading,  
supporting and encouraging  
business growth and  
advancement in the region.

## RESPONSIVE

We are approachable,  
continuously improve and  
adapt quickly and easily, in  
response to change.

## COLLABORATIVE

We leverage others’  
strengths, listen with the  
intent to understand and  
actively engage with our  
stakeholders.

## BIPARTISAN

We are committed to  
establishing effective  
working relationship with all  
levels of government, the  
alternative government and  
other representatives.

## TRANSPARENT

We communicate regularly  
with our members, and invite  
open dialogue with all our  
stakeholders.

# How are we going to get there?

Goal setting and the SWOT analysis completed during the Strategic Plan development process revealed the following Strategic Themes:

Limited resources to deliver operational and strategic priorities.

Opportunity to streamline systems and automate processes including automatic membership renewal.

Perceived political alignment.

Develop a stronger working relationship with key stakeholders to enhance collaboration with with a particular focus on events.

Promote and support tourism through targeted product and industry development.

Key person risk for office bearers' roles and inability to fund key roles.

Diversify revenue streams to improve our financial sustainability. For example, secure corporate sponsorship and explore grant funding opportunities.

The need to better understand members needs to advocate on issues of importance.

Developing strategies to support entrepreneurs starting a business or who want to start a business.

Increasing our media presence and influence.

Enhance our marketing activities to better articulate the value and benefits of DCCI, in turn increasing membership numbers.

Leverage and increase existing key relationships to increase funding and diversify income.

Provide thought leadership and advocacy for our members, and the business community, across areas of capability and influence.

Pursue opportunities to support leadership development in our community through education and training.

Leverage and increase the adoption of technology across the business and ensuring we have the right people, skills and processes.

Ensure consistent branding, communications and stakeholder engagement across the organisation.

## STRATEGIC THEMES

# Strategic Priorities

Our strategic priorities identified are reflected in four strategic pillars which will guide Annual Plan and Budget development over the next three years.

The Annual Plan and Budget will identify specific projects and activities to deliver each strategy. The strategic options listed under each strategy will be considered and developed further on an annual basis.

STRATEGIC PRIORITIES

## 01:

Advocacy – Represent the views, and advocate on behalf, of our members, business and industry.

STRATEGIC INTENTIONS INCLUDE:

Facilitate collaboration with like-minded organisations (e.g., other chambers, Geelong business community) to make Devonport an even better place to do business.

Be the authoritative, independent, voice for business and industry in Devonport to inspire business growth.

Collect and disseminate information on all matters of interest to the business community.

Develop an effective working relationship with relevant stakeholders, built on defined roles and collaborative work.

Proactively attract, and support, investment in our City.

# 02:

Business and industry support & development - grow our business community and people, market share and internal capabilities.

## STRATEGIC INTENTIONS INCLUDE:

Deliver and facilitate networking opportunities and a diverse range of events to build our business network.

Identify and develop targeted product development including cultural tourism and agri-tourism.

Promote the growth and success of our members – engage our members in speaking at, and hosting events.

Support relevant industry groups to facilitate industry forums, events, communication and / or other industry support programs.

Collaborate with stakeholder groups to align priority projects.

Review and reactive our Sub-Committee focus areas in increase our influence and advocacy efforts.

## STRATEGIC PRIORITIES

# 03:

Marketing – ensure our marketing efforts align to achieving strategic objectives and support the identity of Devonport as a destination.

## STRATEGIC INTENTIONS INCLUDE:

Ensure consistent branding, communications and stakeholder engagement across the organisation.

Align digital marketing resources with Council and other key stakeholders (e.g., regional tourism body and facilitate local tourism visitor information services where possible and appropriate).

Develop targeted marketing for prospective new members and introduce welcome packs.

Refresh our marketing and messaging strategies to better articulate member benefits, increase our digital reach and engagement.

## STRATEGIC PRIORITIES

# 04:

Financial sustainability – ensure our organisational structure and funding is sustainable and responsible.

## STRATEGIC INTENTIONS INCLUDE:

STRATEGIC PRIORITIES	
Develop plans to secure funding for the life of the Strategic Plan.	Increase membership base through targeted growth strategies.
Identify opportunities for revenue diversification including corporate sponsorship arrangements and grant funding.	Review and refresh membership structures and corporate partnerships.
Review organisational structure including governance roles and responsibilities e.g., Sub-Committees.	Explore collaborative event opportunities to deliver more profitable events.
Alter our business model, so our capability can be maintained, and we have long term financial sustainability.	Make the most of technology to improve process effectiveness and efficiency.

# Our KPIs

ADVOCACY	YEAR 1	YEAR 2	YEAR 3
Number of media releases published	6	12	18
Media engagement: includes regular radio coverage and / or engagement with key stakeholders / government representatives on matters of significance.	12	18	24
BUSINESS AND INDUSTRY SUPPORT & DEVELOPMENT			
Development an annual Engagement Plan which delivers a diverse range of activities leverages collaboration.	Yes	Yes	Yes
Number of attendees at events / member engagement	1,000	1,200	1,500
MARKETING			
Regular e-news publications and after event promotions including member success stories	Yes	Yes	Yes
Develop & implement a quarterly “Business Pulse Survey” including member feedback on key initiatives / priorities	4	8	12
FINANCIAL SUSTAINABILITY			
Deliver an underlying surplus to maintain financial sustainability	\$2,000	\$5,000	\$7,000
Increase the number of members and value of corporate sponsorship	150 / \$TBC	170 / \$TBC	200 / \$TBC



PHOTOS COURTESY OF IAN MACLEOD PHOTOGRAPHY



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