



**WESTERNPORT CHAMBER OF COMMERCE &
INDUSTRY INC.**

**BUSINESS PLAN
JULY 2020 – JUNE 2027
SPECIAL CHARGE SCHEME RENEWAL**



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EXECUTIVE SUMMARY

The Westernport Chamber of Commerce & Industry has prepared the following business plan to outline the proposal for a further 7-year renewal of the Special Charge Scheme, which has been successfully in place for the past 16 years in Hastings.

Westernport Chamber of Commerce & Industry's Vision

The Chamber's aims are to:

- Increase the exposure of Hastings businesses and the area in general to current and potential customers/clients through innovative marketing activities.
- Represent and advocate on behalf of local businesses and traders in working and discussions with local government and other stakeholders.
- Work to create a safe and attractive environment in which locals and visitors alike are wanting to shop, visit and spend time in.
- Support the precinct traders through business development initiatives such as workshops, training sessions, mentoring and networking opportunities.
- Promote a unique sense of community in Hastings.

The renewal of the Special Charge Scheme Promotional fund will be used for the continuation of developing and implementing annual strategic marketing plans for the High Street Hastings shopping precinct.

The initiatives planned include ongoing development of effective promotional collateral (website, social media, promotions, signage, directories), events (Carols on the Bay, Christmas photos, open days) training and business development workshops and sessions and mainstream advertising as deemed necessary, to support local traders and promote the township to both locals and visitors alike.

1. INTRODUCTION

The Westernport Chamber of Commerce and Industry Inc. is a volunteer group of representatives from local businesses who promote the town as a destination, run community events, advocate on behalf of local traders and provide training and support to those local businesses.

The current Chamber is governed by a committee of 8 local business owners, who volunteer their time, expertise and experience to make a contribution to the success of Hastings. In addition to the volunteers, a coordinator is contracted on a part time basis to facilitate the work of the Chamber being carried out.

1.1 Background

This Business Plan has been compiled to outline the proposal for a further - year plan, from 2020-2027 and includes:

- A profile of Hastings and associated amenities, services and businesses
- Objectives of the marketing program
- Proposed levy structure and revenue stream
- Marketing options to reach the program objectives
- Action plans and timing

This business plan has been prepared on the basis that the Special Charge scheme will be renewed, to provide the funds to implement the proposed marketing and promotional activities in Hastings.

1.2 Business Plan Purpose

This business plan sets out a program for the next seven years, focusing on marketing and promotions, activities and amenities projects for the township.

All activities in the business plan will be continued to be reviewed, every 12 months, as is currently the process.

The business plan will be submitted for consideration by the Mornington Peninsula Shire and will form part of the basis for Council's consideration of the renewal of a Special Charge Scheme for the marketing and promotion of the precinct.

1.3 Committee

The Westernport Chamber of Commerce & Industry Committee currently consists of the following positions:

Executive Committee:

President
Secretary/Vice President
Treasurer

General Committee:

There are currently 5 general Committee members.

The Committee holds regular meetings, with minutes recorded, circulated and presented to council to comply with the Special Charge Scheme Management Agreement.

In the past 3 years in particular, the Chamber has developed a stable structure, with a large, engaged and professional committee, as well as re-engagement and strong support from many local businesses.

2. HASTINGS HIGH STREET PRECINCT PROFILE

2.1 Overview

The Westernport Chamber of Commerce & Industry represents the business community of Hastings, a rapidly changing and developing township on the west coast of Western Port Bay. The Chamber is the only representative body for the businesses of Hastings and plays a pivotal role in raising the profile of the local businesses and the township in general.

Hastings is a township with a wide variety of businesses, with a historical industrial base. The surrounding region features many attractions, including wineries, golf courses, beaches and boating facilities, with Phillip Island and Gippsland within an easy drive.

The Hastings retail area is centred around High Street, a rectangular strip-shopping precinct.

The retail precinct comprises of the four major supermarkets (Coles, Woolworths, Aldi & Ritchies IGA) as well as a large Kmart, Australia Post, Centrelink, a public library, an extensive number of medical and professional services, as well as a wide variety of specialty stores in and around High Street.

The strip services the daily and weekly shopping requirements of the local community. The recent and on-going streetscape works have created an attractive and accessible shopping precinct, with re-invigorated and bright laneways allowing for easy access to High Street from the supermarkets and carparks towards at the rear of the High Street shops.

The High Street Hastings precinct is an attractive environment, with a seaside feel, with a quieter atmosphere than other townships on the Peninsula.

2.2 Services & Amenities

The town of Hastings and surrounds has a wide variety of attractions, amenities and services for residents and visitors to the town. These include:

- An appealing and competitive mix of national retail and specialty shops, within a friendly village environment. These stores include:
 - Retail/fashion, gifts and homewares stores
 - Cafes and restaurants
 - Hotels and sporting clubs
 - Pharmacies, medical services and aged care facilities
 - Post Office
 - Centrelink office
 - Major financial institutions
 - Numerous health and beauty services
 - Professional services
 - Public Library
- Easily accessible and free car parking, convenient to all amenities
- Large open foreshore, incorporating boardwalks, skate park, a large playground, exercise equipment and dog leash free areas
- A state-of-the-art aquatic complex featuring a 25-metre pool, gymnasium and café with waterfront views
- Westernport Tourism & Visitor Information Centre
- Marina complex featuring secure boat mooring, restaurant and reception facilities
- Excellent boating facilities and outstanding fishing grounds, outside of the marine parks
- An easy drive to Mornington Peninsula wineries, golf courses and other Peninsula tourist attractions
- Access to Philip Island by passenger ferry and a short drive to both the Island and Gippsland

2.3 Transport

Hastings is situated approximately 75kms south of Melbourne CBD. Over recent years, the town has grown and diversified in demographic, becoming a relatively affordable and commutable place for young families to establish their home, as well as becoming a popular spot for retirees to move to.

High Street, Hastings, positioned between Frankston-Flinders Road and Marine Parade is accessible via public bus, car, bike or foot. Hastings does benefit from a small but well utilised train station.

The Chamber is supportive of current moves to reinstate and improve the cross-peninsula bus service to provide better connection to the western side of the Mornington Peninsula.

2.4 SWOT Analysis

The following is a SWOT analysis of the Hastings Promotional Fund:



2.5 Key Opportunities

The SWOT analysis shows that all opportunities rely on the Chamber continuing its work to represent local business, invest in marketing activities, stimulate business development through training and education programs, create business networking opportunities and to continue to represent and advocate on behalf of the local businesses, to relevant authorities on key local issues and projects.

3. NEW SPECIAL CHARGE SCHEME PROMOTIONAL FUND FORWARD PLAN OUTLINE

3.1 Proposed 2020 To 2027 Scheme – Key Features

- A reduction on the current scheme charges for businesses fronting High Street and those in other areas, excluding those businesses with a land size of 1600sqm or more.
- Charges fixed for the first two years of the scheme
- Reduced opt-in member fee to increase membership from those outside the scheme boundary
- Increased focus on business development, training, mentoring and networking
- Continued strong representation and advocacy to council on the on-going streetscape project
- Introduce co-working initiatives to increase small business interest and presence in the High Street area and potentially add a new income stream for the Chamber.
- Implement programs to improve the aesthetic of the town, including graffiti removal, beautification of empty premises.
- Further growth of existing events and introduction of new events to both increase community engagement and boost the profile of local businesses.

3.2 Revenue

The successful implementation and calculated spending of the Special Charge Scheme particularly over the past 3 years, has placed the Westernport Chamber of Commerce & Industry in a positive financial position.

In addition, the Chamber recognises the challenges faced by small business in the current economic climate. It is with these considerations that the Chamber proposes that the Special Charges in any new scheme should be amended from the previous scheme. This will be done in such a way as to more appropriately match the exposure of the locations, the size of the business and the number of businesses in the area. The outcome of these changes will enable the Chamber to still provide the same level of activity, promotion and business support to our members.

Westernport Chamber of Commerce & Industry Seven Year Business Plan – SCS Renewal

The Chamber committee is proposing the following levy amounts be introduced with the new scheme:

Location	Current Cost	New Cost Years 1 & 2	Cost Year 3	Cost Year 4	Cost Year 5	Cost Year 6	Cost Year 7
High Street frontage – Street Level & Kmart Plaza Businesses (less than 1600sqm)	\$441	\$400	\$412	\$424	\$436	\$449	\$462
Other Hastings Locations – other than major businesses	\$266	\$250	\$309	\$318	\$327	\$336	\$346
Major Businesses – Those with a land size of 1600sqm or more	\$561	\$1000	\$1030	\$1060	\$1091	\$1123	\$1156

The fees will remain static for the first two years of the scheme and then increased by 3% annually (rounded down to the nearest dollar), as a reflection of the predicted increase in costs and consumer pricing into the future.

Wherever possible, additional revenue will be raised through local, state and federal government grants, as well as potential business sponsorships, with the aim of creating promotions as revenue neutral as possible.

The newest Chamber initiative, that of a co-working space, if viable will also provide another income stream, with which to supplement the Special Charge funds.

The Chamber of Commerce will continue to have a prudent financial accountability system in place, to ensure complete transparency as to where the funds of the members who contribute to the Special Charge Scheme are being utilised.

A draft 12-monthly budget will continue to be prepared prior to the Annual General Meeting, for presentation, discussion and ultimate approval of the forward budget via vote, at that meeting with and by the members present.

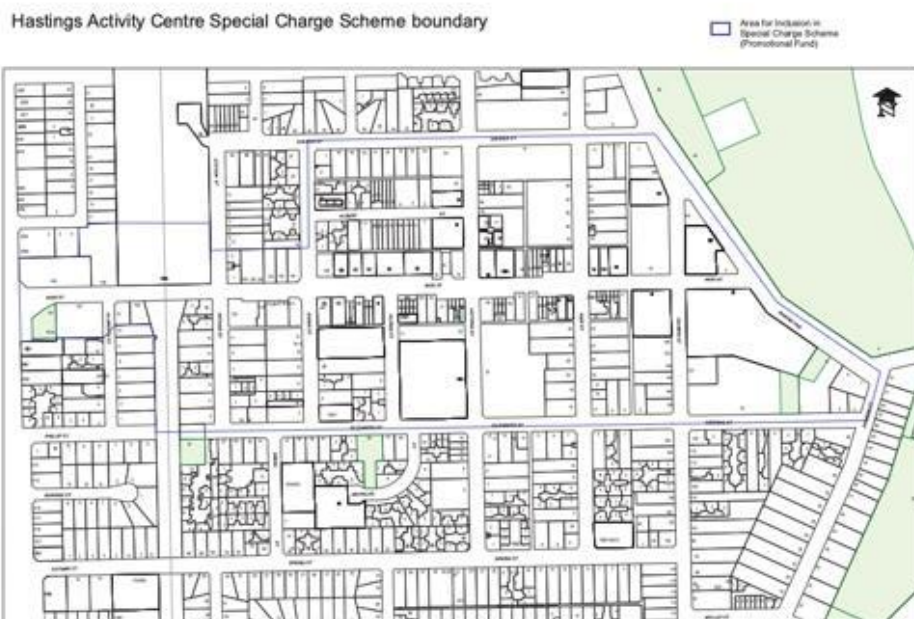
The annual audit of the Chamber's annual income and expenditure will continue to be prepared at the end of the financial year and presented to both the members at the Annual General Meeting, as well as being provided to council.

3.3 Planned Initiatives Overview

The ongoing success of the Special Charge Scheme is dependent on the continued, constant rollout of projects and promotions for the precinct, as well as taking advantage on new opportunities to benefit the township as a whole.

Proposed projects and opportunities include:

- The continuation of the engagement of a consultant Marketing Coordinator to assist in developing, coordinating and implementing the planned promotional activities.
- Maintenance of the Chamber website and social media platforms that promote both Chamber members and the wider community of Hastings.
- Continue the various Christmas promotions and events, including town decorations, Santa photos, Carols on The Bay and the trader Christmas window display competition.
- Focus on a key new project, being the High Street Co co-working office, to ensure its viability and on-going success.
- Continue and expand our regular calendar of training, education and business development workshops and sessions.
- Continue with the Pelican mascot, creating a fun and happy atmosphere for shoppers on a Saturday morning.
- To continue to work in partnership with Council to carry on and finish the Hastings Streetscape Renewal Project.
- Continue feasibility studies into a new market in Hastings and a live Christmas tree.
- Finalise the key project of new welcome signage on the High Street & Frankston-Flinders Road corner.
- Work and engage with council, community groups and other third-party organisations to continue to promote the High Street precinct and events occurring in the broader Hastings area.



3.4 Planned Activities Budget

YEAR 1 OF NEW SPECIAL CHARGE SCHEME (2020/2021)

ITEM	Spend
SPECIAL CHARGE SCHEME FUNDS	\$65,000
OPT-IN MEMBERSHIPS	\$550.00
GRANTS & SPONSORSHIPS	\$9,000.00
TOTAL PAYMENTS	\$74,550.00
Administration Costs including Marketing Coordinator and overheads	\$25,090
Training & Education Workshops	\$12,000
Township Promotions – Xmas, Pelican, Sponsorship, General Promotions	\$10,100
Website and social media	\$2000
Signage & Directories	\$2000
Events	\$3000
Co-working space establishment investment	\$5000
Town beatification projects – graffiti removal, decals for empty shops etc.	\$5000
TOTAL EXPENSES	\$64,190.00
REMAINING UNALLOCATED FUNDS	\$10,360.00

YEAR 2 OF NEW SPECIAL CHARGE SCHEME (2020/2021)

ITEM	Spend
SPECIAL CHARGE SCHEME FUNDS	\$65,000
OPT-IN MEMBERSHIPS	\$550.00
GRANTS & SPONSORSHIPS	\$9,000.00
TOTAL PAYMENTS	\$74,550.00
Administration Costs including Marketing Coordinator and overheads	\$25,090
Training & Education Workshops	\$12,000
Township Promotions – Xmas, Pelican, Sponsorship, General Promotions	\$10,100
Website and social media	\$2000
Signage & Directories	\$2000
Events	\$3000
Co-working space establishment investment	\$5000
Town beatification projects – graffiti removal, decals for empty shops etc.	\$5000
TOTAL EXPENSES	\$64,190.00
REMAINING UNALLOCATED FUNDS	\$10,360.00

- Figures are based on estimated income generated by the new Special Charge Scheme.
- Grants & Sponsorship income is based on both actual and potential funds raised by the Marketing Coordinator, including grants already allocated and those planned on being applied for.

Westernport Chamber of Commerce & Industry Seven Year Business Plan – SCS Renewal

- It is anticipated that additional income will be generated via the High Street Co co-working venture, however it is too early to provide an estimate as to a dollar amount of additional funds.

It would be planned that the budget figures would be similar for the remainder of the new scheme, with changes only implemented if deemed necessary, at the time of the annual budget review.

4. BUSINESS PLAN IMPLEMENTATION

The implementation of this Business Plan is dependent on the ongoing funding source of the Special Charge Scheme administered by the Mornington Peninsula Shire.

Funds raised by the Special Charge Scheme will be managed by the Westernport Chamber of Commerce in accordance with a management agreement between the Mornington Peninsula Shire Council and the Chamber. The Committee of the Westernport Chamber of Commerce will then be responsible for overseeing the implementation of the initiatives identified in this business plan with support from the consultant Marketing Coordinator, who will continue to be engaged by the Chamber for a regular period of 8 hours per week.

All business and property owners and operators will have the opportunity to be actively involved in this process. This will be achieved by:

- Attendance and annual elections to the Committee, held at the Annual General Meeting each year, which will include an evaluation of annual projects
- Opportunities to attend Chamber Committee meetings held during the year
- Communication of all news/activities/events via regular email, Facebook and website updates, including an email newsletter.

The Chamber of Commerce formally requests the support of Council to renew the Special Charge Scheme.