

The Lloydminster Chamber of Commerce Strategic Plan 2012

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The Lloydminster Chamber of Commerce Strategic Plan 2012

History

The Lloydminster Chamber of Commerce has been an influential force in the growth and development of the City of Lloydminster community since 1906. The Lloydminster archives has documents with mention of the Board of Trade, as it was known then, as far back as that year. The formation of the Board of Trade was to “promote trade and to protect the rights and advance the interests of the country generally.”

In 1971, the name of the organization was changed to the Lloydminster Chamber of Commerce and was incorporated under the Federal Board of Trade Act.

What is a Chamber of Commerce?

A Chamber of Commerce is an organization of volunteers established to promote civic, commercial, industrial and agricultural progress in the community it serves, and to work for sound legislation and efficient administration of the community at all levels of government.

Essentially a Chamber of Commerce exists to make the community a better place in which to live.

The Chamber of Commerce provides an avenue for business people in the community to create a positive business environment. It also provides the local business sector with a vehicle to promote their community to the outside world – either for tourism or business investment purposes – and helps people find their way when they newly arrive.

The Chamber provides opportunity for those people, who create local jobs and drive the local economy, to work with government and the public to build an even better community.

The local Chamber works closely with its Municipal government. The provincial Chambers (Saskatchewan Chamber of Commerce & Alberta Chambers of Commerce), act as an umbrella organization to lobby the provincial governments on issues of mutual concern to all Chambers in the provinces, and the Canadian Chamber of Commerce serves a similar role at the national level.

The Chamber of Commerce speaks for the business community at public hearings, to the media and behind closed doors. It is the recognized “*Voice of Lloydminster Business*”.

When a business joins the Chamber of Commerce, they can learn about raising issues with the government that affect business, and add their voice to the Chamber’s efforts to address them. Equally important is that the Chamber can then support them on the issues that concern their business.

When a business joins the Chamber, it helps to make the community – and the business – healthy and prosperous.

Some Other Benefits to Chamber Membership

- Excellent networking opportunities at regularly scheduled events and informal gatherings
- A forum to get to know your peers in the local community and interact with them, make contacts, and give your business greater exposure to those who are likely to be clients
- Chamber newsletters and other communication methods keep businesses up to date on government issues, community events and Chamber activities
- Provides an excellent avenue for advertising directly to the most influential businesses in the community
- Education and training on Best Practices through learning opportunities, seminars and information sessions to help small business to operate more efficiently
- Financial benefits are available through Chamber Group Insurance programs at better rates for participating businesses and organizations
- Various affinity programs are available using Chamber membership to receive preferred merchant discounts, special rates on major credit cards and other unique programs for members

Ultimately, whether you join the Chamber to have an impact in the community, to network and grow your business, or to gain more direct benefits, it would seem that belonging to your local Chamber of Commerce is simply “*Just Good Business*”.

Organization Structure

The Lloydminster Chamber of Commerce has a current membership of more than 550 business organizations. Most of our member companies are small businesses with less than 25 employees. In recent years there has been significant growth in the micro business area with many of the new membership coming from organizations with fewer than 4 employees. Another growing segment of Chamber membership is coming from the Non-profit sector that represents close to **5%** of total membership.

Membership breakdown:

1 – 20 employees: 458 members – 82%

21 – 100 employees: 73 members – 13.5%

Over 100 – 300 employees: 10 members – 2%

Over 300 – 1000 employees: 6 members – 1.5%

A. Board of Directors:

The Board of Directors acts as the governing body of the Chamber and provides vision and strategic direction of the organization while ensuring implementation of approved strategic action plans. It meets approximately 10 times per year, usually on the third Tuesday of every month, except for July and August. It is responsible for the control of Chamber property, its finances and business affairs; as well as being the final decision point for the formal adoption of legislative policy. The Board membership consists of the following:

- Between 10 & 15 elected members, the past president, and as invitees;
- Chief Executive Officer / Secretary (non-voting)

Individual Directors can serve as Director Liaisons to all committees. Board members are requested to choose a committee for personal involvement.

B. Executive Committee:

The Executive Committee deals with the ongoing business of the Chamber in the absence of the Board of Directors. The executive consists, of the President, President-Elect, , Treasurer (Finance Director), Immediate Past-President, Executive Director. The Executive usually meets a couple times per year or at the call of the president.

C. Chamber Staff:

The Lloydminster Chamber of Commerce employs a professional staff responsible for ensuring that the day-to-day activities of the organization are implemented in an effective and financially prudent manner. Staff is available to assist Board Members, Committee Chairpersons and members. They are under the direct authority of the Executive Director who is responsible to the Board of Directors for their performance. The Executive Director reports to the Board of Directors through the President of the Chamber. *(See Appendix A – Lloydminster Chamber of Commerce Organization Chart)*

D. Chamber Committees:

Committees are the lifeblood of the Chamber and provide members with the most effective means of being involved in policy development. Without its vibrant committee structure and the invaluable resources provided by the committee members, the Chamber would cease to be the effective “Voice of Business”. It is the grass roots involvement that sets the Chamber apart from many other organizations that claim to represent business.

The Chamber’s Standing Committees monitor their areas of concern, formulate policy resolutions and identify issues for action or programs for action to be addressed by the Executive and the Board of Directors.

They are:

- **Political Action Committee**
- **Membership Relations Committee**
- **Executive Committee (Nominating committee)**

Committees meet on a regular basis to ensure that the organization remains open and democratic. Any Chamber member or Company member representative wishing to participate on a committee may attend at any meeting without obligation to join the full committee structure. Nevertheless, all interested Chamber members are encouraged to formally register as a Committee member.

In addition to these Committees, the President or the Board of Directors from time to time after review of specific topics or issues establishes other ad-hoc/task force Committees or Sub-committees.

Vision:

A fully engaged, innovative & dynamic business community makes Lloydminster the best place to live, work and do business.

Mission Statement

The Lloydminster Chamber of Commerce will lead a growing, innovative and dynamic business environment through promotion of and advocacy for our members and our community.

Motto

Achieve Results. A Stronger Voice.

Our Strategic Goals

1. Membership Growth:

To grow the membership over a three year period by a net of 20% by the end of 2013. This can be accomplished by a combination of enhanced membership recruiting and retention plans.

2. Business Community Engagement

Increase the number of members who are actively engaged with Chamber work and events either on the board, committees or in attendance.

3. Membership Value:

Communications:

To provide members with first-rate value for their membership through a Communications Plan that keeps members informed and knowledgeable about all the benefits and advantages enjoyed by belonging to the Lloydminster Chamber of Commerce.

Programs:

To provide members with outstanding value added support and services (e.g. affinity programs, educational opportunities, business collaboration and Partnerships) that will engage our membership and increase their perceived value of membership.

Events:

To provide Networking and learning venues including the creative use of technology (e.g. lloydjobs.com) with opportunities to assist members in growing their business, encourage participation on Committees, involvement in Chamber events and sponsorships, have fun and enjoy social activities and entertainment.

4. **Intelligence Gathering** (Business Community Swot)

5. **Advocacy:**

To act as the “*Voice of Lloydminster Business*” through advocacy with the three levels of government and the public media, giving special attention to Municipal affairs on the monitoring of public policy and community development matters and thereby promote and support Economic Development opportunities that will encourage business investment, attract new business, create jobs and provide the foundation for a sustainable and vibrant business community.

6. **Facilitate Strategic Alliances** (ie: mentorship)

7. **Define Boundaries**

Explore the boundary areas for the Chamber of Commerce. Are there overlap /encroachments?

8. **Organizational Development:**

To provide Chamber staff and Volunteers with a stable, challenging and productive work environment that promotes a cohesive team within the organization and a strong support system for Chamber members.

The Basic Values and Beliefs

1. Free enterprise and open competition, including free fair trade between communities and nations.
2. Ethical business practices as outlined in our “Code of Conduct”.
3. One City of Lloydminster, while enhancing constituent communities.
4. A strong Alberta/Saskatchewan within a united strong Canada.
5. In a democratic society, operate in full compliance with all laws and regulations mandated by duly elected governments and regulatory bodies.
6. A Champion for ensuring that there is no undue government intervention in business.
7. Complete openness to inclusiveness and diversity; including an openness to “listen” to alternate viewpoints, including complete fairness and impartiality in dealings with all stakeholders, including members and staff.
8. A preferred collaborative approach in dealing with others in the community – but not at the expense of our other core values.
9. Political involvement to advocate for business is accomplished on a strictly non-partisan basis.

Objects of the Chamber

- To effectively express the views of the Lloydminster business community on matters of local, provincial and national interest.
- To represent the Lloydminster business community.
- To encourage improvement of commercial and industrial activity in Lloydminster and Alberta & Saskatchewan.
- To advance the business interests of the Chamber’s members.
- To promote advancement of the quality of life, both professional and personal, in Lloydminster & area.
- To advocate for appreciation for Lloydminster’s unique location, economic system and bi-provincial unity.

Strategic Action Plans

STRATEGIC GOAL #1

1. Membership Growth

To grow the membership over a three year period by a net of 20% by the end of 2013. This can be accomplished by a combination of enhanced membership recruiting and retention plans.

Action Plan

1. Increase revenue via development of agricultural enterprises and retiree membership categories with encouragement for these members to get involved in Chamber activities/events including networking and committee work
2. Conduct regular climate surveys of membership to obtain feedback of how we are doing.
3. Target specific businesses for membership using existing members in the same business to make the pitch.
4. Create a membership recruiting committee with a set goal of 50 members, then celebrate when that is achieved.
5. To improve retention rates, develop a clear process to better understand what is happening with members and why. Conduct exit interviews with all members cancelling their memberships to determine why they are leaving.
6. Develop an Action Plan to both maintain and increase the retention rate.
7. Develop a communication recruiting strategy that clearly explains the value of Chamber membership and will entice member prospects. Develop and/or update membership information Sales Kit for prospects and new members in particular, to demonstrate the advantages of being a Chamber member.
8. Receive from the City on a regular basis the names of new licensed businesses who may be potential members.

STRATEGIC GOAL #2

2. Business Community Engagement

Increase the number of members who are actively engaged with Chamber work and events either on the board, committees or in attendance.

Action Plan

1. Board members will take responsibility for inviting non-members to business mixers and other events
2. Board members will visit members on a rotational basis.
3. Budget dollars will be allocated to outreach
4. Surveys will be conducted.

STRATEGIC GOAL #3

3. Membership Value

Communications:

To provide members with first-rate value for their membership through a Communications Plan that keeps members informed and knowledgeable of all the benefits and advantages enjoyed by belonging to the Lloydminster Chamber of Commerce.

Programs:

To provide members with outstanding value added support and services (e.g. affinity programs, educational opportunities, business collaboration and partnerships that will engage our membership and increase their perceived value of membership.

Events:

To provide Networking and learning venues including the creative use of technology (e.g.) Webinars, with opportunities to assist members in growing their business, encourage participation on Committees, involvement in Chamber events and sponsorships, have fun and enjoy social activities and entertainment.

Action Plan

Communications:

1. The Chamber develop a Communication Plan that addresses all of the tools, methods and activities involved in keeping Chamber members informed and thereby keep them engaged and give them individual ownership in their Chamber.
2. Provide summaries of any seminars or meetings held by the Chamber and post the information on the web site or directors blog so those members who were not able

- to attend can still get some benefit from the sessions. This would be for members' only access.
3. Explore alternate ways and use them to communicate the many efforts and activities of the Chamber by using other publications/mediums other than newspapers to increase the visibility of the various Chamber initiatives and communicate exactly where the Chamber stands on the issues.
 4. Use the website & develop other partnerships to sell our community. Continue to develop media campaign
 5. Board members will participate in visits to member businesses.
 6. Establish a time schedule to conduct specific follow up with new members to monitor their satisfaction rating as members and help/encourage them to continue or get more involved in the Chamber. There is less chance of losing them as members if they are made to feel important and actively engaged
 7. The Chamber Board regularly review and update the mandates and mission statements of the various committees. The development of updated information on committees needs to take place and upon approval from the committees this information needs to be posted on the Chamber website along with current committee information.
 8. Create a holistic communications plan that fully integrates all of the Chamber's communication vehicles to ensure that the communication goals are accomplished.

Programs:

9. Create additional ways to improve Chamber mentoring programs for new members.
10. In a well thought out and planned manner, without abandoning the traditional way in which members can also receive needed Chamber services, be innovative to provide the Chamber's younger entrepreneurs accessibility to the Chamber using the Internet. (E.g. create a "Virtual Chamber of Commerce" that provides members with 24/7 service and accessibility). This needs to investigate thoroughly and have the options clearly stated prior to making a decision on implementation.
11. Develop Value-added programs/activities focused especially towards those members who have been un-engaged and get them involved.

Events:

12. Maintain active contact with chamber membership and especially some of the larger organizations to encourage them to host Business after Hours at different business venues, but limit each organization to only repeat hosting once every 3 years (i.e. Lakeland College).
13. Investigate the types of products, services, activities that can be designed to meet the needs of young entrepreneurs. Then create a calendar of special events, activities, focus groups etc. that cater to and attract young entrepreneurs and will accommodate their needs.

STRATEGIC GOAL #4

3. Intelligence Gathering (Business Community – SWOT)

Acton Plan

- 1) Identify Chamber representatives to connect with businesses to begin data gathering.
- 2) Establish Chamber presence at industry gatherings.
- 3) Board members to have single question for one-on-one business meetings, (ie: what is your business's biggest challenge?)

STRATEGIC GOAL # 5

4. ADVOCACY:

To act as the “Voice of Lloydminster Business” through advocacy with the three levels of government and the public media, giving special attention to Municipal affairs on the monitoring of public policy and community development matters and thereby promote and support Economic Development opportunities that will encourage business investment, attract new business, create jobs and provide the foundation for a sustainable and vibrant business community.

Action Plan

1. Create a Lloydminster Chamber of Commerce Public Policy Manual (to provide an ADVOCACY TOOL) that organizes all of the Chamber’s Public Policies in an indexed format that can be used not only as a reference document but also as a basis for a comprehensive Advocacy Plan. This would include:
 - ↳ All policy issues from a business perspective (e.g. taxes, zoning, development charges, budgets, poverty, employment, labour shortages, downtown development, etc.)
 - ↳ Support for the City’s Economic Development Strategy
 - ↳ Provide credible background information in order to be knowledgeable and informed through data collection, research and analysis of the Chamber’s position in support of these policies (i.e. utilize university/college students for research)
 - ↳ Develop a Lloydminster agenda for each level of government for use in prioritizing the Chamber’s dialogue with government officials and plan to meet regularly with local politicians at all levels to keep them informed about issues relevant to our members and the local business community

2. Develop an ADVOCACY Communication Plan to address both INTERNAL and EXTERNAL developments and to provide members and our local politicians with regular updates as to the issues, actions being taken and results being achieved. In the community, the Chamber must communicate effectively and be seen as a community leader on major issues in addition to being the “Voice of Business in Lloydminster”.
 - ↳ A special quarterly newsletter (mail or email) to be sent to each level of government (e.g. information to be reviewed and/or provided by the Political Action Committee)
 - ↳ Continue to host an Open House or other periodic events with the Mayor and members of City Council
 - ↳ Conduct Round Table Meetings with local politicians at all levels twice/year to address economic issues that bring together common themes

- ↳ Develop member surveys, proactive out bound telemarketing calls to members to identify key issues and those people who may wish to get actively involved (sometimes people need to be personally asked in order to willingly get involved
 - ↳ Committee Chairs need to develop and coordinate a means of communication with the membership at large to identify people/members who are knowledgeable in specific issues and engage them to participate in Committee
3. There needs to be a special focus on providing strong leadership with respect to economic development to ensure the continued prosperity of our community. The Chamber needs to be one of the community leaders on this issue by implementing strategic initiatives such as:
 - ↳ Organizing and Hosting a “Lloydminster Economic Summit”
 - ↳ Providing Advocacy for businesses on issues that will enhance the competitiveness and performance of existing businesses in order to retain their presence in the community
 4. Solicit the help of those people/members who have an interest in public affairs, who may have some qualifications and knowledge of the issues and who are prepared to commit to helping to develop policy – consider holding an Orientation Workshop etc.
 5. Ensure that we have sufficient talent and bench strength amongst our members not only in the Political Action Committee but the other Committees as well. Develop a succession planning model that allows for planned succession while maintaining continuity
 6. Post a list of the key contact people in each of the Committees and promote the dates and times of Committee meetings with a standing invitation for members to attend
 7. Measures of performance – We need to maintain a SCORECARD to track our wins/losses etc. (I.e. are we doing everything we should be doing? How are the various meetings being conducted?) What are the gaps? How are we reacting and doing our follow up ?

STRATEGIC GOAL # 6

5. Facilitate Strategic Alliances (ie: mentorship)

Action Plan

- 1) Hold niche Chamber mixers
- 2) Intentional mixing (speed mixing)

STRATEGIC GOAL #7

6. Define Boundaries

Action Plan

- 1) Explore

STRATEGIC GOAL # 8

8. Organizational Development

To provide Chamber staff and Volunteers with a stable, challenging and productive work environment that promotes a cohesive team within the organization and a strong support system for Chamber members.

Action Plan

CHAMBER STAFF/Internal Organization:

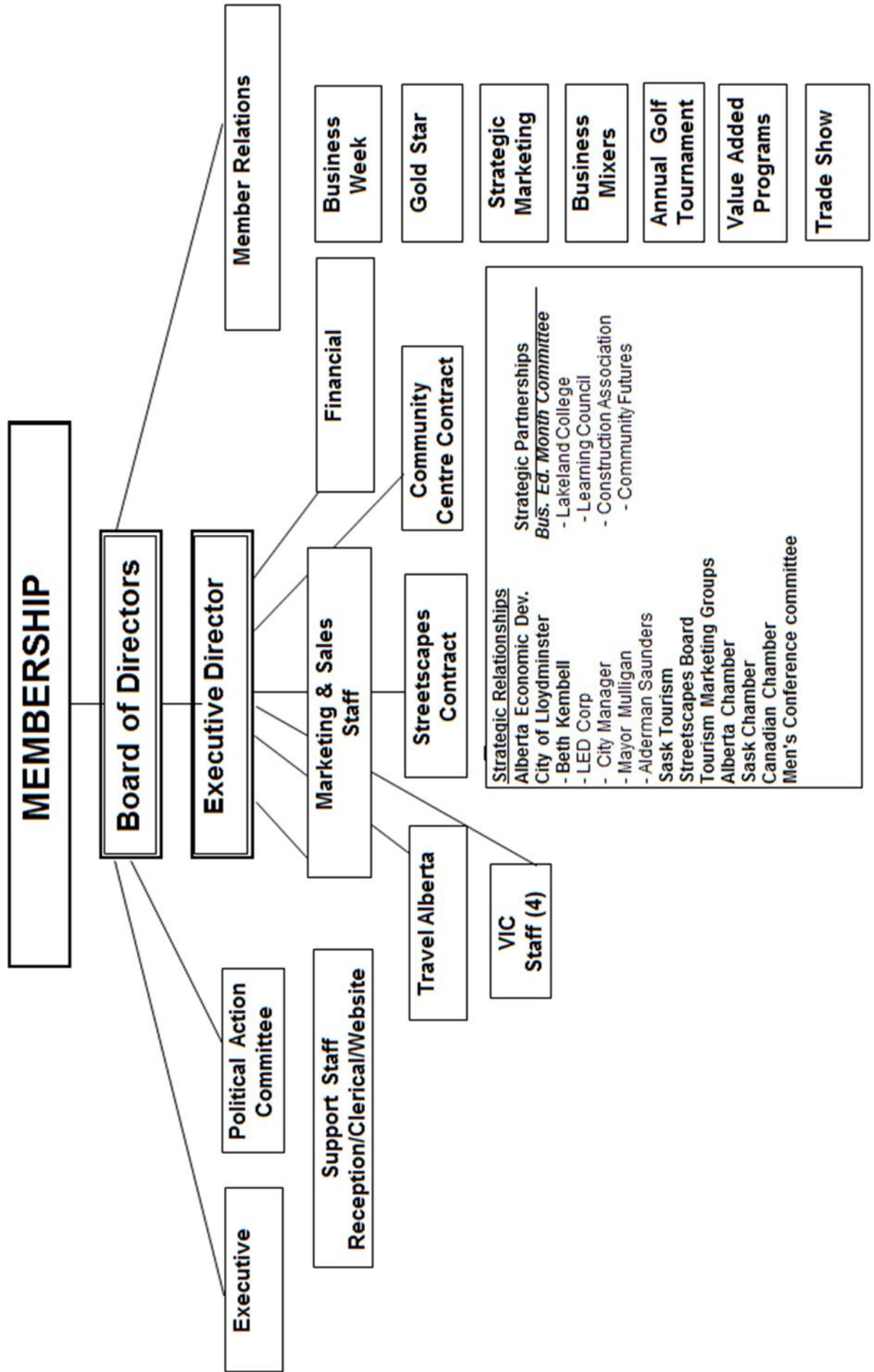
1. Formalize the internal policies and procedures of the Chamber Administration and Operations group to provide a consistent management tool and reference document (e.g. development of a standard operations manual, Employee Handbook, staff job descriptions etc.) This could provide a basis for an application to become an *“Accredited Chamber of Commerce”*.
2. An ongoing review of resources to be done to ensure adequate tools and equipment are in place for staff to be effective. This includes e learning, staff training, along with the documentation provided with the budgeting process.
3. Ongoing cross training of staff is required to better share the workloads during absences, holidays, illness, etc. Job sharing could be an option
4. Examine the entire method of remuneration for all Chamber staff to ensure that it is appropriate for the current environment and congruent with the overall goals of the Chamber
 - i. A comprehensive review of staff wages and benefits to be completed to ensure they are competitive and in keeping with comparable size Chambers and businesses in the community. Are they being paid competitively?
 - ii. Develop a wage grid and salary ranges for Chamber job positions

VOLUNTEERS/External Organization:

5. Develop a VOLUNTEER ORIENTATION Package that will provide volunteers with helpful information about the Chamber and committees etc. and outline the commitment and expectations for volunteers. Some areas to be covered would be:
 - i. How are decisions made?
 - ii. How to become a leader in the organization
 - iii. Leadership progression and participation
 - iv. How to access information
 - v. How can Chamber members actively participate and in what
6. Examine the by-laws and governance procedures to ensure that they are current and relative to today's operating activities
7. Initiate the process to become an "Accredited Chamber of Commerce"

APPENDIX A

Lloydminster Chamber of Commerce
Organizational Chart



APPENDIX B

Current Chamber Activities

Advocacy:

- ❑ Prepare approximately 3 – 6 public policy positions on a variety of issues annually
- ❑ Ongoing communications and input with the Alberta, Saskatchewan and Canadian Chambers of Commerce
- ❑ Regular contact with all MP's, MLA's and City Councillors
- ❑ Ongoing contact with City Staff at all levels, particularly with Economic Development Dept.
- ❑ Bi-annual meetings with the Mayor
- ❑ Annual meetings with the MP's & MLA's , Leaders of official opposition.
- ❑ Delegations to various Standing Committees at both Provincial and Federal levels as needed
- ❑ Regular contact with local media (minimum twice weekly) including frequent interviews with newspaper, radio, television, etc.

Networking Events:

- ❑ Support Chamber Events (average 2 per month)
 1. Monthly Business after Hours
 2. Annual Small Business Mega Mixer (mini trade shows)
 3. Annual cross Chamber networking event involving 5-7 regional Chambers
 4. Annual Golf Tournament
 5. Business Awards GALA
 6. Annual Business Education Month
 7. Annual major Trade Show
 8. A variety of informational events, seminars, luncheons, breakfasts etc. (e.g., Annual provincial budget briefing, Managing the media, Lunches with Rotary, etc.
- ❑ Coordinating Events involves planning, organizing, promoting, taking registrations and attendance, billing and accounting, as well as recruiting sponsors. \$25,000. in sponsorships annually, plus prizes (e.g. Golf tournament provides about one prize per participant)
- ❑ Support the Earn Connections Network (monthly meetings plus a minimum of two other events per annum)

Member Benefits:

- ❑ Various Affinity Programs
- ❑ “Member to Member” discount programs
- ❑ Promotional Services:
 - Advertising opportunities on all Chamber Communications

Chamber Communication Vehicles:

- a. Job Post tool – www.lloydjobs.com
2. WEBSITE:
 - a. 560 distinct pages, plus about 100 documents posted
 - b. All events are posted
 - c. Links to community information (e.g. Tourism, City RFP's etc)
3. Bi- Weekly Newsletter sent out by email and fax with 80% of members receiving it (the last six issues being posted on the web-site)
4. Annual hard copy newsletter mailed to all businesses in Lloydminster

Staff Administration Activities:

- Payroll, including hourly, salary, contracts, etc. which includes Travel Alberta, Streetscapes and the Chamber.
- All statutory reporting, scheduling, HR activities, work assignments and accounting requirements commensurate for an organization of this size
- Annual budget of \$350,000. from various revenue streams with direct costs allocated to relative funding stream
- Manage the financial resources and payable for several management contracts
- Annual business planning/budgeting exercise
- Approximately 130 individual accounts receivable accounts being maintained with billing, accounting, banking and collection activities
- Annual invoicing of 550 membership renewals with monthly payment options and also optional payment plans for all services including credit cards, direct debit, etc.
- Accounts payable with over 65 designated regular suppliers
- Annual Financial Review Process for the Chamber and Audit for Streetscapes
- Maintenance of a complex data base
- Ongoing membership recruiting activities that generate about 50-60 new members per annum
- Ongoing retention activities that pro-actively follows up on about 150 accounts per annum

Chamber Volunteers:

Chamber staff provide administrative support and coordination of approximately 35 volunteer members operating through the various Chamber Standing Committees as well as the occasional ad hoc committees and task forces that may be struck from time to time. Chamber also provides support and expertise to various community committees

- Board of Directors
- Executive Committee
- Nominating Committee
- Political Action Committee
- Membership Relations Committee
- Christmas Trade Show volunteers
- Business Incubator Committee
- Drug Strategy Committee
- Immigration Committee
- Lloydminster Economic Development Corporation
- Lloydminster Business Incubator Committee
- Primary Health Care Working groups (2)
- Workplace Essential Skills committee
- Office Administration Advisory committee

In addition, the Chamber provides numerous representative volunteers and staff to participate on many City committees and Task forces as well as active ongoing partnerships with other groups in the City

Sundry Services:

- Certificates of Origin (about 25 per annum)
- Sundry information requests (several hundred per annum).

APPENDIX C1

Internal Assessment – SWOT Analysis

STRENGTHS:

1. The Chamber of Commerce is located at a good central location in the region.
2. Chamber events are always “first class” and have a reputation of being very successful. There is always something going on that will appeal to everyone.
3. Chamber staff are very positive and willingly provide support and assistance to members with quick responsiveness.
4. The Chamber provides lots of networking opportunities and is a great place to meet people and get involved in the business community.
5. The Chamber produces an excellent electronic newsletter that is both informative and keeps members current on issues, news and activities.
6. The Chamber’s web site is well designed, attractive and easy to browse.
7. The Chamber has a very credible and strong leadership.
8. The quality of Chamber members is exceptionally high with a strong allegiance to ethical standards.

WEAKNESSES:

1. New member orientation program needs to be improved.
2. Members need to be engaged more – encouraged to get involved, attend events.
3. We need an achievable yet aggressive Business Plan to be able to stay on course.
4. Do we know or can we track how much business is done between Chamber members?.
5. Many members remain confused as to the role of Chamber staff.
6. There is a need to continually improve communication methods through the more effective use of technology.
7. Office space is very limited and the staff work quarters are on one hand cramped but also disjointed and isolated.
8. The presentation of the Chamber could be improved with a new facility or space.

APPENDIX C-2

Internal Assessment – SWOT Analysis (cont'd)

OPPORTUNITIES:

1. There is plenty of potential for growth in membership. A concerted effort to grow the membership will pay dividends. Ultimately the increase and sustainability of membership is expected to strengthen the Chamber.
2. There is a tremendous pool of business talent within the Chamber membership that needs to be more fully exploited.
3. Continually promote events and committees to engage members more and increase their levels of networking.
4. Promote the wide range of advertising opportunities for members.
5. Aggressively communicate the benefits and cost savings available to members through discount programs and the various affinity programs.
6. The decision making process at the local Chamber in relationship to the Alberta & Saskatchewan Chamber and the Canadian Chamber needs to be explained with more clarity to provide members with a better understanding of the many roles of the Committees, the Board of Directors and the Chamber Staff.
7. Provide a special focus in the Newsletter to reach out to the Young Entrepreneurs in the Chamber Community.

THREATS:

1. Some people/organizations join the Chamber for a “quick payback”. When that doesn’t happen they leave. To avoid turn over and losing a member, we have to help them realize that being a Chamber member is a long term rather than a short term investment. The message is they need to participate to make their membership work.
2. Members are becoming more selective in how they spend their time. Family time is important and so we have to be mindful of those kinds of demands and be accommodating when scheduling Chamber events and activities.

APPENDIX C-3

External Assessment – SWOT Analysis

STRENGTHS:

1. The Lloydminster Chamber is a high profile organization and well respected in the Community.
2. The Chamber is a strong and credible voice in the community and enjoys good relations with many community partners.
3. As an Advocate for business, the Chamber is effective and has a good working relationship with the Mayor and City Council.
4. The Chamber takes a global response to business issues. The Chamber's position is always very carefully researched and thought out and presented in a professional manner.
5. The Chamber Executive Director is knowledgeable and well connected to our local & provincial leaders.

WEAKNESSES:

1. There is still a public misunderstanding of exactly who and what the Chamber of Commerce is and what it does. We must educate the general community so they realize that, it is not a Bank, branch of government or a government funded agency.
2. The Chamber needs to respond more to the very specific and individual needs of businesses within each of the various communities in Lloydminster.
3. The Chamber does not have a means of measuring its effectiveness in performing the advocacy role. Some kind of scorecard would be helpful to determine the “wins and losses” in order to improve on the performance.

OPPORTUNITIES:

1. The Lloydminster Chamber is well respected and seen as a leader amongst other Chambers in both provinces. Attendance at local and provincial meetings is sought. This reputation is a positive one that gives the Chamber additional “clout” amongst its peers. It needs to be used strategically and effectively.
2. With already a good track record in communication strategy the Chamber needs to take advantage of new technology and communication tools that become available.
3. Economic growth both projected and actual in our community is very positive and the Chamber needs to play an even bigger role in driving the economic development agenda by winning over community leaders and the general public.
4. The continued attraction and expansion of small business creates success and the Chamber needs to play a more aggressive role in reaching out to these organizations.

APPENDIX C-4

External Assessment – SWOT Analysis (cont'd)

THREATS:

1. A city half way between two major centres attracts business trade of an undesirable nature. Couple that with a shortage of law enforcement resources, Lloydminster might be seen as a less than attractive place to live, work & start a business.
2. The infrastructure (ie: health care) could be a negative determining factor when potential employees or business owners are deciding to locate in Lloydminster.
3. There are a number of events and functions in this city that compete for the same dollar. Whether it is charitable causes, or special events, you often see the same people all the time. Again this taxes people's availability and needs to be given careful consideration when planning Chamber events, activities and soliciting sponsors.