

Chelsea First Business Plan

FINAL July 7, 2010

GOALS

The goal of the Chelsea First Marketing Campaign is to build a comprehensive marketing policy that will position Chelsea as a leading choice for visitors, businesses, and residents.

I. Role of the Chelsea First Advisory Committee

- A. Develop a Chelsea First Marketing Campaign in coordination with the Marketing Director and Chamber of Commerce. The Marketing Campaign should take into consideration the following elements:
 - 1. Focus on the big picture or the brand of Chelsea.
 - 2. Review and incorporate feedback from businesses, community organizations, residents, visitors, etc.
 - 3. Include forward planning calendars that coordinate events.
 - 4. Maximize opportunities to cross promote events in Chelsea and make efficient use of available marketing funds.
- B. With the Marketing Director, review and coordinate all information that is relayed from the Chamber of Commerce in a timely manner.
- C. Oversee and review the performance of the Marketing Director
 - 1. Develop a clear job description and goals to measure the Marketing Director's performance.
- D. Approve an annual marketing budget and review financial statements on a monthly basis.
- E. Ensure appropriate representation of the community being marketed.

II. Role of the Chamber of Commerce

- A. Serve as the fiduciary for the organization. Activities include:

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1. Supervision of the budget
 2. Payroll
 3. Invoice/Payment for all vendors
 4. Generate financial reports as necessary
- B. Provide administrative support for the Marketing Director including but not limited to:
1. Mail package delivery depot.
 2. Message services as necessary.
 3. Ensuring that inputs from the Chelsea First Feedback Process are processed and forwarded to the Marketing Director in a timely manner.
- C. Serve as the information center for general correspondence.
1. Process inquiries and requests from external sources/general public.
 2. Respond to inquires for tours, visitor packages, "Chelsea information".
 3. Serve as the official interface for press releases and press interviews.
 4. Serve as the main contact for Convention and Visitor Bureaus, State and local tourism group.
- D. Serve as the liaison for communications between Chelsea businesses, the Marketing Director, the Advisory Committee, City of Chelsea, etc.
- E. Provide local services to support events, tours, conferences and special groups during their visits to Chelsea.
- F. Supply informational and promotional materials for Chelsea as required.

III. Role of the Marketing Director

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- A. Create, with assistance from an outside marketing firm, a Chelsea First marketing campaign in coordination with the Advisory Committee and the Chamber of Commerce.
 - 1. Implement the marketing plan and oversee regular updates as needed.
 - 2. Communicate the plan to Chelsea businesses and related organizations to enlist their support and involvement.
 - 3. Manage information received from the Chelsea First Feedback Process to ensure that it is reviewed, analyzed and communicated effectively.
- B. Prepare the annual marketing budget and oversee the annual implementation of the budget within pre-approved levels.
- C. Work closely with marketing professionals, vendors, media contacts, and other related representatives.
- D. Develop on-going public awareness programs through local, regional and multi-state media, including but not limited to, broadcast, electronic, travel trade, and social media, designed to increase consumer awareness of Chelsea.
- E. Leverage promotion of events such as seasonal festivals, concerts, and parades utilizing volunteers as appropriate, to expand awareness of Chelsea as a destination.
- F. Coordinate and maintain market research studies needed to establish a clear profile of the existing and potential Chelsea shopper.
- G. Gather, interpret, and prepare data for studies, reports, and recommendations.
- H. Oversee the development of grant applications as they pertain to projects and programs. Assist with grant administration such as helping with grant reimbursement reports, overseeing compliance with grant requirements, and ensuring quality of work on projects.

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IV. Role of Businesses, Community Organizations, and Events Committees

- A. Work via separate committees to promote individual businesses, as well as organize festivals, events, sales, etc.
 - 1. Work on ideas to attract people into your businesses.
 - 2. Collaborate with other businesses and organizations to cross promote events that fit individual business models.
- B. Communicate ideas and feedback through the “Chelsea First Feedback Process.”
 - 1. Parties interested in providing feedback and ideas should contact the Chamber of Commerce.
- C. Contribute funds or in-kind effort to assist in the growth of the Chelsea First Marketing Campaign.
 - 1. Contribution of funds and time can be done for specific events that fit individual business needs.

V. Role of the City of Chelsea

- A. Provide funding for the Chelsea First Marketing Campaign upon review of annual reports and financial statements.

VI. Role of the DDA

- A. Provide funding for the Chelsea First Marketing Campaign upon review of annual reports and financial statements.
- B. Communicate DDA plans, goals, or issues that may impact the Chelsea First Marketing Campaign.

VII. Advisory Committee Infrastructure

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- A. Chelsea First Advisory Committee, a Standing Committee of the Chelsea Chamber of Commerce, will be made up of representatives from various segments of the Chelsea community including, but not limited to the following:
1. City of Chelsea/ DDA
 2. Chelsea Chamber of Commerce
 3. Downtown businesses
 4. North area businesses
 5. South town businesses
 6. Historical Society/ Preservation Chelsea
 7. Arts community
 8. Accommodations group
 9. Retirement communities
 10. School district
 11. Chelsea Community Hospital
 12. Industry/ Real Estate
- B. Until 2013, Advisory Committee representatives will serve staggered terms of one, two and three years. As each term expires, the representative, with agreement from the committee, may accept an additional three year term.
- C. By 2013, all terms will be for a period of three years, with a maximum service of two consecutive three-year terms. Representatives will be eligible to serve additional terms after one year has passed from the previous term.
- D. The Marketing Director will serve at the pleasure of the advisory committee, reporting to and being evaluated by the Advisory Committee Chair.
- E. Current Advisory Committee members, and their terms are as follows:

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1. City of Chelsea- Ann Feeney (through 2011)
2. DDA - Mike Jackson (through 2011)
3. Chelsea Chamber of Commerce - Bob Pierce (through 2013)
4. Downtown Businesses - Pat Cleary (through 2013) and Trinh Pifer (through 2012)
5. North Area Businesses - Michele Balaka (through 2012)
6. South Town Businesses - Mike Casey (through 2012)
7. Historical/Preservation - Michelle McClellan (through 2013)
8. Arts - Alan Ribant (through 2012)
9. Accommodations Group - Bo Skelton (through 2012)
10. Retirement Community - Kate Collins (through 2013)
11. Chelsea Hospital - Judy Stratman (through 2013)