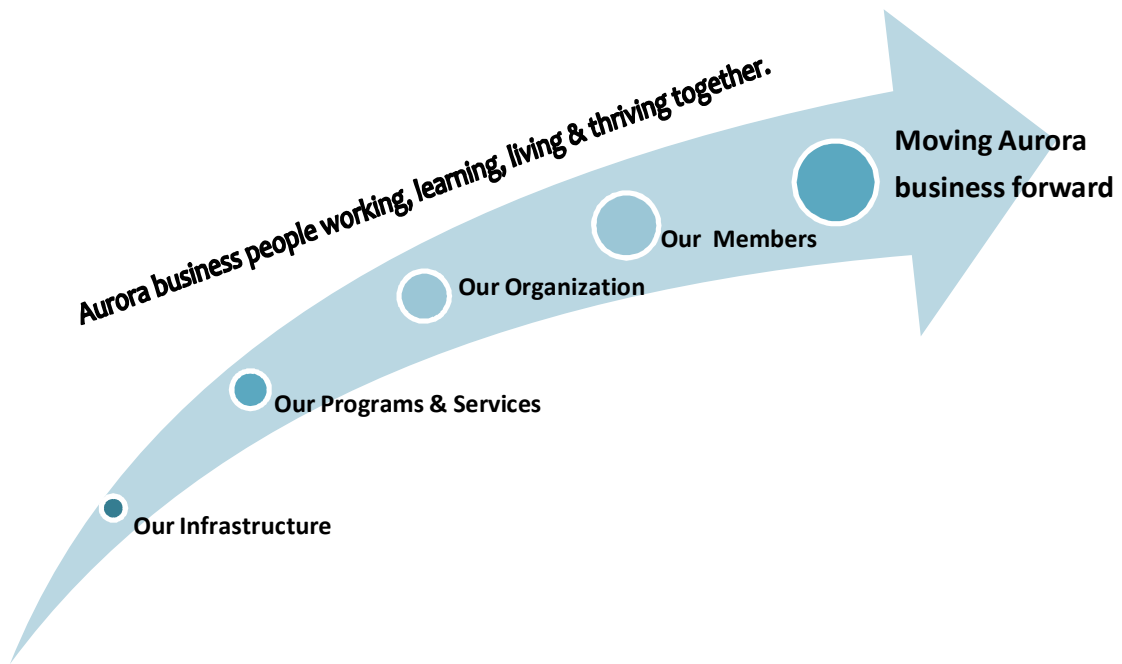


AURORA CHAMBER OF COMMERCE
STRATEGIC DIRECTIONS FOR 2010 - 2015



The mission of the Aurora Chamber of Commerce is to move Aurora business forward

- We are a business information network
- We foster growth in our members
- We are a vital part of the Aurora community
- We influence, educate, and advocate in York Region

Our vision is Aurora business people, living, learning and thriving together.

We envision:

- Aurora as a preferred destination for businesses and a haven for boutique businesses
 - A dynamic business environment with sufficient professional business space
 - Aurora businesses benefiting from decisions made by government
 - Working closely with schools to mentor kids, helping them understand the value of being in business and involved in the Chamber
 - Generating grants to create a centre of excellence in Aurora
 - Holding premiere business events
 - Optimizing technology to drive member services
 - Developing future business leaders through mentoring, expanding members' networks and education
 - Aurora's business people living integrated lives
 - An inclusive membership and a Board reflective of the membership
 - Creating and promoting an entrepreneurial spirit to enable business success
- During the next five years we will focus on realizing this vision by:

To align our organization and governance with member needs we will:

- Fully understanding diverse member needs
- Creating and delivering high-value programs and services relevant for member needs
- Aligning our organization and governance with member needs
- Building technology and financial infrastructure to properly serve members



Our Core Values

Consultation

...Consult and collaborate with our business community, our political leaders and other diverse stakeholders

Excellence

...Set the standard in Chamber of Commerce vision and deliverables

Accountability

...Make evidence-informed decisions and take responsibility for our actions and outcomes

Integrity

... Bring the very best of who we are to our work and our relationships

Leadership

.... Proactively address business-related issues and opportunities through a united voice

I can't believe how much I have gained from my membership with the Chamber of Commerce.

As a home-based business, I sometimes feel alone. After attending a Chamber event and speaking with other business owners, I feel re-connected and re-energized.

When compared to other business associations, the Chamber excels in volunteering, networking, holding events and providing opportunities to meet people in the community.

Our Strategies and Plans

To fully understand diverse member needs we will:

Develop action plans by May 2010 to “fully understand diverse member needs”.

ACTION STEP	ACCOUNTABILITY	DATE
1. Make use of the Member Survey indicators, and capture the survey’s “momentum” in the next communication with our target group.	ANDY HEWITSON, PETER DICKENS, JUDY MARSHALL	Completed
2. Determine who our “targets” are for additional communication	ANDY HEWITSON, PETER DICKENS, JUDY MARSHALL Membership and Marketing Committee.	October 2010
3. Determine the “message” and the answers we are seeking Create a communication that will encourage/motive response that will pique interest and solicit some enthusiasm for providing feedback.	ANDY HEWITSON, PETER DICKENS, JUDY MARSHALL Membership and Marketing Committee.	October 2010
4. Determine appropriate, effective and feasible communication methods.	ANDY HEWITSON, PETER DICKENS, JUDY MARSHALL Membership and Marketing Committee.	November 2010
5. Determine target date(s) and timing(s) for communications, response collections, and analyses.	ANDY HEWITSON, PETER DICKENS, JUDY MARSHALL Membership and Marketing Committee.	December 2010
6. Determine “champion” and team members . . . who will refine the action planning, develop details and specifics, and propose timetable(s) for the communications, following policies, procedures, present detailed plans, gain board approval	ANDY HEWITSON, PETER DICKENS, JUDY MARSHALL	Ongoing
7. Just do it . . .	ANDY HEWITSON, PETER DICKENS, JUDY MARSHALL	

To align our organization and governance with member needs we will:

Develop an appropriate governance strategy for the Chamber that will serve our needs over the next 3 – 5 years.

ACTION STEP	ACCT.	DATE
1. Provide Board with information/education on key issues and models for board governance	JUDY MARSHALL	Complete
2. Provide options on governance model and make decision	JUDY MARSHALL/PETER DICKENS	Complete
3. Develop accountability framework re: governance	JUDY MARSHALL/GEOFF DAWE	Complete
4. Establish committee structure and terms of reference	PETER DICKENS/ROBIN TAYLOR-SMITH/JUDY MARSHALL	Sept. 2010 progress made – Finance, Mbership and Mktg in place
5. Develop appropriate governance policy manual	ROBIN TAYLOR-SMITH/PETER DICKENS/JUDY MARSHALL	Dec. meeting Started – should be completed for March

To create and deliver high value programs and services relevant for members needs we will:

ACTION STEP	ACCOUNTABILITY.	DATE
1. Focus on a balanced portfolio of programs that educate, connect, and celebrate our members with advocacy and influence	PETER DICKENS, Executive, JUDY MARSHALL Marketing and Member Services Ctes.	Spring 2011
2. Ensure events meet the budgets and criteria defined in business plans	JUDY MARSHALL, Event Chairs	Ongoing
3. Build specialized programs for target groups <ul style="list-style-type: none"> ▪ The portfolio will be reviewed and fleshed out in 2011 ▪ Develop review criteria Jan 2011 ▪ RepoRobin Taylor-Smith to Board – Spring 2011 	Review all programs Feb/Mar	2 target groups identified – retail and home- based members

To build technology and financial infrastructure for properly servicing members we will:

ACTION STEP	ACCOUNTABILITY.	DATE
1. Identify, select and implement the right technology at the right time that supports Robin Taylor-Smith operations and connects members	JUDY MARSHALL	January 2011
2. Diversify revenue streams, pursuing grants and revenue-generating opportunities <ul style="list-style-type: none"> ▪ The Board will consider various options in 2011 	Sponsor package Ease process of sponsoring events/Chamber. Grant applications for specific events. JUDY MARSHALL with Marketing Cte and staff	Ongoing –

Approved: Meeting of the Board of Directors June 10, 2010