

# 2015 Benchmark Survey for Membership Organizations: Survey Results

The only survey of its kind in Canada



Bramm Research Inc.  
Better Information. Better Solutions

---

## 2015 Benchmark Survey of Membership Organizations

This is the fourth annual Benchmark Survey of Membership Organizations. This survey focuses on the business and sustainability of the Canadian membership organization with a particular focus on the eight elements of the High Performance Membership Organization<sup>TM1</sup>. It is the only one of its kind in Canada. The survey was conducted in 2015 using a combination of telephone interviews and online responses. The respondents were either Canadian organizations or the Canadian arms of international organizations. Results are based on 120 respondents.

### Membership Organization Defined

By membership organizations we mean non profit entities who have dues-paying members and whose primary activity is providing services to those members.

This is a specialized niche within the non profit sector with its own unique characteristics. Membership organizations are typically self-sustaining and cannot rely on government assistance or donations.

Just like service companies in the for profit sector, they need to provide value to the people that they serve or they will not survive.

A membership organization is a business and must be run as one to be sustainable.

There is very little data available for the membership organization niche. The purpose of this survey is to help fill that void and to provide organizations in the sector with critical information about their peers and to give them the information they need to thrive.

### The Respondents

The membership organizations surveyed include entities of all sizes. Respondents' annual revenue ranges from less than \$10,000 to more than \$25 million.

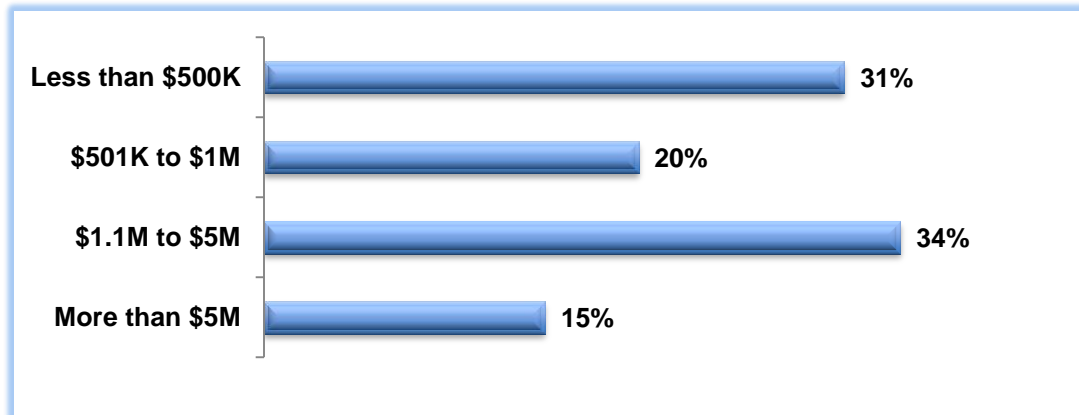
Respondents include organizations that represent an industry, a trade, a profession or a special interest. This includes organizations whose members are primarily individuals, and those whose members are primarily corporate.

---

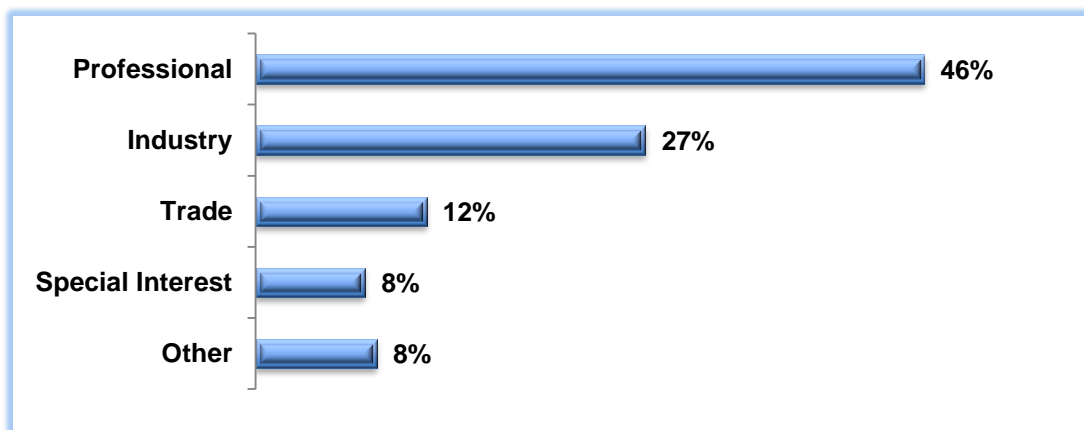
<sup>1</sup> For more information about the HPO Model see the Appendix.

## Respondents by Revenue and Type

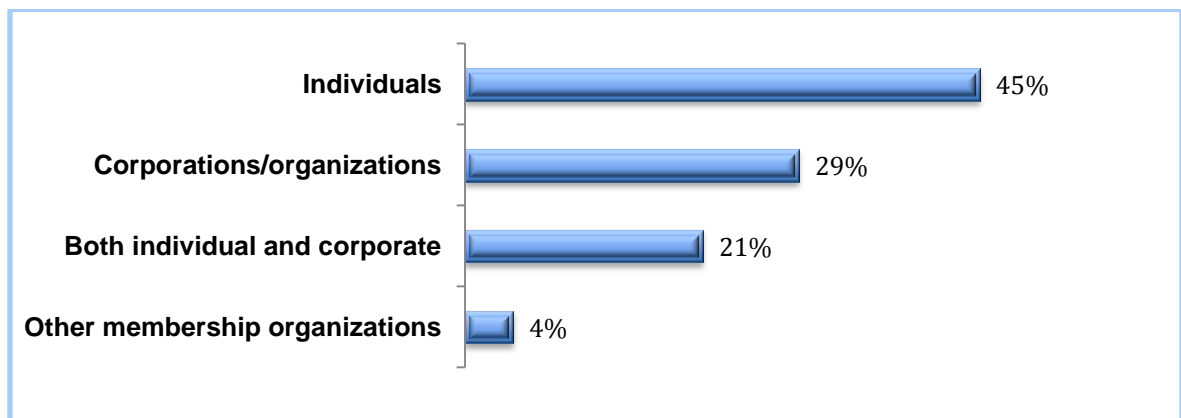
### REVENUE PER ANNUM



### TYPE OF ORGANIZATION



### TYPE OF MEMBER



## Survey Highlights

### ***Looking for higher revenue?***

This year we focused on identifying attributes and practices that are correlated with revenue trends. We identified 17 best practices and 5 attributes that are associated with an upward trend in revenue.

If higher revenue is important for your association, consider adopting as many of these practices as make sense for you. Organizations that have these attributes are more likely to have an upward revenue trend and those who don't, are more likely to have a downward revenue trend. The top best practices are noted in the diagram below.



In comparison to those with an upward revenue trend, organizations with a downward trend are less likely to have a strategic plan and their board members are judged to be less efficient and less productive.

As well, those with a downward revenue trend are less likely to have a strategy that is documented to attract and retain members. This lack of a strategy is carried over into accomplishing sponsorship goals.

The following graphic summarizes characteristics of those organizations with declining revenues.



---

## *BEST PRACTICES FOR INCREASING REVENUE*

### MEMBER SERVICES

1. Have an issues management program.
2. Publish knowledge products
3. Have online registration and payment available for all services and events

### MEMBER ATTRACTION AND RETENTION

4. Have a member marketing plan
5. Have a budget for member recruitment
6. Ensure all staff and directors know your member value proposition and can articulate it

### SPONSOR ATTRACTION AND RETENTION

7. Have a documented strategy for sponsorship and a marketing plan

### EMPLOYEES AND VOLUNTEERS

8. Do performance reviews for all staff annually. This includes the chief staff officer
9. Ensure effective attraction, retention and engagement of volunteers

### BOARD OF DIRECTORS

10. Ensure all of your board members are engaged
11. Ensure board meetings are productive
12. Ensure board is effective in making decisions and accomplishing goals
13. Provide directors with orientation materials and live training

## OTHER

14. Identify and track your association metrics
15. Have a current strategic plan
16. Use external consulting expertise
17. Ensure member dues are no more than 50% of total revenue

## ATTRIBUTES

Your association is more likely to have an upward revenue trend if you have these attributes:

1. You are an industry/professional associations rather than a trade association
2. Your association has regional networks
3. Your association has revenue of \$1 to \$5 million.
4. You are a provincial association rather than a national association
5. Your association fee is paid by the employer/company rather than the individual

## ***Changes from 2013 Survey***

1. The 2015 survey showed a significantly higher percentage of organizations with a 3 year downward revenue trend (26% versus 12%).
2. In 2015 there was a significant increase in respondents who track member retention (50% versus 38%) and member satisfaction (43% versus 33%). However the respondents tracking other metrics (e.g. member attraction, member engagement) shows little change.
3. This survey also showed a significant increase in respondents who have sponsors as well as a significant increase in those who have a documented strategy and a marketing process to attract and retain sponsors.
4. In 2015, fewer organizations have reserves that are at least equal to one year's operating budget.

---

## ***Interesting Observations***

### ***TOP CHALLENGES FOR 2016***

The top challenges cited by respondents are, in order of magnitude: demonstrating value for money, lack of funds or staff and raising the organization's profile.

- The challenge of demonstrating value for money has increased since last year. We note that it tends to be an issue that is mentioned more often by industry/trade organizations than professional organizations. However, this latter group finds that raising the organization's profile is a challenge that rivals demonstrating value for money.
- These challenges remain consistent whether revenue is trending upward, downward or flat.
- Organizations with a downward revenue trend share with other organizations the crucial challenge of demonstrating value for money. But unlike other organizations that have either upward or a flat revenue trend, the challenge of attracting new members is also in the top spot.

### ***MEMBER ATTRACTION AND RETENTION***

The median member attraction rate is 12%. The mean member retention rate is 94%.

Survey respondents told us what is having a negative effect on membership recruitment and retention. Key factors include:

- Economic pressure in Western Canada.
- Shrinking member base due to a variety of factors e.g. declining student enrollment, consolidation within the industry, company closures, retirement.
- Others recognize that they are simply not providing member value.

Survey respondents also told us they are using a variety of methods to increase membership. Here are some of the highlights:

- Development and implementation of special interest groups (SIGs): This technique segments the membership into smaller groups where the participants have a wider range of common interests. When executed effectively, SIGs can build member engagement. For associations with a diverse membership, SIGs can also provide an effective defense against losing members to more specialized membership organizations.
- Focusing on programming and enhancing member value.
- A new membership structure that entices more individual membership from within a company.
- A focus on emerging professionals and students.
- Improvements to the lapsed member contact program.

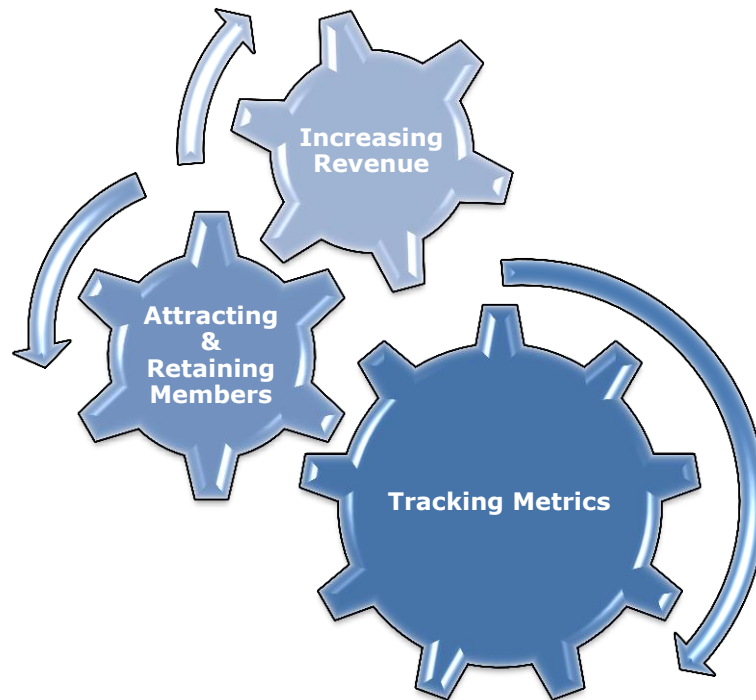


- An emphasis on member engagement.

### *MEMBERSHIP FEES*

1. Lower fees are not correlated with an upward revenue trend. In fact, the opposite may be true; we found that 40% of respondents with a downward revenue trend have membership fees below \$300 per annum. This is particularly interesting because in our consulting work we often hear association decision-makers claim that any increase in membership fees will reduce the membership numbers. Anecdotally we have not found this to be true, but it is a widely held belief. In our analysis we are not seeing a correlation between membership fees and trends in membership.
2. Associations should consider having varying fee levels; we found that organizations who charge the same fee to everyone were more likely to have a downward revenue trend. For those who do have varying fee levels it may be appropriate to segment the member value proposition for each fee level.
3. The majority of respondents increase member fees "as needed" and this is much more prevalent amongst those organizations with a downward revenue trend. A best practice is to increase fees a small amount each year.

## TRACKING METRICS



There is a clear indication that organizations that track their metrics are more likely to be more successful in attracting and retaining members, and also in attracting and retaining volunteers, and using them effectively.

- This year we saw an increase in the percentage of organizations that are tracking key metrics. Fifty percent of respondents track their member retention rate. This is up from 38% last year. 43% of respondents are now tracking member satisfaction. Still only 23% track their attraction rate and 20% track member engagement.
- With greater attention being given to certain metrics, organizations are feeling more confident this year in their ability to attract and retain volunteers. However, we are not yet seeing increases in their confidence to attract and retain existing members. And when it comes to engagement, we are, in fact, seeing a slight decrease in confidence.

## OTHER

1. Organizations with a downward revenue trend are more likely to have made structural changes in the past year, and those who have an upward revenue trend or more likely to have structural changes planned for 2016.

## STRATEGIC PLANNING AND IMPLEMENTATION

- Strategic Plan: 19% of all respondents do not have a strategic plan. This is more often the case for respondents with a downward revenue trend (30%).

## BOARD EFFICIENCY AND PRODUCTIVITY

- Efficiency: Over half (56%) of all respondents consider their board to be Highly or Very Efficient in making decisions and accomplishing goals. For respondents with a downward revenue trend, a much lower percentage (35%) get the same score.
- Productivity: 62% of all respondents consider their board meetings to be Highly/Very Productive whereas only 40% of respondents with a downward revenue trend get the same score.

## MEMBERSHIP STRATEGY AND MARKETING

- There is a relationship between the revenue trend and having a strategy and a marketing plan to attract, engage and retain members, and being able to articulate the MVP (member value proposition).
  - Membership Strategy: Approximately 70% of all respondents have a strategy to accomplish this. For those respondents with a downward revenue trend, a slightly lower percentage (65%) have a membership strategy.
  - Membership Marketing Plan: Approximately one-third (37%) of all respondents have no member marketing plan. For those respondents with a downward revenue trend, a much higher percentage (50%) have no member marketing plan.
  - MVP: Only 23% of all respondents are Highly Confident that all of their board members can clearly articulate their MVP. For those respondents with a downward revenue trend, a much lower percentage (5%) are Highly Confident.
  - Ability to Attract New Members: 21% of all respondents ranked their ability to attract new members as Very Good or Excellent. Only 10% of respondents with a downward revenue trend ranked themselves at this level.
  - Ability to Retain Members: 48% of all respondents ranked their ability to retain members as Very Good or Excellent. Only 30% of the respondents with a downward revenue trend ranked themselves at this level
  - Ability to Engage Members: 25% of all respondents ranked their ability to engage members as excellent/very good. This level dropped to 20% amongst those with a downward revenue trend.

---

## Looking Forward

The 2015 Benchmark Survey results continue a trend that we have seen since we started this survey in 2011. Each year there is increasing pressure on membership organizations to deliver higher standards of service, value and performance.

Membership organizations are now held to the same standards of professionalism as for profit service providers. The 2015 Benchmark Survey results tell us that we need:

1. A clear, compelling value proposition that the entire leadership can repeat consistently
2. A high value, highly regarded suite of services
3. A well-documented plan; including a well-articulated recruitment system with adequate resources; for both members and sponsors
4. Clear accountability and an annual performance review for the chief executive
5. Metrics/KPIs that are tracked and monitored consistently
6. A highly effective board of directors

## Benchmarking Survey Overview – Summary Tables

### Table of Contents

1. Incorporation and Governing Legislation.....	16
2. Your Type of Membership Organization.....	17
3. Organization Has Regional Networks/Chapters and Your Place in the Hierarchy.....	17
4. Is Membership Required by Legislation?.....	18
5. Regulation of Your Industry/Profession.....	19
6. Certification/Accreditation and Education Credits.....	20
7. Advocacy/Government Relations Work.....	21
8. Existence of an Issues Management Program.....	21
9. Knowledge Products.....	22
10. Knowledge Products Offered.....	23
11. Structural Changes Made .....	23
12. Structural Changes Planned.....	24
13. Type of Members.....	24
14. Percentage of Membership that is Corporate.....	25
15. Estimate of Your Market Penetration .....	25
16. Number of Members at Start of Last Fiscal Year .....	26
17. Number of Members at The End of Last Fiscal Year .....	27
18. New Members Joining During Last Fiscal Year .....	27
19. Who Pays For Membership?.....	28
20. Median Membership Fee.....	29
21. Calculation of Membership Fee .....	30
22. Frequency of Increasing Membership Fees.....	31
23. Most Recent Increase in Membership Dues .....	32
24. Trend In Membership Numbers.....	33
25. Membership Expectations for 2015 .....	33

---

26. Reasons For These Expectations .....	34
27. Strategy To Attract and Retain Members .....	40
28. Is Strategy Documented? .....	40
29. Existence of a Marketing Plan to Attract and Retain Members.....	41
30. Is Marketing Plan Documented? .....	42
31. Perceived Effectiveness of Marketing Plan.....	42
32. Confidence That Board Members Can Articulate MVP .....	43
33. Budget For Member Recruitment Last Year? .....	44
34. Methods Used to Engage New Members .....	45
35. Last Member Survey .....	46
36. Average Number of Years Members Retain Membership .....	47
37. Member Contacts Before Membership Expiration .....	48
38. Commencing Renewal Efforts .....	49
39. When are Renewal Efforts Curtailed?.....	50
40. Methods Used For Membership Renewals .....	51
41. Metrics/KPIs That Are Tracked.....	52
42. Volunteer and Member Performance .....	53
43. Number One Challenge .....	54
44. Top Two Challenges .....	55
45. Event Attendance .....	56
46. Event Attendance - Expectations .....	56
47. Staffing – Paid Employees.....	57
48. Number of Paid Employees.....	57
49. Staff Numbers .....	58
50. Performance Reviews For Chief Executive.....	58
51. Performance Reviews for Employees.....	59
52. Employment Contracts for Employees.....	59
53. Use of Contracted Services .....	60
54. Use of Consulting Services.....	60
55. Plans for Paid Employees.....	61

---

---

56. Plans for Contracted and/or Consulting Services.....	61
57. One Desired Change to Organization's Operations .....	62
58. Existence of Sponsors.....	66
59. Kind(s) of Sponsorship .....	66
60. Nature of Sponsors .....	67
61. Revenue Derived From Sponsors .....	67
62. What Happened to Sponsorship Income Last Year? .....	68
63. Expectations For Sponsorship Income.....	68
64. Existence of a Strategy to Accomplish Sponsorship Goals.....	69
65. Is Sponsorship Strategy Documented?.....	69
66. Results of Strategy .....	70
67. Existence of a Marketing Process .....	71
68. Is it Documented.....	71
69. Confident That Board Members Can Articulate Sponsor Value Proposition.....	72
70. Existence of a Strategic Plan for the Organization.....	73
71. Is the Strategic Plan Documented?.....	73
72. Results of the Strategic Plan .....	74
73. Board Member Engagement.....	75
74. Board Efficiency .....	76
75. Productivity of Board Meetings.....	77
76. Directors Provided with Orientation Materials.....	78
77. Live Training Provided? .....	79
78. Desired Changes to How Board Operates .....	80
79. Last Major Overhaul of Website.....	84
80. Availability of Various e-Commerce Features.....	85
81. Other Uses For E-Commerce .....	86
82. Gross Revenue Per Annum.....	88
83. Sources of Revenue .....	88
84. Other Sources of Revenue.....	91
85. Gross Revenue Over the Past Year .....	92

---

---

86. Trend in Revenue .....	93
87. Budget For Gross Revenue .....	93
88. Expectations For Gross Revenue in 2015 .....	94
89. Sources of Revenue Growth.....	95
90. Sources of Revenue Decline .....	96
91. Costs.....	97
92. Goals For Costs .....	97
93. Existence of Financial Reserves .....	98
94. Months/Years of Operating Expenses That Could be Covered By Reserves .....	98
95. Were Reserves Used in 2014?.....	99
96. Use of Reserves in 2015 .....	99
97. Existence of Directors and Officers Insurance .....	100
98. Directors and Officers Insurance Within Past Three Years .....	100
99. Final Comments .....	101



## Note Regarding Respondent Comments

Please note that all comments from respondents are transcribed verbatim. Spelling and grammatical errors have not been corrected.

### 1. Incorporation and Governing Legislation

Virtually (93%) all the organizations taking part in the survey are incorporated. Approximately two-thirds are governed by federal legislation with the remainder falling under provincial legislation. A small percentage fall under some other type of legislation.

#### 1.a) Are you incorporated as a not-for-profit entity?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	95%	93%	96%	93%	93%	95%	94%
No	6%	6%	4%	6%	7%	5%	3%
Not stated	0%	1%	0%	2%	0%	0%	3%

#### 1.b) If yes, what legislation governs you?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>112</b>	<b>44</b>	<b>51</b>	<b>52</b>	<b>19</b>	<b>29</b>
Federal Not For Profit legislation	59%	63%	59%	65%	58%	63%	72%
Provincial Not For Profit legislation	38%	37%	43%	35%	40%	37%	28%
Unique Act	5%	2%	0%	2%	2%	5%	0%
Other	6%	2%	5%	0%	2%	0%	0%

## 2. Your Type of Membership Organization

Approximately one-half (46%) of the sample is comprised of professional organizations. An additional 38% are either industry or trade associations.

### 2. What type of membership organization are you?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Industry	18%	27%	70%	0%	34%	20%	29%
Trade	12%	12%	30%	0%	9%	25%	3%
Professional	51%	46%	0%	100%	50%	20%	48%
Special Interest	11%	8%	0%	0%	7%	15%	7%
Other	7%	8%	0%	0%	0%	20%	13%
Not stated	1%	0%	0%	0%	0%	0%	0%
<b>NET INDUSTRY OR TRADE</b>	<b>30%</b>	<b>38%</b>	<b>100%</b>	<b>0%</b>	<b>43%</b>	<b>45%</b>	<b>32%</b>

## 3. Organization Has Regional Networks/Chapters and Your Place in the Hierarchy

Approximately 50% have regional networks/chapters. More likely to be the case amongst professional organizations.

### 3. Does your organization have regional networks (e.g. chapters)?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	50%	47%	31%	61%	56%	45%	39%
No	51%	51%	67%	38%	43%	55%	58%
Not stated	0%	2%	2%	2%	2%	0%	3%

#### 4. Where in the hierarchy is your organization?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Our organization is a regional chapter	6%	8%	9%	7%	7%	10%	7%
Our organization is provincial	25%	29%	30%	31%	39%	25%	19%
Our organization is national	43%	53%	48%	60%	45%	65%	58%
Our organization is international	8%	3%	2%	2%	4%	0%	7%
Other	6%	3%	4%	0%	4%	0%	3%
Not stated	12%	3%	7%	0%	2%	0%	7%

#### 4. Is Membership Required by Legislation?

Relatively few of our respondent organizations had membership that was required by legislation.

#### 5. Is membership in your organization required by legislation?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	10%	5%	4%	6%	5%	5%	0%
No	90%	95%	96%	95%	95%	95%	100%

## 5. Regulation of Your Industry/Profession

Over half (52%) of our participating organizations represent regulated industries/professions.

### 6. Is your industry/profession regulated?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	42%	52%	57%	60%	52%	55%	39%
No	58%	48%	44%	40%	48%	45%	61%

### 6.b) Is your organization the regulator?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>62</b>	<b>26</b>	<b>33</b>	<b>29</b>	<b>11</b>	<b>12</b>
Yes	11%	7%	4%	6%	3%	18%	0%
No	85%	92%	96%	91%	97%	82%	100%
Not stated	4%	2%	0%	3%	0%	0%	0%

## 6. Certification/Accreditation and Education Credits

Professional certification or corporate accreditation is offered by 41% of organizations taking part in this survey. This is more often the case amongst professional organizations and those with an upward revenue trend.

### 7. Does your organization offer professional certification or corporate accreditation?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	35%	41%	35%	53%	50%	20%	39%
No	65%	59%	65%	47%	50%	80%	61%

### 7.b) Are continuing education credits (CEUs) a requirement to maintain your certification?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>49</b>	<b>16</b>	<b>29</b>	<b>28</b>	<b>4</b>	<b>12</b>
Yes	58%	61%	44%	72%	54%	75%	67%
No	40%	37%	50%	28%	43%	25%	33%
Not stated	3%	2%	6%	0%	4%	0%	0%

## 7. Advocacy/Government Relations Work

### 8. Does your organization engage in advocacy/government relations work?

We are seeing an increase in the percentage doing advocacy/government relations work. There is no clear connection with revenue trends.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	77%	88%	91%	91%	93%	95%	77%
No	23%	12%	9%	9%	7%	5%	23%
Not stated	0%	0%	0%	0%	0%	0%	0%

## 8. Existence of an Issues Management Program

### 9. Does your organization have an issues management program?

No change this year. Those with upward trend more likely to have this program. We see difference between industry/trade and professional organizations.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	36%	34%	46%	31%	39%	25%	26%
No	62%	66%	54%	69%	61%	75%	74%
Not stated	2%	0%	0%	0%	0%	0%	0%

## 9.b) Would you describe it as... ?

Two-thirds say it's proactive. No change since 2013. Somewhat more likely amongst upward trend but base sizes are small. Professional organizations more likely to be proactive.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>40</b>	<b>41</b>	<b>21</b>	<b>17</b>	<b>22</b>	<b>5</b>	<b>8</b>
Proactive (we actively plan for & seek out issues)	60%	63%	57%	71%	73%	60%	50%
Reactive (we respond to issues as they arise)	38%	37%	43%	29%	27%	40%	50%
Not stated	3%	0%	0%	0%	0%	0%	0%

## 9. Knowledge Products

### 10. Does your organization provide knowledge products to your members? (e.g. manuals, industry bulletins, government/legislation updates)

We are seeing a small increase in this activity since the last survey. We do not see an apparent correlation with revenue expectations.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	81%	85%	89%	84%	91%	80%	74%
No	18%	15%	11%	16%	9%	20%	26%
Not stated	1%	0%	0%	0%	0%	0%	0%

## 10. Knowledge Products Offered

### 10.b) What knowledge products do you offer?

As would be expected, we see differences in offerings based on type of organization.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>89</b>	<b>102</b>	<b>41</b>	<b>46</b>	<b>51</b>	<b>16</b>	<b>23</b>
Manuals	46%	39%	46%	37%	39%	44%	44%
Industry bulletins	66%	56%	73%	52%	65%	50%	52%
Government/legislation updates	71%	72%	81%	70%	77%	94%	48%
Research reports	65%	64%	51%	74%	67%	50%	61%
Industry/ sector surveys	NA	57%	56%	63%	65%	56%	48%
Other	36%	37%	34%	41%	37%	44%	35%
Not stated	1%	1%	0%	2%	0%	0%	0%

## 11. Structural Changes Made

Roughly one-third of organizations have made structural changes in the past year. Changes are more evident amongst organizations with a downward revenue trend.

### 11. Did you make any structural changes in 2014/2015?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	31%	29%	20%	36%	23%	45%	29%
No	69%	71%	80%	64%	77%	55%	71%



## 12. Structural Changes Planned

### 12. Do you have any structural changes planned for 2015/2016?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	36%	25%	30%	26%	29%	15%	23%
No	64%	75%	70%	75%	71%	85%	77%

## 13. Type of Members

We see only marginal changes in the composition of organizations participating in the survey this year.

### 13. Are your members... ?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Individuals	44%	45%	9%	76%	48%	45%	39%
Corporations/organizations	27%	29%	59%	7%	25%	35%	32%
Both individual and corporate	29%	21%	28%	13%	27%	15%	19%
Other membership organizations	0%	4%	2%	4%	0%	5%	10%
Not stated	0%	1%	2%	0%	0%	0%	0%
NET CORP/ORG OR BOTH	56%	50%	87%	20%	52%	50%	52%
NET MAINLY CORP: CORP/ORG OR ( BOTH & 15B > 50% )	8%	7%	11%	4%	7%	5%	10%

## 14. Percentage of Membership that is Corporate

### 13.b) Approximately what percentage of your membership is corporate?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>32</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
More than 50%	28%	32%	39%	29%	27%	33%	50%
Less than 50%	72%	60%	62%	43%	67%	67%	33%
Not stated	0%	8%	0%	29%	7%	0%	17%

## 15. Estimate of Your Market Penetration

### 14. What is your estimate of your market penetration? (of those eligible for membership, what percentage are members?)

Slight increase in the percentage who “don’t know”. Substantial difference in estimated penetration between organizations with an upward revenue trend.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Don't know	5%	10%	4%	11%	11%	15%	7%
NET 30% OR LESS	31%	26%	26%	20%	20%	35%	39%
NET 51%+	50%	45%	54%	44%	55%	40%	32%
<b>Estimated average</b>	<b>51</b>	<b>51</b>	<b>57</b>	<b>51</b>	<b>58</b>	<b>42</b>	<b>42</b>

## 16. Number of Members at Start of Last Fiscal Year

### 15. How many members did you have at the start of your last fiscal year?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
100 or less	NA	15%	24%	4%	16%	20%	13%
101 to 250	NA	9%	13%	4%	7%	10%	13%
251 to 500	NA	13%	20%	9%	14%	20%	10%
501 to 1000	NA	15%	22%	11%	20%	10%	13%
1001 to 2500	NA	13%	4%	22%	13%	0%	23%
2501 to 5000	NA	8%	4%	13%	7%	15%	3%
Over 5000	NA	17%	9%	22%	16%	20%	16%
Don't know	NA	6%	0%	9%	2%	5%	7%
Not stated	NA	5%	4%	7%	5%	0%	3%
<b>Mean</b>	<b>NA</b>	<b>5565</b>	<b>4756</b>	<b>6617</b>	<b>7850</b>	<b>4729</b>	<b>2846</b>

NA – Not Asked

## 17. Number of Members at the End of Last Fiscal Year

16. How many members did you have at the end of your last fiscal year?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
100 or less	NA	16%	20%	9%	16%	20%	13%
101 to 250	NA	8%	15%	2%	7%	5%	16%
251 to 500	NA	13%	20%	9%	13%	20%	10%
501 to 1000	NA	13%	20%	9%	18%	15%	7%
1001 to 2500	NA	15%	4%	27%	16%	0%	26%
2501 to 5000	NA	8%	4%	15%	9%	15%	3%
Over 5000	NA	18%	9%	24%	16%	20%	19%
Don't know	NA	5%	2%	4%	2%	0%	7%
Not stated	NA	3%	7%	2%	4%	5%	0%
<b>Mean</b>	<b>NA</b>	<b>5606</b>	<b>5033</b>	<b>6244</b>	<b>7973</b>	<b>4712</b>	<b>2990</b>

NA – Not Asked

## 18. New Members Joining During Last Fiscal Year

17. How many new members joined the organization during the last fiscal year?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
None	3%	6%	4%	6%	2%	10%	7%
1 to 10	13%	18%	28%	11%	20%	20%	19%
11 to 20	11%	8%	17%	4%	11%	10%	7%
21 to 50	13%	10%	13%	6%	13%	10%	7%
51 to 100	14%	10%	11%	11%	13%	10%	10%
101 to 200	8%	4%	0%	7%	5%	0%	7%
Over 200	17%	22%	11%	35%	27%	20%	19%
Don't know	-	19%	11%	20%	7%	20%	26%
Not stated	22%	3%	4%	2%	4%	0%	0%
<b>Mean</b>	<b>222</b>	<b>481</b>	<b>312</b>	<b>744</b>	<b>749</b>	<b>103</b>	<b>248</b>

## 19. Who Pays For Membership?

### 18. Who pays for membership?

We are seeing an Increase in the incidence of employers paying for membership. As one would expect, employers paying is more likely to be the case amongst industry/trade organizations. Downward trending organizations have the highest percentage of individual paying their own membership.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Employer	24%	32%	59%	15%	34%	35%	36%
Individual	37%	37%	24%	44%	34%	45%	32%
Both pay a share	6%	5%	0%	9%	7%	0%	0%
At times employer pays 100%/ at times indiv. pays	17%	13%	4%	22%	13%	5%	23%
Other	12%	9%	9%	6%	9%	15%	7%
Don't know	4%	2%	0%	4%	2%	0%	3%
Not stated	1%	3%	4%	2%	2%	0%	0%

## 20. Median Membership Fee

### 19. What is your median membership fee? (What do the majority of your members pay?)

Slight increase in the average membership fee. 50% of those organizations with a downward trend have membership fees that are less than \$300.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Less than \$100	9%	12%	7%	6%	7%	<b>25%</b>	13%
\$100 to \$199	21%	13%	9%	16%	13%	<b>10%</b>	10%
\$200 to \$299	9%	8%	7%	7%	5%	<b>15%</b>	10%
\$300 to \$499	17%	23%	15%	36%	30%	0%	19%
\$500 to \$699	9%	8%	9%	7%	7%	15%	7%
\$700 to \$999	7%	8%	9%	9%	9%	0%	16%
\$1,000 to \$9,999	22%	18%	24%	15%	18%	25%	19%
\$10,000 +	4%	7%	15%	2%	9%	10%	3%
Not stated	2%	4%	7%	2%	2%	0%	3%
<b>Estimated average \$</b>	<b>2,008</b>	<b>2,323</b>	<b>4,002</b>	<b>1,401</b>	<b>2,599</b>	<b>2,980</b>	<b>1,892</b>

## 21. Calculation of Membership Fee

### 20. How is the membership fee calculated?

Decrease in “everyone pays the same fee”. Increase in “other”. Those with a downward trend most like to have the same fee for everyone.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Everyone pays the same fee	48%	33%	30%	26%	21%	45%	39%
Fee is based on indiv. or org. attributes	33%	33%	41%	36%	39%	30%	26%
Fee is based on defined svc./benefit structure	2%	4%	7%	2%	4%	10%	3%
Other	16%	27%	15%	36%	34%	15%	29%
Not stated	2%	3%	7%	0%	2%	0%	3%

## 22. Frequency of Increasing Membership Fees

### 21. How often do you increase membership fees?

In terms of the frequency of increasing membership fee, the dominant response is “as needed”. More likely to be the case amongst downward trending organizations.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Annually	23%	17%	17%	22%	21%	20%	7%
Every 2 years	2%	3%	0%	4%	2%	0%	7%
As needed	60%	58%	61%	47%	55%	70%	58%
Never	6%	8%	11%	7%	5%	5%	16%
Other	8%	12%	4%	18%	14%	5%	10%
Not stated	1%	3%	7%	2%	2%	0%	3%
NET ANNUALLY OR EVERY 2 YEARS	25%	20%	17%	26%	23%	20%	13%



## 23. Most Recent Increase in Membership Dues

### 22. When was the last time you increased membership dues?

Big jump in % of those saying dues increased this year or last year. Based on previous chart, this would suggest that an increase “was needed”.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
This year	2%	25%	24%	31%	23%	30%	26%
Last year	7%	12%	15%	9%	18%	5%	10%
Two years ago	31%	15%	15%	9%	14%	25%	10%
More than two years ago	51%	31%	28%	36%	33%	25%	32%
Other	5%	14%	13%	13%	13%	15%	19%
Not stated	4%	3%	4%	4%	0%	0%	3%

## 24. Trend In Membership Numbers

### 23. What is the trend in your membership numbers over the past 3 years?

We're seeing a large increase in those saying "downward". 60% of those who are in the downward revenue category have a downward movement in their membership numbers.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Upward	54%	48%	50%	51%	66%	15%	36%
Downward	12%	<b>26%</b>	20%	18%	14%	<b>60%</b>	23%
Flat	35%	26%	28%	31%	20%	25%	42%
Not stated	0%	1%	2%	0%	0%	0%	0%

## 25. Membership Expectations for 2015

### 24.a) What are your membership expectations for 2015?

Somewhat diminished optimism amongst total respondents. Professionals more optimistic than industry and trade organizations.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
More members	56%	51%	46%	56%	66%	25%	39%
Fewer members	11%	13%	9%	11%	11%	25%	7%
No significant change	33%	36%	44%	33%	23%	50%	55%
Not stated	0%	1%	2%	0%	0%	0%	0%

---

## 26. Reasons For These Expectations

### 24.b) Why do you have this expectation?

- 1 Complacency of leadership throughout
- 2 Downward shift this year was directly attributable to the price of oil dropping. Members who left were mostly in Alberta. We are planning a membership recruitment campaign this year and establishing a permanent recruitment program that runs constantly.
- 3 A fundamental change in the entry requirement was approved by the board
- 4 Established Shareholders (one per province) + new Business Associates (individuals)
- 5 new designations credibility of association, benefits offered
- 6 We are averaging a growth of 200 members annually.
- 7 Membership increases each year and has always done so since the Association was formed. Industry support for the Association and it's members is a needed and valued economic advantage for the members. Continued demand for membership to the extent that applicants are turned away. Association membership is recognized by other countries. Other Canadian organizations and some employers require association membership.
- 8 We expect to increase slightly due to interest, however it will not be significant as the sector is undergoing huge changes and we are seeing the potential membership pool reduce.
- 9 We continue to enhance our programming and the value for members. We are the go to organization in the commercial real estate sector.
- 10 coordinated effort to increase membership with a new annual membership drive
- 11 Declining student enrolment, school closures and provincial education budgetary pressures
- 12 We will reach out to them and have a marketing campaign
- 13 Numbers are down from same time last year
- 14 key members of industry already members, little room for growth until restructuring is complete
- 15 We need more revenue from membership.
- 16 a definitive recruitment plan in place with key targets identified who can benefit from membership

- 
- 17 expanding our reach into BC and expanding our buying show to new location (Calgary) with additional space and near larger % of members
  - 18 Market
  - 19 5 yr Trend
  - 20 Want to increase penetration in order to do more advocacy work.
  - 21 Adding benefits and membership drives
  - 22 We are in the midst of transition and a new structure, expectations to increase members is in the next fiscal year based on the improved structure.
  - 23 Have more events to increase awareness and connecting to CEO's of small organizations who do not have members to let them why they should have a member. Going to focus on our lapsed members to find out why they are not renewing. Hoping some of them will renew
  - 24 Growth as been good so far this year. Trend is upward growth at this point.
  - 25 Second career occupation - same number of members join as retire.
  - 27 Historical data shows continued year over year growth in new lab start ups
  - 28 we tend to recruit the same number as we lose
  - 29 we are trending upward. hopeful it will continue
  - 30 In 2015, we implemented a new membership structure to entice companies to sign up more individuals from their company. It has had a positive effect so far.
  - 31 We held an large international congress, which includes a membership.
  - 32 We do not offer any real value for membership. We are trying to create value, but aren't there yet.
  - 33 That has been the trend for eight years
  - 34 Merger and Acquisitions, retirements, consolidations reducing overall pool of potential members
  - 35 continue to penetrate industry and reputation is growing
  - 36 Economic pressures in Western Canada, which had been our areas of greatest growth, will soften any potential increases from elsewhere.

- 
- 38 membership is tied to legislation. Legislative requirements yield a consistent level of membership annually
- 39 Trend based on graduates and preference to work in BC
- 40 We have successfully captured the majority of eligible companies as members.
- 41 monitoring
- 42 We are always open to grow in numbers.
- 43 Hopeful that our marketing and positive messaging about future initiatives and our involvement with members will at least allow us to maintain our current base of members.
- 44 Improved services
- 45 Economy is improving
- 46 We have increased our on-line presence
- 47 Change of market
- 48 We always hope for more but the numbers have stayed the same for the past decade even though the individual members may change. We have realistic expectations and while it would always be great to have more we have decent market penetration.
- 49 Promotion and Marketing
- 50 New Members replace members that closed, merged etc.
- 51 New membership attraction and retention strategies should hopefully stem decline
- 52 newly developed website should attract more potential members.
- 53 Possible merger with another organization and a direct selling approach to membership recruitment and retention that has never been tried before
- 54 More aggressive marketing
- 55 Greater profile within the sector and public policy shift in favour of our sector.
- 56 We have already had healthy sales for the first 5 months of 2015 and are on target to achieve aggressive sales goals
- 57 We have an active recruitment campaign but are not yet successful in recruiting new companies. At the same time, we are facing some pressure on retaining current members. We expect to achieve little or offsetting outcomes.
-

- 
- 58 After a number of delays, we are implementing some member benefits
- 59 retirements and inputs are equal at this time, though major retirements expected to surpass inputs
- 61 Governance change and merger is being combined with extensive fundraising to ramp up the value proposition and increase awareness.
- 62 communication with members
- 63 Growth in industry
- 64 increased number of regulatory colleges being established and members feeling like they only have a certain number of dollars to allocate and colleges are mandatory and joining their national association is voluntary
- 65 We are developing a membership strategy.
- 66 Great membership retention and recruitment plan that includes the development and implementation of Special Interest Groups.
- 67 proactive recruitment plan with specific targets
- 68 oil prices...we have already seen a 100 decrease
- 69 changes in the government and regulators will drive more members to us
- 70 Focus on Emerging Professionals and Students
- 71 Poor performance in Alberta's oil and gas industry will have significant offset to gains elsewhere,
- 72 We have great programming and most of it is at no additional cost to the member; our emerging leader program is second to none; we have strong leadership.
- 73 Economic downturn means our members are being laid off and their jobs are moving to the US, so we expect more shrinkage.
- 74 We have captured the market
- 75 Marketing initiatives and increased membership benefits
- 76 Promoting membership and also signing up students while visiting training schools
- 77 Oil and GAS economic downturn

- 
- 78 More prospective members have come on the market and the industry itself has grown so the other membership types are interested in working with us.
- 79 It is part of our strategic plan and part of the membership coordinator's goal.
- 80 Membership to our association also covers national membership plus an advertising premium included. The advertising fee is increasing - but this was a member driven and approved increase-it is for \$200/year - I feel this will have a tremendous impact on our membership numbers for 2016.
- 81 Share of market is declining but membership has increased YOY. We expect that membership will increase in 2015 due to improvements made to our lapsed member contact program; shifting focus to member engagement and implementing a new member onboarding program.
- 82 history and nature of industry
- 83 WE believe we will see an increase in membership because of the programs we offer and the lobbying efforts we will be undertaking. These lobbying efforts if successful will greatly impact our industry
- 84 Strong construction programs
- 85 Economic conditions in some parts of the country are not as good as others.
- 86 More graduating students and conducting a membership drive to entice more affiliate members to want to join the association
- 87 Our membership has been steady for a number of years. Expect it to continue to do so as we have introduced a number of changes in response to member feedback.
- 88 In order to be a member there is a high level of education to be completed followed by minimum 1 year articles, professional projects, oral and written exams. The market seems to determine the number of candidates that will apply - if the industry is does well, like it has the last couple of years then students/candidates are willing to give the time; however, once the industry declines as less work becomes available - there is more competition amongst our members then we will notice a drop in our applicants / students / labour mobility candidates etc.
- 89 retirement matched by new members; changing nature of the business
- 90 our membership is old and they are dying off
- 91 every year we have new residents join
- 92 Amalgamations in our industry mean that while we may see new members, the growth will appear flat.
- 93 Industry activity level has dramatically declined due to market forces
-

- 
- 94 Renewal period is past so they know who has renewed
  - 95 Penetration is already high
  - 96 Applications are coming in faster
  - 97 CFOs are paying more attention to association fees + MVP is being questioned
  - 98 strong real estate industry
  - 99 One possible new member
  - 100 Market is still strong in Lower Mainland
  - 101 Expanding target market into other areas
  - 102 Increased industry activity; More focus by organization on young membership
  - 103 Membership is not mandatory. A number of individuals take membership for the benefit of receiving reduced conference fees at the annual conference. We are working on strategies to retain members so they renew after the initial year.
  - 104 There has been additional interest in our local organization over the past two months.
  - 105 We are offering more targeted programs to meet members, non-member needs
  - 106 The loss of members was mainly due to companies who were closing down in Canada. We are in a building mode and confident the membership numbers will increase as our President reaches out to companies doing business in Canada but are not members.
  - 107 We are a health regulatory college and membership is mandatory. We expect to see a 5% increase in members
  - 108 new member process is lengthy
  - 109 Doing outreach



## 27. Strategy to Attract and Retain Members

### 25. Do you have a strategy to attract and retain members?

The percentage of organizations with a strategy is essentially unchanged since 2013. Two-thirds (69%) have a strategy.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	71%	69%	72%	66%	71%	65%	74%
No	27%	28%	22%	35%	25%	35%	26%
Not stated	2%	3%	7%	0%	4%	0%	0%

## 28. Is Strategy Documented?

### 25.b) Is the strategy documented?

Slight decrease in those who have documented this strategy. Those with an upward trend most likely to have this documentation.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>80</b>	<b>83</b>	<b>33</b>	<b>36</b>	<b>40</b>	<b>13</b>	<b>23</b>
Yes	71%	66%	76%	64%	75%	69%	52%
No	27%	33%	24%	33%	25%	31%	48%
Not stated	2%	1%	0%	3%	0%	0%	0%

## 29. Existence of a Marketing Plan to Attract and Retain Members

### 27. Do you have a marketing plan to attract and retain members?

We see an Increase in those with a marketing plan. 50% of those with an upward trend have a marketing plan for both recruitment and retention.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
No	46%	37%	33%	36%	<b>27%</b>	<b>50%</b>	<b>42%</b>
Yes - for recruitment and retention	47%	45%	46%	47%	50%	35%	45%
Yes - for recruitment only	6%	9%	9%	9%	14%	10%	3%
Yes - for retention only	1%	7%	9%	6%	7%	5%	10%
Not stated	0%	3%	4%	2%	2%	0%	0%

### 30. Is Marketing Plan Documented?

#### 27.b) Is the marketing plan documented?

The percentage who have documented the plan has not changed substantially.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>59</b>	<b>73</b>	<b>29</b>	<b>34</b>	<b>40</b>	<b>10</b>	<b>18</b>
No	25%	22%	14%	27%	18%	30%	33%
Yes - for recruitment and retention	65%	60%	66%	53%	60%	60%	56%
Yes - for recruitment only	5%	8%	10%	9%	10%	10%	6%
Yes - for retention only	2%	8%	10%	9%	13%	0%	6%
Not stated	3%	1%	0%	3%	0%	0%	0%

### 31. Perceived Effectiveness of Marketing Plan

28. On a scale of 1 to 5, where 5 means "Very effectively" and 1 means "Not effectively at all", how effectively is your marketing plan working for you?

Slight increase in perceived effectiveness of the marketing plan. Those on a downward track appear to have very little confidence in their marketing plan.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>73</b>	<b>29</b>	<b>34</b>	<b>40</b>	<b>10</b>	<b>18</b>
5 - Very effectively	7%	3%	0%	6%	5%	0%	0%
4	25%	33%	28%	41%	45%	10%	22%
TOP 2 BOX SCORE	32%	36%	28%	47%	50%	10%	22%
<b>Mean</b>	<b>3.2</b>	<b>3.2</b>	<b>3.1</b>	<b>3.4</b>	<b>3.5</b>	<b>2.9</b>	<b>3.0</b>

## 32. Confidence That Board Members Can Articulate MVP

**29. How confident are you that all of your board members can clearly articulate your member value proposition to a prospective member?**

We are seeing a decrease in those who are highly confident in this element.  
 Upward trending organizations have a higher degree of confidence.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Not confident at all	10%	13%	15%	6%	7%	40%	3%
Somewhat confident	54%	60%	52%	67%	57%	55%	71%
Highly confident	32%	<b>23%</b>	26%	24%	32%	5%	19%
Not sure	5%	2%	2%	2%	2%	0%	3%
Not stated	0%	3%	4%	2%	2%	0%	3%

### 33. Budget for Member Recruitment Last Year?

#### 30. What was your budget for member recruitment last year?

We are seeing an increase in the percentage putting money behind member recruitment. Those with a downward trend are the least likely to be allocating funds.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
No budget (\$0)	46%	27%	26%	24%	27%	40%	19%
\$1 to \$5,000	*	10%	9%	11%	16%	5%	7%
\$5,001 to \$25,000	*	13%	17%	11%	14%	5%	23%
\$25,001 to \$100,000	*	10%	15%	9%	9%	10%	13%
Over \$100,000	*	4%	2%	7%	9%	0%	0%
Not stated	*	36%	30%	38%	25%	40%	39%
<b>Mean (\$000s)</b>	<b>*</b>	<b>5230</b>	<b>29</b>	<b>11816</b>	<b>9574</b>	<b>14</b>	<b>18</b>

---

## 34. Methods Used to Engage New Members

### 31. What are the methods you use to engage new members?

- 1 only for Class B -Business Associates
- 2 Club magazine and Club digital newsletter
- 3 new members welcomed in newsletter
- 4 New Member orientation - walk through of the members only website including highlighting specific resources and products
- 5 Encouragement to attend events which are free to members
- 6 Free Trial
- 7 Announcement in magazine (sales piece) & on in the newsletters
- 8 This varies by chapter
- 9 attend first buying show complimentary - travel, rooms & meals
- 10 Eligible for prize draw
- 11 New member welcome at the annual conference.
- 12 Offer orientation call/webinar
- 13 name badge
- 14 We use a segmentation approach depending on where they are in their career life cycle.
- 15 We have a staff member who has a mandate to make in-person contact with new and existing members
- 16 I get a pin. Chapter presentation
- 17 New member orientation; New professional program
- 18 How to use membership + committee; F/u from committee chairs + CEO
- 19 Personal visit
- 20 Personal entry to get engaged with committees + brief them on issues

- 21 Newsletter, upcoming events, video conferences, access to information of interest
- 22 Recognition at Annual Conference
- 23 Representation attendance at potential member events

### 35.Last Member Survey

#### 32. When was your last member survey?

We are seeing little change in the frequency of doing member surveys. Those on an upward trajectory more likely to have conducted a survey in past two years.

		2015 - Organization Type		2015 - 3 Year Revenue Trend		
	Total 2015	Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
In the last 12 months	43%	46%	46%	48%	45%	32%
1-2 years ago	23%	24%	26%	29%	20%	13%
More than 2 years ago	26%	22%	27%	18%	30%	48%
Not aware of us ever having done a member survey	7%	7%	2%	5%	5%	7%
Not stated	1%	2%	0%	0%	0%	0%

### 36. Average Number of Years Members Retain Membership

#### 33. What is the average number of years that your members retain membership?

Basically no change on this measure. Almost half (46%) don't know.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Don't know	45%	46%	44%	51%	36%	35%	74%
Not stated	11%	7%	4%	7%	4%	5%	0%
<b>Mean</b>	<b>16.0</b>	<b>16.8</b>	<b>17.3</b>	<b>16.6</b>	<b>16.2</b>	<b>19.4</b>	<b>9.9</b>



### 37. Member Contacts Before Membership Expiration

34. How many member renewal contacts do you make before a membership expires? (e.g. mail, email, phone call)

Average number of renewal contacts = 3.5. Higher (3.8) amongst upward trending organizations.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
None	7%	9%	15%	4%	7%	5%	10%
1 to 3	49%	40%	30%	44%	41%	50%	36%
4 to 6	26%	37%	37%	40%	39%	35%	39%
7 to 10	2%	5%	4%	6%	7%	0%	7%
More than 10	5%	1%	2%	0%	2%	0%	0%
Don't know	2%	3%	2%	2%	0%	5%	7%
Not stated	10%	6%	9%	6%	4%	5%	3%
<b>Estimated average</b>	<b>3.4</b>	<b>3.5</b>	<b>3.5</b>	<b>3.6</b>	<b>3.8</b>	<b>3.1</b>	<b>3.5</b>

### 38. Commencing Renewal Efforts

#### 35. When do you start your renewal effort for the following year?

Renewal efforts typically start 3 months prior to expiry. This is fairly typical across all categories.

	Total 2015	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
7 to 12 months prior to expiry	6%	3%	2%	0%	0%	5%	7%
6 months prior to expiry	6%	3%	4%	2%	4%	5%	0%
5 months prior to expiry	2%	7%	4%	11%	9%	5%	3%
4 months prior to expiry	5%	9%	11%	9%	11%	15%	3%
3 months prior to expiry	28%	23%	15%	29%	29%	25%	19%
2 months prior to expiry	24%	23%	15%	31%	27%	10%	32%
1 month prior to expiry	11%	12%	15%	6%	5%	20%	19%
Less than 1	5%	3%	7%	2%	5%	0%	3%
Not sure	2%	6%	7%	6%	4%	10%	7%
Not stated	14%	11%	20%	6%	7%	5%	7%
<b>Estimated average</b>	<b>3.0</b>	<b>2.9</b>	<b>2.8</b>	<b>2.9</b>	<b>2.9</b>	<b>3.3</b>	<b>2.7</b>

### 39. When are Renewal Efforts Curtailed?

#### 36. When do you end your attempts to contact lapsed members?

Attempts to contact lapsed members typically end after 31/2 months. For some, (20% in downward organizations) the efforts never stop.

	Total 2015	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
In the month of expiry	9%	8%	7%	7%	4%	10%	13%
1 month after expiry	7%	8%	7%	13%	5%	15%	13%
2 months after expiry	11%	13%	9%	18%	21%	0%	10%
3 months after expiry	24%	18%	24%	13%	16%	30%	13%
4 months after expiry	4%	8%	11%	6%	14%	0%	7%
5 months after expiry	2%	2%	4%	0%	0%	0%	7%
6 months after expiry	10%	9%	7%	13%	13%	10%	7%
More than 6 months after expiry	9%	9%	7%	11%	5%	10%	13%
We don't stop	9%	12%	7%	15%	13%	<b>20%</b>	10%
Not stated	16%	13%	20%	6%	9%	5%	10%
<b>Estimated average</b>	<b>3.6</b>	<b>3.6</b>	<b>3.5</b>	<b>3.6</b>	<b>3.6</b>	<b>3.5</b>	<b>3.6</b>

## 40. Methods Used For Membership Renewals

### 37. What methods do you use for membership renewals?

Email marketing is, by a considerable margin, the most frequently used method. 50% are using the phone. We are seeing an increase in direct marketing and “other” techniques.

	Total 2015	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Email marketing	76%	79%	65%	89%	80%	85%	81%
Direct mail marketing	38%	43%	37%	51%	41%	50%	52%
Phone calls	47%	50%	41%	58%	54%	50%	45%
Other	12%	18%	24%	15%	25%	20%	7%
Not stated	11%	9%	15%	4%	5%	5%	10%

## 41. Metrics/KPIs That Are Tracked

### 38. What metrics/KPIs do you track to measure your success in delivering member value?

We note an increase in the tracking of metrics e.g. member retention and satisfaction. We also note significant differences between organizations with upward, downward and flat revenue trends.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Member retention rate	38%	50%	44%	55%	63%	30%	48%
Member satisfaction rate	33%	43%	50%	40%	54%	35%	29%
Member attraction rate	21%	23%	13%	31%	32%	15%	13%
Member engagement	21%	20%	24%	20%	27%	15%	13%
Average number of years of membership	14%	16%	15%	18%	23%	5%	13%
Average lifetime value of a member	10%	6%	9%	6%	11%	0%	3%
We don't track metrics/KPIs	0%	1%	2%	0%	2%	0%	0%
Not stated	47%	36%	39%	31%	23%	50%	42%

## 42. Volunteer and Member Performance

39.a) to f) Using the following excellent to poor scale, how would you describe your association's ability to do these activities?

Percentages represent those who said "excellent/very good"

The biggest change we are seeing is in the ratings of ability to retain, use and attract volunteers.

	Total 2015	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
To retain existing members	44%	48%	50%	51%	63%	30%	39%
To retain existing volunteers	31%	<b>45%</b>	50%	47%	59%	25%	39%
To engage members	29%	25%	30%	22%	34%	20%	23%
To use volunteers effectively	26%	<b>35%</b>	39%	33%	46%	30%	29%
To attract new volunteers	22%	<b>29%</b>	35%	31%	43%	20%	16%
To attract new members	20%	21%	17%	27%	32%	10%	13%

### 43. Number One Challenge

#### 40. What are your top two challenges in sustaining and developing your organization?

##### (Top Challenge)

Demonstrating value for money remains the top challenge (and increased since 2013).

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Demonstrating value for money	14%	19%	24%	18%	18%	20%	23%
Lack of funds or staff	12%	15%	13%	13%	13%	15%	23%
Raising the organization's profile	11%	12%	4%	16%	18%	10%	3%
Attracting new members	10%	8%	11%	4%	4%	20%	13%
Member engagement	10%	8%	11%	6%	9%	5%	10%
Attracting younger members	6%	6%	0%	11%	7%	5%	3%
Competition	2%	5%	7%	6%	5%	5%	7%
The economy	3%	5%	7%	6%	7%	5%	0%
Legislation	4%	5%	2%	6%	4%	10%	3%
Retaining members	6%	4%	7%	4%	4%	5%	3%
Improving internal processes and/or systems	7%	3%	4%	4%	4%	0%	7%
Attracting/retaining volunteers	2%	2%	2%	0%	2%	0%	3%
Improving service	2%	2%	2%	2%	4%	0%	0%
Not stated	13%	6%	7%	7%	4%	0%	3%

## 44. Top Two Challenges

40. What are your top two challenges in sustaining and developing your organization?

(Combined Top Two Challenges)

	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
		Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Demonstrating value for money	31%	35%	33%	32%	20%	42%
Raising the organization's profile	24%	17%	31%	30%	30%	16%
Lack of funds or staff	22%	22%	18%	16%	40%	23%
Member engagement	19%	22%	16%	20%	15%	19%
Attracting new members	16%	15%	11%	9%	35%	19%
Attracting younger members	14%	4%	20%	18%	5%	13%
Retaining members	13%	11%	15%	11%	20%	10%
Improving internal processes and/or systems	9%	9%	11%	9%	0%	16%
The economy	8%	11%	9%	9%	10%	7%
Competition	8%	11%	6%	9%	5%	10%
Improving service	8%	11%	6%	14%	0%	3%
Legislation	8%	9%	6%	9%	10%	3%
Attracting/retaining volunteers	3%	2%	0%	4%	5%	3%
Not stated	4%	4%	6%	2%	0%	3%



## 45. Event Attendance

### 41. What happened to event attendance in 2014/2015?

Indications are that event attendance was down somewhat last year. Considerable differences by revenue trend.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Higher	46%	40%	37%	42%	61%	25%	19%
Lower	11%	17%	17%	15%	9%	35%	19%
Same as 2011/2013	30%	37%	39%	36%	27%	40%	55%
Not applicable	2%	3%	0%	4%	2%	0%	3%
Not stated	12%	4%	7%	4%	2%	0%	3%

## 46. Event Attendance - Expectations

### 42. What do you expect for event attendance in 2015/2016?

Expectations for event attendance are relatively static.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Higher	41%	42%	48%	42%	52%	15%	39%
Lower	9%	9%	7%	9%	7%	25%	7%
Same as 2014	36%	43%	37%	44%	36%	60%	48%
Not applicable	1%	3%	2%	2%	4%	0%	3%
Not stated	13%	4%	7%	4%	2%	0%	3%

## 47. Staffing – Paid Employees

We see a large increase in the percentage who are reporting that they have paid employees.

### 43. Do you have paid employees?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	76%	94%	96%	93%	95%	100%	94%
No	12%	5%	2%	7%	5%	0%	7%
Not stated	13%	1%	2%	0%	0%	0%	0%

## 48. Number of Paid Employees

### 43.b) How many paid employees do you have?

While more organizations are reporting paid employees, the average number of paid employees has decreased marginally.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>83</b>	<b>113</b>	<b>44</b>	<b>51</b>	<b>53</b>	<b>20</b>	<b>29</b>
1 or 2	25%	19%	23%	14%	15%	20%	24%
3 to 5	24%	27%	27%	24%	28%	30%	31%
6 to 10	19%	20%	23%	16%	19%	35%	7%
11 to 20	13%	20%	16%	28%	19%	10%	24%
21 to 100	13%	11%	11%	14%	13%	5%	10%
101 or more	4%	3%	0%	4%	4%	0%	3%
Not stated	1%	1%	0%	2%	2%	0%	0%
<b>Mean</b>	<b>17.5</b>	<b>14.7</b>	<b>10.5</b>	<b>19.8</b>	<b>16.7</b>	<b>7.3</b>	<b>16.7</b>

## 49. Staff Numbers

### 44. What happened to your staff numbers in 2014/2015?

60% indicate no change in staff numbers. We see an increase in the percentage saying they have increased staff.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
We increased staff	22%	33%	39%	36%	41%	20%	32%
We decreased staff	14%	6%	4%	6%	4%	20%	0%
No change from 2013/2014	52%	60%	54%	58%	55%	60%	68%
Not stated	13%	1%	2%	0%	0%	0%	0%

## 50. Performance Reviews for Chief Executive

The majority of organizations provide performance reviews for their chief executive as well as for employees.

### 45. Does your chief executive receive an annual performance review?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	NA	71%	65%	73%	77%	65%	68%
Occasionally but not annually	NA	12%	17%	11%	18%	5%	7%
No	NA	16%	15%	15%	5%	30%	26%
Not stated	NA	2%	2%	2%	0%	0%	0%

## 51. Performance Reviews for Employees

### 46. Do your employees receive an annual performance review?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes, for all of them	NA	68%	67%	69%	73%	60%	61%
Some, but not all	NA	5%	7%	4%	5%	0%	10%
Occasionally but not annually	NA	11%	9%	13%	9%	25%	10%
No	NA	15%	15%	15%	13%	15%	19%
Not stated	NA	1%	2%	0%	0%	0%	0%

## 52. Employment Contracts for Employees

### 47. Do you have current employment contracts for your employees?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes, for all of them	NA	53%	44%	64%	55%	50%	55%
Some, but not all	NA	20%	26%	13%	18%	30%	23%
Don't know	NA	0%	0%	0%	0%	0%	0%
No	NA	21%	26%	16%	23%	20%	16%
Other	NA	3%	2%	4%	4%	0%	7%
Not stated	NA	3%	2%	4%	0%	0%	0%

### 53. Use of Contracted Services

We note a decrease in contracted services to manage operations.

#### 48. Do you use contracted services to manage your operations?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	51%	43%	30%	53%	46%	10%	55%
No	36%	56%	67%	47%	54%	90%	45%
Not stated	13%	1%	2%	0%	0%	0%	0%

### 54. Use of Consulting Services

#### 49. Do you use consulting services to provide project assistance?

However we see an increase in incidence of using consulting services to provide project assistance. Most often the case amongst professional organizations.

	Total 2013	Total 2015	2105 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	61%	69%	63%	76%	73%	60%	71%
No	27%	30%	35%	24%	27%	40%	29%
Not stated	12%	1%	2%	0%	0%	0%	0%

## 55. Plans for Paid Employees

71% report no change in their plans for paid employees.

### 50.a) What are your plans for 2015/2016? – Paid Employees

	Total 2013	Total 2015	2015 – Organization Type		2015 – 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
More	23%	14%	15%	13%	21%	5%	13%
Fewer	6%	9%	15%	7%	5%	20%	10%
No change	59%	71%	65%	71%	68%	75%	77%
Not stated	12%	6%	4%	9%	5%	0%	0%

## 56. Plans for Contracted and/or Consulting Services

The majority (67%) are reporting no change in their plans. However, 23% predict an increase.

### 50.b) What are your plans for 2015? – Contracted and/or consulting services

	Total 2013	Total 2015	2015 – Organization Type		2015 – 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
More	18%	23%	26%	22%	27%	15%	16%
Fewer	8%	6%	4%	6%	5%	15%	0%
No change	61%	67%	65%	67%	64%	70%	84%
Not stated	13%	5%	4%	6%	4%	0%	0%

---

## 57. One Desired Change to Organization's Operations

### 51. If you could change one thing about your organization's operations what would it be?

- 1 More funding
- 2 To have more standard processes that are followed as opposed to recreating the wheel over and over again
- 3 More operational budget available
- 5 Improving financial sustainability
- 6 commitment to continuing quality performance and improvement and added value over time
- 7 Increase staff size
- 8 Update AMS - This is in the works for 2015
- 9 secure more money, better fundraising
- 10 Better tech tools
- 11 Increased budget
- 12 Less reliant on government funding
- 13 more and better focused staff
- 14 integrate our membership, event, and accounting programs
- 15 More business like decision making
- 16 Improved communication of value proposition.
- 17 Expand staff and accomplish more
- 18 additional funds for more paid employees - a minimum of 1.5 FTE short
- 19 Hire a staff person to focus on sponsorship and new revenues
- 20 Have more pay for service programs
- 21 Remain focused throughout the year
- 22 update membership software and website content and effectiveness

- 
- 23 Bring our Training program back to full sustainability with our other program areas
  - 24 Increase member engagement
  - 25 get the goods on social media
  - 26 Increase the number of paid employees.
  - 27 Tying in more member benefits but with that come the right resources
  - 28 Eliminate duplication of efforts within our Federation
  - 29 Better year round support from the board. Other than the finance committee they attend meetings but do nothing in between.
  - 30 Improved member engagement
  - 31 increase human & financial resources
  - 32 More effective recruitment strategies for open positions
  - 33 I would like to increase staff at some point to allow us to reach out more to our Membership.
  - 34 Consolidate some positions.
  - 35 Find alternative revenue sources
  - 36 Streamline IT requirements
  - 37 have a positive outcome with details with Ontario Government
  - 38 For the Board of Directors to understand and use proper Board Governance
  - 39 Clearer strategic focus
  - 40 increase staff
  - 41 Reduce administration of committee work and reevaluate paperwork/storage issues.
  - 42 More staff
  - 43 More working capital
  - 44 re-align staffing to membership services
  - 45 broaden the membership base eligibility
  - 46 Create efficiencies, particularly in administrative tasks
-



- 
- 47 Implement volunteer management system (in progress)
  - 48 Different approach to revenue generation
  - 49 Double it's size next year..
  - 50 Raise capital
  - 51 Better communication of benefits of leveraging technology to members
  - 52 seamless integration of database, continuing education program, finances
  - 53 Document processes.
  - 54 continous improvement to operations on a quarterly basis
  - 55 We change things on a regular basis so nothing significant...need to change the price of oil!!!
  - 56 move out of a home based office to regular office space
  - 57 More staff
  - 58 Add one more admin person
  - 59 As our programs grow and the draw on staff resources increase we are having a challenge in getting everything done at a high level. We may add one more association staff person in 2016
  - 60 More financial resources to enable more programs and services
  - 61 To have staff dedicated to social media and overall marketing activities.
  - 62 Increased staffing
  - 63 Increase number of prfessional staff
  - 64 More resources more skills diversity within the current team
  - 65 Additional resources to be able to offload the administration work
  - 66 increase ressources
  - 67 Staff Compliment.
  - 68 Lease office space instead of owning.
  - 69 greater structure and discipline of volunteers
  - 70 Not sure - would like to see more tasks automated

- 
- 71 Bring some of the contracted projects in-house
  - 72 better communication amongst staff, tend to work in silos.
  - 73 The Board to Budget more money for more paid employees / resources to help with workload.
  - 74 instill a different board governance model; require all clubs to share their membership lists with national; stop paying membership dues to our international organization in swiss francs- it is killing us
  - 75 The configuration of the location to allow for better communication
  - 76 Physical premises
  - 77 Getting team engaged with vision
  - 78 Getting system in place to support growth
  - 79 Improved recruitment
  - 80 nothing
  - 81 nothing
  - 82 nothing
  - 83 Increase speed to reach a decision; Become nimble
  - 84 Delineation of duties, more streamlined
  - 85 More structure, run more like a business
  - 86 Technology to unify people, processes and data to create an overall connection of information
  - 87 Due to our small size and understanding we can't be everything to everyone, segment the membership with regards to what's of value to them and then target our resources accordingly.
  - 88 Information Technology tools

## 58. Existence of Sponsors

### 52. Do you have sponsors?

Significant increase in the percentage saying they have sponsors.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	68%	82%	83%	91%	84%	75%	87%
No	21%	18%	15%	9%	16%	25%	13%
Not stated	11%	1%	2%	0%	0%	0%	0%

## 59. Kind(s) of Sponsorship

### 52.b) What kind of sponsorship do you have?

No significant changes in the kinds of sponsorships and incidence levels.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>75</b>	<b>98</b>	<b>38</b>	<b>50</b>	<b>47</b>	<b>15</b>	<b>27</b>
Events only	47%	50%	53%	50%	51%	47%	56%
Year-round	8%	9%	13%	6%	9%	13%	7%
Both	44%	37%	34%	38%	38%	33%	33%
Other	0%	3%	0%	4%	2%	7%	4%
Not stated	1%	1%	0%	2%	0%	0%	0%

## 60. Nature of Sponsors

### 53. Are your sponsors primarily... ?

We are seeing an increase in sponsors who are members. Highest levels are amongst industry/trade organizations.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>75</b>	<b>98</b>	<b>38</b>	<b>50</b>	<b>47</b>	<b>15</b>	<b>27</b>
Members	36%	47%	63%	32%	47%	60%	44%
Non-members	63%	52%	37%	66%	53%	40%	52%
Not stated	1%	1%	0%	2%	0%	0%	4%

## 61. Revenue Derived From Sponsors

### 54. How much of your revenue is derived from sponsors?

The majority are earning 1-29% of their revenue through sponsorship. This is consistent with 2013.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>75</b>	<b>98</b>	<b>38</b>	<b>50</b>	<b>47</b>	<b>15</b>	<b>27</b>
1-29%	72%	76%	79%	72%	72%	73%	93%
30-50%	19%	19%	18%	22%	26%	27%	4%
50-70%	4%	2%	0%	2%	2%	0%	0%
More than 70%	3%	0%	0%	0%	0%	0%	0%
Not stated	3%	3%	3%	4%	0%	0%	4%

## 62. What Happened to Sponsorship Income Last Year?

### 55. What happened to your sponsorship income in 2014/2015?

We note a smaller percentage reporting that sponsorship income had gone up versus the year before.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Higher than 2011/2013	39%	34%	30%	38%	52%	15%	26%
Lower than 2011/2013	10%	18%	15%	22%	7%	35%	29%
Same as 2011/2013	28%	36%	41%	35%	32%	40%	39%
Not stated	26%	12%	13%	6%	9%	10%	7%

## 63. Expectations For Sponsorship Income

### 56. What are your expectations for 2015/2016?

Some predicting higher revenues (36%). An equal number as last year believe revenues will remain the same.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Higher than 2012/2014	31%	36%	33%	42%	46%	15%	32%
Lower than 2012/2014	9%	16%	11%	18%	11%	40%	13%
Same as 2012/2014	36%	36%	44%	33%	34%	30%	48%
Not stated	25%	13%	13%	7%	9%	15%	7%

## 64. Existence of a Strategy to Accomplish Sponsorship Goals

### 57. Do you have a strategy to accomplish your sponsorship goals?

We see an increase in the percentage of organizations saying they have a sponsorship strategy.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	47%	55%	57%	58%	59%	40%	61%
No	31%	37%	33%	38%	38%	50%	36%
Not stated	22%	8%	11%	4%	4%	10%	3%

## 65. Is Sponsorship Strategy Documented?

### 57.b) Is it documented?

Increase in those who say this strategy is documented.

	Total 2015	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>52</b>	<b>66</b>	<b>26</b>	<b>32</b>	<b>33</b>	<b>8</b>	<b>19</b>
Yes	52%	62%	65%	66%	67%	50%	63%
No	44%	36%	35%	31%	30%	50%	37%
Not stated	4%	2%	0%	3%	3%	0%	0%

## 66. Results of Strategy

### 57.c) How would you describe the results of your strategy to accomplish your sponsorship goals?

We see an overall decline in assessment of sponsorship strategies. We also see a marked difference in assessment between organizations with an upward versus a downward revenue trend.

	Total 2013	Total 2015	2015 - Organization Type		2105 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>52</b>	<b>66</b>	<b>26</b>	<b>32</b>	<b>33</b>	<b>8</b>	<b>19</b>
5 - Excellent	21%	14%	8%	19%	21%	13%	5%
4 - Very Good	21%	23%	27%	22%	33%	0%	16%
3 - Good	42%	42%	46%	34%	30%	38%	63%
2 - Fair	12%	18%	19%	19%	9%	50%	16%
1 - Poor	0%	2%	0%	3%	3%	0%	0%
Not stated	4%	2%	0%	3%	3%	0%	0%
TOP 2 BOX SCORE	42%	36%	35%	41%	55%	13%	21%
BOTTOM 2 BOX SCORE	12%	20%	19%	22%	12%	50%	16%
<b>Mean</b>	<b>3.5</b>	<b>3.3</b>	<b>3.2</b>	<b>3.4</b>	<b>3.6</b>	<b>2.8</b>	<b>3.1</b>

## 67. Existence of a Marketing Process

### 58. Do you have a marketing process to retain and attract sponsors?

Respondents are almost evenly split in terms of having a marketing process to retain and attract sponsors. Again, we see a big difference between those with an upward versus downward trends.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	38%	43%	46%	46%	54%	20%	42%
No	43%	48%	44%	46%	41%	75%	48%
Not stated	19%	9%	11%	9%	5%	5%	10%

## 68. Is it Documented

### 58.b) Is it documented?

Almost two-thirds have documented this marketing process.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>42</b>	<b>51</b>	<b>21</b>	<b>25</b>	<b>30</b>	<b>4</b>	<b>13</b>
Yes	69%	65%	62%	64%	73%	75%	54%
No	31%	35%	38%	36%	27%	25%	46%
Not stated	0%	0%	0%	0%	0%	0%	0%



## 69. Confident That Board Members Can Articulate Sponsor Value Proposition

**59. How confident are you that all of your board members can clearly articulate your sponsor value proposition to a prospective sponsor?**

We note a substantial increase those who are highly confident that board members can articulate the sponsor value proposition.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Not confident at all	25%	10%	11%	9%	13%	5%	10%
Somewhat confident	41%	45%	41%	53%	54%	20%	58%
Highly confident	6%	32%	30%	27%	23%	65%	23%
Not Sure	9%	3%	4%	2%	4%	5%	3%
Not stated	20%	10%	13%	9%	7%	5%	7%

## 70. Existence of a Strategic Plan for the Organization

### 60. Do you have a strategic plan for your organization?

Eighty percent of respondents have a strategic plan. This represents a small increase from 2013.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	74%	80%	80%	86%	84%	70%	81%
No	15%	19%	17%	15%	16%	30%	19%
Not stated	12%	1%	2%	0%	0%	0%	0%

## 71. Is the Strategic Plan Documented?

### 60.b) Strategic plan details: Is it documented?

Virtually all respondents have a documented strategic plan.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>82</b>	<b>96</b>	<b>37</b>	<b>47</b>	<b>47</b>	<b>14</b>	<b>25</b>
Yes	98%	99%	100%	100%	100%	100%	100%
No	1%	0%	0%	0%	0%	0%	0%
Not stated	1%	1%	0%	0%	0%	0%	0%

## 72. Results of the Strategic Plan

### 60.c) How would you describe the results of the strategic plan for your organization?

Roughly two-thirds (62%) of organizations describe the results of their strategic plan as excellent or very good.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>81</b>	<b>96</b>	<b>37</b>	<b>47</b>	<b>47</b>	<b>14</b>	<b>25</b>
5 - Excellent	19%	22%	19%	30%	26%	14%	20%
4 - Very Good	52%	40%	46%	38%	43%	21%	52%
3 - Good	21%	24%	16%	23%	23%	36%	20%
2 - Fair	6%	9%	11%	6%	6%	21%	8%
1 - Poor	3%	2%	5%	0%	0%	7%	0%
Not stated	0%	3%	3%	2%	2%	0%	0%
TOP 2 BOX SCORE	70%	62%	65%	68%	68%	36%	72%
BOTTOM 2 BOX SCORE	9%	12%	16%	6%	6%	29%	8%
<b>Mean</b>	<b>3.8</b>	<b>3.7</b>	<b>3.6</b>	<b>3.9</b>	<b>3.9</b>	<b>3.1</b>	<b>3.8</b>

### 73. Board Member Engagement

More than half (59%) of believe that their board members are highly, very engaged.

#### 61. How engaged are your board members? \*

	Total 2013	Total 2015	Organization Type		3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
5 - Highly engaged	NA	23%	24%	26%	25%	20%	29%
4	NA	36%	30%	40%	38%	40%	29%
3	NA	28%	30%	22%	29%	30%	29%
2	NA	9%	13%	9%	9%	5%	13%
1 - Poorly engaged	NA	1%	0%	0%	0%	5%	0%
Not stated	NA	3%	2%	4%	0%	0%	0%
TOP 2 BOX SCORE	NA	59%	54%	66%	63%	60%	58%
BOTTOM 2 BOX SCORE	NA	10%	13%	9%	9%	10%	13%
<b>Mean</b>	<b>NA</b>	<b>3.7</b>	<b>3.7</b>	<b>3.9</b>	<b>3.8</b>	<b>3.7</b>	<b>3.7</b>

\* Changed the rating scale this year.

## 74. Board Efficiency

### 62. How efficient is your board in making decisions and accomplishing goals?

Respondents rate board's efficiency and productivity on an equal footing. Industry/trade organizations are inclined to give their board higher ratings when compared to professional organizations.

	Total 2013	Total 2015	Organization Type		3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
5 - Highly efficient	NA	15%	24%	11%	18%	15%	13%
4	NA	41%	37%	46%	45%	20%	55%
3	NA	33%	33%	31%	29%	40%	32%
2	NA	8%	4%	9%	9%	15%	0%
1 - Not efficient	NA	2%	0%	0%	0%	10%	0%
Not stated	NA	3%	2%	4%	0%	0%	0%
TOP 2 BOX SCORE	NA	56%	61%	56%	63%	35%	68%
BOTTOM 2 BOX SCORE	NA	9%	4%	9%	9%	25%	0%
<b>Mean</b>	<b>NA</b>	<b>3.6</b>	<b>3.8</b>	<b>3.6</b>	<b>3.7</b>	<b>3.2</b>	<b>3.8</b>

\* Changed the rating scale this year.

## 75. Productivity of Board Meetings

### 63. How productive are your board meetings? \*

	Total 2013	Total 2015	Organization Type		3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
5 - Highly productive	NA	15%	22%	13%	18%	10%	16%
4	NA	47%	41%	51%	55%	30%	48%
3	NA	28%	30%	22%	20%	45%	32%
2	NA	7%	4%	9%	7%	10%	3%
1 - Not productive	NA	1%	0%	0%	0%	5%	0%
Not stated	NA	3%	2%	6%	0%	0%	0%
TOP 2 BOX SCORE	NA	62%	63%	64%	73%	40%	65%
BOTTOM 2 BOX SCORE	NA	8%	4%	9%	7%	15%	3%
<b>Mean</b>	<b>NA</b>	<b>3.7</b>	<b>3.8</b>	<b>3.7</b>	<b>3.8</b>	<b>3.3</b>	<b>3.8</b>

\* Changed the rating scale this year.

## 76. Directors Provided with Orientation Materials

### 64. Do you provide your directors with orientation materials (e.g. a board manual)? \*

We note large differences in organizations with upward versus downward trends when it comes to treatment of board members (i.e. orientation materials and training).

	Total 2013	Total 2015	Organization Type		3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes and it's updated annually	NA	45%	48%	44%	48%	30%	45%
Yes and it's updated as things change	NA	32%	26%	35%	36%	35%	29%
Yes but it's rarely updated	NA	12%	11%	13%	9%	20%	13%
No	NA	9%	13%	6%	7%	15%	13%
Not stated	NA	3%	2%	4%	0%	0%	0%

\* Not asked in 2013

## 77. Live Training Provided?

### 65. Do you provide your directors with live training? \*

	Total 2013	Total 2015	Organization Type		3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes, everybody receives training at least annually	NA	24%	28%	24%	32%	5%	16%
Yes, once, when they join the board	NA	30%	22%	35%	36%	15%	32%
No	NA	42%	48%	35%	30%	80%	48%
Not stated	NA	4%	2%	7%	2%	0%	3%

\* Not asked in 2013



---

## 78. Desired Changes to How Board Operates

### 66. If there is one thing you could change about how your board operates what would it be?

- 2 To have the Board actively determine what focus they would like the association to take. My director care about the association but they sit back, listen to my report, my vision etc. and give comments etc. then they walk away. They will help if I ask specifically for help, but they have no vision of what they want.
- 3 More concise standing committee reports
- 4 a better understanding of their role and responsibilities as a board and commitment to learn this which is different from what their expectations are prior to joining the board
- 5 Submit reports on time
- 6 More involvement by some members of the board
- 7 Ensure that they are able to attend the majority of meetings either in person or through teleconferencing
- 8 Make annual Board meeting more productive
- 9 Need greater turnover of board members
- 10 More active involvement/ownership to association
- 11 more engagement between board meetings. They are all busy at their day jobs
- 12 Better understanding and commitment to roles and responsibilities of being a Director
- 13 More active participation by board members in events and advocacy.
- 14 More engagement
- 15 Continuity!
- 16 All board members are engaged 110%
- 17 Directors would take more of a leadership role on the committees that they are responsible for.
- 18 more engagement
- 19 Do more to eliminate potential conflicts of interest
- 20 Less conflict

- 
- 21 Succeed in having them fulfill their commitments made during meetings :)
  - 22 We have a change on the way to change from a representative model to a competency-based model - I am anxious to see that implemented and see how it works.
  - 23 I would like to see committees formed and work done outside the meetings.
  - 24 More focus on strategic issues
  - 25 policy manual
  - 26 Director qualification criteria defined and directors should agree to be advocates for the organization.
  - 27 Involve them in an annual orientation program that is funded to allow us to properly engage and train both new and returning Directors
  - 28 Improve engagement
  - 29 Be more broadly strategic in thinking and decision making for the organization
  - 30 Engaged more
  - 31 To use proper Board Governance
  - 32 More strategic focus
  - 33 less turnover - longer terms.
  - 34 Ensure that all 12 Board members are fully engaged and have read all of the materials and can respond to any question about anything that has been discussed or presented during meetings.
  - 35 Meetings should be about strategic issues.
  - 36 More engagement with resource development
  - 37 nothing
  - 38 Orientation manual and live or teleconference training improved and provided at minimum annually
  - 39 Stay out of operations... they can't help themselves. They love it.
  - 40 Better orientation, engagement and knowledge of member value proposition (ok, that's 3 things!)
  - 41 More face to face meetings vs conference calls
  - 42 Referrals
  - 43 Lessen involvement in Operations
-

- 
- 44 Have them less operational and hands-on and more focused on strategy.
  - 45 more women on the board
  - 46 Not matter how much training you provide, board members always seem to need a greater understanding of governance.
  - 47 More engagement
  - 48 This has been a very good year as the CSO and the Board Chair are in sync. We have accomplished quite a bit this year including reformatting the Board agenda and creating more accountability. I wouldn't change that.
  - 49 To be more strategic
  - 50 That the Board would take more initiative with projects - they only do what the CEO asks of them. Directors are overworked in their own jobs, so attracting Directors is very difficult.
  - 51 More time and esources for Baord training
  - 52 more engaged in employer outreach and member engagement less in involved in operations
  - 53 Have Board Committees as well
  - 54 That it be less operational
  - 55 Less micro-managing.
  - 56 Increase focus on strategic issues
  - 57 Accept training and make decisions and stand behind them.
  - 58 I would like to see them more engaged. Being a board member doesn't mean you just have to show up for meetings.
  - 59 All members come to meetings prepared
  - 60 change the board model from a working board; bring in an outsider to train them on how a board works
  - 61 a smaller board which we are implementing in 2015
  - 62 We have a particularly engaged board this year - no changes
  - 63 More frequent in-person meetings
  - 64 Be more engaged

- 
- 65 More engagement
  - 66 Directors to be prepared for board meetings
  - 67 More focus on governance vs operations
  - 68 More consistent contribution from all board members; 20-30% are not engaged
  - 69 More consistent
  - 70 1. Directors take on more work; 2. Less involved in operation and more strategic
  - 71 More engagement from more directors
  - 72 Increase engagement
  - 73 Increased engagement outside of the Board Meetings - setting the example.
  - 74 Nothing noted
  - 75 We have just implemented a smaller board, backed by an advisory committee. We need more engaged people and having people on an advisory committee should provide us with a "farm team".

## 79. Last Major Overhaul of Website

### 66.b) When was the last time you did a major overhaul of your website?

Close to half (44%) of all participating organizations have overhauled their website within the past year.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Less than 1 year ago	37%	44%	46%	40%	41%	55%	52%
Between 1 and 3 years ago	47%	33%	30%	33%	41%	40%	19%
More than 3 years ago	16%	20%	22%	24%	18%	5%	29%
Not stated	1%	3%	2%	4%	0%	0%	0%

## 80. Availability of Various e-Commerce Features

We are seeing an increase e-commerce activity for membership payments and events. Professional organizations are further advanced when compared to their industry/trade counterparts.

### 67. Do you have e-commerce available for: Membership payment?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	66%	73%	54%	86%	71%	75%	74%
No	23%	16%	30%	6%	16%	15%	19%
Not stated	12%	12%	15%	9%	13%	10%	7%

### 67. Do you have e-commerce available for: Events?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	74%	82%	70%	91%	79%	90%	87%
No	15%	12%	22%	4%	16%	10%	7%
Not stated	12%	7%	9%	6%	5%	0%	7%

### 67. Do you have e-commerce available for: Other?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	37%	33%	30%	36%	25%	45%	39%
No	26%	19%	24%	13%	18%	20%	23%
Not stated	36%	48%	46%	51%	57%	35%	39%

---

## 81. Other Uses For E-Commerce

### 67.b) If you have other uses for e-commerce, please specify.

- 2 we have a e store but we don't sell anything thru it
- 3 Merchandise
- 4 Sponsors, College renewals
- 5 Gift shop
- 6 Sponsor payments
- 7 training programs, small marketing items
- 8 payment of accreditation, PT and Training fees
- 9 Document purchases
- 10 training programs
- 11 PD registrations and educational resources sales
- 12 purchasing items for sale
- 13 purchase of membership related products
- 14 Online Store
- 15 courses, products
- 16 Awards, Accreditation and Public Relations Knowledge exams
- 17 Continuing education, certification exams
- 18 Donations
- 19 purchasing external tickets - cineplex, national park passes; sponsorship; conference, certification and education
- 20 We are moving towards a new AMS for event registrations. Membership is not paid via the Chapter.
- 21 donations
- 22 member products and services such as Continuing education sessions, exam fees

- 
- 23 online learning, some printed resources, insurance, charitable contributions
  - 24 sponsorship
  - 25 Fellowship applications
  - 26 Currently redeveloping new site with online store
  - 27 Courses + Materials
  - 28 Deposit on New Membership Fees
  - 29 purchasing books
  - 30 Books, PD



## 82. Gross Revenue Per Annum

The following tables provide information on gross revenues and sources of revenue.

### 68. What is the gross revenue per annum for your organization?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
\$100k or less	4%	3%	2%	2%	4%	0%	7%
\$101k to \$500k	23%	22%	20%	20%	21%	25%	29%
\$501k to \$1M	16%	14%	17%	7%	13%	25%	16%
\$1.1M to \$5M	23%	28%	26%	36%	41%	20%	19%
\$5.1M to \$10M	5%	8%	15%	4%	9%	10%	10%
Over \$10M	6%	4%	2%	7%	7%	0%	3%
Not stated	24%	21%	17%	24%	5%	20%	16%
<b>Mean (\$M)</b>	<b>NA</b>	<b>3.162</b>	<b>3.269</b>	<b>3.856</b>	<b>3.773</b>	<b>2.065</b>	<b>2.591</b>

## 83. Sources of Revenue

### 69.a) Which of these items are sources of revenue for you? – Membership Dues

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
90% or more	10%	17%	24%	9%	25%	25%	3%
Between 50% and 90%	31%	31%	33%	33%	30%	55%	29%
50% or less	47%	39%	33%	44%	43%	20%	61%
0% - Not a revenue source	0%	1%	0%	0%	2%	0%	0%
Not stated	12%	13%	11%	15%	0%	0%	7%

### Sponsorship

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
90% or more	2%	1%	0%	2%	2%	0%	0%
Between 50% and 90%	4%	5%	7%	4%	5%	10%	3%
50% or less	63%	64%	61%	71%	70%	65%	81%
0% - Not a revenue source	15%	13%	13%	9%	16%	20%	10%
Not stated	17%	17%	20%	15%	7%	5%	7%

### Event fees (net profit)

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
90% or more	2%	1%	0%	2%	2%	0%	0%
Between 50% and 90%	9%	14%	22%	9%	11%	30%	16%
50% or less	64%	59%	50%	67%	68%	50%	74%
0% - Not a revenue source	8%	8%	11%	2%	13%	15%	0%
Not stated	17%	18%	17%	20%	7%	5%	10%

### Certification/Accreditation

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
90% or more	1%	0%	0%	0%	0%	0%	0%
Between 50% and 90%	6%	4%	2%	7%	5%	0%	7%
50% or less	19%	25%	17%	35%	32%	15%	29%
0% - Not a revenue source	47%	46%	52%	35%	46%	65%	52%
Not stated	26%	25%	28%	24%	16%	20%	13%

**Affiliate Programs (e.g. insurance)**

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
90% or more	0%	0%	0%	0%	0%	0%	0%
Between 50% and 90%	0%	1%	0%	2%	0%	0%	3%
50% or less	27%	33%	26%	38%	36%	35%	39%
0% - Not a revenue source	41%	42%	46%	36%	48%	50%	42%
Not stated	32%	25%	28%	24%	16%	15%	16%

**Other**

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
90% or more	4%	3%	4%	0%	5%	0%	0%
Between 50% and 90%	8%	4%	2%	6%	4%	5%	7%
50% or less	21%	18%	15%	24%	18%	25%	23%
0% - Not a revenue source	23%	17%	22%	7%	14%	30%	19%
Not stated	45%	58%	57%	64%	59%	40%	52%

---

## 84. Other Sources of Revenue

### 69.g) What are the other sources of revenue?

- 2 Magazine and digital newsletter advertising revenue. Individual donations. Part of membership revenue is generated by Life Membership endowment.
- 3 website advertisements, document purchases, interest
- 4 Government transfer payment or funded projects
- 5 Job Posting Program, funds from International association and Exhibitor Booths
- 6 Employment ads, subscriptions, interest,
- 7 government contracts
- 8 Proficiency Testing Fees and Training fees
- 9 Print revenue
- 10 magazine subscriptions, magazine and on-line ad revenue
- 11 Online Store, online education, contract management
- 12 Government, Foundations, projects,
- 13 Awards, Advertising commissions, Job Boar, publication subscriptions, investment interest
- 14 renting lockers, renting consulting merchandise,
- 15 31% gov't funding, 1% other.
- 16 government funding; investment income
- 17 publication sales, member book catalogue, royalties
- 18 Continuing education, publication sales
- 19 Investment Income
- 20 Product Sales
- 21 Primary Educational programs
- 22 Continuous Professional development, job board

- 23 sale of industry tools (markers)
- 24 sales of materials; interest income
- 25 Government grants
- 26 managing and directing ad revenue
- 27 College
- 28 Newspaper advertisement
- 29 Book sales and investment income
- 30 Publishing

## 85. Gross Revenue Over the Past Year

### 70. What happened to your gross revenue in 2014/2015?

Overall, gross revenue in 2015 is relatively stable in comparison to 2013. Industry/trade organizations are more likely to report higher gross revenues when compared to professional organizations.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Higher	48%	45%	57%	42%	88%	10%	10%
Lower	17%	25%	26%	18%	9%	80%	29%
Same as 2011/2013	19%	19%	11%	26%	4%	10%	61%
Not stated	16%	11%	7%	15%	0%	0%	0%

## 86. Trend in Revenue

### 71. What is the trend in your revenue over the past 3 years?

Approximately half (47%) of participating organizations are experiencing an upward trend in revenue over the past three years. We note an increase in the percent seeing a downward trend.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Upward	48%	47%	52%	51%	100%	0%	0%
Downward	10%	17%	20%	7%	0%	100%	0%
Flat	26%	26%	22%	27%	0%	0%	100%
Not stated	16%	11%	7%	15%	0%	0%	0%

## 87. Budget for Gross Revenue

### 72. What is your budget for gross revenue in 2015?

Almost half (48%) of organizations budgeted for higher revenues in 2015. Overall we are not seeing a great deal of movement in these numbers when we compare to 2013 results.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Higher	46%	48%	57%	46%	80%	25%	23%
Lower	13%	11%	11%	9%	7%	40%	3%
Same as 2012/2014	27%	29%	24%	31%	13%	35%	68%
Not stated	14%	13%	9%	15%	0%	0%	7%

## 88. Expectations For Gross Revenue in 2015

### 73. What are your expectations for gross revenue in 2015?

Respondents are more likely to predict that revenue will remain the same when we make comparisons to 2013.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Higher	57%	45%	57%	42%	73%	25%	26%
Lower	26%	14%	9%	15%	11%	45%	7%
Same as 2014	17%	28%	26%	29%	14%	30%	65%
Not stated	-	13%	9%	15%	2%	0%	3%

## 89. Sources of Revenue Growth

**73.b) In what area(s) do you expect to see the major source of revenue growth? (base: Expect Growth)**

The three largest expected sources of revenue growth are membership fees, sponsorship and event registrations.

	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
		Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>54</b>	<b>26</b>	<b>23</b>	<b>41</b>	<b>5</b>	<b>8</b>
Membership fees	56%	54%	57%	56%	60%	50%
Sponsorship	48%	46%	52%	42%	60%	75%
Event registrations	48%	39%	61%	44%	40%	75%
Training/professional development registration	35%	46%	26%	32%	40%	50%
Trade show exhibitors	24%	15%	39%	22%	20%	38%
Certification/accreditation/licensing	19%	15%	22%	20%	0%	25%
Affiliate programs	17%	19%	17%	15%	40%	13%
Service fees	15%	15%	17%	12%	40%	13%
Government funding	11%	12%	9%	15%	0%	0%
Job postings	11%	4%	22%	10%	0%	25%
Knowledge products	11%	12%	4%	10%	0%	25%
Other	9%	4%	13%	7%	0%	25%
Not stated	11%	12%	13%	15%	0%	0%



## 90. Sources of Revenue Decline

### 73.c) In what area(s) do you expect to see the major source of revenue decline?

Note: base sizes are very small. The two largest sources of revenue decline are expected to be membership fees and sponsorship.

	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
		Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>17</b>	<b>4</b>	<b>8</b>	<b>6</b>	<b>9</b>	<b>2</b>
Membership fees	53%	50%	38%	50%	56%	50%
Sponsorship	59%	75%	50%	33%	67%	100%
Event registrations	24%	50%	25%	33%	22%	0%
Trade show exhibitors	12%	25%	13%	17%	11%	0%
Training/professional development registration	24%	25%	25%	33%	22%	0%
Certification/accreditation/licensing	6%	0%	13%	17%	0%	0%
Service fees	0%	0%	0%	0%	0%	0%
Affiliate programs	0%	0%	0%	0%	0%	0%
Government funding	6%	0%	13%	0%	11%	0%
Job postings	18%	50%	13%	33%	11%	0%
Knowledge products	6%	25%	0%	17%	0%	0%
Other	6%	0%	13%	17%	0%	0%
Not stated	12%	25%	13%	17%	11%	0%

## 91. Costs

### 74. What happened to your costs in 2014/2015?

We are seeing a slight increase in the percentage reporting that their costs are lower this year. In terms of goals, approximately two-thirds aspire to lower their costs or keep them the same.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Higher	42%	45%	46%	47%	57%	30%	52%
Lower	19%	26%	24%	24%	27%	45%	23%
Same as previous year	26%	18%	24%	13%	14%	25%	26%
Not stated	14%	12%	7%	16%	2%	0%	0%

## 92. Goals For Costs

### 75. What are your goals for your costs in 2015?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Higher	30%	26%	28%	26%	38%	10%	26%
Lower	18%	22%	26%	18%	16%	45%	26%
Same as previous year	37%	41%	39%	40%	45%	45%	48%
Not stated	15%	12%	7%	16%	2%	0%	0%

### 93. Existence of Financial Reserves

#### 76. Do you have financial reserves in excess of your expected operating expenses for 2015?

We note a slight decline in those with financial reserves in excess of expected operating expenses. Approximately 60% have reserves that would cover up to a year in operating expenses. 27% report using reserves in 2014. The same percentage were anticipating using reserves in 2015.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	61%	53%	46%	58%	57%	65%	55%
No	26%	37%	48%	29%	41%	35%	45%
Not stated	14%	10%	7%	13%	2%	0%	0%

### 94. Months/Years of Operating Expenses That Could be Covered By Reserves

#### 76.b) How many months or years of operating expenses could be covered by your reserves?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>67</b>	<b>64</b>	<b>21</b>	<b>32</b>	<b>32</b>	<b>13</b>	<b>17</b>
6 months or less	48%	25%	19%	28%	25%	15%	35%
6 months - 1 year		36%	24%	44%	41%	46%	24%
1 -2 years	37%	28%	52%	16%	34%	15%	29%
More than 2 years	13%	8%	5%	6%	0%	23%	12%
Not stated	2%	3%	0%	6%	0%	0%	0%

## 95. Were Reserves Used in 2014?

### 76.c) Did you utilize your reserves in 2014?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>67</b>	<b>64</b>	<b>21</b>	<b>32</b>	<b>32</b>	<b>13</b>	<b>17</b>
Yes	24%	27%	19%	25%	16%	39%	41%
No	73%	73%	81%	75%	84%	62%	59%
Not Stated	3%	-	-	-	-	-	-

## 96. Use of Reserves in 2015

### 76.d) Do you expect to utilize your reserves in 2013/2015?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>67</b>	<b>64</b>	<b>21</b>	<b>32</b>	<b>32</b>	<b>13</b>	<b>17</b>
Yes	31%	27%	29%	25%	25%	46%	18%
No	64%	72%	67%	75%	75%	46%	82%
Not stated	5%	2%	5%	0%	0%	8%	0%

## 97. Existence of Directors and Officers Insurance

### 77. Do you currently have D&O (Directors & Officers) Insurance?

The majority (86%) have D&O insurance.

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>110</b>	<b>120</b>	<b>46</b>	<b>55</b>	<b>56</b>	<b>20</b>	<b>31</b>
Yes	79%	86%	91%	84%	91%	100%	97%
No	5%	2%	0%	0%	2%	0%	3%
Not stated	16%	13%	9%	16%	7%	0%	0%

## 98. Directors and Officers Insurance within Past Three Years

### 77.b) (If no) Did you have D&O insurance in the past 3 years?

	Total 2013	Total 2015	2015 - Organization Type		2015 - 3 Year Revenue Trend		
			Industry/ Trade	Professional	Upward	Downward	Flat
<b>TOTAL RESPONDENTS</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
Yes	0%	0%	0%	0%	0%	0%	0%
No	100%	100%	0%	0%	100%	0%	100%
Not stated	0%	0%	0%	0%	0%	0%	0%

---

## 99. Final Comments

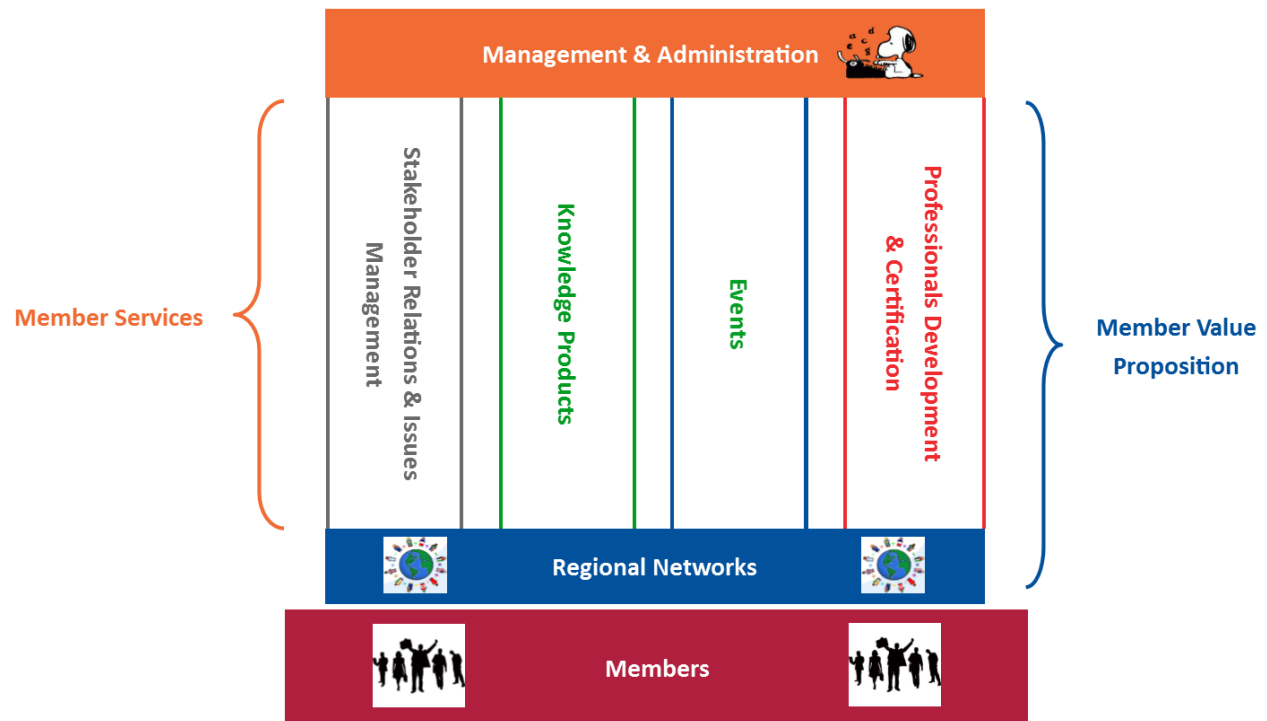
### 78. Do you have any final comments about this survey or any other general comments?

- 1 suggest inclusion of N/A as an option as this would have been a used option for some of the questions.
- 2 Membership retention questions do not appreciate that members move away from the jurisdiction, die, retire etc which is unrelated to real or perceived association value. Membership recruitment questions show lack of understanding of the variables related to recruitment, for example, recruitment is dependent on number of graduates (the pool) which is unrelated to association activities; in other words, no new graduates, therefore no new members.
8. Re: Question 76, I'm not sure that reserves equal to a full year of operating would be a standard benchmark – I think 6 months is more the norm (enough to fund the wind-down of operations if required). We review the amount of restricted reserves annually with our auditor, according to a formula, which is reported and agreed by the Board. Unrestricted reserves are used to fund program development.
9. Very thorough survey.
10. Q 77- we do have a financial reserve but not a whole year of operations.
11. That was more than 10 minutes
12. Excellent questions.
13. that was a long 10 minutes :)
14. Some questions were difficult to answer because of special circumstances over the past year and a half. However, overall I am interested in seeing the report on results.
15. Too long.
16. Re questions about memberships: our memberships don't expire, but we do send requests to companies annually for their membership figures so that we can calculate membership dues. Some of the questions in this section were not answered because they don't apply.
17. Look forward to receiving the data. Thanks for taking the initiative on this. It was a little challenging for me to complete as I have only been here three months. The organization has been without an ED for two years and so the board has been very operational.
18. It is difficult to compare our operations with others - I would like to see a portion of this one - for just those organizations that have one employee - and benchmark myself against them.

19. I am interested in seeing the survey results to determine what industry trends are.
20. Not enough options to choose. In some cases we should be able to check multiple boxes for the same question
21. Some areas required further explanation, but survey did not allow comments
22. Our organization is 3 years old, so some of the questions are not really useful.

## Appendix

### Sustainability Model for Membership Organizations <sup>TM2</sup>



<sup>2</sup> The Sustainability Model for Membership Organizations is a trademark of Zzeem, Inc.. All content related to the Sustainability Model is the copyright of Zzeem, Inc. 2016. No reproduction without authorization.



## ***The 5 Pillars of the Sustainability Model***

### **1. REGIONAL NETWORKS**

These networks support the organization and provide grass roots level connectivity.

### **2. STAKEHOLDER RELATIONS & ISSUES MANAGEMENT**

These activities are formidable member services. They support the visibility of the organization and the production of relevant knowledge products.

### **3. KNOWLEDGE PRODUCTS & COMMUNICATION**

Relevant information is a valuable member service and a revenue opportunity.

### **4. EVENTS**

Events include professional development seminars and workshops. Events keep members engaged and they are a source of revenue.

### **5. PROFESSIONAL DEVELOPMENT & CERTIFICATION**

Professional development opportunities and certification increase credibility and member value. This is also a key revenue-generation area.

## **The High Performance Membership Organization<sup>TM3</sup>**

There are 8 elements to the High Performance Membership Organization:

1. Human Resource Management
2. Planning
3. Governance
4. Resource management
5. Revenue diversification
6. Member value proposition
7. Sponsor value proposition
8. Stakeholder relations and issues management

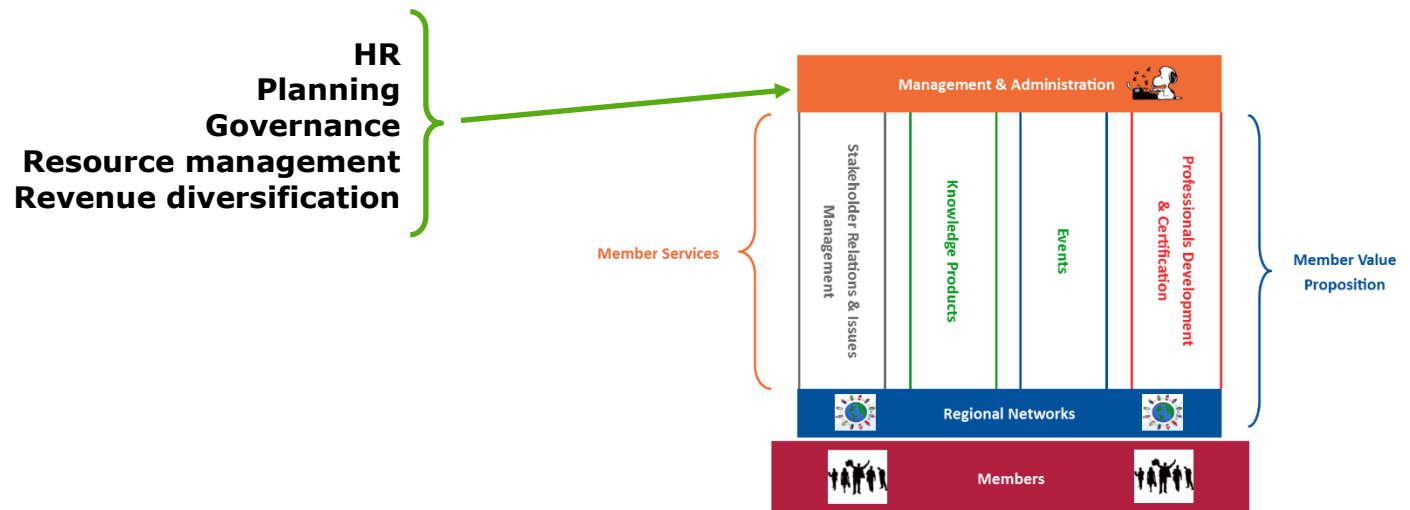
These 8 elements consist of “front stage” and “back stage” elements that tie back to the Sustainability Model for membership organizations.

---

<sup>3</sup> The High Performance Membership Organization and the HPO are trademarks of Zzeem, Inc.. All content related to the High Performance Membership Organization and the HPO are the copyright of Zzeem, Inc. 2016. No reproduction without authorization.

## ***The Sustainable HPO™ - Back Stage***

These are the internal systems and activities that support the outward-facing activities of the organization. The back stage of the High Performance Organization ("HPO") is invisible when it is working well and painfully visible when it is not.



## ***The Sustainable HPO - Front Stage***

These are the elements of the HPO that stakeholders see and interact with. They are highly visible and they have a direct impact on the credibility and profile of the organization.

