

# Portfolio Reports

continued

## Areas of focus for 2007/2008:

- 1. Knowledge retention:** Capturing the intellectual capital of our volunteers and board members for a more consistent, efficient and improved member experience going forward.
- 2. Member retention and growth:** By understanding what keeps members with us, we can ensure our steady growth is not eroded.
- 3. Financial sustainability:** Although chapter finances have been strong for several years, we plan to build and manage budgets that support each portfolio's priorities while maintaining a strong focus on the bottom line.
- 4. Succession planning:** Successful transitions from board year to board year are one of the keys to protecting the IABC/Toronto brand as well as ensuring ongoing success. A formal structure to develop our volunteers as future chapter leaders will form the basis of a structured approach to volunteer engagement.

### Kimberley Cochrane Vice President, Member Communications

The Member Communications portfolio focused on developing a new member website, which was successfully launched in January. We received positive comments regarding the changes and usability. With this change, came a new look for e-Lerts, which also received rave reviews. The *Communicator* saw the addition of new member contributors.

### Anna Relyea Vice President, Membership

IABC/Toronto ended the year with 1,404 members, reinforcing our ranks as the largest chapter in the world. We surveyed the members and with a 16 per cent response rate (previous year was 9%), with more than 91 per cent reporting satisfaction with their membership. Eighty-eight per cent of our members agree that they receive benefits from their membership and 87 per cent would highly or strongly recommend IABC membership. Responses indicated the need for more senior level programming. The chapter responded and held seminars targeted to senior members. These findings will support the strategic objectives in 2008.

Our student outreach included presentations to more than 270 public relations/communications students and three student events, including a student Think Tank. We awarded several Kay Staib Memorial Scholarship prizes and the IABC/Toronto MAVERICK Student of the Year award.

### Shari Balga Vice President, Networking & Special Events

The Networking and Special Events portfolio hosted 270 attendees and held eight uniquely themed events. A number of events raised charitable funds including \$1,000 for ABC Canada to support literacy and \$500 to the Fred Victor Centre to support employability.

A new pilot project, the IABC/Toronto Supper Club, promoted thought-leadership and discussion among senior members. A white paper on reputation management has been created through these discussions and will be shared with all members.

### Andrew Hoard-Reddick and Michael Miller Vice Presidents, Professional Development

The Professional Development portfolio held 14 events, attracting 739 registrants, representing a six per cent increase over 2005/2006. (Note: AIP events are not included)

We partnered with like-minded associations to create greater awareness of IABC/Toronto in the larger business community. The chapter successfully experimented with marquee speakers bringing industry experts such as: Vancouver-based Todd Maffin, who spoke on social media; and New York-based TJ Larkin, who addressed change management. Both of these events drew higher-than-regular turnouts. We also held our first ever CEO panel. These initiatives were augmented by eight additional events presented by the chapter's special interest groups, the Alliance of Independent Practitioners and the West End Group.

### Natasha Renaud Vice President, Volunteer Services

The year started off with a bang with 30 volunteers attending the volunteer recruitment night in September. We ended the year with 84 volunteers, compared to the previous year with 69. We continued to increase volunteer retention by sending a thank you flash card e-mail to all current IABC volunteers. The year finished strong with a party at the Oasis Lounge. Thanks to all who helped IABC/Toronto during the year. Our volunteers are the ones that make things happen!

## ANNUAL REPORT July 1, 2006 – June 30, 2007



# A Letter from the President

# 2006/2007 Financial Report



In 2007, we marked the 65th anniversary of our predecessor organization. Our origins supposedly started when three men drove back to Toronto from Peterborough and decided to strike a professional organization. Their spirit of initiative, enthusiasm and innovation continues to inspire the chapter's board, volunteers and members to build a vibrant and thriving association.

Vibrancy is a great way to describe our chapter last year. We hit a major milestone in May 2007 and reached 1,400 members. We closed out the year with almost 100 more members than last year. From a professional development perspective, we held 22 events including the Alliance of Independent Practitioners (AIP) events and had a cumulative 1,200 paid registrations, compared to 805 the previous year. Plus, we raised our overall average registration per event and the percentage of members attending events. We also re-launched our website, among other accomplishments.

Driving member value was an overarching goal. We reduced registration prices and offered complimentary registrations to honour members, including a special luncheon for our accredited members. We also gave our social events an experiential twist by offering a theatre night, chocolate making workshop and a holiday event, to name a few initiatives. And we piloted the first ever IABC/Toronto Supper Club, where senior practitioners discussed reputation management over dinner and produced a white paper. We also had numerous initiatives to support the communities within our chapter – accredited members, senior members, students, AIP and West End members.



Supporting the community at large was also an important mandate. We donated \$11,000 to the IABC Research Foundation to support Canadian research. As a result of last year's donation, IABC/Toronto also underwrote a portion of the IABC Research Foundation's Profile I 2006 salary survey which gave us updated compensation data. We also donated more than \$4,000 in IABC books and resources to three Toronto libraries to benefit members and non-members. The chapter also supported literacy and employability in Toronto through cash donations to various organizations.

I would like to thank the volunteers and 2006/2007 IABC/Toronto board for their passion for our field of practice and dedication of both time and expertise. I also want to thank our generous sponsors and advertisers for their continued support. We had a tremendous year. Finally, let me express my gratitude to you for your membership and commitment to IABC. We hope you will continue to provide your input, feedback and participation to make IABC/Toronto relevant and meaningful.

It has been an honour to serve you.

Felicia Shiu, ABC, APR  
President, IABC/Toronto 2006/2007

**Gold Quill winner 2007 –  
IABC/Toronto student members –  
The Shaun Bruce Toronto Mayoral Campaign**

**Daniella Cross and the Shaun Bruce  
for Mayor Campaign Team  
University of Guelph-Humber  
Toronto**

## Leslie Hetherington, MBA, APR Vice President, Finance

For our members' reference, the IABC/Toronto board is pleased to present this statement of revenue and expenses for the year ended June 30, 2007 (with comparative results from 2005/06 and 2004/05). IABC/Toronto's financial outcomes reflect the result of a successful year, which is due to the active engagement of our members, time and talent contributions from more than 80 volunteers and the generous support of our sponsors and advertisers.

Accompanying this statement are notes explaining some of the major revenue and expense items.

It is important to note that this year we allocated \$36,270 in surplus funds from the 2005/06 board year net revenue to long-term investments, including: a website redesign for the chapter and a computer to support it, as well as one-time expenses including: a donation to the IABC Research Foundation; a portfolio initiative for accredited members; a members-only free Spa event with a charitable component; and four member-submitted initiatives. Our objective with the 2006/2007 budget was to successfully draw down on our surplus funds, rather than continue to carry the surplus over another year. We accomplished this to a certain degree through the initiatives mentioned above. However, due to strong CareerLine sales, membership growth and professional development event revenue above projections, the chapter's net loss came in lower than budgeted at approximately -\$3,582, as opposed to -\$34,696.

Therefore, we start the 2007/08 year with a solid equity base, which includes an accumulated unrestricted reserve, acquired during several economically strong years. During the 2007/08 board year, we will potentially again seek your input through proposals for member and portfolio initiatives to channel unrestricted reserve funds back to our membership through various added-value initiatives.

We have a solid infrastructure in place and have budgeted for a full complement of programs, events, communication resources and other initiatives to be delivered in the 2007/08 board year and expect the chapter's financial status to remain strong.



**David Moorcroft, Senior Vice President, Corporate Communications, RBC Financial Group was one of the speakers at the Lessons Learned from the Communications Teams at Canada's Top Brands sponsored by CNW Group on November 29, 2006.**



**IABC/Toronto wins the IABC Research Foundation Friend Award 2007. The chapter was honoured for its ongoing commitment to support research. We are the first chapter ever to win the award.**

# 2006/2007 Financial Report

continued

## How your membership dollars are distributed



REVENUE	2007	2006	2005	Explanation
<b>Membership Fees</b>	<b>81,324</b>	75,629	74,736	Of the membership dues that are remitted to IABC, IABC/Toronto receives \$65 per full member belonging to the chapter.
<b>Events/Programs Income</b> <small>(Excludes Awards but includes Professional Development, Munch 'n' Mingles, two Student Events, AIP Events, ABC Event)</small>	<b>72,209</b>	36,501	37,007	Income from events/programs comes primarily from registration fees for professional development events, Munch 'n' Mingles, student events and West End events. For the first time, IABC/Toronto has also included revenue and expenses from the AIP special interest group in the 2006/07 statements.  In 2006/07, sponsorship support for events and programs is included with the revenue for each specific program/event. Please note, the chapter subsidizes much of the out-of-pocket costs of events through sponsorship income support. This helps to keep registration fees for members close to cost and provides opportunities for the sponsoring firms to gain exposure to a targeted audience.
<b>Awards Income*</b> <small>(*Note: Includes Sponsorship revenue in 2006/07 only)</small>	<b>61,989</b>	31,210	32,557	This includes revenue related to the Communicator of the Year award, including event registration fees and sponsorships, as well as the OVATION awards, which also includes award entry fees.  Note: Sponsorship revenue was not included in the figures for 2005/06 and 2004/05.
<b>Advertising, CareerLine and Sponsorship*</b> <small>(*Note: Sponsorship included only in 2005/06 and 2005/05 revenue for this category.)</small>	<b>132,855</b>	175,892	139,675	Advertising includes e-Lerts, <i>Communicator</i> , CareerLine and flyers. CareerLine generates a variable income driven by the economy and related job market.  In 2006/07, sponsorship revenue was moved to the specific portfolios it supports, which is why revenue in this category is lower in 2006/07 compared to previous years.
<b>Miscellaneous Income</b>	<b>73</b>	170	5,786	Amount received from Canada East Region to cover Silver Leaf award support.
<b>Interest Income</b>	<b>8,888</b>	3,276	2,201	Operating surpluses are deposited into an interest bearing account until needed.
<b>TOTAL REVENUE</b>	<b>\$357,338</b>	<b>\$322,678</b>	<b>\$291,962</b>	

DIRECT PROGRAM EXPENSES	2007	2006	2005	Explanation
<b>Membership and Accreditation</b>	<b>3,066</b>	1,275	4,555	These budget items fund: information kits for prospective members; award donations to communication programs at five colleges/universities in the GTA; the chapter's accreditation college program; and advocacy of accreditation, including support for ABC candidates and ethical standards.
<b>Events/Programs</b>	<b>63,683</b>	30,014	30,870	Venue and catering costs comprise the bulk of expenses related to professional development programs, Munch 'n' Mingles, as well as AIP, student and West End events.  When pricing professional development and Munch 'n' Mingle and other events, the chapter aims for cost recovery. Revenue for 2006/07 was higher than previous years due to implementation of half-day seminar programs and engagement of some internationally renowned speakers.
<b>Surplus Initiatives</b>	<b>36,270</b>	-	-	Surplus funds generated during the 2005/06 board year were allocated in 2006/07 to: a members-only free event; four member-submitted initiatives; a portfolio initiative for accredited members; a donation to the IABC Research Foundation; and development of the new website.  Member surplus initiatives included: procurement of IABC Knowledge Centre publications for member access through local libraries and an "unconference" on social media strategies. Two additional member initiatives: research to assess and enhance OVATION Awards program; and 3-4 webinars in a group setting for members were carried forward to the 2007/08 board year.
<b>Marketing, Advertising and Sponsorship</b>	<b>15,460</b>	378	4,155	This year's budget funded integration of the new global IABC brand into IABC/Toronto tools and collaterals.
<b>Member Communications</b>	<b>21,848</b>	22,360	26,037	Printing costs for <i>Communicator</i> , as well as website hosting and maintenance costs.
<b>Executive Services</b>	<b>15,224</b>	12,016	23,464	When possible, the chapter underwrites travel and registration expenses for the president, executive vice president and immediate past president to attend regional and national meetings and conferences, as its representatives.
<b>Professional Standards</b>	<b>65,327</b>	52,255	41,223	The costs associated with IABC/Toronto's OVATION and Communicator of the Year awards include: venue, catering, audiovisual services, awards and printing.
<b>Volunteer Services</b>	<b>3,623</b>	2,419	2,986	These budget items support the volunteer recruitment night, the year end volunteer appreciation event, as well as volunteer recognition incentives/ tokens throughout the year.
<b>TOTAL DIRECT PROGRAM EXPENSES</b>	<b>\$224,501</b>	<b>\$120,717</b>	<b>\$138,264</b>	

IABC/Toronto sponsored several member-driven surplus initiatives, including an "Unconference" on Social Media and library donations of more than 42 IABC Knowledge Centre and other publications, such as:

- *The Business of Truth: a guide to ethical communication*
- *Communication Behaviour of Virtual Workforces: a report on effective communication*
- *Communication Research Primer: measuring and evaluating organizational communication*
- *The Face-to-Face Communication Toolkit: creating an engaged workforce*
- *How Communication Drives Merger Success*
- *Managing the Communication Function: a blueprint for organizational success*

# 2006/2007 Financial Report

continued

# Portfolio Reports

IABC/Toronto is grateful to the following 2006/2007 sponsors for their support of the Toronto communications industry:

- *Brown Book Company (BBC) Limited*
- *Cision*
- *Cramer & Company Ltd.*
- *CNW Group*
- *Marketwire*
- *MAVERICK Public Relations*
- *News Canada*
- *Telus*

ADMINISTRATION EXPENSES	2007	2006	2005	Explanation
Management Fees	95,314	83,280	78,082	IABC/Toronto is fortunate to have administrative support to maintain continuity of service to its members. The association's management firm provides various services, including: website content management, event registration processing, bulk mailing services (for <i>Communicator</i> ), CareerLine advertisement postings, e-Lert preparation, general administration, booking and telephone support for members.
Stationery	3,506	6,392	6,297	Stationery budget use was minimal, as current inventory was sufficient and minimal re-prints were required.
Postage/courier	21,786	23,404	22,884	Mailing costs are primarily for regular <i>Communicator</i> mailings.
Printing	2,280	1,720	2,961	
Insurance	1,578	1,578	1,791	Officers and directors liability insurance.
Meetings expense	3,353	2,912	2,783	Expenses for monthly board meetings.
Telephone	976	935	756	
Bank charges	5,155	3,292	3,545	
Professional	2,471	867	692	Review of the financial statements by a Chartered Accountant.
<b>TOTAL ADMINISTRATION EXPENSES</b>	<b>\$136,419</b>	<b>\$124,380</b>	<b>\$119,791</b>	
<b>EXCESS (DEFICIT) REVENUE OVER EXPENSE</b>	<b>(\$3,582)</b>	<b>\$77,581</b>	<b>\$33,907</b>	As the surplus from 2005/06 was allocated to capital investments and value-added initiatives in 2006/07, the final net revenue/expense should reflect a net loss that is roughly equivalent to the surplus funds spent. However, strong revenues reduced the expected net loss to well below initial projections.

## Rawle Borel Jr. Immediate Past President

This year, I met my two key portfolio goals: ensuring a strong slate of candidates for the 2007/2008 IABC/Toronto board and implementing a well-attended annual general meeting (AGM). The AGM included the initial results from the recent IABC Research Foundation 2006 Profile 1 salary survey and the IABC Be Heard branding campaign.

## Janet Comeau Executive Vice President

My role this year was to put into place governance initiatives to strengthen our organization. This included templates for nurturing special interest groups and updating the constitution and by-laws to ensure that the language and current practices are reflected in the document.

## Brent Carey, ABC Vice President, Accreditation & Standards

Bolstered by the Accreditation College program, 18 IABC/Toronto members were accredited in 2006/07, increasing our total ABCs to 81, the largest amount of any chapter in the world. We reviewed the structure and value of the college and added professional development events to meet the needs of our most senior communicators. A newly developed Ethics Portfolio Director began to implement a strategic communications plan to increase awareness of ethics and ethical issues facing the profession.

## Shelia Corriveau Vice President, Association Management

The strength of our chapter lies with our volunteers and our management office. Our goal is to give members the best value for their fees and time. We accomplished that this year with help from Funnel Communications (our management office). Due to our large size as an organization, it is impossible to run efficiently and effectively just with volunteers. Therefore, we work with John and the Funnel team to ensure that we have a strong back office to support us. I believe this relationship makes IABC/Toronto accessible to all members, providing them with the value they require.

## Roxanne Cramer Vice President, Awards

The 11th Annual IABC/Toronto's CNW Group Communicator of the Year (COTY) Award had a strong show of entries and was won by Annette Verschuren, President, Home Depot Canada. We had a stellar awards season this year with over 200 attendees at the IABC/Toronto OVATION Awards Gala. New awards presented included awards for independents, agencies and businesses, as well as the Roberta (Bobbie) Resnick Philanthropy Award. Visit the IABC/Toronto website to download a complimentary copy of the OVATION Awards Winning Entries Booklet.

## Trell Huether Vice President, Marketing Communications

The Marketing Portfolio of IABC/Toronto continued this year to work with all other portfolios to promote events, elevate IABC's profile in the communications industry and to raise the awareness of IABC/Toronto in the greater business community. Highlights included media coverage in Marketing Magazine, PubZone, O'Dwyer's PR Newsletter, Adnews, and PR Canada.



IABC West Enders munched and mingled at Mississauga's On the Curve Hot Stove and Wine Bar on November 8, 2006.