

THE YEAR WE 'WENT DIGITAL'

In previous years, IABC/Toronto has worked from a three-year strategic plan, but given the unpredictability of today's world, we decided to create a one-year strategy for 2013/2014. Our vision was to be the association of choice for GTA communications professionals and our overall goal was to provide relevant content and skills development to engage members and promote member value.

It was a challenging year for the chapter as we had to balance the delivery of local programs with advocating on behalf of our members to IABC International as it went through a period of transition. Despite this, we ended the year with a host of accomplishments.

COMMUNICATOR GOES DIGITAL

The inaugural digital issue had open rate of 40% and click-thru rate of 15%

Moved our newsletter, Communicator, to a fully digital format, which will save us almost

SAVE \$10,000
a year



Improved the caliber of newsletter articles by encouraging more senior members to write



PROMOTING MEMBERSHIP



Added Lunch 'n' Learn events to show corporate members how they can activate their memberships

Launched a student ambassador committee with reps from all postsecondary communications programs and **increased student membership to 252**



NETWORKING FOR ALL MEMBERS

7 events including successful student-focussed speed-networking event with 40 student and 13 senior members

Expanded awareness of our profession with another successful Communicator of the Year event



Honoured our latest MC, Jo Langham, ABC, at a special event for accredited and senior members only



A RECORD-BREAKING OVATIONS PROGRAM



240 OVATIONS ENTRIES, a chapter record!



More than 60 senior members judged awards entries

600 tweets about the event and 670 views of our post-gala Storify page

OVATIONS Awards gala was a smash hit with more than 300 guests



CHAPTER SUB-GROUPS

Professional Independent Communicators (PIC) held 10 PD & networking events

West End Group held 3 events for communicators in the Western GTA

PD EVENTS HAD GREAT CONTENT



Held 6 in-person PD events & 1 webinar

85% SATISFACTION rate in event surveys



Timely & relevant PD topics including:
Managing career transitions
Search engine optimization
Canada's Anti-Spam Legislation



Kept chapter membership advised of changes and issues at IABC International with regular emails

Used chapter blog, CommVERSATIONS, to share news and details from IABC Leadership Institute and Annual General Meeting

A team comprising chapter leadership, regional leadership and engaged senior IABC/Toronto members met with the full IABC International Executive Board to share concerns and suggestions

ENHANCING OUR COMMUNICATIONS



Launched new format for e-Lert and working with MailChimp for improved tracking and measurement

Followed best practices for CASL by reviewing our entire e-Lert distribution list and obtaining explicit consent from all recipients and ensured 100% CASL compliance

Launched mobile-friendly mirror website, iabc.to



PROVIDING OPPORTUNITIES TO GET INVOLVED



Placed **more than 200 MEMBERS** in **volunteer** roles

Provided almost 30 on-site volunteers for the 2014 World Conference in Toronto

Exceeded mentorship program goals with 72 participants & 36 matched pairs



ENGAGING WITH SOCIAL



Added a VP, Social Media to our chapter board roles

Held 22 weekly Tweet chats – one chat had 670 tweets!

Overall **SOCIAL MEDIA** engagement

UP 27%



Facebook participation up 26%

Twitter participation up 31%

LinkedIn participation up 22%



REPRESENTING TORONTO WITH IABC INTERNATIONAL

Revenue

Membership	\$77,222 ↓	We started the year with 1,845 members in July 2013 and ended with 1,632 in June 2014. The decline in membership was due mostly to factors beyond our control. IABC International didn't send out renewal notices for several months so many members didn't realize their memberships had lapsed. We also received anecdotal feedback from many lapsed members that they were disappointed with IABC International and had decided not to renew their memberships, even though they are satisfied with IABC/Toronto. We also added a high number of student memberships (252); this has an impact on our membership revenue because the chapter receives \$65 of each full membership from IABC/International but \$0 from the student fees.
Awards	\$81,679 ↑	We estimated our Awards revenue based on the 2012/2013 year and we were pleasantly surprised when we broke a record with 240 entries, increasing our revenue.
Advertising	\$48,916 ↓	Our CareerLine revenue was down significantly over last year due to the failure of IABC International's computer server in August 2013. IABC/Toronto's website is hosted on the international server so members couldn't access CareerLine for almost eight weeks. We also offered refunds to job posters who were disappointed with the lack of results. As part of the solution, we decided to launch a new CareerLine to better meet member and HR department searches and moved it to a new site – careerline.iabc.to – so that it would no longer be affected by IABC International issues. When we were able to relaunch CareerLine, we offered a discounted rate to encourage advertisers to return.
Programs	\$36,114 ↓	We had a successful year of professional development and networking events for IABC/Toronto and our special interest groups – Professional Independent Communicators and West End Group. At the start of the board year, our long-time PD sponsor confirmed a \$15,000 event sponsorship but, due to a change in their ownership, they had to withdraw it. Our members have told us that they like our PD events to be held at downtown locations on the subway line and they feel the admission fee is "just right" so we decided not to change venues or raise the price. As a result, all of our PD events ran at a loss this year.

Interest and other	\$12,282 ↑	We earned interest of \$2,785 on our two investments and received a dividend of \$1,400 (\$100 each from CD2 for IABC/Toronto members who become accredited). We also received \$3,000 from IABC International to cover miscellaneous costs related to hosting World Conference and the \$5,000 we had provided to IABC International in 2012 to contribute to a global salary survey was returned to the chapter because they decided not to go ahead with the survey.
TOTAL REVENUE	\$256,213	

Expenses

ADMINISTRATION

Management fees	\$100,946 ↓	Due to our large size, we work with an association management agency, Funnel Communications, to provide administrative support throughout the year. This includes website management and program and financial administration. In 2013/2014, Funnel also assisted us with crisis management when IABC International's computer servers failed for almost eight weeks rendering it impossible for our members to access online member benefits including CareerLine. Funnel fielded scores of calls from disappointed members and helped us find and implement solutions.
Postage and courier	\$5,339 ↓	The majority of postage costs can be attributed to mailing <i>Communicator</i> , our quarterly newsletter, to members. In 2013/2014, we mailed three issues and then successfully transitioned to a fully digital format for the last issue so we will no longer have postage expenses related to <i>Communicator</i> . We also had a small amount of postage costs from mailing welcome letters to new chapter members.
Interest and bank charges	\$7,976 ↓	This represents charges for credit card and online payments received from CareerLine postings, event registrations and award submissions.

Meetings	\$5,433 ↓	Expenses for monthly board meetings and the Annual General Meeting.
Professional fees	\$2,962 ↑	Monthly bookkeeping and fees charged by a chartered accountant to review financial statements.
Insurance	\$1,783 -	Premiums for directors and officers liability for our board members and commercial general liability insurance coverage.
Printing	\$1,876 ↑	Office printing and copying for record-keeping
Telephone	\$1,042 ↑	Bell service and board conference calls

TOTAL ADMINISTRATION **\$127,357**

PROGRAMS

Awards	\$71,490 ↑	We had a record-breaking number of entries for the OVATION Awards this year with 240 in total. Although we were pleased with the interest and additional revenue this generated, judging this volume of awards put a lot of pressure on our small pool of members who are qualified to judge and there were some additional expenses related to judging sessions. Although the OVATION Awards Gala was very successful with attendance of approximately 300 guests, we were only able to secure one small sponsorship so the event didn't generate as much revenue as we had hoped.
Programs	\$27,369 ↓	When planning events, the goal is to balance the admission price against the overall cost of delivering the event (e.g. venue, AV, food and beverage, etc.) and aim to break even. Despite the loss of our \$15,000 PD sponsorship early in the year, we were able to reduce our program expenses to prevent further losses.

<p>Communications</p>	<p>\$23,089 ↓</p>	<p>We had some unanticipated costs this year when we set up a mobile-responsive mirror website, iabc.to, to continue to provide member services after IABC International's server failed in August 2013. We also started to work with Mail Chimp to deliver a more professional version of our bi-weekly e-Lert newsletter. This service enables us to track open and click thru rates, which we can use to deliver more preferred content and to market e-Lert advertisements going forward. We were able to eliminate some printing/mailing costs for our quarterly newsletter, <i>Communicator</i> by moving the last issue to a fully digital format in June 2014. This savings will continue for years to come. We also spent less on chapter advertising.</p>
<p>Executive services</p>	<p>\$4,401 ↓</p>	<p>Leadership Institute is an annual PD event which IABC International holds for chapter and regional leaders. The chapter usually covers the cost of sending two or three board members but this year, we took advantage of a regional bursary of \$2,000 to cover the cost of sending two members. We also cover the chapter President's attendance at the IABC World Conference where she represented and voted on behalf of the chapter at the IABC Annual General Meeting and wrote a detailed blog post about it. Because the 2014 conference was held in Toronto, there were no travel or accommodation costs related to this expense.</p>
<p>Volunteer services</p>	<p>\$1,399 ↓</p>	<p>This year we had a total of 237 volunteers engaged in chapter activities including 26 volunteers who helped out with the IABC World Conference. This budget covers the costs of both the volunteer recruitment and mentorship program. We were able to keep costs down by merging the volunteer recognition night with the Annual General Meeting.</p>
<p>Membership and accreditation</p>	<p>\$2,726 ↑</p>	<p>We fund the Kay Staib Award, a bursary donated to GTA colleges and universities with communications programs. In 2014, we provided five bursaries for a total of \$2,500. Our 2013/2014 accreditation costs were negligible due to the ABC program being in transition.</p>
<p>TOTAL PROGRAMS</p>		<p>\$130,474</p>
<p>TOTAL EXPENSES</p>		<p>\$257,831</p>

**NET ASSETS,
BEGINNING
OF THE YEAR**

\$296,892

**NET ASSETS,
END OF YEAR**

\$295,274

**EXCESS OF
REVENUE OVER
EXPENSES FOR
THE YEAR**

(\$1,618)

In November 2013, the board approved an annual budget of \$255,651.50 in revenue and \$270,223.69 in expenses with a projected loss of \$14,572.19. This estimated loss reflected additional expenses incurred by the chapter due to the loss of our PD sponsorship and failure of IABC International's computer server. Despite this, through careful management of funds, we ended the year with a small loss of \$1,618.