

2008/09 Annual Report

1. **Past President's Message**
2. **Member Relations**
3. **Programs that Resonate**
4. **Knowledge Transfer**
5. **Accessible & Relevant R & D**
6. **Recognizing Excellence**
7. **Social Responsibility**
8. **2008/09 Financial Performance**
9. **Distributing Membership Dollars**
10. **Volunteers**

2008/2009 Annual Report Immediate Past President's Message

The 2008/2009 board year marked year two of our three-year strategic plan to "improve retention and grow membership" via two goals:

- Knowing and responding to members' diverse needs
- Running a solid operation that will thrive in the future

This year, we concentrated on the first goal by striving to ensure each member's IABC/Toronto experience was convenient, relevant and resonated.

We aimed to do this by:

1. Implementing convenient programs that resonated
2. Sharing and transferring relevant knowledge
3. Providing accessible and relevant resources
4. Advocating communicators' relevance to business and beyond in recognizing excellence and promoting social responsibility

During the process, IABC/Toronto broke ground with several initiatives, including a new mentoring program, new member discount/affinity programs, an exit survey, a social responsibility policy and a partnership with Volunteer Canada. The chapter also embraced social media extensively in both its programming and communication channels.

Members responded to this year's initiatives with record-breaking volunteer numbers and award entries - demonstrating a tremendous drive to grow and excel. IABC World Headquarters also recognized our efforts, honouring IABC/Toronto with its *International Chapter of the Year* and *Large Chapter of the Year* awards, as well as 10 other awards for chapter management.

This report provides a snapshot of our results for July 1, 2008 to June 30, 2009 (incorporating audited financial statements released in Q4 2009). To support transparency and measurement, we've presented results in both a scorecard and prose format. Please scan this report for a glimpse of our successes and a preview of new initiatives that will continue to gain momentum in successive board years.

These achievements are owed to our passionate volunteers and supportive members. My sincere thanks goes to all the volunteers, including board members, who generously gave their time, talents and expertise to make 2008/2009 a success.

Special thanks to employers who supported our volunteers' efforts and our generous sponsors and partners: CNW Group; Canadian Press Images; Fusion Design Group Inc.; MAVERICK Public Relations; and News Canada.

It's been an honour to meet, collaborate with and serve you.

Leslie Hetherington, APR, MBA
Immediate Past President, IABC/Toronto 2008/2009

Member Relations

Learning about our members

- **Surveys** - Member relations begins with research to help us get to know our members' diverse needs so we can meet them. To that end, Christine Andrew, VP Membership, and her team implemented our bi-yearly **member survey** in fall 2008. It garnered a response rate of 23% (401 respondents) – the highest ever. They also launched an online **exit survey** to identify root causes of lapsed memberships. The chapter also polls attendees following each event and strives to incorporate their feedback.
- **Student Committee** – We recognize students as future full members and chapter leaders. Therefore, we place extra emphasis on fostering their interest and engagement. To increase two-way communications, we formed a student committee to help us learn what these emerging communicators want from their IABC membership. We also wanted to encourage them to take an active role in implementing suggested initiatives.

Communicating with members and beyond

- **Social media** - In keeping with industry trends, we enhanced and expanded our use of social media. We launched *LinkedIn* and *Twitter* presences and strengthened the frequency and content of the chapter's *Facebook* posts. We also appointed a Social Media Director, developed volunteer guidelines and a disclaimer,
- **Student-specific** – The team developed a customized version of the chapter's regular bi-weekly e-Lert to highlight events, programs, resources and information of specific interest to students.
- **Ongoing print and online vehicles** – Under the leadership of Janet Wile, ABC, APR, MC, VP Communications, the chapter kept members up-to-date on IABC initiatives, upcoming events and industry insights with six issues of its *Communicator* newsletter and bi-weekly e-Lerts throughout the year.
- **Chapter Website** – We overhauled the chapter's website with an audit to update content, expanded resource links to blogs and websites. We also added podcasts and other resources in the members' only section.
- **Marketing Communications** – Anna Relyea, VP Marketing Communications, and her team, engaged in proactive media relations to promote IABC/Toronto events and initiatives. The team also promoted CareerLine through advertising campaigns in key HR and marketing publications.

Rewarding members

- **Affinity/Discount Programs** – Under the leadership of Brent Carey, ABC, Executive VP, the chapter appointed an Affinity Director to survey members, research and develop a strategic plan to expand affinity/discounted programs for members. This included launching a discounted auto/home insurance plan (through Sound Sense) in May 2009. IABC/Toronto also collaborated with Canada East chapters to assess members' interest in an Errors & Omissions, or liability insurance package (but only some 100 members supported the idea).
- **Member Surplus Initiative** – The team implemented the chapter's policy of considering and funding proposals from members when surplus funds are available. In 2008/09, we considered a record 10 submissions and selected three: a study on how to improve the awards judging process; development of a green guide for communicators; and a social media event with an internationally acclaimed speaker.
- **Free Event Passes** – Through partnerships with third-party organizations, IABC/Toronto negotiated three free registrations, including: ALI Social Media conference, Ragan Communications Writing/Editing course and CMG Canada MarCom Conference on Social Media for Not-for-Profits, plus IABC's Measurement Conference and passed these on to members through exclusive member draws.
- **Advocacy Contest** - A June contest invited members to submit examples of a communication strategy they implemented that affected the bottom-line, beyond marketing and communications. Member Patricia Burton won a free membership renewal for her entry about a *Toronto Star* program that netted \$14k in cost savings.
- **Incentives Throughout the Year** – To encourage members to participate in surveys or attend events, IABC/Toronto offered prizes, ranging from \$100 gift cards to IABC Knowledge Center publications/manuals.

Member Retention & Growth

| Performance Objectives | Results | Highlights & Drivers |
|--|--|---|
| Increase overall membership to 1,650 (<i>from baseline of 1,555, as of June 30, 2008</i>). | Membership increased to 1,614, as of June 30 (<i>a drop from 1,653, as of May 31, 2009</i>). | <ul style="list-style-type: none"> ■ 307 new members joined the chapter ■ February 2009 recorded the highest number of members joining in a single month |
| Achieve full member retention rate of 82%. | Achieved full member retention rate of 82%. | <ul style="list-style-type: none"> ■ Surveys and ongoing communications with members |

| | | |
|---|---|--|
| Increase student membership to 155 (<i>from baseline of 142, as of June 30, 2008</i>). | Student membership increased to 146 as of June 30, 2009. | <ul style="list-style-type: none"> ■ New targeted initiatives included: student committee, student e-Lert, online student resources and mentoring program ■ Doubled number of student events |
| Increase corporate memberships to 14% of membership (<i>from baseline of 12%/192 as of June 30, 2008</i>). | Increased corporate memberships to 17% (279) of membership as of June 30, 2009. | <ul style="list-style-type: none"> ■ A two-tier campaign to recruit new corporate members and convert 'regular' members was implemented in December 2008 |
| Increase transitional to full member conversion rate to 72% (<i>from baseline of 64%, as of June 30, 2008</i>). | Achieved transitional to full member conversion rate of 100%. | <ul style="list-style-type: none"> ■ Achieved student to transitional member conversion rate of 10.8% |

Programs that Resonate

Thanks to IABC, I have developed a solid network of not only fellow communicators but wonderful friends. They have provided valuable career and personal advice. It was great to have the opportunity last night to get together for some holiday cheer.

Sabita Singh, ABC, Director, Electronic Communications, Sun Life Financial, following December 9, 2008 event

Professional Development (PD)

In response to member feedback, sponsor input and industry drivers, Yasmin Ranade, VP Professional Development (PD), and her team, put IABC/Toronto on the social media map this year. The team delivered a series of events that explored these growing two-way communications platforms – from basic tools to building a sustainable social media ecosystem.

These offerings resonated with members – attracting large audiences, particularly the first panel on social media fundamentals, which broke attendance records with 206 paid registrations. To offer a range of perspectives, most of these events followed a panel format, featuring up to four speakers, with an established sphere of influence and level of expertise. These PD offerings were augmented with events on other timely topics, such as reputation management and the future of communications (featuring Toronto's Master Communicators).

To extend learning beyond the presentation night, audio webcasts of three popular PD events were produced (through a CNW Group in-kind sponsorship). They were posted to the website's members-only section, so members could download them at their convenience.

Networking & Special Events

To make networking more interactive, the Munch 'n' Mingle team, led by Natasha Renaud, VP Networking & Special Events, wrapped three events around experiential living themes: oyster tasting, Chinatown walking tour, vodka tasting, as well as running a couple of conventional bar/lounge networking events. Members responded positively – with attendance exceeding projections.

To launch IABC/Toronto's new social responsibility (SR) policy and partnership with Volunteer Canada, the chapter held a combined networking and PD event. Three experts outlined the business case for SR (*and IABC's role in developing a global ISO 26000 standard for it*), an environmental case study (*Cisco's One Million Acts of Green*) and a community relations case study (*RBC's Blue Water Project*).

Senior Member Events

To address senior members' thirst for more advanced knowledge and tap into their insights for developing future IABC initiatives, the chapter held two Think-Tanks centred on:

- Research needs (*resulting in a white paper that was subsequently presented to the Research Foundation*)
- How IABC/Toronto could become more socially responsible

These were led by Janet Comeau, Immediate Past President, and Brent Carey, ABC, Executive Vice President, respectively.

To leverage the global diversity and expertise within IABC, the Immediate Past President hosted a small 'visiting members' lunch featuring IABC/UK change management subject matter expert Alan Lane. Several active volunteer members from multinational organizations attended the event.

The chapter also held two events for accredited members: a fall "fireside chat" on personal branding presented by Silvia Cambie, a member of IABC's Executive Board and a spring breakfast on the future of communications, presented by Mark Schumann, ABC, 2009/2010 IABC World Chair.

Student Events – Two student events were held: a panel featuring IABC/Toronto's past MAVERICK Student of the Year Award winners and award sponsor Julie Rusciolelli, President, MAVERICK PR, on best practices and, a *Career Boot Camp*, featuring round-table discussions on skills for breaking in and succeeding in the communications field.

Special Interest Groups (SIGs)

Our current membership is diverse in terms of age, industry sectors, areas of specialization, geographic proximity (from Ottawa to Cambridge and as far north as Thunder Bay), as well employment models.

To meet the needs of these diverse groups, the chapter supports grassroots programming for, and by, local members. To this end, the chapter has guidelines for establishing communities of interest (Special Interest Groups), with funding and support models in place. To date, the chapter has two Special Interest Groups (SIGs): the Alliance of Independent Practitioners (AIP) and the Westend Group, which any IABC/Toronto member may join for no extra charge:

- **Alliance of Independent Practitioners (AIP)** supports independent IABC/Toronto communicators through professional development, networking and marketing. AIP delivered seven distinct PD and networking events in 2008/09 and electronically circulated frequent contract/project opportunities. These initiatives helped AIP increase its membership by 26%, ending the board year with 102 members.
- **The Westend Group:** The chapter's Westend group, which serves members who work and/or live west of downtown Toronto and offers three main benefits: local networking opportunities, notification of jobs based west of Toronto and a contact list of members living and/or working west of Toronto. It presented three PD and five networking events in 2008/09. It also increased its membership by about 10% to 220 by the end of the board year.

| Performance Objectives | Results | Highlights & Drivers |
|---|---|--|
| Increase member attendance at chapter events to 22% or more of membership. <i>(From baseline of 14% or 223 in 2007/08.)</i> | 31.6% of membership (523 members) attended a chapter event in 2008/09. | <ul style="list-style-type: none"> ■ Chapter delivered 38 events in 2008/09 (including AGM, Awards Gala, Accredited and Special Interest Group events). |
| Achieve an average event satisfaction rate of 7-10 by 80% of respondents. <i>(From baseline of 96% of members giving an average event satisfaction rate of 7-10.)</i> | 88% of respondents gave an average event satisfaction rate of 7-10, with 47% giving ratings of 9-10 on feedback surveys in 2008/09. | <ul style="list-style-type: none"> ■ Based on feedback survey responses, completed by an average 43% of attendees in 2008/09. |
| Increase paid registration at PD events to 22% of membership. <i>(From baseline of 14% or 223 of members attending PD events in 2007/08.)</i> | 28% of membership (436 members) paid to attend PD events in 2008/09. | <ul style="list-style-type: none"> ■ Overall, there were 58% (212) more paid registrations at PD events in 2008/09 (572 in total), compared to 2007/08. |
| Increase member attendance at Munch 'n' Mingle/networking events <i>(From baseline of 9% or 154 members in 2007/08)</i> | 12% of membership (208 members) attended networking events in 2008/09. | <ul style="list-style-type: none"> ■ Overall, 244 people attended five networking events - a 5% increase, compared to 2007/08. |

Knowledge Transfer

One of IABC/Toronto’s key roles is to facilitate sharing and transferring relevant knowledge to help members grow and transition to new heights throughout their careers.

Mentoring Program

Building on the Think-Tank conducted in November 2007, as well as secondary research on “best practices,” we developed a new mentoring program and launched it at a mentor-mentee event on November 2008. Trell Heuther, VP Volunteer Services initially oversaw the program (from July to December 2008) and later, Shari Balga, VP Volunteer Services (from January to June 2009).

A key learning from the Think-Tank was that mentoring matches often fail due to incompatible interests/logistical challenges. To counter this, we developed detailed application forms that asked each mentor and mentee for input on their: preferred/current industry sector, organization type, preferred method of communication and work/home location. The program arranged 20 matches for eight-month durations, equipped each mentor and mentee match with best practice tips and provided check-ins at key points. The result? Eighty percent (16 matches) stayed together and gained insight from each other throughout the program’s duration. Mentors and mentees from this inaugural year also provided valuable feedback, now incorporated into the expanded, second year of the program.

How-to Win an OVATION Award Seminars

As communicators move closer to their mid-career points, they often yearn to tackle new challenges, reach new levels of excellence and gain recognition beyond their workplaces. Entering and winning an IABC/Toronto OVATION Award is one way to do just that.

To help potential entrants, the chapter presented two “*How-to Win an OVATION*” workshops: one in the downtown core and one in the city’s west end. More than 34 communicators attended these workshops, to hear award recipients Diana Degan Robinson, ABC, Diana Robinson and Associates and Catherine Parry, ABC, Toronto Hydro, share their best practices.

Accreditation College

Earning IABC’s Accredited Business Communicator (ABC) designation is an ambitious, pivotal way for seasoned communicators to demonstrate they have the strategic planning and management skills needed for effective organizational communication.

As *IABC/Toronto has more accredited members than any chapter in the world*, it’s imperative we leverage this intellectual capital to help other members achieve this professional milestone.

To demystify the accreditation process and help candidates through each step, IABC/Toronto again offered an Accreditation College program, from January to November 2009. A total of 16 communicators completed the practical, five-session program, sponsored by Weber Shandwick. In cooperation with the college, mentors were assigned to coach and work with the candidates one-on-one through each milestone of the process.

| Performance Objectives | Results | Highlights & Drivers |
|--|--|--|
| Establish 20 mentor-mentee matches and have 17 (85%) complete the 8-month program. | 20 mentor matches were established and 16 (80%) completed the 8-month program. | <ul style="list-style-type: none"> ■ Three matches dropped out of the program, as the chemistry wasn’t right. |
| Attain average overall rating of satisfied or better (6 points or more) among 80% of mentor/mentee respondents, at end of program. | 61% of all mentors/mentees were satisfied with match. | <ul style="list-style-type: none"> ■ Cited reasons for dissatisfaction (weak communications, lack of goals, limited availability) will be addressed in year two of program. |
| Deliver one workshop on “how-to win an OVATION” to promote program and encourage entries. | Two “how-to win” workshops delivered and each attended by 17 members. | <ul style="list-style-type: none"> ■ Two workshops presented to address members downtown and in the west end. |
| Attract at least 20 or more candidates to attend Accreditation College program. | 21 members registered to attend Accreditation College – and 16 completed the program curriculum. | |

Accessible & Relevant R & D

With IABC/Toronto's closing grant, the Research Foundation will now be able to launch the Profile Two Communication Department Structures and Best Practices Project.

Irene Monley, ABC, 2008/09 Chair, IABC Research Foundation, February 25, 2009

As "convenient access to relevant research & development" was identified in the 2008/09 strategy under the goal of *responding to members' needs*, the chapter lent support to upcoming research initiatives. It also invested time to boost the quantity (and quality) of valuable content on its website.

IABC/Toronto embraced the following research projects in 2008/09:

1. Research Foundation *Communication Structures Study*

Thanks to a strong fiscal performance in 2007/2008, the chapter was able to co-sponsor IABC's Research Foundation's global study on *Communication Department Structures and Best Practices*. The study should be of value to communication leaders with strong involvement in planning, budgeting and staffing. It should also serve as a guide for evaluating and assessing current structures. This study is part two of a project that began with a 2006 compensation survey (which IABC/Toronto sponsored) and is slated for delivery in late 2010.

2. Industry Research & Upcoming Salary Survey

In response to member requests, IABC/Toronto took the lead on forming a partnership between Leger Marketing, the DeGroot School of Business and IABC chapters across Canada to mine Canadian industry data through an industry and salary/compensation survey in the 2009/2010 board year.

The chapter enhanced its accessible online resources with these initiatives:

- **Expanding Resource Links to Relevant Websites and Blogs** – We significantly expanded and updated the communication blogs and website lists in the "Resource" sections of our website. The expanded blog list now features: IABC-specific blogs; communication blogs, educators' blogs and niche topic blogs, authored by communicators/PR practitioners, educators, IABC event speakers and thought leaders in related fields.
- **Enhancing Members-Only Resources** – Audio webcasts of three popular PD events were produced (through a CNW Group in-kind sponsorship) and links to them were posted in the website's members-only section.
- **Increasing Members-only Student Resources** – As online accessibility is particularly relevant to students, hand-outs from the 2007/2008 Career Boot Camp were formatted into four downloadable resource documents focusing on: interview skills, networking, resumes and tips for a first communications job. Student members can access them in the members-only section.

Recognizing Excellence in Communications

OVATION Awards Program

The 2008/2009 strategy for our flagship awards program, led by Trell Heuther, VP Awards, was to recognize and reward communications excellence through multi-level awards and to promote the value of IABC recognition, as a personal and organizational asset. Toronto’s communications community responded by demonstrating a heightened drive to excel with submissions that broke records in all categories – from the case study business awards to the Bobbie Resnick Philanthropy Award and MAVERICK Student Award.

The OVATION Awards Gala theme was: *Word Gets Around*, which dovetailed with IABC’s “Be Heard” tagline. It also spoke to advocacy and the need to profile the profession’s capabilities to deliver bottom-line results, with the intent that word will reach wider circles beyond the communications industry.

The chapter presented a total of 49 Excellence and Merit level awards, plus the MAVERICK PR Student of the Year to Jess Bennett (Seneca College) and the Bobbie Resnick Philanthropy award to APEX PR for “On Your Bike,” a program that gives disadvantaged Toronto children access to free bicycles.

This year, IABC/Toronto revamped and renamed its Business Awards as *Awards of Distinction*. These awards made all OVATION entrants eligible (eliminating the need for a separate submission). Winners, selected by a quantitative point system, included:

- Diana Robinson & Associates for Independent/Small Agency of the Year
- Strategic Objectives for Agency of the Year
- Barrick Gold Corporation for Corporate Communications Department of the Year.

Following the Gala, members could download a free, comprehensive 2008/2009 Winning Entries book,

Kay Staib Memorial Scholarships – To honour the legacy of this communicator, professor and founding member of IABC/Toronto, \$500 scholarships were awarded to one graduating communications/PR student at each of five college. Recipients were selected by their program coordinator/faculty members for their: academic excellence, spirit of scholarship inquiry/professional curiosity, leadership and initiative, active participation in extracurricular activities and professional contributions.

Accreditation & Professional Standards – Earning the Accredited Business Communicator (ABC) designation is the height of excellence for IABC members. Under the leadership of Linda Andross, ABC, VP Accreditation & Standards, IABC/Toronto guided seven members to earn their ABC designation in 2008/2009.

The Accreditation & Standards portfolio promoted the value of accreditation and fostered excellence in communications by overseeing the judging of our OVATION Awards, as well as Gold Quill Awards (Interactive Category), Silver Leaf Awards and the Council for Advancement and Support of Education (CASE) media relations awards (as a partnering initiative.)

| Performance Objectives | Results | Highlights & Drivers |
|--|---|---|
| Increase OVATION award entries in all categories. <i>(From baseline of: 101 main OVATION entries; two SR Bobbie Resnick Award entries; and four MAVERICK Student Award entries in 2008).</i> | OVATION entries increased in all categories: 27% (38) more OVATION case study entries; double the amount of Bobbie Resnick Award entries; and 75% (12) more MAVERICK Student Award entries in 2009. | |
| Attract 150 attendees and breakeven on OVATION Awards Gala. | OVATION Awards Gala attracted 207 attendees (including 58 members). | ■ A net surplus was made on the Awards program – due in part to strong attendance, which eliminated the room rental charge. |
| Achieve an average satisfaction rating of good-to-excellent on Awards Gala among 80% of respondents. | 75% of members stated Awards Gala met or exceeded expectations (in feedback survey). | ■ An unforeseen MC cancellation at the last minute. |
| Increase ABC accredited members by 10% (to 95) or 6% of membership. <i>(From baseline of 86 ABC accredited members in total)</i> | ABC accredited members increased by 8% (to 92) or 5.7% of membership, with seven new accredited members in 2008/09. | ■ Objective of 10% increase in ABC accredited members per year is being reconsidered, as World Headquarter’s program and date |

| Performance Objectives | Results | Highlights & Drivers |
|---|----------------|---|
| <i>and nine new accredited members in 2007/08.)</i> | | changes will affect the number of candidates attending the college. |

Social Responsibility

IABC/Toronto's social responsibility policy specifies measures to ensure the chapter takes responsibility for the impact of its decisions and that its activities are aligned with a commitment to: good governance; sustaining the environment; and making a meaningful contribution to the community.

In keeping with its goal to run a solid operation that will thrive in the future, IABC/Toronto adopted a sustainable social responsibility (SR) policy this year. Under the direction of its Executive VP, it forged a philanthropic partnership with Volunteer Canada and developed an outline for a comprehensive program to be fully implemented in the 2009/10 board year.

Practising Good Governance

IABC/Toronto is committed to ensuring the integrity and transparency of chapter and board activities and to respecting the rights and needs of members through good governance and reporting.

To that end, the chapter board:

1. Updated the board manual with the new branding standards, the chapter's three-year strategy and revised roles and responsibilities, prior to the summer orientation session.
2. Adopted a privacy policy that incorporated international principles, as well as federal and provincial legislation.
3. Developed strategic plans for each key portfolio, with measurable objectives mapped to the chapter's three-year strategy. Progress against objectives was monitored throughout the year.
4. Sponsored six board members to attend IABC's Leadership Institute, where three had active roles in the event.
5. Retains a monthly bookkeeper and an independent Chartered Accountant's services for an annual review of the chapter's financial statements (once the year's books have closed).
6. Produced a formal Annual Report for the previous board year, under the direction of the Immediate Past President.

Sustaining the Environment

To adhere to the environmental component of this policy, the chapter took these steps to reduce its carbon footprint:

- Eliminated paper handouts from meetings/events, except for select promotional purposes.
- Discouraged the used of water in disposable plastic bottles, where feasible.
- Began to screen venues and vendors in terms of their SR practices.

Making a Meaningful Contribution to the Community

The community component of our SR policy mandates that IABC/Toronto use its resources and expertise to make a meaningful difference in the community. Community involvement is a pivotal way for IABC/Toronto to give back. It also enhances the profile of IABC, the chapter and communicators in general. As well, it responds to members' needs to increase their knowledge, build new relationships and grow professionally and personally.

IABC/Toronto's community involvement in 2008/2009 entailed:

1. Support of IABC's Research Foundation through donations, promotion and knowledge sharing.
2. Financial and in-kind donations to external organizations, such as 2009 PodCamp Toronto, to help advance the communications profession, support emerging communicators and the community at large.
3. Partnering initiatives with like-minded/relevant third-party organizations.

Partnering Initiatives

In keeping with the "Be Heard" tagline, the Toronto chapter partnered with 10 third-party organizations on reciprocal promotions or collaborative initiatives:

- Advanced Learning Institute (ALI) Social Media conference
- CMG Canada - MarCom Conference on Social Media for Not-for-Profits
- Conference Board of Canada's 2009 CSR Conference
- Council for Advancement and Support of Education (CASE) - Media Relations Guest Judging
- Government of Ontario - Annual Communications Conference
- Humber College - Proposed Bachelor of Public Relations Degree Program
- News Canada - MRP Industry Survey
- Public Affairs Association of Canada (PAAC) Annual Conference
- Ragan Communications - Advanced Writing/Editing Conference
- Toronto Region Immigrant Employment Council (TRIEC) - Power of Networking Event

Each partnership or alliance met one or more of the following mandates:

1. Expanding program offerings to members through free and discounted registrations.

2. Sharing member expertise and “giving back” to the community.
3. Gaining insight into other associations’ best practices.
4. Raising IABC/Toronto’s profile among prospective members.

Community Contributions

| Performance Objectives | Results | Highlights & Drivers |
|---|---|--|
| Increase community involvement by raising \$1K in funds or \$1.5K in-kind for a not-for-profit organization. | Raised \$680 through Social Responsibility event registrations and donated it to Volunteer Canada. | <ul style="list-style-type: none"> ■ Volunteer Canada donation, combined with Research Foundation grant, PodCamp Toronto sponsorship and student awards brought chapter’s 2008/09 community donations to \$9,745. |
| Increase partnering initiatives and participate in at least one event with new external partner <i>(from baseline of four partnering initiatives in 2007/08.)</i> | Partnered with 10 organizations - including 5 new partnerships: CASE, TRIEC, Conference Board of Canada, CMG Canada and PodCamp Toronto. | <ul style="list-style-type: none"> ■ Garnered \$3,750 value in free passes for several events, which the chapter gave to members through draws. |

What’s Ahead

Going forward, the chapter has decided to strategically streamline most of its philanthropy support to one, relevant, external not-for-profit organization for the long-term: Volunteer Canada. The chapter selected this not-for-profit because it offers members the opportunity to contribute their talents and skills to help with its communications and marketing efforts. It also holds the potential for members to play key roles in broadening the scope of volunteerism in Canada.

Plans are in place to foster our Volunteer Canada partnership and social responsibility program’s continued evolution and growth in subsequent board years.

2008/2009 Financial Performance

Carrie MacAfee, Vice President, Finance

This section of the annual report provides an overview of IABC/Toronto revenue and expenses for 2008/09. In addition to highlights of some of the major items, a detailed list of financial results includes comparisons to the previous two years.

As the 2007/08 financial results ended the year with a surplus of \$41,885.54, our fiscal planning for 2008/09 included application of the surplus policy – with the plan to make final commitments at mid-year when the impact of a declining economy could be assessed.

The 2008/09 budget was conservative and realistic when developed in the autumn of 2008, but might have been even more conservative if the full impact of the recession had been foreseen.

By as early as December, CareerLine, the chapter's exclusive job board and a key revenue source, was tracking significantly below projections. Efforts to increase job postings and revenue included discount promotions and paid advertising in external publications. Although there were short-term lifts in revenue, CareerLine ended the year 60% below its target.

However, some revenue sources appeared resistant to the economy and exceeded projections, such as membership fees, awards and networking:

- **Membership fees** – our membership continues to grow. The revenue for the chapter's portion of membership fees exceeded our expectations by about \$4,000. Concurrently, our administrative expenses were \$10,901.67 *below* target.
- **OVATION Awards entries** – The OVATION Awards program attracted a record number of entries and exceeded its revenue target by more than \$6,000, generating an overall profit of \$13,501. We estimated a revenue amount for entry fees and exceeded it by more than \$6,000 – demonstrating a strong interest in our awards program. It could also show that communicators know that a tough economy is an important opportunity to demonstrate our skills. Overall, the awards portfolio earned a profit.
- **The Networking and Special Events portfolio** gave members a number of opportunities to interact more closely with one another. Although this portfolio reported an overall loss, its revenues were above projections.

IABC/Toronto reported a total loss of **\$29,564.86** in 2008/09 but the loss was less than projected. Contributing to this total loss:

- **Decrease in CareerLine revenues** – The board set a conservative revenue budget of \$82,000. By year-end, revenues had only reached 60% of this target.
- **Decrease in sponsorship support** – We estimated \$26,000; in spite of the efforts of Vanda Wall, VP Advertising & Sponsorship, total sponsorship received was \$17,500.
- **Overall economic climate**

Surplus Allocation - The chapter's surplus policy outlines what the chapter will do if revenue exceeds expenses in a given chapter year. The policy ensures that the surplus is spent in a way that benefits members and supports the future fiscal health of the chapter. The total surplus reported in 2007/08 was \$41,885.54 and was allocated as outlined below.

Allocation to "Designated Reserves" – the surplus policy states that an amount should first be added to this fund if required. The Designated Reserves is a fund set aside specifically for emergencies. For each member who joins IABC/Toronto, the chapter earns \$65 or 22% of the membership fee (see *How Your Membership Dollars are Distributed*). The Designated Reserves should hold an amount equal to one year's membership dues. In other words, the Designated Reserves would ensure that we could continue to operate without those funds from IABC headquarters. Based on our total number of members at October 2008, this amount had to be raised to \$108,225. Therefore, an amount of \$8,225 was set aside from the total surplus.

Net Surplus = total surplus – allocation to designated reserves
= \$41,885.54 - \$8,225
= \$33,660.54

The remaining net surplus of \$33,660.54 was set aside for the following surplus allocations, as per the policy:

Net Surplus Allocations

- **Net Surplus X 25% = \$ 8,415.14** - Allocated to Unrestricted Reserve
- **Net Surplus X 25% = \$ 8,415.14** - Donated to IABC Research Foundation -*for Global Communication Department Structures study*
- **Net Surplus X 35% = \$11,781.18** - Allocated for Member-Proposed Initiative(s)
- **Net Surplus X 15% = \$ 5,049.08** - Allocated for Portfolio-Proposed Initiative(s)

Following a mid-year assessment, the board decided to proceed with Member-Proposed Initiatives (*in keeping with the focus on delivering member value*) but not a Portfolio-Proposed Initiative due to the declining economy and significant decrease in *CareerLine* revenue.

Accordingly, a call for member-proposed initiatives was issued in late January and a record-breaking total of 10 proposals were received. A committee evaluated each proposal based on: benefit to members, success measures and return on investment, and then awarded:

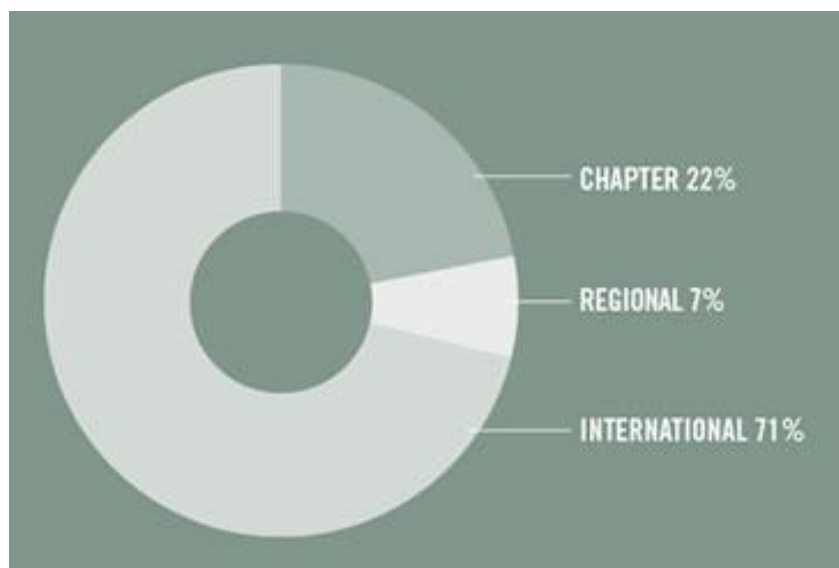
- \$5,000 – to implement a PD event featuring an internationally regarded social media guru
- \$2,500 – to conduct a research study to improve the chapter’s awards judging process
- \$4,000 – to develop a ‘green resource’ guide for communicators

By year-end, \$2,085 had been used to fund the judging research study. Funding for the other two initiatives (\$9,000) had to be carried over to the 2009/10 board year. This \$9,000 helped reduce the chapter’s overall financial loss for 2008/09, acknowledging that these expenses will be incurred in 2009/10.

2008/09 Financial Performance

| Performance Objectives | Results | Highlights & Drivers |
|---|--|--|
| Implement operational budget with net loss of \$41,295 <i>(and allocate 2007/08 surplus as outlined above)</i> | Budget implemented with net loss of \$29,566 | <ul style="list-style-type: none"> ■ Loss 28% less than budgeted due to lower than projected expenses and the \$9,000 in surplus initiatives carried forward to 2009/10 board year. |
| Achieve revenue of \$302,350 | Revenue of \$265,264 achieved | <ul style="list-style-type: none"> ■ Networking & Special Events revenue exceeded objective by 32%. ■ Membership fees exceeded objective by 4%. ■ CareerLine, Sponsorships & Advertising fell short of objective due to economy |
| Incur expenses of \$343,645 | Expenses of \$294,830 incurred | <ul style="list-style-type: none"> ■ Association management expenses 7% below objective. |

How Your Membership Dollars are Distributed



For each membership fee of \$290.70 (CND):

- IABC/Toronto receives \$65 (each full member only, \$0 per student member)
- Regional board receives \$20 (each full member only, \$0 per student member)
- International retains \$205.70

2008/2009 Financial Statements

| REVENUE | 2008/09 | 2007/08 | 2006/07 | Explanation |
|--|---------|---------|---------|--|
| Membership Fees | 96,149 | 89,106 | 81,324 | Membership fees are allocated to local, regional and international levels of IABC. IABC/Toronto receives \$65 for each full member, but nothing for student members. |
| Events/Programs Income (Excludes Awards, but includes Professional Development, Munch 'n' Mingles, student event, Accreditation College, Westend and AIP events) | 44,114 | 50,539 | 72,209 | Registration fees are the main source of revenue from programs and events - and were 32% above 2008/09 projections. This line item includes professional development, networking and special events, as well as events organized by our two special interest groups: the Westend group and the Alliance of Independent Practitioners (AIP). Financial support provided by our sponsors is included in the revenue of each specific event. Sponsorship subsidizes a large portion of event costs. This helps minimize registration fees and gives sponsors the opportunity to gain exposure to a targeted audience. |
| Awards Income | 55,231 | 60,925 | 61,989 | Awards income is driven by the OVATION Awards, which includes: award entry fees, event registration, extra statues/certificates and sponsorships. |
| Advertising and CareerLine | 57,044 | 143,106 | 132,855 | Advertising includes e-Lerts, <i>Communicator</i> , web directory, CareerLine and flyers. In spite of |

| | | | | |
|----------------------|------------------|------------------|------------------|---|
| | | | | promotion efforts, CareerLine revenue fell significantly below previous years due to the weak economy and rising competition from other job boards. |
| Miscellaneous Income | 100 | 200 | 73 | Amount received from Canada East Region to cover Silver Leaf award support. |
| Interest Income | 12,626 | 7,543 | 8,888 | Operating surpluses are deposited into an interest bearing account until needed. |
| TOTAL REVENUE | \$265,264 | \$351,419 | \$357,338 | |

| DIRECT PROGRAM EXPENSES | 2008/09 | 2007/08 | 2006/07 | Explanation |
|--|---------|---------|---------|--|
| Membership and Accreditation | 3,079 | 2,131 | 3,066 | In 2008/2009, the majority of this expense funded the Kay Staib Award, an award donated to communication programs at five colleges in IABC/Toronto's catchment area. It also helps fund the chapter's accreditation college and advocacy of accreditation, including support for ABC candidates and ethical standards. |
| Events/Programs | 47,294 | 43,937 | 63,683 | Most of these expenses are related to venue and catering costs. Events/programs include professional development programs, Munch 'n' Mingles, AIP, Student, Westend and special events (e.g. social responsibility night). When pricing events, the chapter aims for cost recovery. |
| Surplus Initiatives | 10,500 | 2,252 | 36,270 | A \$41,886 surplus was generated during the 2007/2008 board year. After an amount was allocated to the Designated Reserves in 2008/09, the remaining \$33,660.54 in net surplus was allocated to: Unrestricted Reserves (25%); IABC Research Foundation (25%); and Member-Proposed Initiatives (35%), as per the surplus policy. The remaining 15% earmarked for a Portfolio-proposed initiative (as per the policy) was retained due to the declining economy and CareerLine revenue decreases. |
| Marketing, Advertising and Sponsorship | 1,822 | 7,052 | 15,460 | The marketing budget in 2008/2009 focused on online advertising in HR and Marketing trade publications, primarily to promote CareerLine. |
| Member Communications | 28,590 | 23,363 | 21,848 | Production costs for <i>Communicator</i> , as well as website hosting and maintenance, which included foundation planning for an upgraded website. |
| Executive Services | 15,235 | 21,111 | 15,224 | 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. This item also includes the cost of producing this online Annual Report, under the immediate past president's budget. |
| Awards | 44,799 | 50,216 | 65,327 | The costs associated with IABC/Toronto's OVATION Awards, Student of the Year, Communicator of the Year and ABC recognition include: venue, catering, audiovisual services, judging, awards and printing. |
| Volunteer Services | 3,343 | 7,551 | 3,623 | In 2008/2009, the volunteer budget supported a volunteer recruitment and yearend volunteer recognition night, as well as incentives/tokens throughout the year. |
| TOTAL DIRECT PROGRAM EXPENSES | \$154,662 | \$157,613 | \$224,501 | |

| ADMINISTRATION EXPENSES | 2008/09 | 2007/08 | 2006/07 | Explanation |
|--------------------------------------|----------------|------------------|------------------|---|
| Management Fees | 97,232 | 97,921 | 95,314 | To support its large membership base and provide continuity of service, IABC/Toronto has contracted administrative support through an association management firm that provides various services including: website content management, event registration processing, mailing services (for <i>Communicator</i>), CareerLine advertisement postings, e-Lert preparation, financial administration, bookkeeping, and telephone and email support for members. These fees came in 7% less than projected in the 2008/09 budget. |
| Stationery | 4,300 | 17,302 | 3,506 | Stationery expenses were low in 2008/2009 due to sufficient inventory produced for the new branding in the previous year. |
| Postage/Courier | 23,222 | 19,295 | 21,786 | Mailing costs are primarily for regular <i>Communicator</i> mailings. |
| Printing | 2,371 | 2,752 | 2,280 | |
| Insurance | 1,104 | 2,431 | 1,578 | Directors and officers liability and commercial general liability insurance premiums. |
| Meetings Expense | 3,294 | 3,066 | 3,353 | Expenses for monthly board meetings and the annual general meeting. |
| Telephone | 1,317 | 883 | 976 | |
| Interest & Bank Charges | 4,677 | 5,526 | 5,155 | |
| Professional | 2,651 | 2,745 | 2,471 | Review of the financial statements by a Chartered Accountant and monthly bookkeeping. |
| TOTAL ADMINISTRATION EXPENSES | 140,168 | \$151,921 | \$136,419 | |

| | | | |
|---|------------|----------|--|
| EXCESS (DEFICIT) REVENUE OVER EXPENSE | (\$29,566) | \$41,885 | (\$3,582) The 2008/2009 board year resulted in an expected loss primarily due to surplus funds but a lower loss than projected in the original budget. |
|---|------------|----------|--|

Our Volunteers

Anyone who needs an injection of IABC passion should spend a day with IABC Toronto. This marvellous collection of volunteers will motivate anyone who believes in the power of our profession and the potential of our association.

Mark Schumann, ABC, World IABC Chair (2009/2010), June 24, 2009

IABC/Toronto strives to place all member volunteers in fulfilling and rewarding placements which helps the chapter achieve its goals and helps each volunteer grow personally and professionally. Under the direction of the VP Volunteer Services, 165 volunteers were recruited and engaged in 2008/09.

To familiarize IABC/Toronto volunteers with IABC and the chapter and equip them with information to fulfill their roles, both the *IABC/Toronto Volunteer Manual* and the *IABC/Toronto Style Guide* were updated early in the year.

| Performance Objectives | Results | Highlights & Drivers |
|--|---|---|
| Increase member volunteers to 8% of memberships (130-135), compared to baseline of 7% of membership or 113 in 2007/08. | Increased member volunteers to 10% of membership or 165. | <ul style="list-style-type: none"> ■ 62 member volunteers returned from previous year and 99 volunteered for the first time in five years. |
| Achieve an average satisfaction rate with volunteer experience of “completely satisfactory” among 90% of respondents. <i>(From baseline of 86% of members who rated their volunteer experience as good to excellent in 2007/08.)</i> | 89.5% of respondents ranked their volunteer experience as Good to Very Good | <ul style="list-style-type: none"> ■ Based on feedback survey responses, completed by 22% of 2008/09 member volunteers. |

2008/2009 Volunteers

Thanks to all of the volunteers who helped make 2008/2009 so successful for IABC/Toronto.

2008/2009 Volunteers

Nikesh Amit
 Sonja Andic
 Christine Andrew, MBA
 Linda Andross, ABC
 Louise Armstrong
 Nancy Bagworth
 Shari Balga
 Kimberley Bates, APR
 Priya Bates, ABC
 Rosemary Beach
 Sharon Beattie
 Lisa Bednarski, ABC
 Jennifer Bell
 Jess Bennett
 Sandra Bento
 Eric Bergman, ABC, APR, MC
 Alison Bing, ABC
 Liz Borowiec, ABC
 Panagiota Bountis
 David Brazeau
 Amanda Brewer, ABC
 John Bromley, ABC
 Abigail Brown
 Tanya Bruckmueller, ABC
 Patricia Burton
 John Cappelletti, ABC, M.Ed
 Brent Carey, ABC
 Caitlin Carpenter, BA Mass Communication
 Jonathan Carson, ABC
 Lyndsay Carter
 Ashleigh Cartier
 Ken Cherney, ABC, APR, MC
 Janet Comeau

Giselle Conyette
Betsy Correia
Sheila Corriveau
Mario Crespi
Laura Crochetiere
Sandra Cruickshanks
Jacqui d'Eon, ABC, MC, P. Eng.
Julia Daina
Ian Darragh
Bonita Dean
Diana Degan Robinson, ABC
Paulette Den Elzen
Melissa Deslauriers
Jomo Dey
Ivana Di Millo
Maricel Dicion
Susyn Dixon
Natasha Dunkley
Alix Edmiston, ABC
Louise Evans
Beverly Fairclough
Morag Farquharson, ABC
Veronica Feihl, APR
Sara Feldman, APR
Leila Fenc
Jennifer Ferguson, ABC
Sharon Ferriss, ABC
Marie Fitzpatrick-Hall, ABC, B.A. - Journalism
Jayne Flinn-Burton, ABC
Amanda Flude
Lindy Frank, ABC
Katherine Fretz
Scott Fry
Ellen Gardner, ABC
Annette Geldbert
Marianne Gobeil, APR
Alice Gonçalves
Robyn Hall
Rob Hanson
Lisa Harrison
Jessica Hatheway
Bernard Hellen, HBA, RGD
Leslie Hetherington, APR, MBA
Andrew Hoad-Reddick
Meredith Hogan
Crystal Hopkins
Sue Horner
Natasha Hotchkiss
Emma Huang
Trell Huether
Dana Huggard
Mary-Ellen Hynd, MBA
Adrienne Jackson, ABC
Danja Jakovljevic
Diana Janosik-Wronski
Erin Jennison
David Jones
Sean Karow
Bill Kennedy
Leah Kirkpatrick
Katherine Kolenchuk
Maria Koukopoulos, BA
Wendy Kubota, ABC

Jo Langham, ABC
Sheldon Levine
Brent Long
Carrie MacAfee
Graham Machacek
Dawneen MacKenzie
Karen Madho
David Magil, APR
Diahann Mahon
Sonya Malcolm
Lisa Marchitto
Annette Martell, ABC, MC
Maryjane Martin, APR
Cyrus Mavalwala, ABC
Carl Mavromichalis, ABC
Lindsay McInnis, BA (Des&Comn)
Bob McLean
Pat McNamara, APR
Victoria Miecznikowski, ABC
Amanda Mills Sirois, ABC
Maryam Mirkhaef
Carole Mokbel
Maria Morra
Sheetal Nayyar
Allison Needham
Laura Noel Garcia
Mark Nusca
Daphna Nussbaum
Kathleen O'Dell
Sherry Olan
Julia Quinton Oosterman
Wendy Orton, ABC
Catherine Parry, ABC, HBA
Janet Patterson, ABC
Elizabeth Price, APR
Anne Ptasznik
Karen Ramlall
Yasmin Ranade
Anna Relyea, BA, MA
Natasha Renaud, MBA, MS Mass Comm
Roberta Resnick, ABC, APR, MC, IABC Fellow
Susan Ritchie
Frances Roberts
Kate Robinson
Diana Robinson, ABC
Virginia Rocca
Kristen Rowley
David Rowney, APR
Barbara Sawyers
Gary Schlee, ABC
Elisa Schupp
Susan Scott, ABC
Tim Shaw
Felicia Shiu, ABC, APR
Erica Simmonds
Danielle Simpson
Sabita Singh, ABC
Melissa Smich
Christine Smith
Emilie Smith
William Smith
Diana Spremo, APR
Miranda Steele

Eliana Sutton Balaban
Margaret Tanaszi, Ph.D, B.A. (Hons), M.A.
Lauren Thomson-Round
Janine Turner
Sarah Twomey
Richa Vajpeyi
Vanda Wall
Emily Ward, B.F.A (Hons)
Scott Watkinson
John Watkis
Catherine White
Janet Wile, ABC, APR, MC
Julie Wilson, ABC, Med

2008/2009 Chapter Board

President

Leslie Hetherington, APR, MBA

Immediate Past President

Janet Comeau

Executive Vice President

Brent Carey, ABC

Vice President, Accreditation & Standards

Linda Andross, ABC

Vice President, Membership

Christine Andrew

Vice President, Advertising & Sponsorship

Vanda Wall

Vice President, Association Management

Julie Wilson, ABC

Vice President, Awards

Trell Huether

Vice President, Finance

Carrie MacAfee

Vice President, Marketing Communications

Anna Relyea, BA, MA

Vice President, Member Communications

Janet Wile, ABC, APR, MC

Vice President, Networking & Special Events

Natasha Renaud, MBA, MS Mass Comm

Vice President, Professional Development

Yasmin Ranade

Vice President, Volunteer Services

Shari Balga

This 2008/2009 Annual Report was written by Leslie Hetherington, APR, Immediate Past President, and edited by Christine Smith. Special thanks to Janet Como, 2007/2008 Past-President, who edited the Chapter Management Award submissions that formed its foundation.