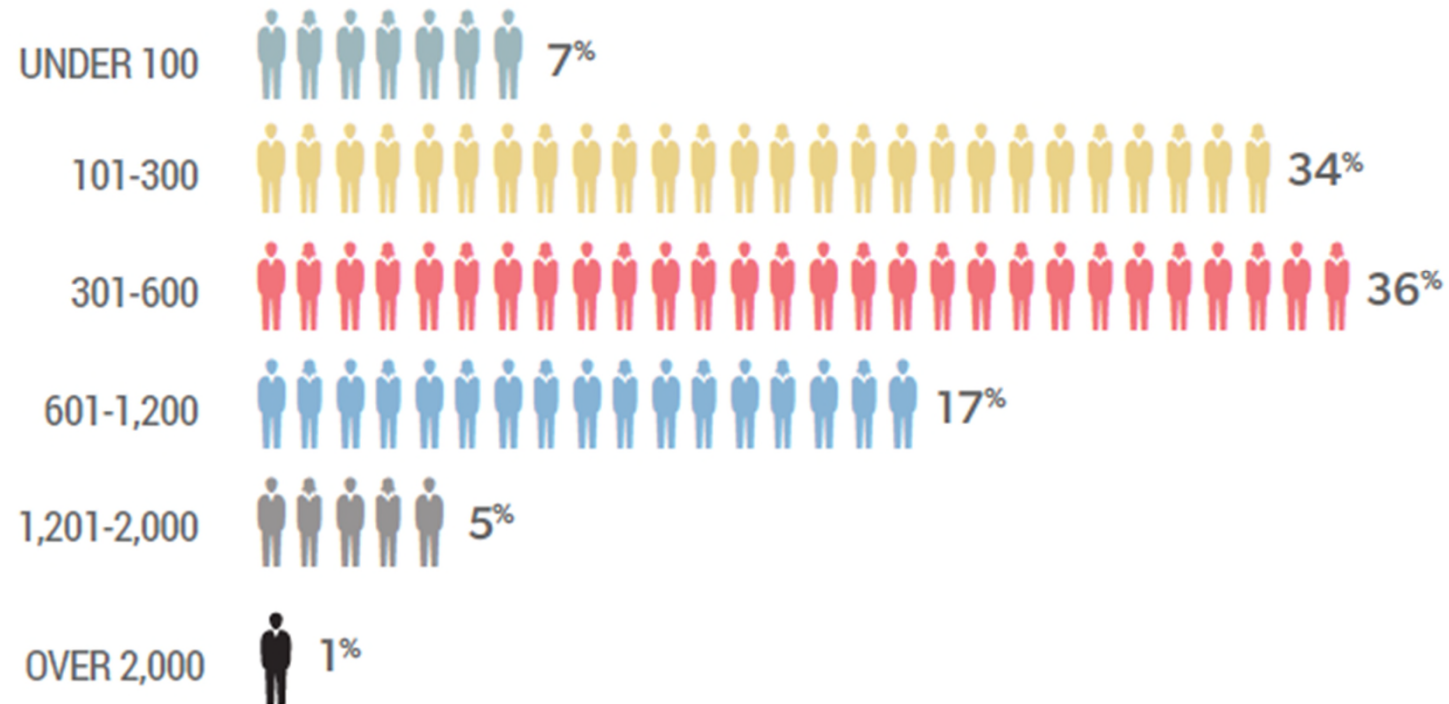# 2021 CHAMBER
SURVEY RESULTS

2021 CHAMBER OF COMMERCE
ANNUAL SURVEY RESULTS

ABOUT THE RESPONDENTS

NUMBER OF MEMBERS | PREDICTED MEMBER COUNT ON 1/1/2021
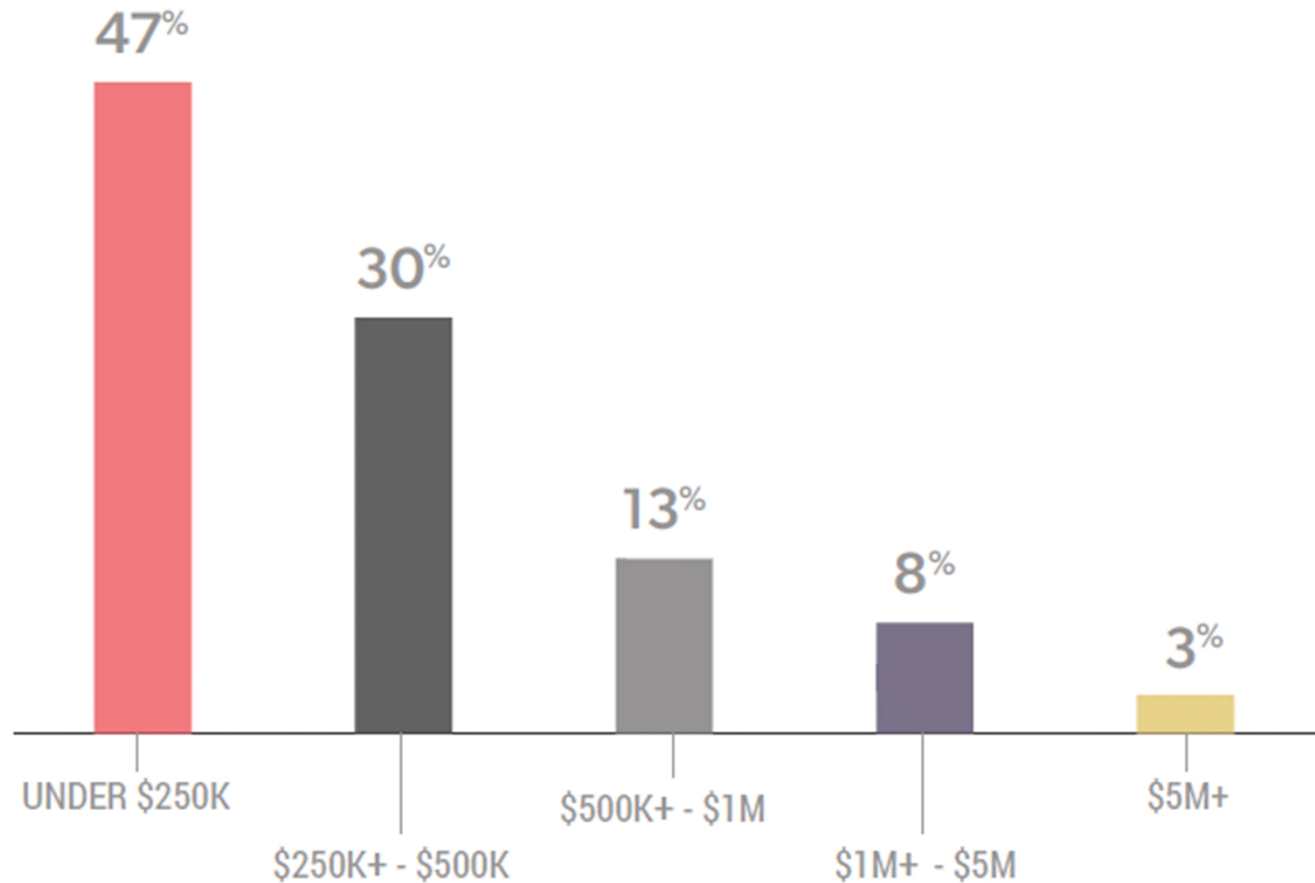
UNDER 100 — 7%

101-300 — 34%

301-600 — 36%

601-1,200 — 17%

1,201-2,000 — 5%

OVER 2,000 — 1%

ABOUT THE RESPONDENTS, cont.

ANNUAL OPERATING BUDGET | APPROXIMATE

47% — UNDER $250K
30% — $250K+ - $500K
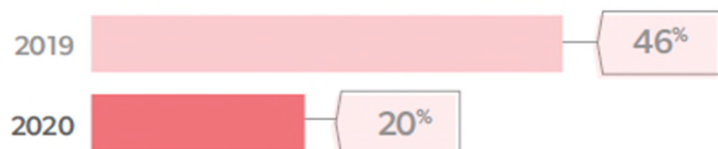13% — $500K+ - $1M
8% — $1M+ - $5M
3% — $5M+
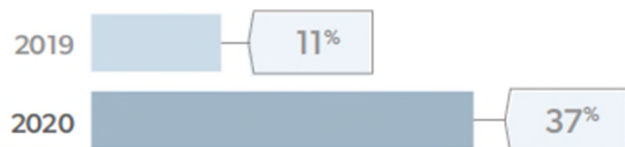
2021 CHAMBER OF COMMERCE
ANNUAL SURVEY RESULTS

MEMBERSHIP GROWTH

ANNUAL OVERALL NET MEMBERSHIP | YEAR-OVER-YEAR CHANGE

INCREASED | RESPONDENTS REPORTING A HIGHER OVERALL MEMBERSHIP COUNT ⌃

- 2019 — 46%
- 2020 — 20%

DECREASED | RESPONDENTS REPORTING A LOWER OVERALL MEMBERSHIP COUNT ⌄

- 2019 — 11%
- 2020 — 37%

UNCHANGED | RESPONDENTS INDICATING BASICALLY NO CHANGE IN OVERALL MEMBERSHIP COUNT ‹›

- 2019 — 43%
- 2020 — 44%

ANNUAL OVERALL NEW MEMBERSHIP | YEAR-OVER-YEAR CHANGE

INCREASED | RESPONDENTS REPORTING A HIGHER NEW MEMBERSHIP COUNT ⌃

- 2019 — 31%
- 2020 — 31%

DECREASED | RESPONDENTS REPORTING A LOWER NEW MEMBERSHIP COUNT ⌄

- 2019 — 38%
- 2020 — 31%

UNCHANGED | RESPONDENTS INDICATING BASICALLY NO CHANGE IN NEW MEMBERSHIP COUNT ‹›
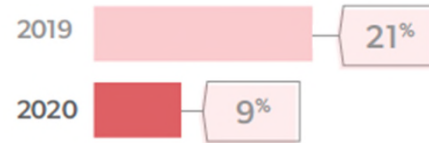
- 2019 — 38%
- 2020 — 38%

2021 CHAMBER OF COMMERCE
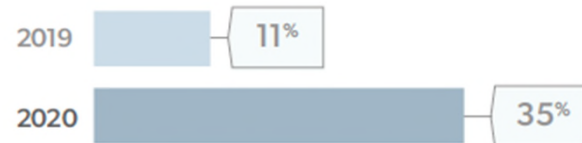## ANNUAL SURVEY RESULTS

MEMBERSHIP RETENTION

ANNUAL OVERALL RENEWAL RATE | YEAR-OVER-YEAR CHANGE

INCREASED | RESPONDENTS INDICATING A HIGHER OVERALL MEMBER RENEWAL RATE ⌃

2019   21%
2020   9%

DECREASED | RESPONDENTS INDICATING A LOWER OVERALL MEMBERSHIP COUNT ⌄

2019   11%
2020   35%

UNCHANGED | RESPONDENTS INDICATING NO CHANGE IN OVERALL RENEWAL RATE ‹›

2019   68%
2020   56%

ANNUAL NEW-MEMBER RENEWAL RATE | YEAR-OVER-YEAR CHANGE

INCREASED | RESPONDENTS INDICATING A HIGHER NEW-MEMBER RENEWAL RATE ⌃

2019   21%
2020   11%
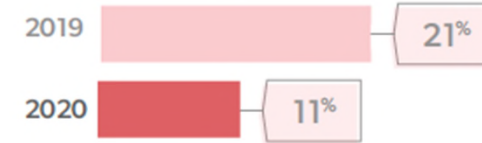
DECREASED | RESPONDENTS INDICATING A LOWER NEW-MEMBER RENEWAL RATE ⌄

2019   16%
2020   22%

UNCHANGED | RESPONDENTS INDICATING NO CHANGE IN NEW-MEMBER RENEWAL RATE ‹›

2019   32%   3% UNSURE
2020   66%

2021 CHAMBER OF COMMERCE
ANNUAL SURVEY RESULTS

MEMBER ENGAGEMENT

OVERALL MEMBER ENGAGEMENT | YEAR-OVER-YEAR CHANGE

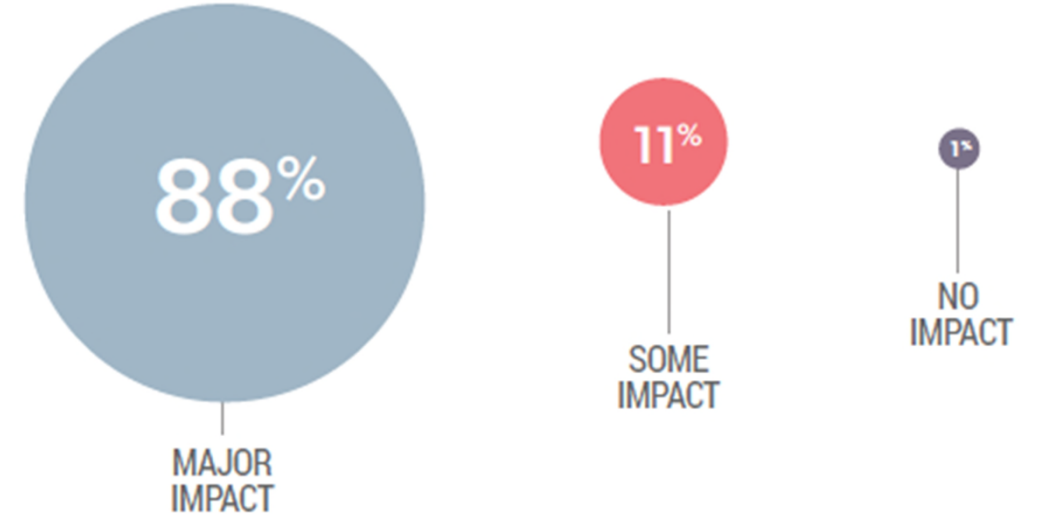|	Better	About the Same	Worse	Other/Unsure
2019	58%	37%	5%	0%
2020	35%	31%	30%	4%

MEMBER ENGAGEMENT, cont.

MEMBER ENGAGEMENT CHANGES | HOW MUCH HAS COVID CONTRIBUTED TO THIS CHANGE IN THE ENGAGEMENT RATE?

RESPONDENTS INDICATING **INCREASED** ENGAGEMENT SAID COVID HAS HAD:

47% MAJOR IMPACT

49% SOME IMPACT

4% NO IMPACT
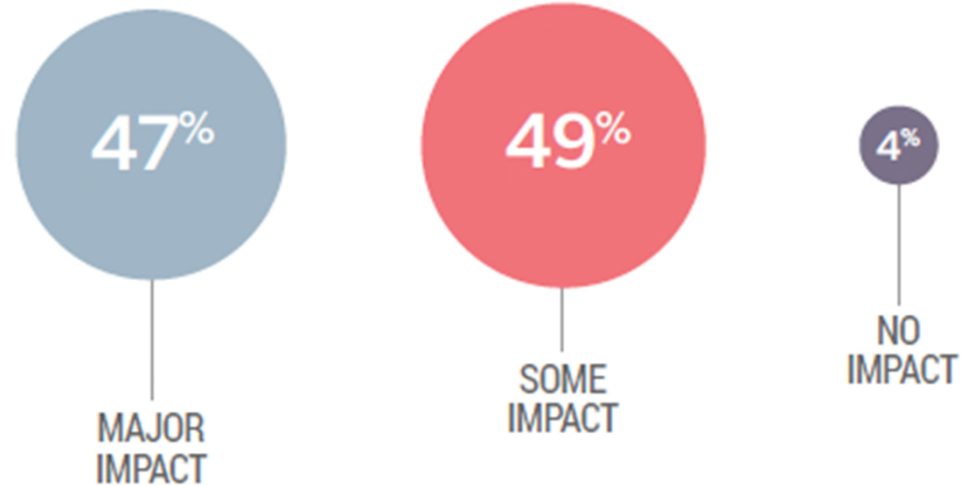
RESPONDENTS INDICATING **DECREASED** ENGAGEMENT SAID COVID HAS HAD:

88% MAJOR IMPACT

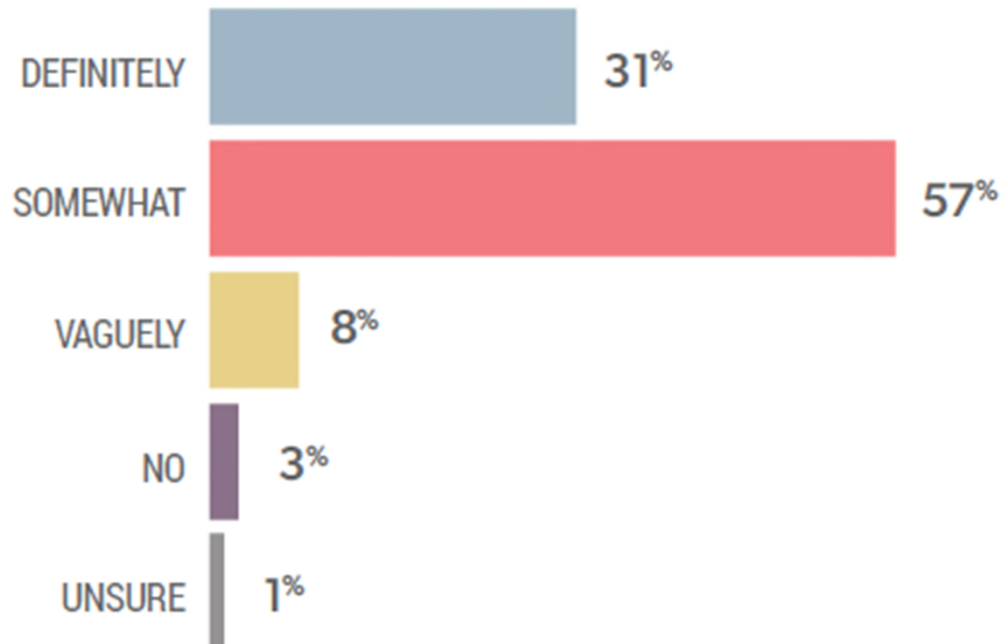**11%** SOME IMPACT

1% NO IMPACT

2021 CHAMBER OF COMMERCE
ANNUAL SURVEY RESULTS

VALUE PROPOSITION

MEMBER RECOGNITION

Do you think members recognize your chamber's value proposition?

- DEFINITELY — 31%
- SOMEWHAT — 57%
- VAGUELY — 8%
- NO — 3%
- UNSURE — 1%

COVID IMPACT

In general, how would you say COVID has affected members' opinions of your organization's value proposition?

- 74% POSITIVE IMPACT
- 12% NO DIFFERENCE
- 10% NEGATIVE IMPACT
- 5% UNSURE
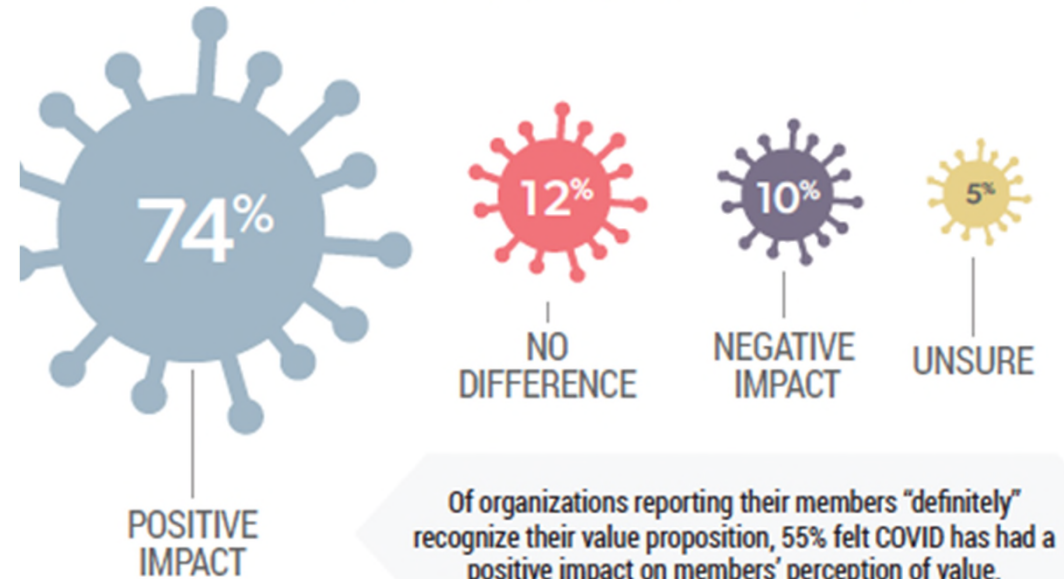
Of organizations reporting their members "definitely" recognize their value proposition, 55% felt COVID has had a positive impact on members' perception of value.

2021 CHAMBER OF COMMERCE
ANNUAL SURVEY RESULTS

301-600
MEMBERS

Organizations with 301-600 members were most likely to report their members "definitely" recognize their value proposition.
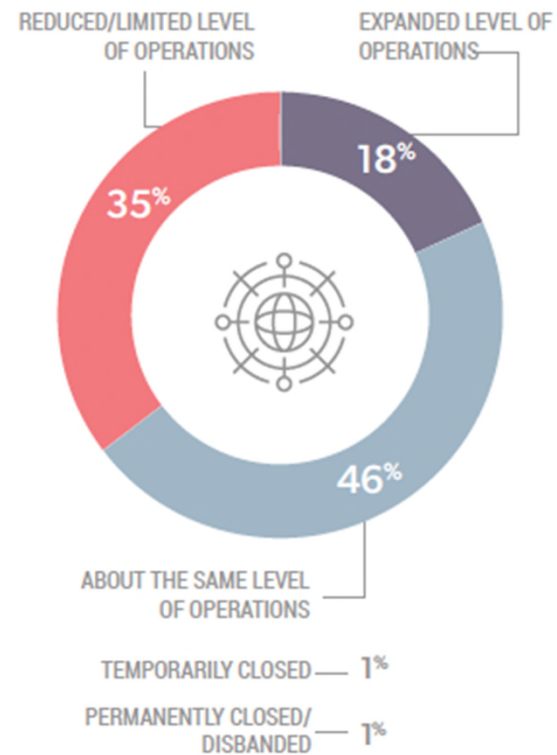
UNDER $250K
BUDGET

Those with an operating budget of under $250K were most likely to report their members did not recognize their value proposition.

OPERATIONS

OPERATIONS STATUS

What is the current operational status of your organization?

REDUCED/LIMITED LEVEL OF OPERATIONS

EXPANDED LEVEL OF OPERATIONS

18%

35%

46%

ABOUT THE SAME LEVEL OF OPERATIONS

TEMPORARILY CLOSED — 1%

PERMANENTLY CLOSED/ DISBANDED — 1%

Which of the following best describes your organization's current remote/work-from-home arrangements?

MOST EMPLOYEES WORK ON-SITE

ALL EMPLOYEES WORK ON-SITE

17%

42%

18%

22%

SOME EMPLOYEES WORK ON-SITE

MOST EMPLOYEES WORK FROM HOME/REMOTELY
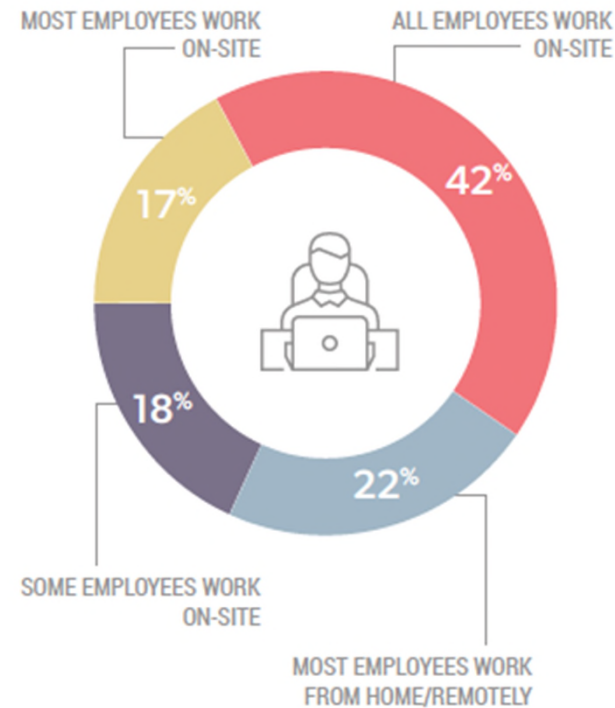
The referenced work arrangements:

WERE ALREADY STANDARD PRIOR TO COVID

53%

47%

WERE ESTABLISHED IN RESPONSE TO COVID
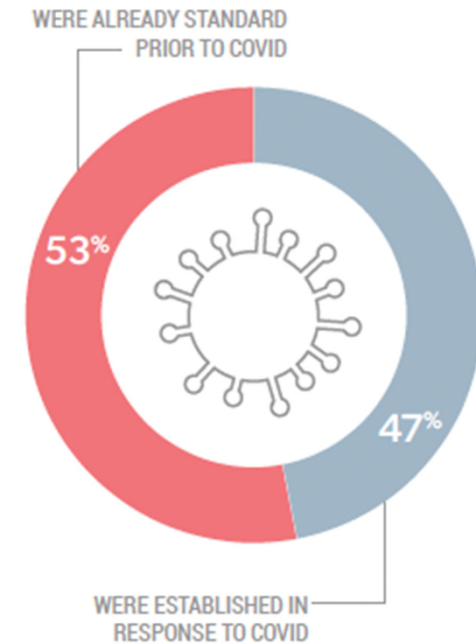
OPERATIONS, cont.

EVENTS

Since the onset of COVID in mid-March, how did/will your organization handle its 2020 MAJOR, in-person event(s)? (e.g., annual meeting/banquet, conference, trade show, etc.)
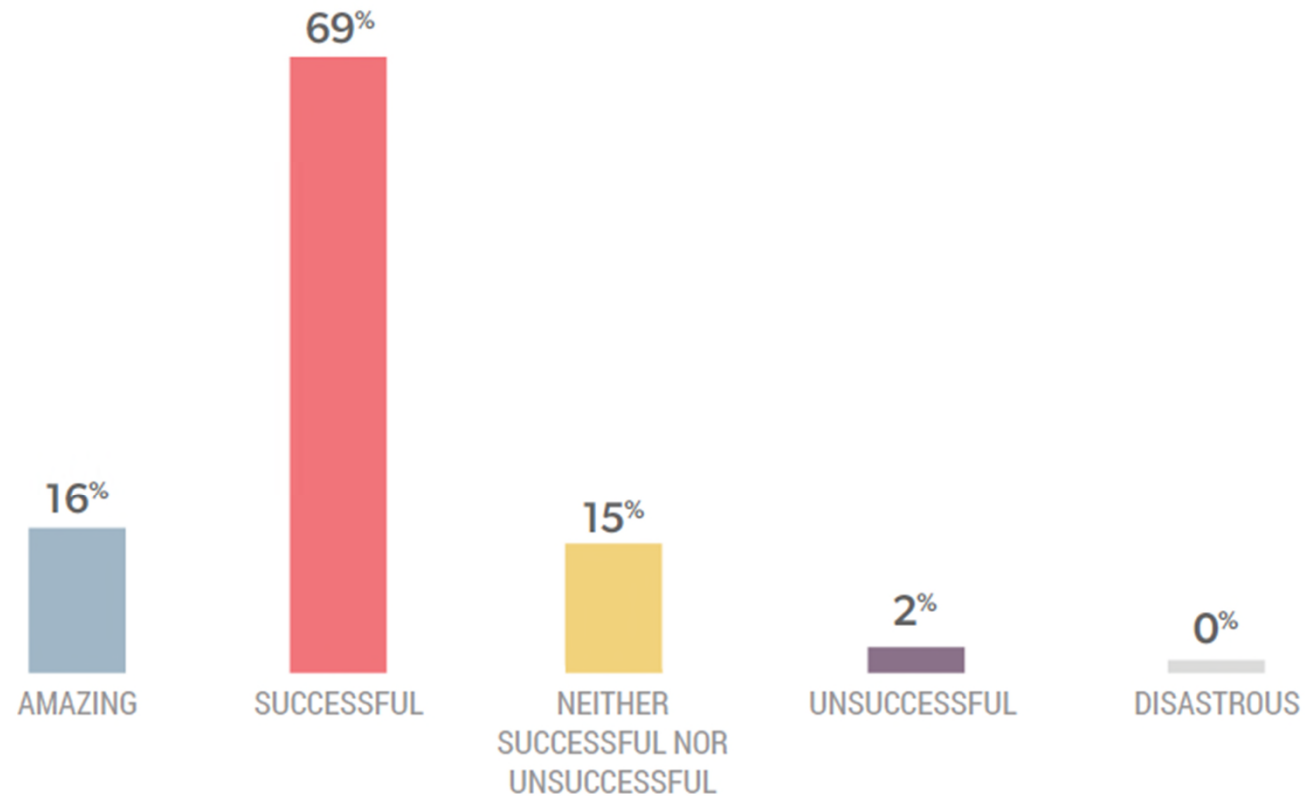

3% — N/A: A 2020 EVENT WAS NOT EVER PLANNED

7% — N/A: TOOK PLACE "PRE-COVID" (IN EARLY 2020)

41% — WAS CANCELED/POSTPONED (DIDN'T/WON'T OCCUR IN 2020)

6% — WAS STILL HELD IN-PERSON

14% — WAS HELD VIRTUALLY INSTEAD

2% — SCHEDULED OR PLANNED TO BE HELD IN-PERSON (BEFORE 12/31/20)

5% — SCHEDULED OR PLANNED TO BE HELD VIRTUALLY INSTEAD (BEFORE 12/31/20)

22% — OTHER: HAD BOTH PRE-COVID EVENT(S) AND HAD/WILL HAVE EVENT(S) SINCE COVID ONSET
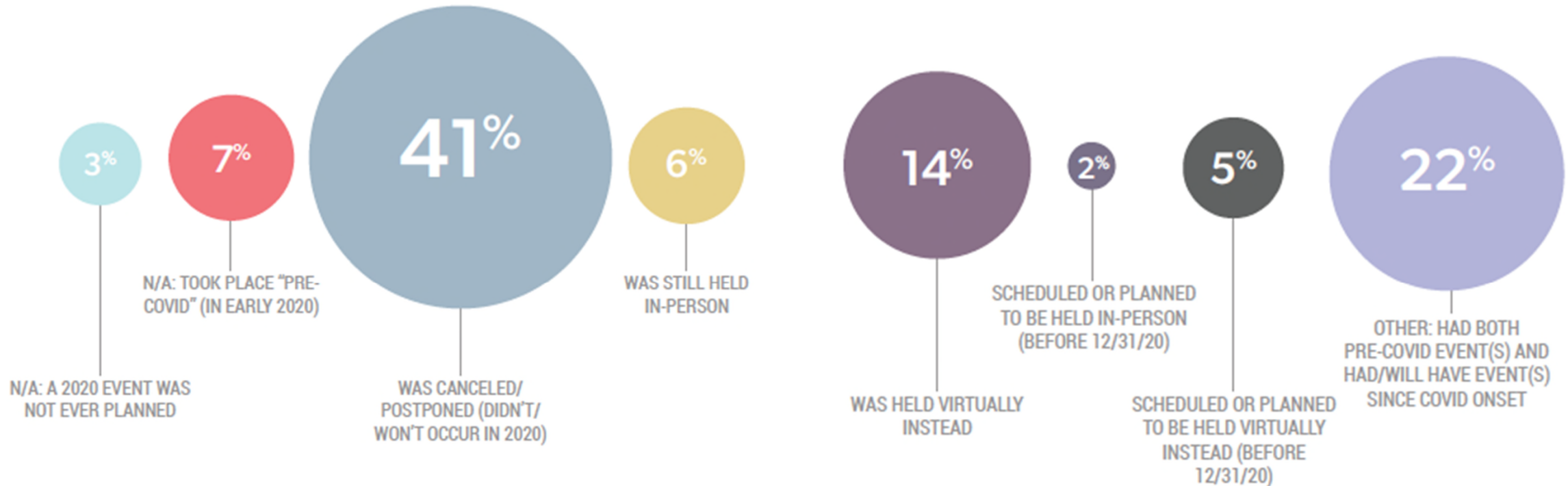
OPERATIONS, cont.

EVENT RESULTS | THOSE WHO HELD VIRTUAL EVENTS

Overall, under current circumstances, how would you rate the success of the virtual event(s)? (Not in comparison to past years or in-person events.)

AMAZING	SUCCESSFUL	NEITHER SUCCESSFUL NOR UNSUCCESSFUL	UNSUCCESSFUL	DISASTROUS
16%	69%	15%	2%	0%

OPERATIONS, cont.

What would you say is the #1 impediment to doing your job?

COMMON CHALLENGES

- COVID
- Staff
- Time
- Face-to-face interaction
- Money
- Board of Directors

- Other/Miscellaneous
- Uncertainty
- Member Engagement
- Marketing/ Communications
- Value Proposition

- Politics
- Mindset

OPERATIONS, cont.

- Not knowing when we will be able to have in-person events. How do you budget for 2021 and plan when you don't know if we will be restricted or not?

- Board in-fighting - some won't stick with what was voted to be done.

- Shifting what we do in the members eyes from transactional to transformational.

- It often feels like everything is urgent and we are just reacting to it all.

- Board members not understanding their roles and responsibilities vs. staff roles and responsibilities.

- Not enough resources. We are a three person team doing the job of 6-8 people.

- Uncertainty - not knowing day to day what is going to happen next .

- Anxiety. The chamber is not allowing us to work offsite.

- Difficulty connecting with members who are working from home or off-site.

- No money. Members can't pay dues; we haven't received any grants; no Board or member support for virtual events/fundraising.

COMMON CHALLENGES

- Short-staffed and big expectations.

- Polarized opinions within the community regarding health and safety guidelines.

- Virtual event Zoom fatigue and losing in-person network event opportunities.

- Easily attainable Information - figuring out some of the KPIs.

- Effective communication and connection with our membership is compromised by information overload.

- Lack of volunteer support.

- The "we've always done it this way" attitude.

- Restrictions preventing face-to-face contact with members and potential new members.

- No strategic planning. It feels like we're always in pandemic mode communicating and keeping in touch with businesses.

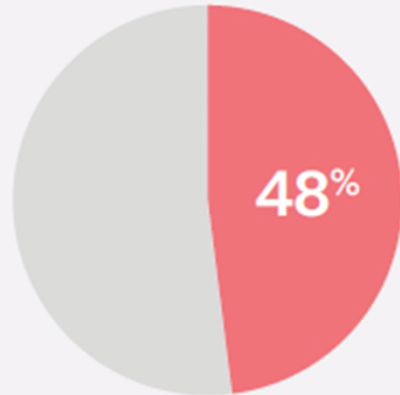- Membership engagement is so low, no one responds to anything anymore.
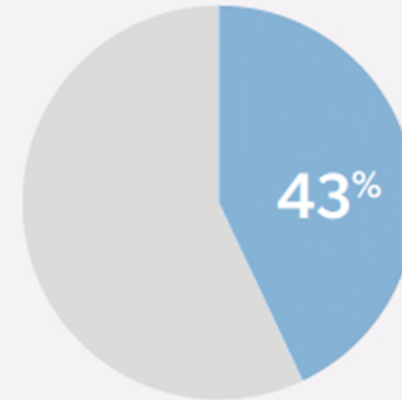
REVENUE

NON-DUES REVENUE | PRE- VS. POST-COVID PROJECTIONS

We asked: **In an average year**, approximately how much of your total revenue comes from non-dues sources?

48%

Average of all responses

We asked: **This time next year**, how much of your total revenue will come from non-dues sources?

43%

Respondents predicted

REVENUE, cont.

NON-DUES REVENUE | TOP 10 SOURCES

We asked: Since the onset of COVID, what has been your organization's most successful source of non-dues revenue?
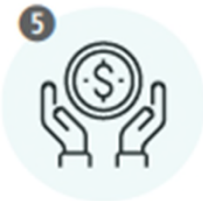
1 EVENTS

2 ADVERTISING

3 (tie) SPONSORSHIPS

3 (tie) GOLF TOURNAMENTS

4 VIRTUAL EVENTS

5 FUNDRAISER

6 GRANTS

7 CONTRACT INCOME

8 MISCELLANEOUS

9 GOVERNMENT

Of those reporting golf tournaments as their top source of non-dues revenue, the majority specified the event was a summertime, "no-touch" golf tournament.

REVENUE, cont.

THOSE **REPORTING OVER ½ OF THEIR INCOME** COMES FROM NON-DUES REVENUE SAID:

Since the onset of COVID, their most successful non-dues revenue sources are:

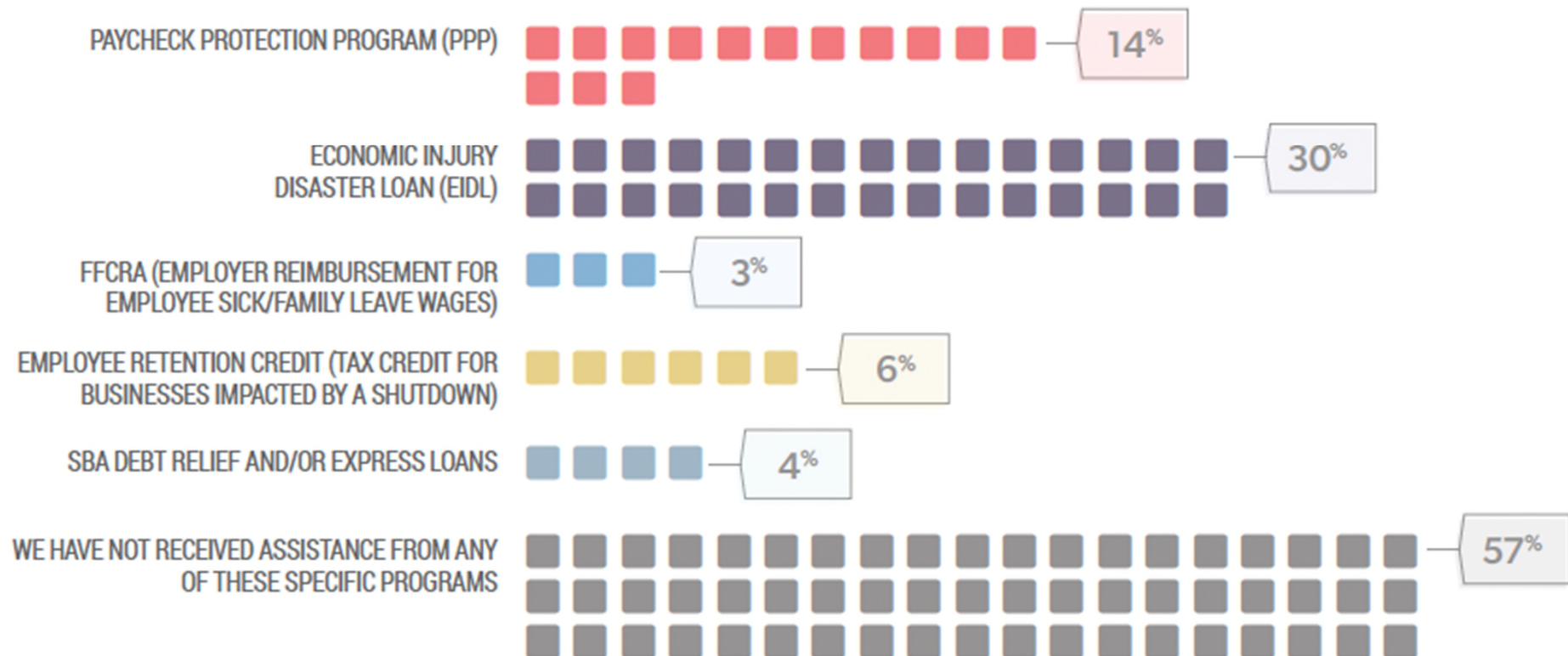| ① EVENTS | ② SPONSORSHIPS | ② ADVERTISING | ③ GRANTS | ③ FUNDRAISERS | ③ GOLF TOURNAMENTS | ④ CONTRACT INCOME |

2021 CHAMBER OF COMMERCE
ANNUAL SURVEY RESULTS

FINANCE

COVID RELIEF | GOVERNMENT PROGRAMS

Please indicate if, since the emergence of COVID, your organization has received assistance from any of these SPECIFIC relief programs:
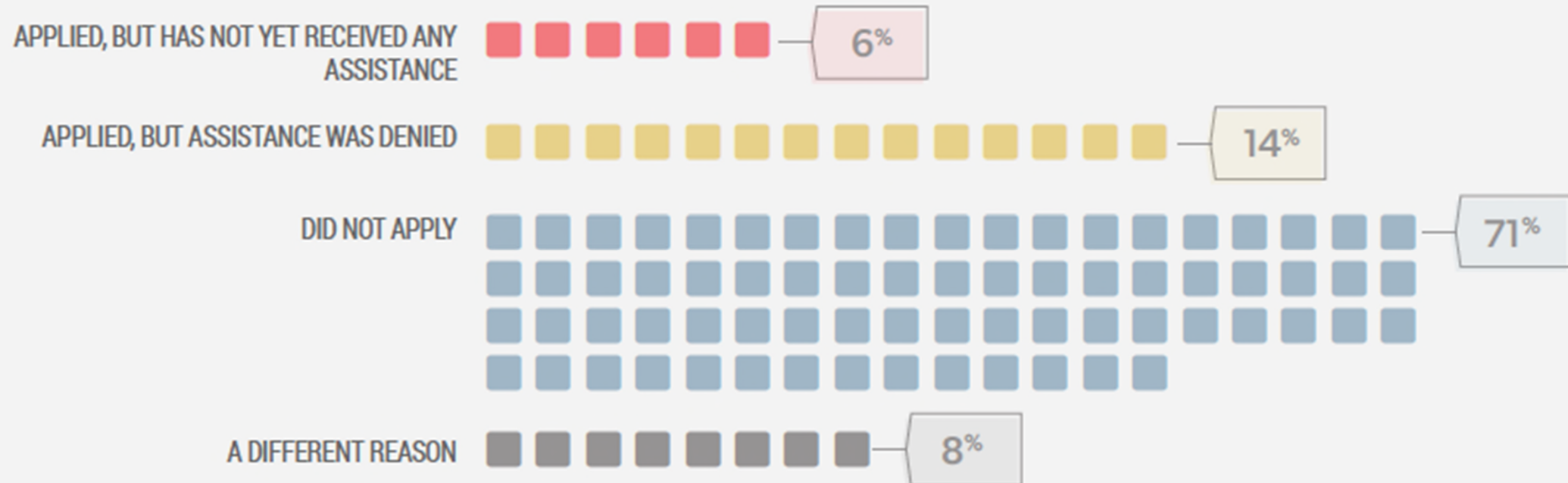

PAYCHECK PROTECTION PROGRAM (PPP) — 14%

ECONOMIC INJURY DISASTER LOAN (EIDL) — 30%

FFCRA (EMPLOYER REIMBURSEMENT FOR EMPLOYEE SICK/FAMILY LEAVE WAGES) — 3%

EMPLOYEE RETENTION CREDIT (TAX CREDIT FOR BUSINESSES IMPACTED BY A SHUTDOWN) — 6%

SBA DEBT RELIEF AND/OR EXPRESS LOANS — 4%

WE HAVE NOT RECEIVED ASSISTANCE FROM ANY OF THESE SPECIFIC PROGRAMS — 57%

FINANCE, cont.

Respondents **not receiving** assistance from the programs listed above indicated their organization:

Category	Percentage
APPLIED, BUT HAS NOT YET RECEIVED ANY ASSISTANCE	6%
APPLIED, BUT ASSISTANCE WAS DENIED	14%
DID NOT APPLY	71%
A DIFFERENT REASON	8%

FINANCE, cont.

Since the onset of COVID, has your organization received any grants, loans, relief funding, assistance, etc. **from any sources other than those listed above**?

NO — 46%

UNSURE — 47%

YES — 7%

DIVERSITY & INCLUSION

In the past 12 months, has your organization made changes to its Diversity & Inclusion policies/practices in an effort to improve equity and support for employees and/or members?

30% — YES

61% — NO

9% — UNSURE
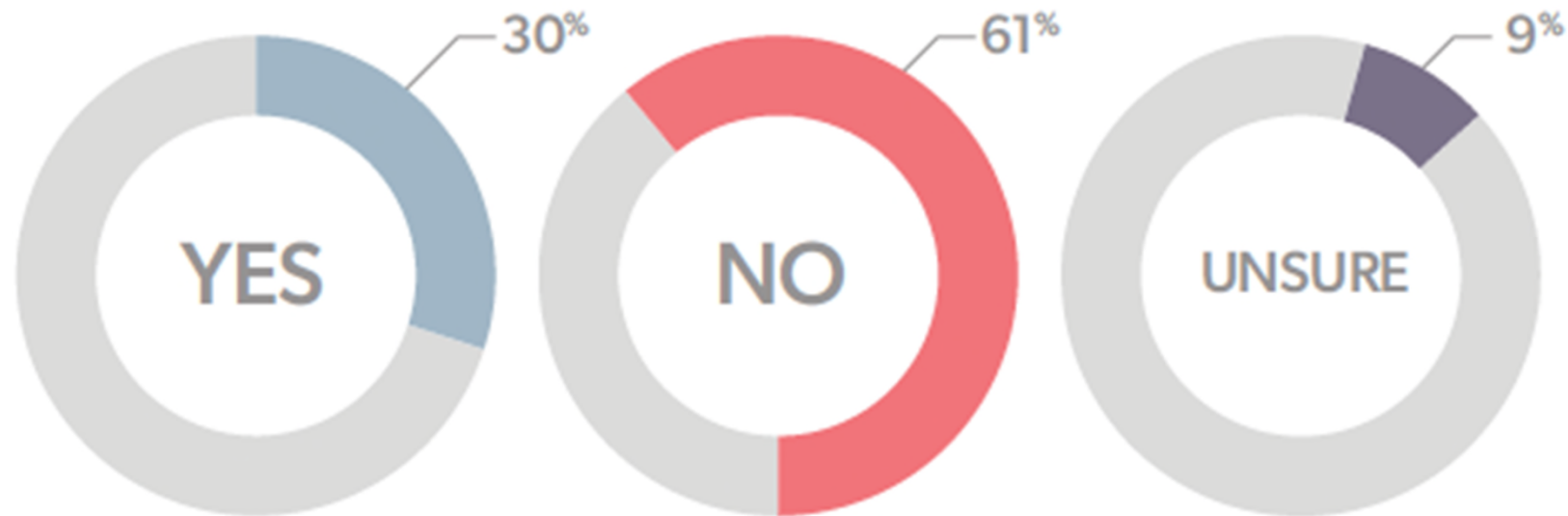
DIVERSITY & INCLUSION, cont.

Updated D&I practices were most common among organizations falling into at least one of the following categories:

301-1,200 members

An operating budget of under 500K

Improved year-over-year engagement rates

Organizations that **made a** change to D&I policies/practices reported a higher or steady renewal rate than those that did not.

DIVERSITY & INCLUSION, cont.

- We are an inclusive organization, so this has been the standard the last 10+ years.

- Eliminated young professionals to have everyone at the table. No separation we need everyone to carry on and forward.

- Have plans for 2021 to seek grants to enable us to hire a bilingual assistant.

- Forming a Diversity and Inclusion committee in Jan 2021.

- In accordance with our 2020-2025 Strategic Plan, we reevaluated our existing Board composition and made a deliberate effort to make it look more like our community. Of 7 new directors coming in, 6 are minorities.

- Our community is regrettably homogenous.

- On target for 2021 discussions.

- We created a DI scholarship. But used our foundation that already focused on that.

- No formal change, but have been involved in many conversations on the subject.

- Mainly confirmed the statement in the employee manual and bylaws.

- "Planning on this for 2021."

- Created a DEI committee and DEI board subcommittee to create policies.

- Our policies were already pretty generic to not exclude or include certain demographics.

- All Board committees were charged to incorporate Diversity and Inclusion emphasis and practices in annual goal setting.

- Diverstiy and Inclusion is one of 4 priorities set this year.

- Created a Diversity Committee.

- No formal policy/practice (yet), but have been actively pursuing strategic partnerships with other organizations in the diversity/inclusivity space.

- We are working with other Chambers to have a regional educational series and have begun discussions on making sure our board is diverse.

- We have started to track diversity in our membership.

- Providing Hispanic membership benefits printed materials.

- Spotlighting diverse businesses in our area.

- We're working on it and hired a VP for this department.

- Not yet. No official change in our bylaws, but we're making a stronger effort for more inclusion in recruitment of new board members.

- We've had a DEI Council since 2016 that sponsors annual minority certification workshops and networking events. This year's council established a DEI virtual educational series covering one DEI related topic a month. We plan to bring a DEI consultant in to evaluate our internal policies as well.
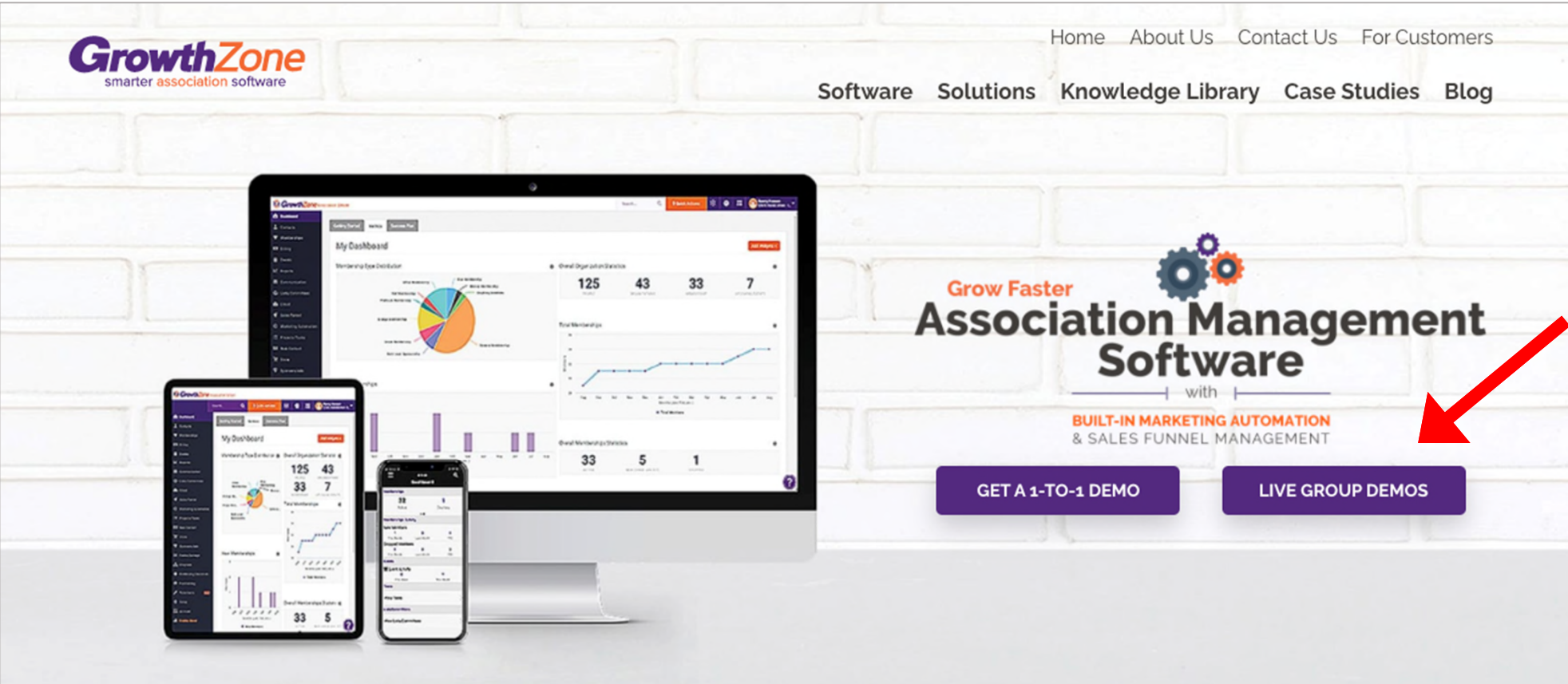
OPERATIONS, cont.

We asked: In the past 12 months, what (if any) change(s) has your organization made that improved your job efficiency, productivity, satisfaction, etc.?

TOP 10 COMMON IMPROVEMENTS:

1. Technology ⟶ 24%
2. Working remotely ⟶ 22%
3. Videoconferencing
4. Processes/Operations

5. Virtual Events
6. Miscellaneous
7. Staffing changes
8. Board of Directors

9. Money
10. Member interaction/support

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