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

- 47% Under $250K
- 30% $250K+ - $500K
- 13% $500K+ - $1M
- 8% $1M+ - $5M
- 3% $5M+
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
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MEMBERSHIP RETENTION

<table>
<thead>
<tr>
<th></th>
<th>INCREASED</th>
<th>DECREASED</th>
<th>UNCHANGED</th>
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<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2020</td>
<td>2019</td>
</tr>
<tr>
<td>RENEWAL RATE</td>
<td>21%</td>
<td>9%</td>
<td>35%</td>
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<tr>
<td>OVERALL</td>
<td></td>
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<tr>
<td>NEW-MEMBER</td>
<td>21%</td>
<td>11%</td>
<td>32%</td>
</tr>
<tr>
<td>RENEWAL RATE</td>
<td></td>
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<tr>
<td>YEAR-OVER-YEAR CHANGE</td>
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MEMBER ENGAGEMENT

OVERALL MEMBER ENGAGEMENT | YEAR-OVER-YEAR CHANGE

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
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</thead>
<tbody>
<tr>
<td>Better</td>
<td>58%</td>
<td>35%</td>
</tr>
<tr>
<td>About the Same</td>
<td>37%</td>
<td>31%</td>
</tr>
<tr>
<td>Worse</td>
<td>5%</td>
<td>30%</td>
</tr>
<tr>
<td>Other/Unsure</td>
<td>0%</td>
<td>4%</td>
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</table>
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?

- POSITIVE IMPACT: 74%
- NO DIFFERENCE: 12%
- NEGATIVE IMPACT: 10%
- UNSURE: 5%

Of organizations reporting their members “definitely” recognize their value proposition, 55% felt COVID has had a positive impact on members’ perception of value.
Organizations with 301-600 members were most likely to report their members “definitely” recognize their value proposition.

Those with an operating budget of under $250K were most likely to report their members did not recognize their value proposition.
What is the current operational status of your organization?

- Reduced/Limited Level of Operations: 35%
- Expanded Level of Operations: 18%
- About the Same Level of Operations: 46%
- 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: 42%
- Most Employees Work From Home/Remotely: 18%
- Some Employees Work On-Site: 22%
- All Employees Work On-Site: 17%

The referenced work arrangements:

- Were already standard prior to COVID-19: 53%
- Were established in response to COVID-19: 47%
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.)

- 41%: Was still held in-person
- 14%: Scheduled or planned to be held in-person (before 12/31/20)
- 22%: Other: had both pre-COVID event(s) and had/will have event(s) since COVID onset
- 6%: Was held virtually instead
- 2%: Scheduled or planned to be held virtually instead (before 12/31/20)
- 7%: Was canceled/postponed (didn’t/won’t occur in 2020)
- 3%: N/A: A 2020 event was not ever planned
- N/A: Took place "pre-COVID" (in early 2020)
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.)

- 69% Successful
- 16% Amazing
- 15% Neither successful nor unsuccessful
- 2% Unsuccessful
- 0% Disastrous
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
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.
2021 CHAMBER OF COMMERCE
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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
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. Sponsorships (tie)
4. Golf Tournaments (tie)
5. Fundraiser
6. Grants
7. Contract Income
8. Miscellaneous
9. Government
10. Virtual Events

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.
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
3. ADVERTISING
4. GRANTS
5. FUNDRAISERS
6. GOLF TOURNAMENTS
7. CONTRACT INCOME
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%
Respondents not receiving assistance from the programs listed above indicated their organization:

- Applied, but has not yet received any assistance: 6%
- Applied, but assistance was denied: 14%
- Did not apply: 71%
- A different reason: 8%
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%
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?

- **YES**: 30%
- **NO**: 61%
- **UNSURE**: 9%
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 regretfully 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.
- Diversity 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 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.
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:**

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<tbody>
<tr>
<td>1.</td>
<td>Technology</td>
<td>24%</td>
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<td>2.</td>
<td>Working remotely</td>
<td>22%</td>
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<td>3.</td>
<td>Videoconferencing</td>
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<td>Processes/Operations</td>
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<td>5.</td>
<td>Virtual Events</td>
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<td>6.</td>
<td>Miscellaneous</td>
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<tr>
<td>7.</td>
<td>Staffing changes</td>
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<td>8.</td>
<td>Board of Directors</td>
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<tr>
<td>9.</td>
<td>Money</td>
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<tr>
<td>10.</td>
<td>Member interaction/support</td>
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