

2017 PIBC Membership Survey

Planning Institute of British Columbia

Excellent

Good

Average



Table of Contents

Introduction	3
Description of the Sample	6
Satisfaction Levels	9
Members Attitudes Towards PIBC	21
Important Issues	28
Becoming a Member-Driven Organization – What PIBC Members Want	32
Key Results by Segment	43
Conclusions	50
Appendices	

3

Introduction

This section presents:

Study Background

Methodology



Study Background

- Given that the ultimate reason for any association's existence is to satisfy the needs of its members, the Planning Institute of British Columbia (PIBC) concluded that an understanding of member satisfaction, perceptions and needs was necessary. To gain this understanding, PIBC undertook a survey of its members. This report summarizes the results of the survey.
- The purpose of the Membership Survey was to gain insight into how members feel about their association, what it has accomplished and what its priorities and direction should be in the future.
- The specific research objectives are as follows:
 - To determine how satisfied members are with PIBC;
 - To assess performance compared to the benchmarks from other Canadian professional associations;
 - To determine if members are aware of and are using PIBC's services and activities;
 - To assess the importance of key issues facing the profession;
 - To determine the primary reasons for membership;
 - To determine the importance of PIBC member programs and services;
 - To determine what education topics are of greatest interest to members;
 - To determine where members would like PIBC to focus efforts; and
 - To determine what differences exist between key segments of the membership.

Methodology

- The Membership Survey was sent to 1,483 PIBC members in May 2017. Four hundred and forty (440) responses had been received by the cut-off date for an overall response rate of 30%. Some respondents dropped out part way through the survey. Of the 440 respondents, 393 completed the entire survey.
- Results from the sample of 440 are considered to be accurate to within $\pm 3.9\%$ nineteen times out of twenty (95% confidence interval). More details on the margin of error can be found in *Appendix I*.
- The results have been weighted by PIBC chapter to more accurately reflect the true distribution of the PIBC membership. Weighting the results removes much of the sampling bias, thereby making the results truly representative of the full membership.

Description of the Sample

- Member Characteristics
- Conferences Attended and Reasons for Not Attending



Member Characteristics

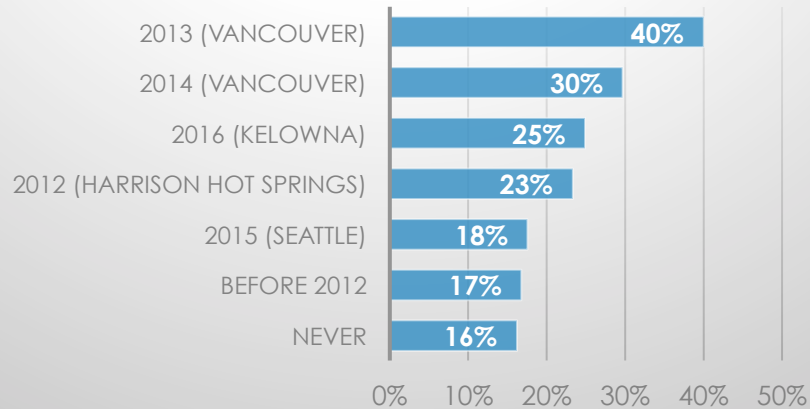
	ALL MEMBERS
GENDER (N=440)	
Male	46%
Female	54%
AGE (N=381)	
20 to 29	8%
30 to 39	33%
40 to 49	24%
50 to 59	21%
60 to 64	9%
65 or older	6%
EXPERIENCE AS A PLANNER – GENERAL (N=391)	
Less than 2 years	9%
2 to 5 years	11%
6 to 10 years	20%
11 to 15 years	19%
16 to 20 years	10%
21 to 25 years	10%
26 to 30 years	10%
More than 30 years	12%
EXPERIENCE AS A PLANNER – IN BC (N=391)	
Less than 2 years	11%
2 to 5 years	13%
6 to 10 years	23%
11 to 15 years	17%
16 to 20 years	10%
21 to 25 years	12%
26 to 30 years	6%
More than 30 years	8%

- The tables on this page present a summary of the demographic characteristics of the respondents to help provide context to the results in the report.

	ALL MEMBERS
SECTOR OF EMPLOYMENT (N=387)	
Public sector	63%
Private sector	29%
Non-governmental sector	2%
Student	3%
Retired	2%
None of the above/Not applicable	1%
MEMBER TYPE (N=440)	
Candidate	14%
Candidate-Non-Practicing	0.2%
Certified Member	74%
Certified-Non-Practicing	2%
Pre-Candidate	3%
Retired Member	2%
Student Member	5%
CHAPTER (N=440)	
Central-North	6%
Fraser Valley	5%
Kootenay Rocky Mountain	2%
Okanagan Interior	10%
South Coast	52%
Sunshine Coast	1%
Vancouver Island North	9%
Vancouver Island South	13%
Yukon	2%
Other	1%

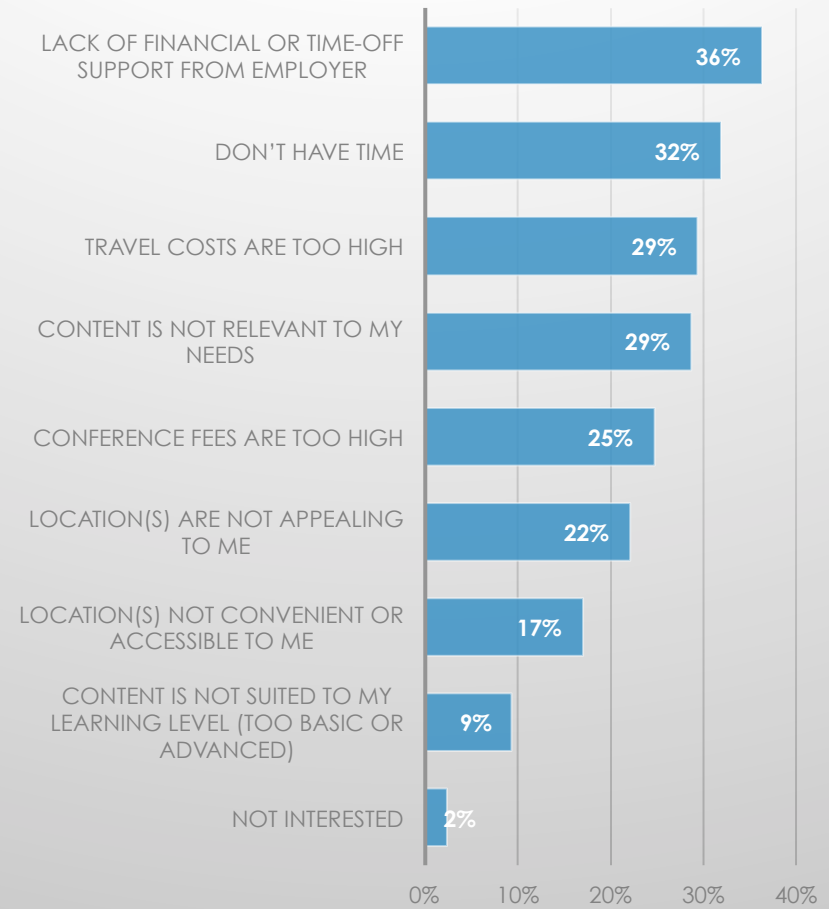
Conferences Attended and Reasons for Not Attending

Conferences Attended Past 5 Years (N=395)



- Eighty-four percent (84%) of members indicated they have attended at least one PIBC conference and 67% have done so in the past 5 years.
- Time and money reasons represent four of the top five drivers for not attending a conference. Specifically, the top reason for non-attendance cited was a lack of financial or time-off support from employers (36%), followed by don't have time (32%), travel costs too high (29%) and high conference fees (25%). Rounding out the top five is the content not being relevant to needs (29%).
- Location appeal (22%) and convenience (17%) are also common reasons for not attending.

Reasons for Not Attending (N=265)



Satisfaction Levels

- Overview of Satisfaction Research
- Overall Satisfaction with PIBC
- Use of PIBC Services by Members
- Satisfaction with PIBC Services
- Satisfaction with Representation of Member Interests
- Ease of Having Voice Heard
- Members' Influence Over the Priorities of the Association
- PIBC's Effectiveness at Communicating to its Members
- Benchmark Satisfaction Ratings
- Benchmark Comparisons to Other Associations

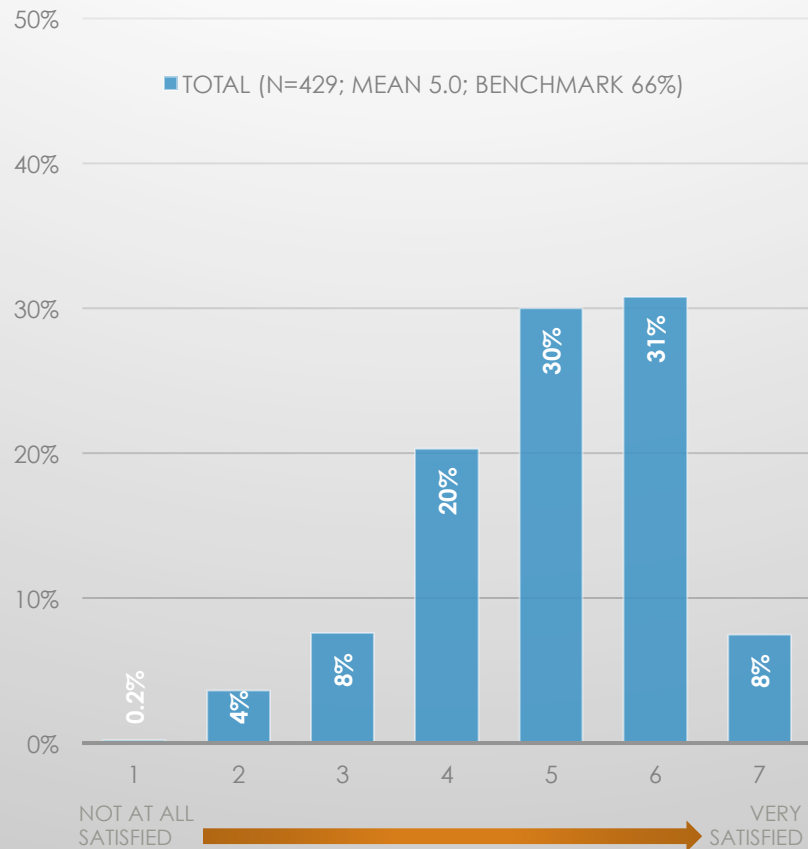
Overview of Satisfaction Research

- What satisfaction score needs to be achieved before an association can say it's members are satisfied? The answer is, it depends on the association. For some associations, it is simply not possible to achieve over 70% no matter how well they perform, while for others, 70% may be considered low. For this reason, it is important to consider the nature and dynamics of the association when interpreting satisfaction scores.
- Another important point about member satisfaction is that it is nearly impossible to ever achieve a 100% satisfaction rating. The reason for this is two-fold: First, the association cannot be all things to all people which means that no matter what it does, there will always be some members who are dissatisfied; Second, from a psychological standpoint, members may not want to award a score of 100% as it means that there is no room to improve. In other words, while your association may be doing an excellent job, members want their association to continue progressing.
- To properly assess satisfaction requires tracking it over time to see how it changes while keeping in mind what the association has done to try to improve its performance.
- The Portage Group team has conducted over 65 studies similar to this one for more than 50 different associations. Based on that experience, we have developed a good sense of what different ratings mean in different organizations.
- The following table summarizes the terminology we use to describe different ratings in this report. The choice of terminology is based on our extensive experience in conducting satisfaction work in the not-for-profit sector.

SATISFACTION TERMINOLOGY USED	PERCENT RATING	SCORE ON 7 POINT SCALE
FAIL	0% TO 47%	1 TO 3.8
BORDERLINE	48% TO 55%	3.9 TO 4.3
MARGINAL SATISFACTION	56% TO 65%	4.4 TO 4.9
REASONABLY SATISFIED	66% TO 70%	5.0 TO 5.2
VERY SATISFIED	71% TO 75%	5.3 TO 5.5
EXTREMELY SATISFIED OR EXCELLENCE	76% TO 100%	5.6 TO 7

Overall Satisfaction with PIBC

OVERALL SATISFACTION

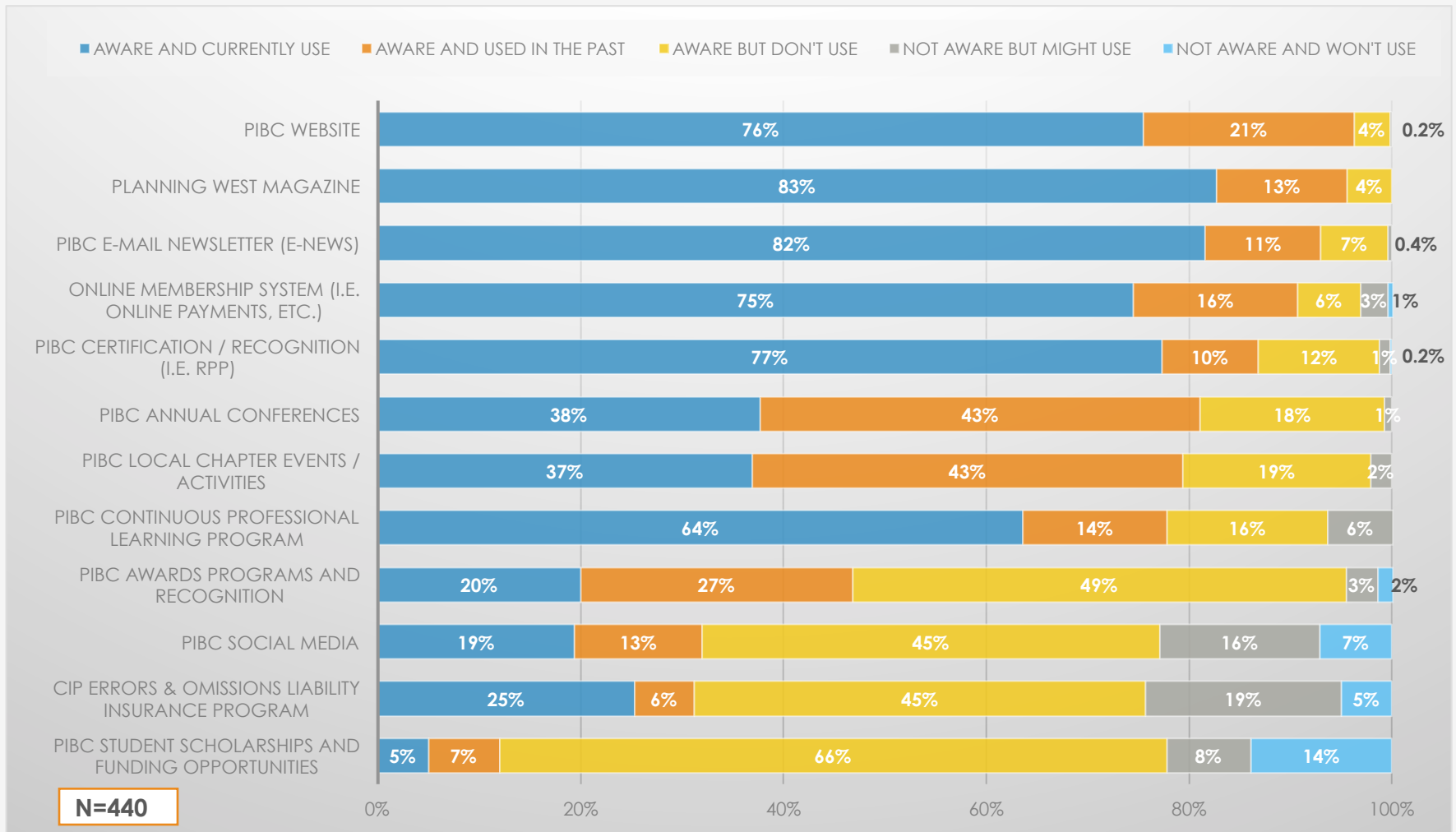


- When asked how satisfied they are with PIBC, three in five (61%) of PIBC members rated the association at 5 or 6 on a 1 to 7 scale. A further 8% awarded top marks at 7 on 7.
- The mean rating of 5.0 out of 7 translates into a benchmark satisfaction score of 66% (refer to [Appendix II for detailed calculation](#)). Based on our experience with other not-for-profit associations, this rating suggests that members are 'reasonably' satisfied with PIBC overall. While members feel PIBC is doing a respectable job, they also believe there is considerable room for improvement,
- Overall satisfaction with PIBC is slightly above the average for professional associations. The average rating in 42 studies with professional associations is 64%.

Use of PIBC Services by Members

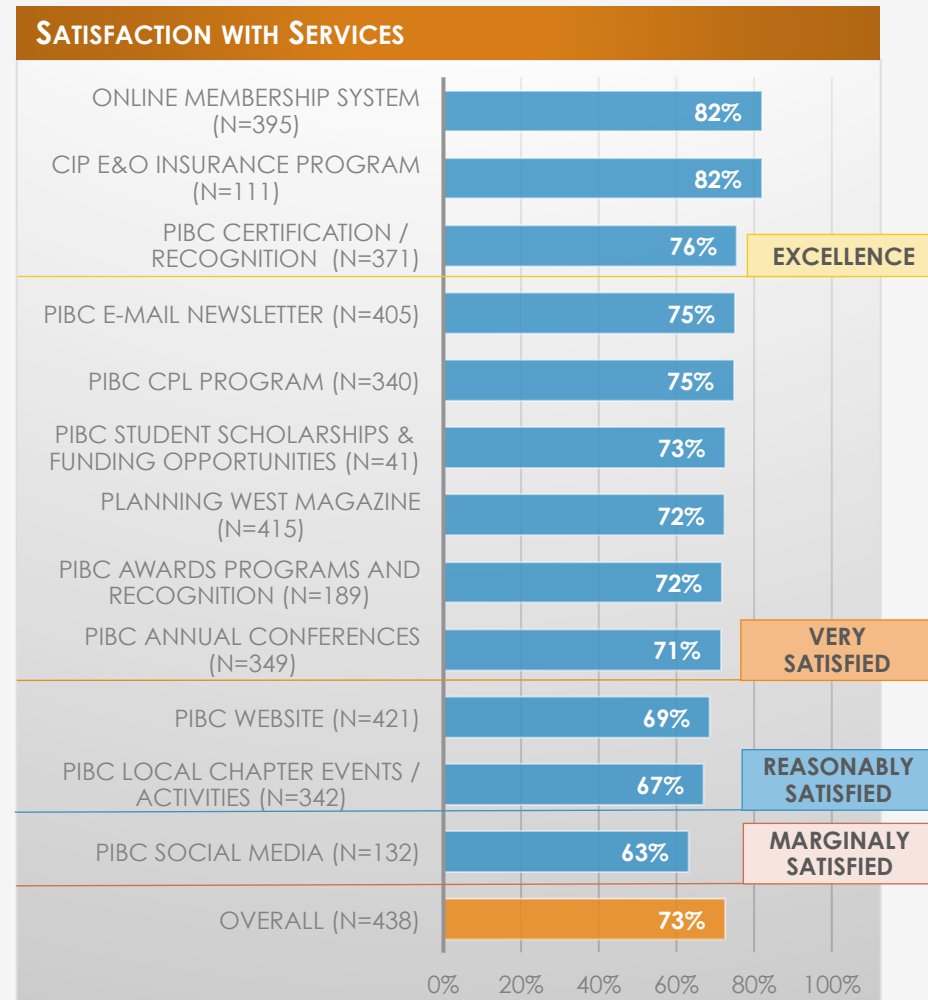
- Members were asked to indicate whether or not they were aware of twelve services/programs offered by PIBC. Based on their level of awareness, members were asked to indicate whether they have used the program/service in the past, currently use the program/service, or if they might use the program/service in the future. The results are illustrated on the next page.
- Looking at the results overall, “current” penetration is quite good on half (6) of the services with roughly two thirds or more of members reporting that they currently use them. These include *Planning West* magazine (83%), PIBC e-mail newsletter (82%), PIBC certification / recognition (i.e. RPP) (77%), the PIBC website (76%), the online membership system (75%) and PIBC Continuous Professional Learning program (64%).
- All other services are currently used by fewer than 40% of members. Among these, it is worth noting that PIBC local chapter events/activities and PIBC annual conference have been used by four in five members when including past usage. For the remaining four services, penetration is lower than 50% when including past usage. PIBC should be looking to improve penetration levels for its services.
- It is important to note that for lower penetration services, there may be a possible value issue (i.e., members may not see the value in the services), or there may be a justifiable reason for low usage (i.e., members may have no need for the service or the service may only be relevant to a select group of members). For example, the high awareness with low usage of the PIBC student scholarships is most likely justified as a niche program.
- Of most concern are those services that members are aware of but don't use, namely:
 - PIBC Awards programs and recognition (49% are aware but don't use);
 - PIBC social media (45%); and,
 - CIP Errors & Omissions liability insurance program (45%).
- Awareness of services does not appear to be a major concern for PIBC. For nine of twelve services, over nine in ten members are aware of the service. Services where lack of awareness may benefit from better communication include:
 - CIP Errors & Omissions liability insurance program(19% not aware of but might use); and,
 - PIBC social media (16%).

Use of PIBC Services by Members (cont'd)



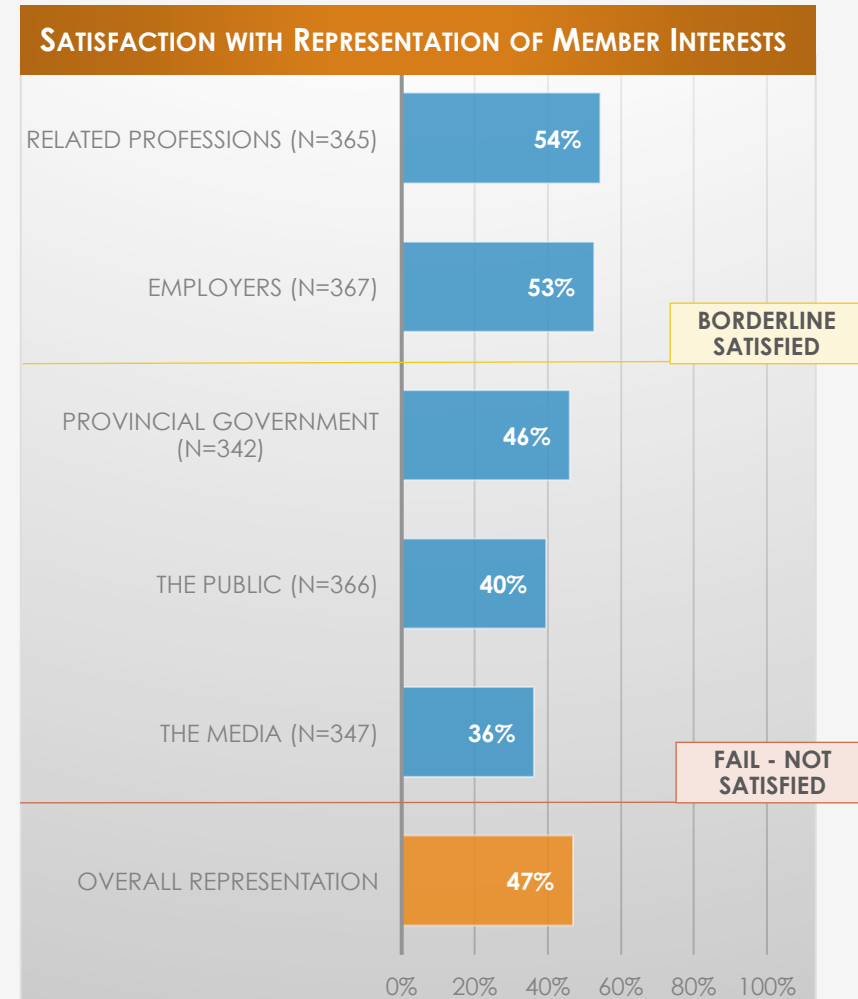
Satisfaction with PIBC Services

- Members were asked to rate their level of satisfaction with twelve services/programs offered by PIBC. Members were only able to provide ratings for services/programs they have used.
- The results show that those who use the services are very satisfied with them, awarding an average benchmark rating of 73% across all services. In fact, nine of the twelve services were rated in the 'very satisfied' category or better at 71% or higher.
- The top-rated PIBC services are the online membership system (82%) and CIP E&O liability insurance (82%), followed closely by PIBC certification / recognition (76%). All three fall in the "excellence" category and are very strong offerings for PIBC.
- The lowest rated service, which received marginal ratings was PIBC social media at 63%. Members are reasonably satisfied with the PIBC website (69%) and PIBC local chapter events / activities (67%).
- While there are no red flags, there is some room for improvement for those services rated at 75% or less.
- PIBC is on par with the average of other professional organizations when it comes to satisfaction with services. The average among other professional associations we have worked with is 74%.



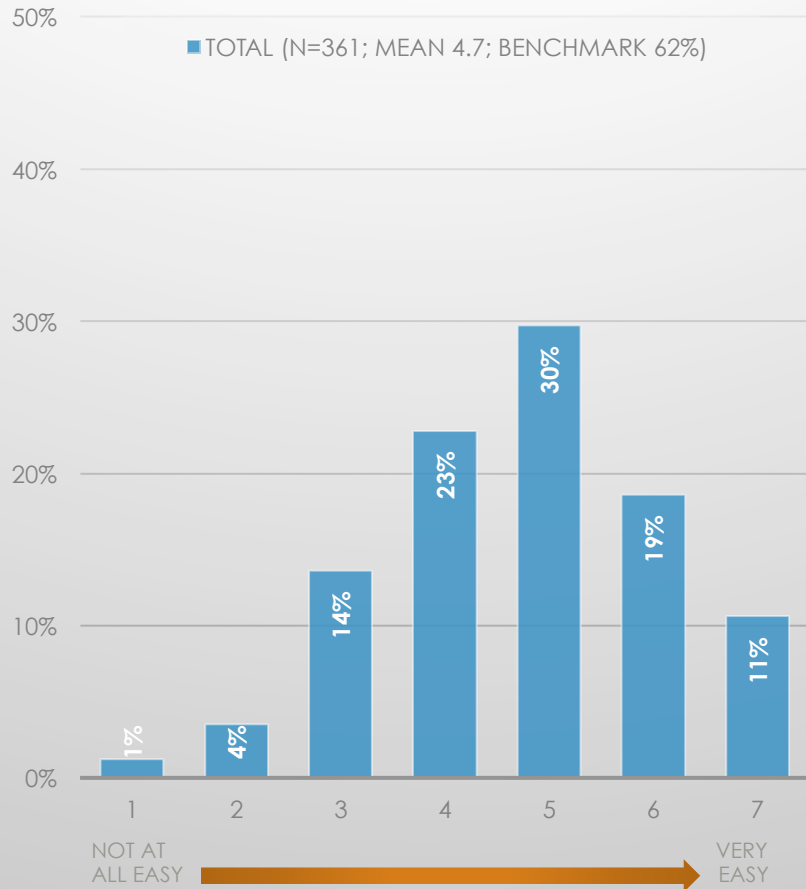
Satisfaction with Representation of Member Interests

- With an overall benchmark satisfaction rating of 47%, PIBC is not performing well in the area of representation in the eyes of members. PIBC received a failing grade in this area.
- A closer look at the results reveals that there is quite a bit of variance in the ratings for representation to different groups. Members are 'borderline satisfied' with PIBC's representation of their interests to related professions (54%) and employers (53%).
- However, failing grades were received for representation to the provincial government (46%), the public (40%) and the media (36%). Clearly, members believe PIBC could be doing better in this area.
- Because it is often one of the main reasons why members join associations in the first place (particularly professional associations), ratings for representation of member interests are typically quite a bit lower than ratings on other attributes. However, PIBC's overall rating of 47% is also quite a bit lower than the 55% average for professional associations.
- In our experience, low scores in this area tend to be caused by one of two things: either the association is not achieving results relative to what members want or expect; or, the association is achieving results but the members are not aware of what is happening. In either case, the low score on this attribute should be a focus for PIBC in its future strategy development.



Ease of Having Voice Heard

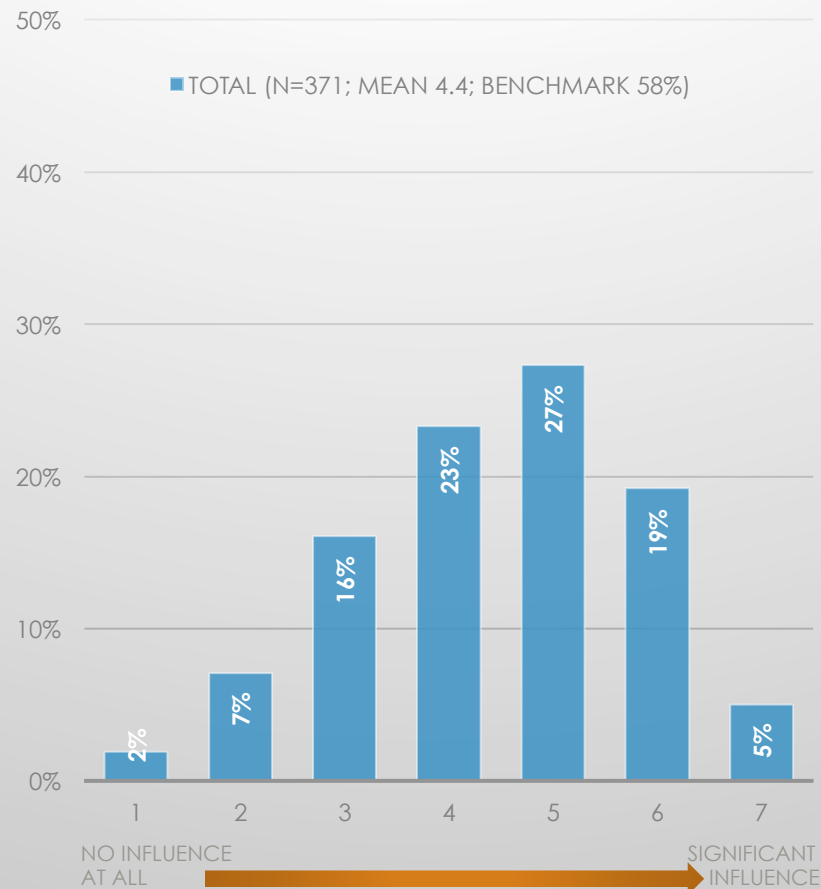
EASE OF HAVING VOICE HEARD



- Members were asked how easy or difficult it is to have one's voice heard by PIBC. With a benchmark rating of 62%, members are not convinced that it is very easy to have their voice heard by PIBC.
- With more than eight in ten (83%) awarding a rating of 4 or higher, members are generally positive in this area, but definitely feel PIBC could do a better job.
- PIBC's benchmark in this area is slightly higher than the average of 60% for professional associations overall.

Members' Influence Over the Priorities of the Association

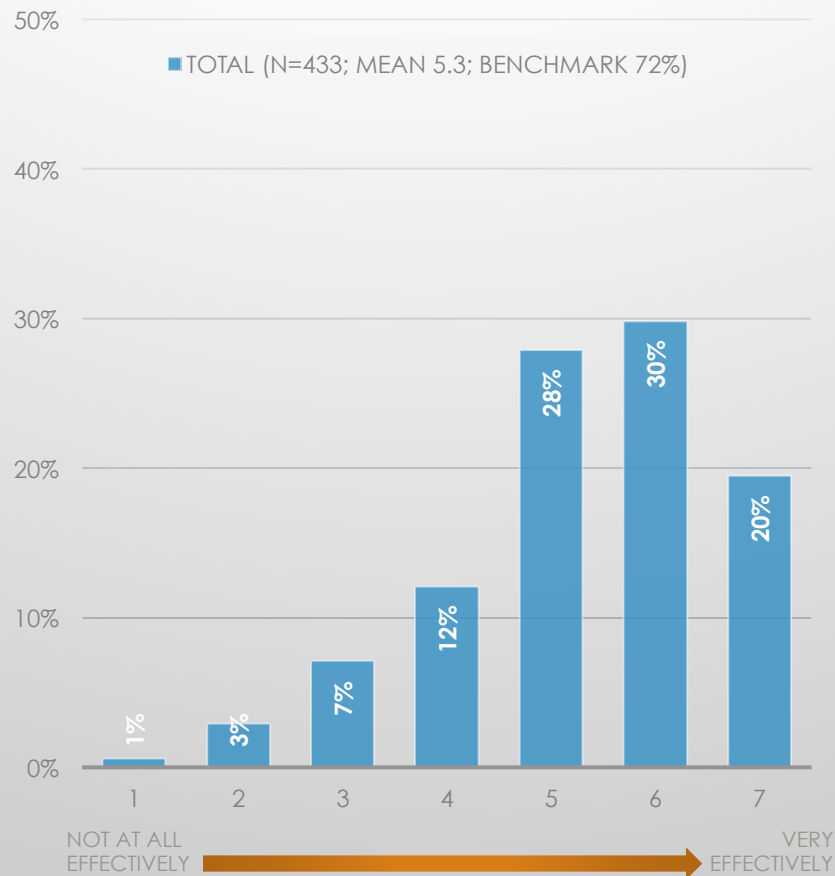
MEMBER INFLUENCE



- In our experience, there are two key contributors to members' perceived level of influence. One of these is obviously the degree to which the association actually allows member input to drive its agenda. The second is the degree to which the association communicates to the members about how the agenda reflects their input.
- On the whole, members do not feel they have much influence over the direction and priorities of the association. The benchmark satisfaction rating falls just inside the "marginally satisfied" category at 58%.
- While half (51%) awarded ratings of 5 to 7 out of 7, a further quarter (23%) are sitting on the fence at 4, while another quarter awarded negative ratings.
- PIBC' rating in this area is on par with the 57% average for member influence for professional associations overall.
- In our experience, associations that are truly driven by members tend to receive better ratings in all areas.

PIBC's Effectiveness at Communicating to its Members

EFFECTIVENESS AT COMMUNICATING



- Communicating to members is a key element of member satisfaction. Moreover, communicating the association's goals, objectives and successes may help raise satisfaction in other areas; failure to do so will almost certainly result in lower ratings across the board.
- The results show that PIBC does a good job at communicating effectively to its members. Over half (58%) awarded PIBC a rating of 5 or 6 out of 7 this area with a further 20% of members awarding full marks.
- While there is room for improvement, the benchmark rating of 72% shows that members are "very satisfied" with PIBC in this area. Additionally, the rating is slightly above the 70% average for all professional associations we have worked with.
- While these ratings are acceptable, it is important to remember that it does not indicate whether the association is communicating the right information; only that when it communicates, it does so effectively. This is explored later in the report.

Benchmark Satisfaction Ratings (Summary)

- The overall benchmark satisfaction rating is calculated by taking the average of the benchmark scores on each of the key satisfaction ratings. For the services and representation satisfaction ratings, the benchmark is the weighted average for all items measured.
- When first asked how satisfied they are with PIBC, the satisfaction score was 66%, which is in the 'reasonably satisfied' category. When the responses to the other member satisfaction questions are factored in, the overall benchmark satisfaction rating is a shade lower at 64%.
- A high point is certainly PIBC's services. While there are some potential issues around penetration of services in some areas, members who use them are clearly satisfied with PIBC's offerings.
- While not major red flags, the areas of ease of having one's voice heard and member influence are both areas of "marginal" satisfaction and should be areas of focus for PIBC going forward.
- Representation of members is an area of concern and something that deserves further investigation.
- Members provided a number of suggestions for improvement. Their verbatim responses can be found in Appendix III. Common themes include:
 - Raise the profile of the RPP and/or planning profession
 - Provide a stronger voice on planning issues.
 - Increased role in advocacy. Better advocacy
 - Educate the public/other on the role of a planner
 - Improve communications, keep us up to date about what PIBC is doing, what PIBC offers, etc.
 - More professional development (general, online and in-person)
 - Requests for education on specific topics
 - Lower fees
 - Lower cost education/events
 - More local chapter events
 - More open and transparent
 - Improve the certification process

BENCHMARK	ALL CONTACTS	
	TOTAL	CATEGORY
OVERALL SATISFACTION WITH PIBC	66%	****
OVERALL SERVICES	73%	*****
OVERALL REPRESENTATION	47%	*
EASE OF HAVING VOICE HEARD	62%	***
MEMBER INFLUENCE	58%	***
EFFECTIVENESS OF COMMUNICATING	72%	*****
OVERALL BENCHMARK SATISFACTION RATING	64%	***

Benchmark Comparisons to Other Associations

	PIBC Benchmark	68 Study Average	Professional Associations					Number of Benchmarks
			Average	Maximum	Minimum	PIBC Rank	out of	
Overall	66%	66%	64%	86%	44%	17	out of	42
Services	73%	73%	73%	84%	63%	21	out of	41
Representation	47%	57%	55%	70%	42%	34	out of	40
Ease of Having Voice Heard	62%	64%	60%	83%	38%	15	out of	41
Member Influence	58%	60%	57%	76%	41%	19	out of	38
Effectiveness of Communications	72%	71%	70%	87%	57%	17	out of	40
Average Benchmark	64%	65%	63%	79%	47%	17	out of	42

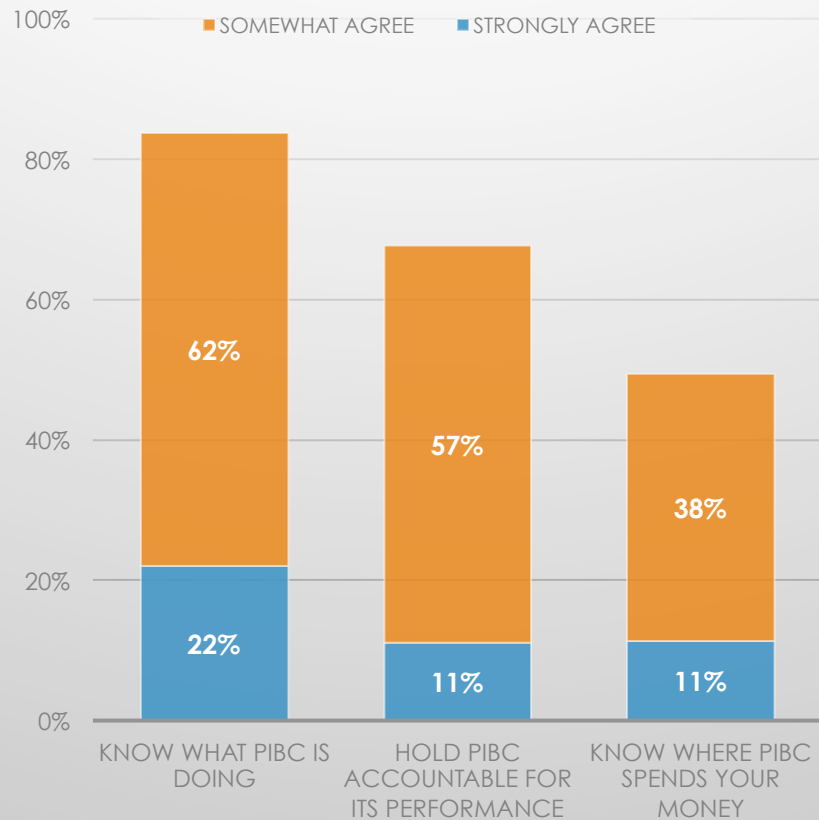
- Compared to other professional associations, PIBC is largely on par with the average. PIBC is generally performing within one or two percentage points of peers on average. This is further emphasized by its “middle of the pack” rankings in most areas. The one exception is representation where PIBC ranks 34th out of 40.

Member Attitudes Towards PIBC

- Level of Member Knowledge About PIBC
- Interest in Receiving Information About PIBC
- Member Views on PIBC's Vision and Strategy and Ability to Accomplish Goals

Level of Member Knowledge About PIBC

HAVE ENOUGH KNOWLEDGE TO... (N=431)

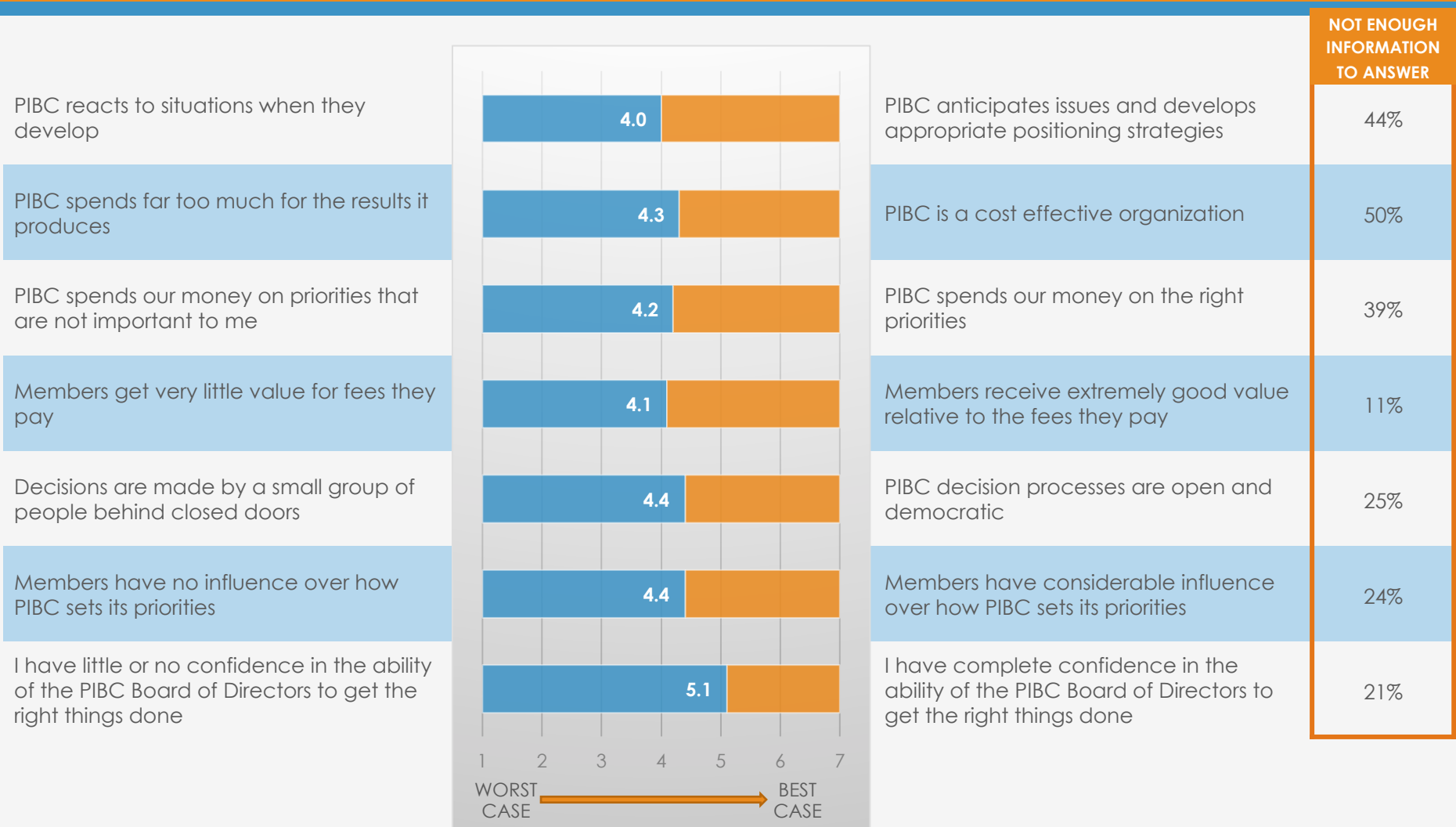


- As noted earlier, PIBC does a reasonably good job at effectively communicating to members, but that does not necessarily mean it is providing the right information. As discussed in the previous chapter, good communications and letting your members know what PIBC is doing are keys to achieving high satisfaction ratings.
- While a significant majority of members generally agree that PIBC provides them with enough information to know what PIBC is doing (84% somewhat or strongly agree) and to hold PIBC accountable (68%), there is considerable room to improve given the large portion of members only 'somewhat' agree with this statement.
- Agreement is considerably lower for having enough knowledge to know where PIBC spends members' money (49%).
- The results point to a potential lack of knowledge about what PIBC is up to. Past research has shown strong links between knowledge, satisfaction and perceived value.

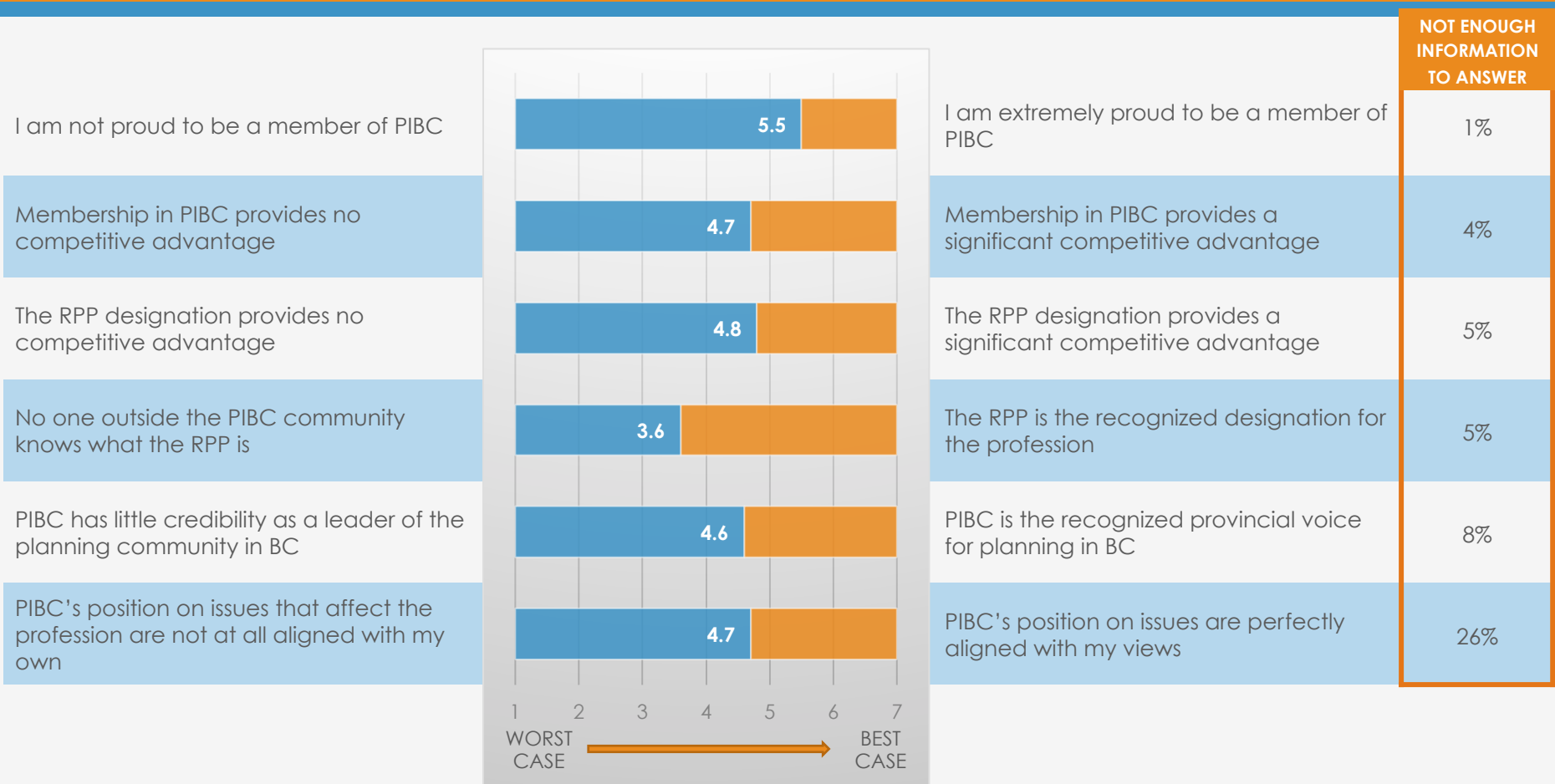
Attitudes About Performance and Governance

- Members were asked to rate PIBC's performance on thirteen key performance indicators on a 1 to 7 scale. Reading the chart from left to right, the higher the score the better. A score of four represents the mid-point. A score below this level indicates that PIBC is still not far from the starting gate (worst case), while scores above this level suggest that it is performing well (best case). It should be noted that the first seven are items that have been tracked in other organizations we have worked with.
- In keeping with the previously presented results on member knowledge, a significant portion of members are in the dark when it comes to PIBC in several areas. Of particular concern are the areas of PIBC cost effectiveness and PIBC proactiveness. In both cases, 44% or more of members did not have enough information to provide a rating. Two in five (39%) don't have enough information to evaluate PIBC on spending money on the right priorities. Further, roughly one quarter (24% to 26%) also indicated they lack information to evaluate PIBC on openness of decision making, member influence and alignment of PIBC's position with member views. One in five (21%) was unable to rate their confidence in the Board. While not uncommon for an association of PIBC's size, the lack of knowledge levels are on the high side.
- While there are some positives, the results presented on the following pages indicate that PIBC has some significant performance gaps in the eyes of members. The good news is that members are generally proud to belong to PIBC (average rating of 5.5 out of 7). This is an important result as it points to an interest among members in seeing PIBC succeed despite whatever other feelings they may have toward the organization.
- Members have a reasonable level of confidence in the Board to get the right things done (5.1).
- While there is considerable room for improvement, members do believe that membership in PIBC (4.7) and the RPP designation (4.8) offer some degree of competitive advantage. Similarly, members feel PIBC is viewed as a key "player" in the profession, but not necessarily the authoritative voice (4.6). However, members do not feel the RPP is well recognized as the designation of the profession. In fact, members awarded a failing grade in this area (3.6).
- Ratings suggest that PIBC's position on issues generally aligns with member views (4.7).
- However, this is where the good news ends. For the remaining six items members feel PIBC falls quite short of the mark. Members do not feel PIBC is particularly cost effective (4.3) or that it spends money on the right priorities (4.2). In addition, the 4.1 average rating for value for money is borderline. Whether real or perceived, PIBC has considerable work to do in this area. In our experience, value for money is among the top drivers of member satisfaction.
- Correlating with results presented earlier indicating a low level of individual influence over PIBC' agenda, respondents do not believe that PIBC is very member-driven (4.4) and feel that decisions aren't fully transparent or democratic (4.4).
- Members also don't feel that PIBC is proactive (4.0).

Attitudes About Performance and Governance (cont'd)



Attitudes About Performance and Governance (cont'd)



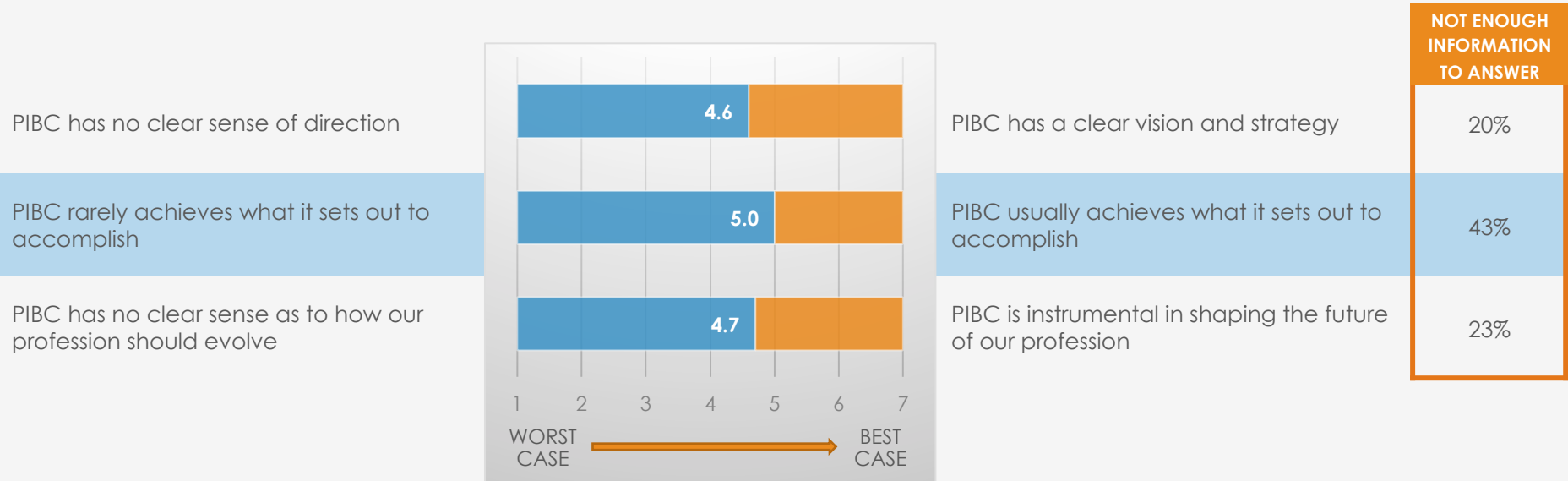
Performance Comparisons to Other Associations

- The table below summarizes the results for the questions for which we are able to provide benchmarks. PIBC scores better than the average for professional associations for confidence in the Board, member influence and open & democratic decisions. Conversely, it scores considerably lower in the area of proactiveness. Other areas fall slightly below peer averages.

	PIBC Benchmark	67 Study Average	Professional Associations					Number of Benchmarks
			Average	Maximum	Minimum	PIBC Rank		
Proactiveness	4.0	4.6	4.4	5.2	3.1	27	out of	33
Cost Effective	4.3	4.6	4.4	5.4	2.0	14	out of	26
Spends Money On Right Priorities	4.2	4.5	4.4	5.3	2.6	18	out of	33
Results For Fees	4.1	4.4	4.2	5.3	2.3	16	out of	32
Open & Democratic Decisions	4.4	4.3	4.1	4.8	2.4	6	out of	32
Member Influence	4.4	4.4	4.2	5.0	2.6	9	out of	33
Confidence In the Board	5.1	5.0	4.8	5.7	3.1	8	out of	33

Member Views on PIBC's Vision and Strategy and Ability to Accomplish Goals

- Members were also asked to rate PIBC's performance on three key strategic indicators on a 1 to 7 scale in an attempt to determine how the membership views PIBC's sense of direction and its ability to accomplish goals. The results are presented below.
- With a rating of 5.0 out of 7, members believe that PIBC "generally" accomplishes what it sets out to achieve. This rating is on par with the average for professional associations. However, in keeping with results that show members are lacking the knowledge to know what PIBC is up to, 43% indicated they didn't have enough information to answer the question.
- When it comes to the clarity of vision and strategy (4.6) and PIBC's role in shaping the future of the profession (4.7), ratings indicate modest satisfaction. These ratings are below the averages seen for other professional associations. Roughly one in five members was unable to rate PIBC in these areas due to a lack of knowledge. The portion lacking knowledge in these areas is on par with other professional associations.



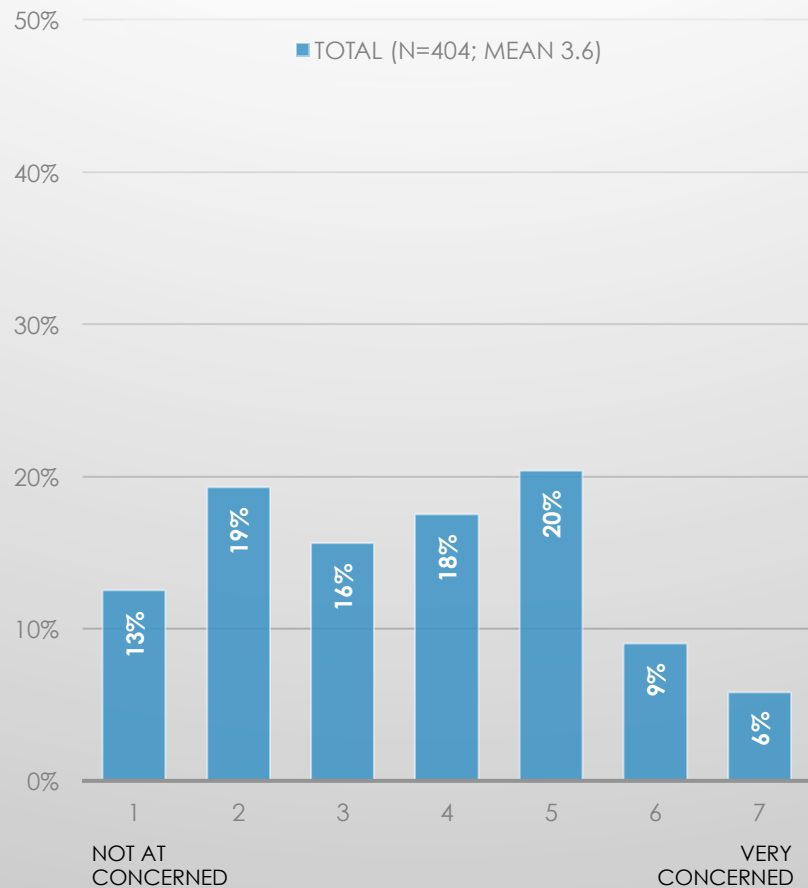
Important Issues

- Member Concern Over Future Prospects as a Planner in BC
- Importance of PIBC Issues



Member Concern Over Future Prospects as a Planner in BC

LEVEL OF CONCERN OVER FUTURE

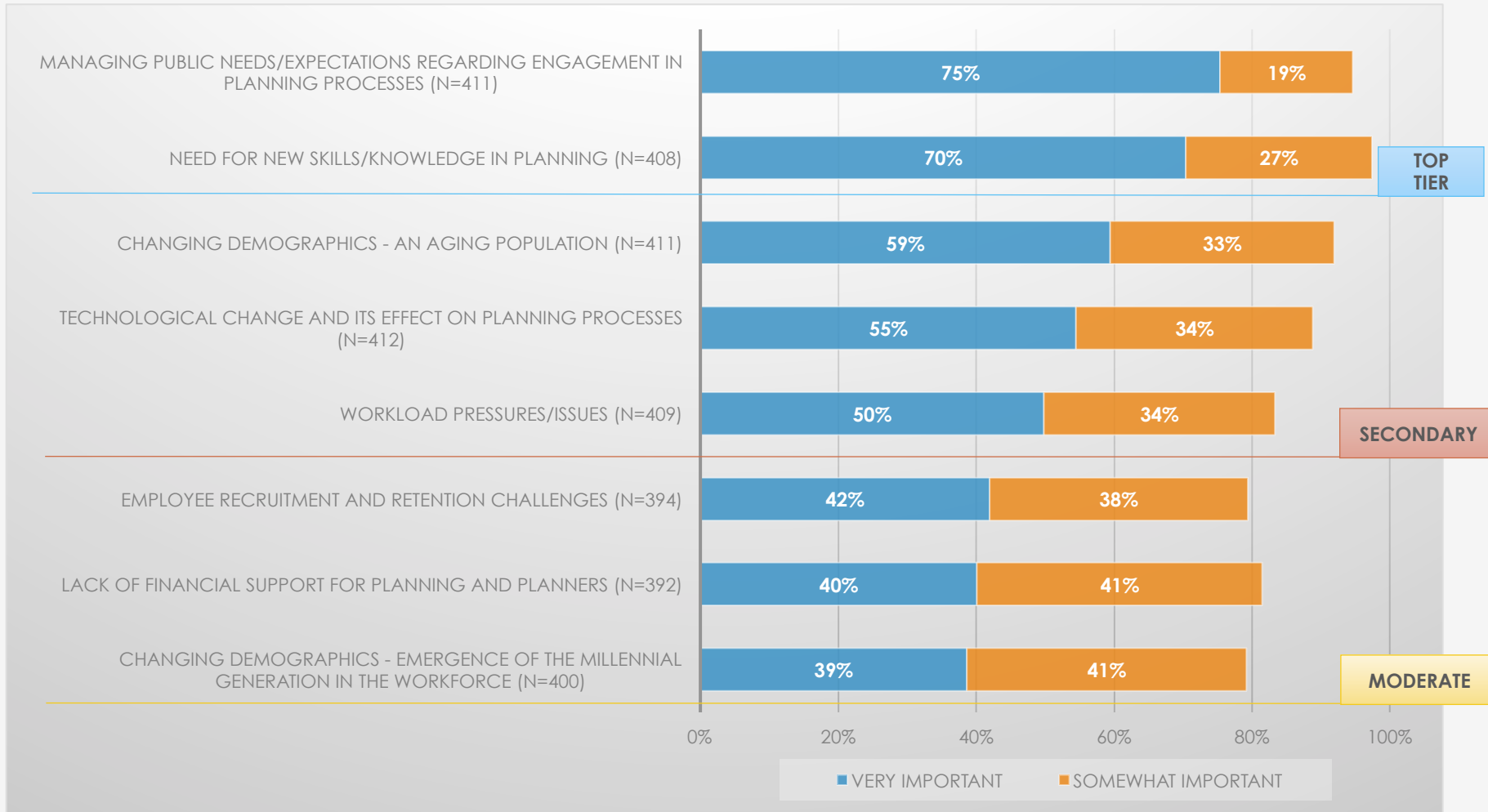


- The exhibit shows how members feel about the future as a planner in British Columbia. The average rating of 3.6 on the 7 point scale shows that the level of concern among members is not very high. In fact, two thirds (66%) of members rated their level of concern at a 4 out of 7 or lower.

Importance of PIBC Issues

- Members were asked to rate the importance of eight key issues facing the profession. It is important to note that all of these issues were rated as very or somewhat important by 80% of members or more. In other words, they are all important. However, if we focus only on the portion rating issues as 'very important', the issues can be divided into three priority categories. The results are illustrated graphically on the next page.
- **Top Tier Issues:** The top tier issues are those that are 'critical' to the profession. These are issues that, to the extent possible, PIBC should be developing plans to deal with (or help members deal with). Two of the eight issues fall into the top tier with at least 70% of respondents rating them as 'very important'. They include managing public needs/expectations regarding engagement in planning processes (75%) and the need for new skills/knowledge in planning (70%).
- **Secondary Issues:** These issues are also very important and need to be addressed, but not before PIBC has tackled the top tier. Between 50% and 69% of members rated these issues as 'very important'. Issues in this category include: changing demographics - an aging population (59%), technological change and its effect on planning processes (55%) and workload pressures/issues (50%).
- **Moderate Issues:** These are issues where less than 50% of members rated these as 'very important'. For PIBC, three of the issues tested fall in this category. These include employee recruitment and retention challenges (42%), the lack of financial support for planning and planners (40%) and changing demographics - emergence of the Millennial generation in the workforce (39%).

Importance of PIBC Issues (cont'd)



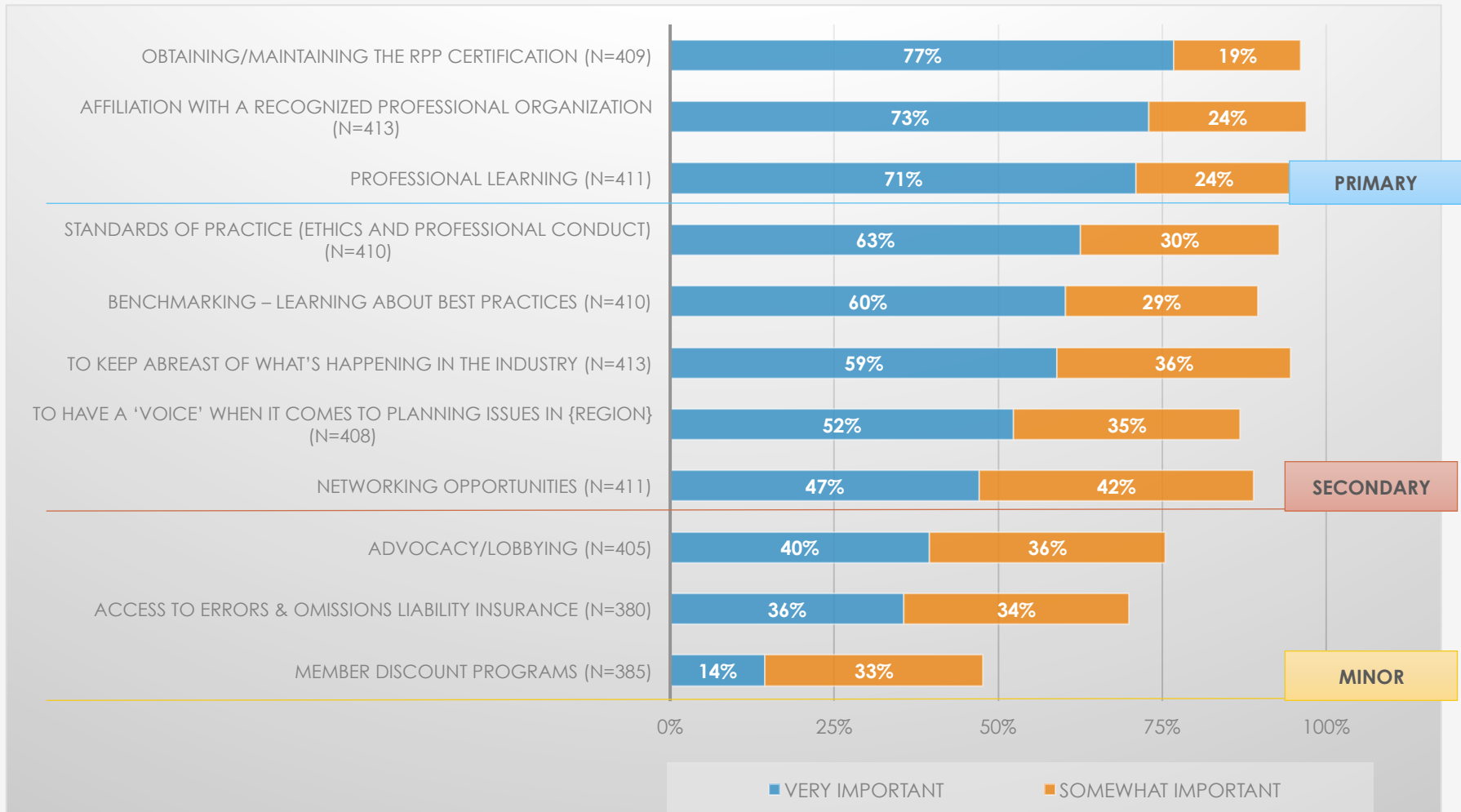
Becoming a Member-Driven Organization – What PIBC Members Want

- Reasons For Belonging to PIBC
- Where PIBC Should Focus its Time, Effort and Financial Resources
- Services Members Want
- Interest in Continuing Professional Learning Topics
- Does Knowledge of BC Planning Law and Policy Vary By Location of Education?

Reasons For Belonging to PIBC

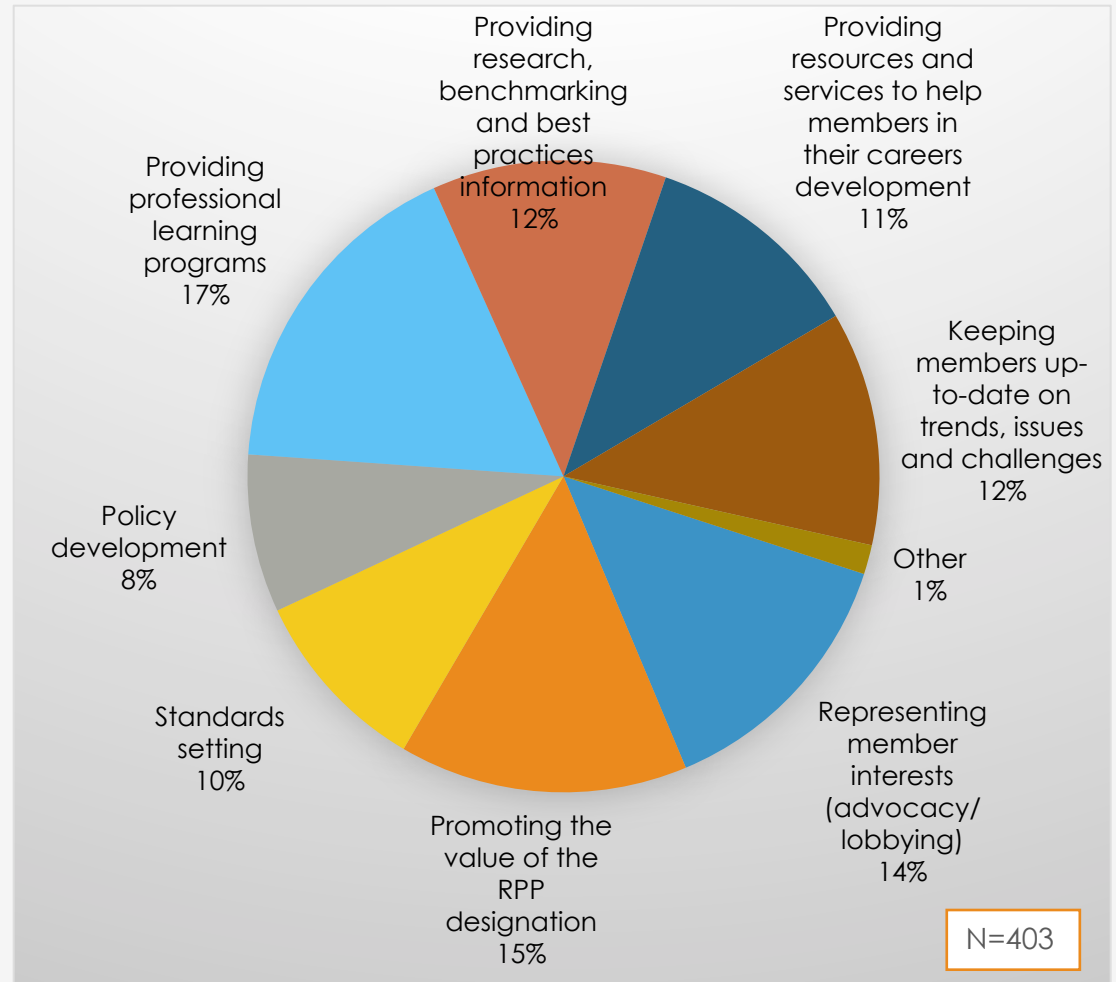
- Members were asked to rate the importance of eleven key reasons why they belong to PIBC. Eight of the eleven reasons tested rated as very or somewhat important to 85% or more of members, indicating that they all play a role in choosing to belong. However, if we look only at the 'very important' category, the reasons for belonging can be separated into three tiers of importance:
- **Primary Reasons:** These are the dominant reasons for membership. They are the areas where PIBC must deliver if it is going to meet member expectations. Members clearly identified three reasons for membership above all others. These are obtaining/maintaining the RPP certification (77%), affiliation with a recognized professional organization (73%) and professional learning (71%).
- **Secondary Reasons:** Secondary reasons for membership may not be the key drivers, but the extent to which PIBC delivers in these areas may be the difference in the decision to join or maintain membership among those on the fence. The more of these areas PIBC succeeds in, the greater the value of membership. Secondary reasons are rated as 'very' important by 50% to 69% of members. The second tier reasons include standards of practice (ethics and professional conduct) (63%), benchmarking – learning about best practices (60%), to keep abreast of what's happening in the industry (59%) and to have a 'voice' when it comes to planning issues in BC (52%). Networking opportunities (47%) fall just outside this group, but should be included given the almost nine in ten members rated it as at least somewhat important.
- **Niche Reasons:** The remaining reasons are important to a relatively smaller proportion of members. Fewer than half rate as 'very important'. The three reasons for membership that fall in the niche category include advocacy/lobbying (40%), access to Errors & Omissions liability insurance (36%) and member discount programs (14%). These areas may add value, but for most will not weigh significantly in the membership decision.

Reasons For Belonging to PIBC (cont'd)



Where PIBC Should Focus its Time, Effort and Financial Resources

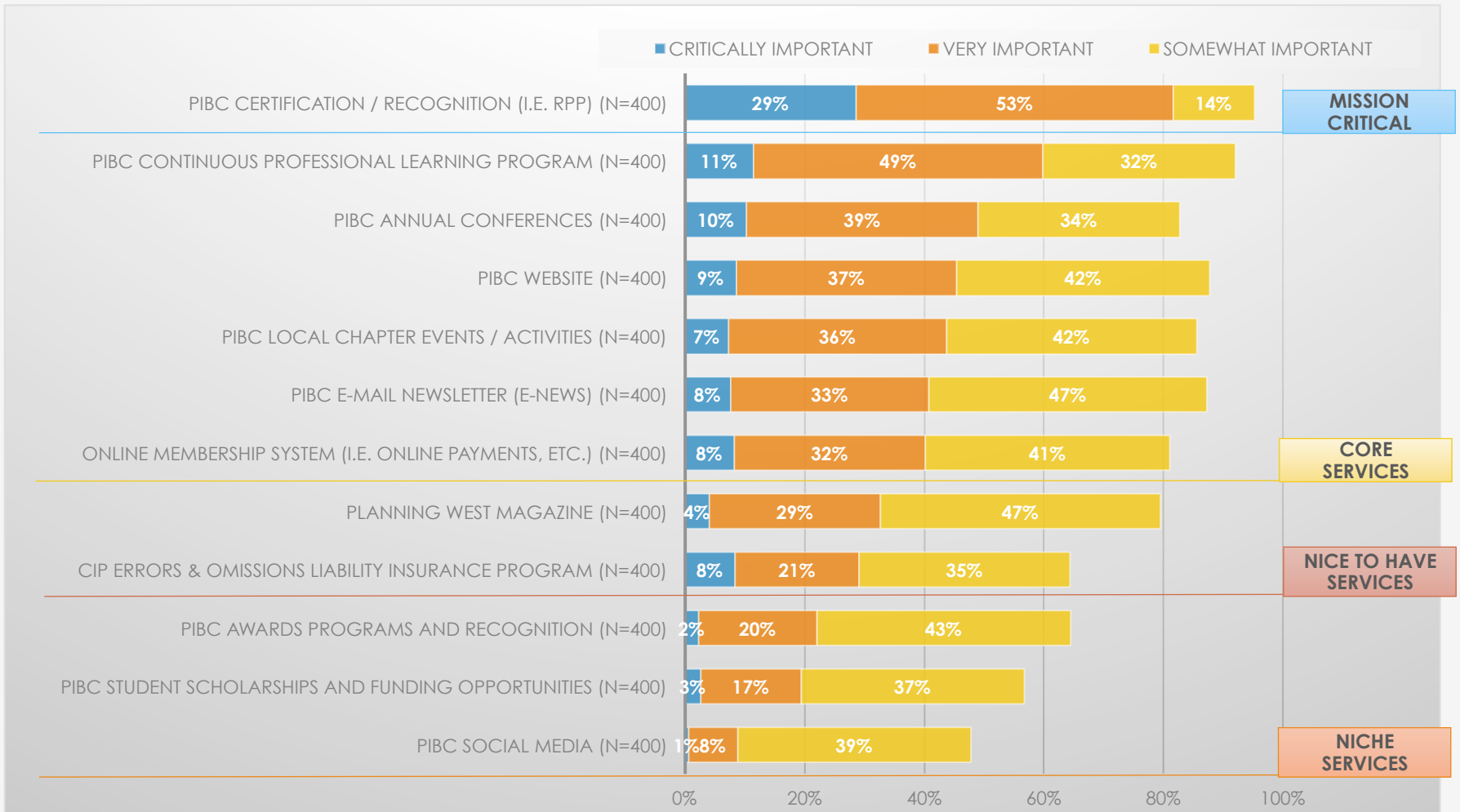
- In the eyes of members, the top area for PIBC to focus its time, effort and resources on is on providing professional learning programs. Members would allocate 17% of PIBC's time, effort, and resources to providing professional development and continuing education. Promoting the value of the RPP (15%) and representing member interests (14%) are not far behind. It is important to note that the latter two areas account for 29% of time, effort and resources dedicated to the area of "representation" in general, an area where PIBC did not receive high marks.
- At the other end of the spectrum, policy development rated lowest as an area of focus with an average allocation of 8%.
- The remaining four focuses all rank similarly at 10% to 12% of time, effort and resources.
- It should be noted that the results should not be viewed as the definitive way in which members would like resources divided. Rather, they should be viewed as a weighted ranking. In other words, providing professional learning programs (17%) is two times as important as policy development (8%).



Services Members Want

- Members were asked to indicate how important it is that PIBC provides twelve of its current services and programs. The chart on the following page divides the current PIBC services into four categories based on the percent rating as critical or very important for PIBC to offer:
- **Mission Critical:** With 82% ranking it as 'very' or 'critically' important, it is critical that PIBC goes above and beyond in delivering the PIBC certification / recognition (i.e., RPP). This service outranks all others by a wide margin and, as discussed earlier, is a primary reason for membership.
- **Core Services:** These services are rated as critically or very important by at least 40% of members. Six of PIBC's services fall into this category. These services include PIBC Continuous Professional Learning program (60%), PIBC Annual Conferences (49%), PIBC website (45%), PIBC local chapter events / activities (44%), PIBC e-mail newsletter (e-News) (41%) and the online membership system (40%).
- **Nice to Have Services:** Nice to Have services are those that are important for members, but they are not necessarily 'must-haves.' Services in this category are rated as "critically" or "very" important by 25% to 40% of members. Services in this group include *Planning West* magazine (33%) and CIP Errors & Omissions liability insurance program (29%).
- **Niche Services:** The final tier of services are only important to a small portion of members (less than 25%). These are niche services, the availability of which would not impact most members' decision to maintain their membership. Three services fall in this category, PIBC Awards programs and recognition (22%), PIBC Student scholarships and funding opportunities (19%) and PIBC social media (9%).

Services Members Want (cont'd)



Interest in Continuing Professional Learning Topics

- Members were asked to rate their interest in 29 continuing professional learning topics. These included 18 professional planning topics and 11 professional skills. The results are shown for each of these groupings over the next two pages. Over half of members indicated that they were at least “somewhat interested” in all the topics and for 21 of them, at least 70% are “somewhat interested”. In other words, they are all topics worthy of consideration.
- However, like services, the topics can be grouped into four categories based on the percent indicating they are “very interested”:
- Must Offer Topic:** These are topics where more than half the membership is “very interested”. These are topics that should be primary focuses in PIBC professional learning programming.

Professional Learning Topics in this category:

- Land-use planning (61%)
- Housing (59%)
- Planning law, other legislation, and regulations (58%)
- Climate change adaptation and mitigation (52%)

Professional Skills Topics in this category:

- Public consultation and engagement (55%)
- Conflict resolution and negotiation (51%)

- Core Topics:** One-third (35%) to half (50%) of members are “very interested” in these topics. These are popular topics suited to the main roster of topics that PIBC circulates through over time.

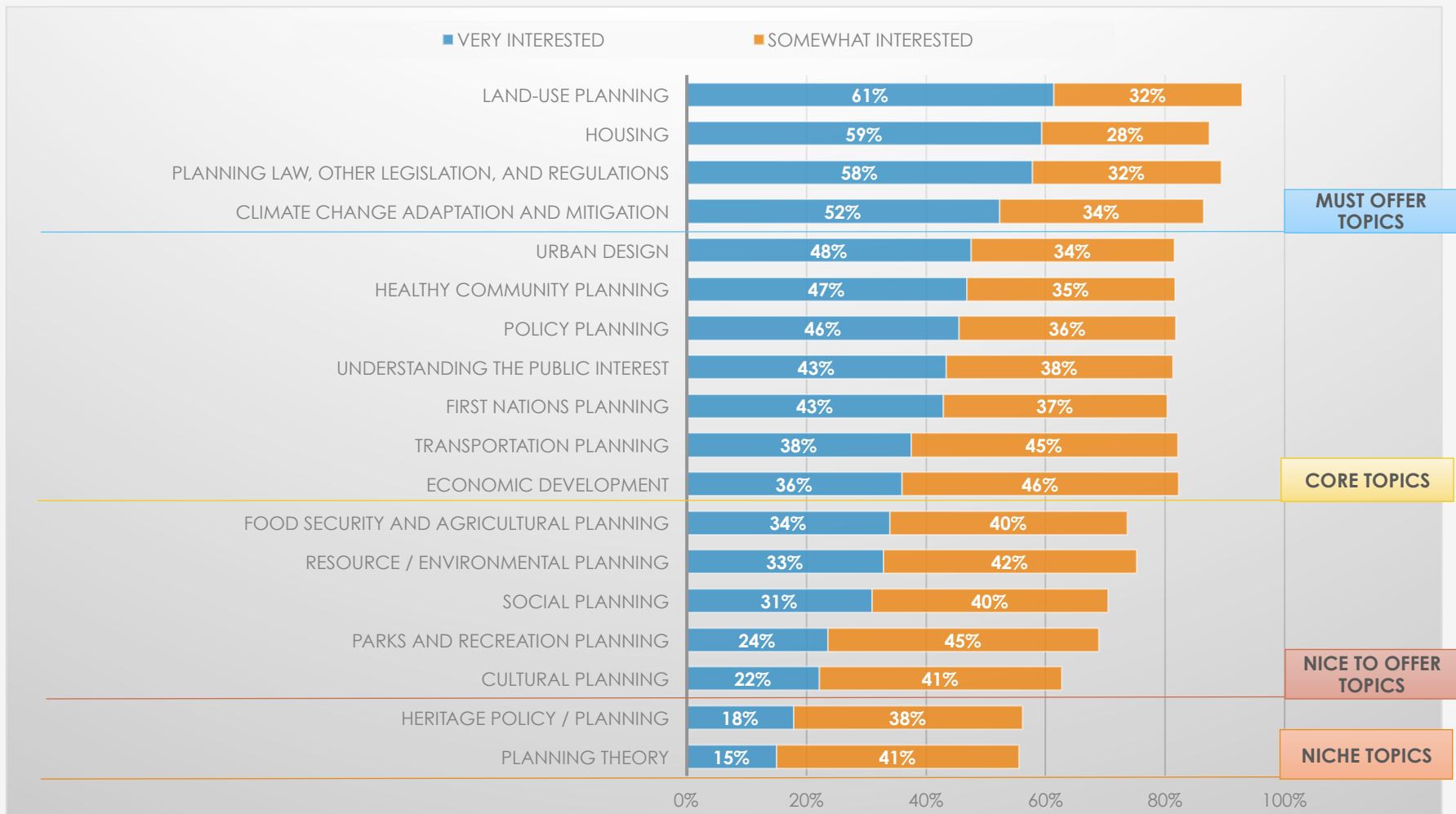
Professional Learning Topics in this category:

- Urban design (48%)
- Healthy community planning (47%)
- Policy planning (46%)
- Understanding the public interest (43%)
- First Nations planning (43%)
- Transportation planning (38%)
- Economic development (36%)

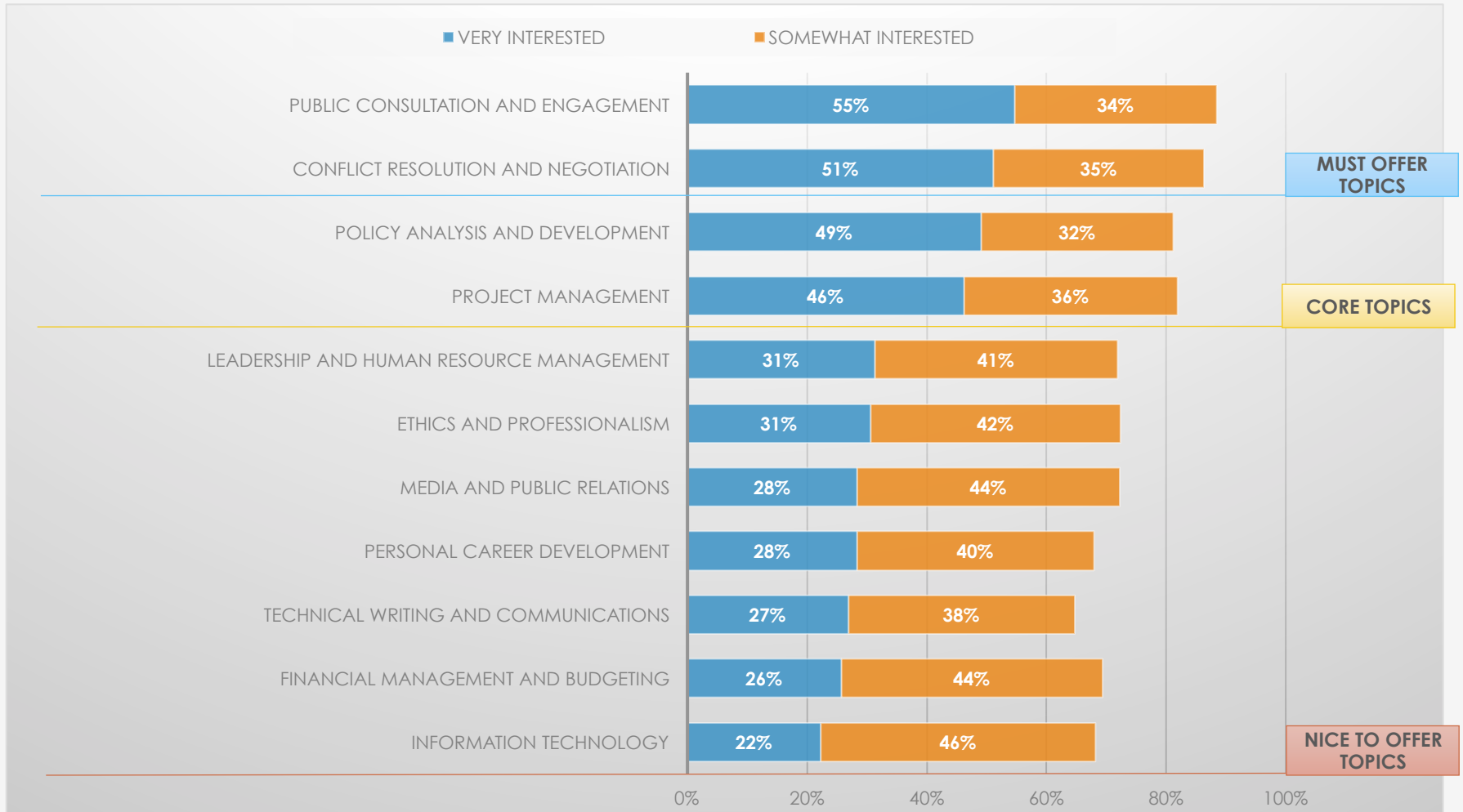
Professional Skills Topics in this category:

- Policy analysis and development (49%)
- Project management (46%)

Interest in Continuing Professional Learning Topics – Professional Planning Topics (cont'd)



Interest in Continuing Professional Learning Topics – Professional Skills (cont'd)



Interest in Continuing Professional Learning Topics (cont'd)

- **Nice to Offer Topics:** Nice to Offer Topics are those where 20% to 34% of members are “very interested”. While a significant group of members are interested in these topics, they are not “must-offers”. They are good topics to offer “occasionally”.

Professional Learning Topics in this category:

- Food security and agricultural planning (34%)
- Resource / environmental planning (33%)
- Social planning (31%)
- Parks and recreation planning (24%)
- Cultural planning (22%)

Professional Skills Topics in this category:

- Leadership and human resource management (31%)
- Ethics and professionalism (31%)
- Media and public relations (28%)
- Personal career development (28%)
- Technical writing and communications (27%)
- Financial management and budgeting (26%)
- Information technology (22%)

- **Niche Topics:** The final tier of topics are of highest interest to a small portion of members (less than 20% are “very interested”).

Professional Learning Topics in this category:

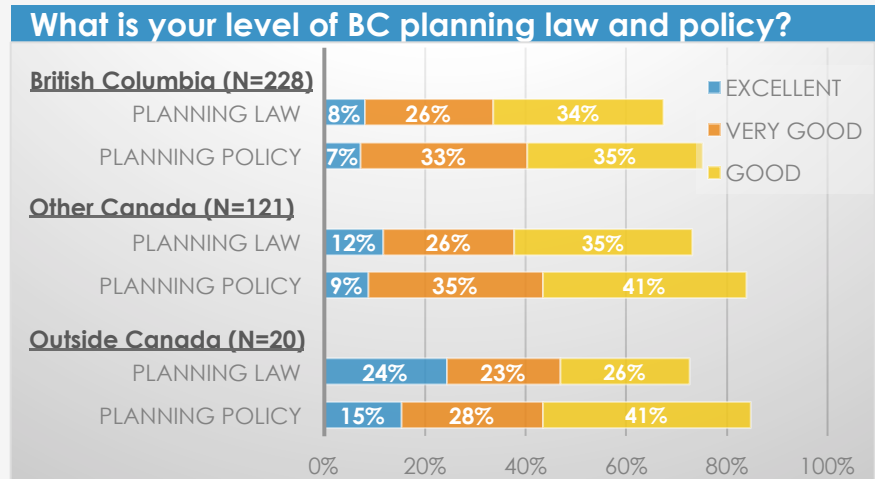
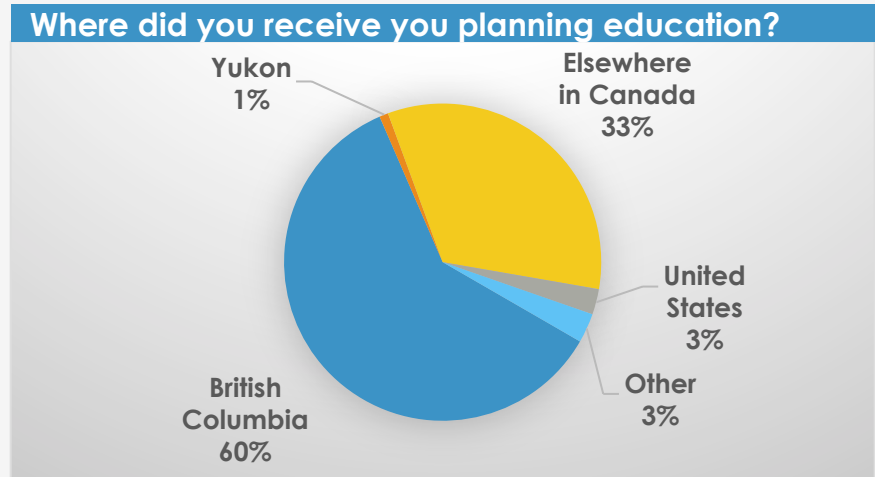
- Heritage policy / planning (18%)
- Planning theory (15%)

Professional Skills Topics in this category:

- NONE

Does Knowledge of BC Planning Law and Policy Vary By Location of Education?

- Three in five respondents (60%) indicated that they received the majority of their planning education in BC. Yukon accounts for another 1% while the rest of Canada accounts for one third (33%). Only 6% received their education outside Canada.
- Respondents were asked to rate their level of knowledge related to BC planning law and policy. The results are summarized by where respondents received the majority of their planning education.
- While the sample sizes aren't large enough to reveal any statistically significant differences, qualitatively, the findings suggest that the level of knowledge is greatest among those who studied outside of Canada.



Key Results by Segment

Results by Gender

Results by Age

Results by Sector of Employment



Results by Gender

Satisfaction Score:

- Satisfaction with PIBC is the same for both genders on four of the seven benchmarks. The exceptions are services, representation and the average benchmark where female members awarded higher marks than their male counterparts.

Satisfaction Category:

- Categorically, five of the seven benchmarks fall in the same group for both genders. The exceptions are services and representation where females are one category higher.

Knowledge Level:

- There are no significant differences between genders in the level of knowledge in the three areas tested.

Perceptions:

- A look at the perception questions reveals few significant differences between genders.
- Male members awarded slightly higher marks for the degree to which PIBC is influenced by members.
- Female members awarded higher ratings to PIBC for positions aligning with the views of members.

Benchmark	Male		Female	
Overall	66%	****	67%	****
Services	70%	****	75%	*****
Representation	44%	*	49%	**
Ease of Having Voice Heard	63%	***	62%	***
Member Influence	57%	***	58%	***
Effectiveness of Communications	72%	*****	72%	*****
Average Benchmark	63%	***	65%	***

Results by Gender (cont'd)

Awareness and Use of Services

- Current usage is slightly higher among females for three PIBC services. These include the PIBC website, PIBC e-mail newsletter and PIBC local chapter events / activities.
- Awareness levels are the same for both genders for all services.

Importance of Services:

- The importance of PIBC e-mail newsletter (e-News), PIBC local chapter events / activities and PIBC Continuous Professional Learning program is slightly higher among female members.

Interest in Education Topics:

- Female members indicated slightly higher interest levels than males in 15 of the 29 education topics. These include: policy planning, First Nations planning, climate change adaptation and mitigation, healthy community planning, social planning, cultural planning, food security and agricultural planning, understanding the public interest, public consultation and engagement, media and public relations, technical writing and communications, leadership and human resource management, conflict resolution and negotiation, policy analysis and development, and personal career development.

Importance of Issues:

- Changing demographics - an aging population, technological change and its effect on planning processes, lack of financial support for planning and planners and workload pressures/issues are all issues that female members placed a slightly higher level of importance on than their male counterparts.

Reasons for Membership:

- Several reasons for membership rated higher among females than males including affiliation with a recognized profession organization, keeping abreast of what's happening in the industry, benchmarking – learning about best practices, professional learning and member discount programs.
- Conversely, advocacy and lobbying was ranked slightly higher by male members.

Results by Age

Satisfaction Score:

- With the exception of representation of member interests, satisfaction with PIBC generally increases with age.

Satisfaction Category:

- As with the satisfaction ratings, satisfaction categories also vary by age group. As age increases, the satisfaction category also increases in most areas, jumping two to three categories across all ages groups.

Knowledge Level:

- The level of knowledge members have about PIBC in all three areas tested generally increases with age.

Perceptions:

- Several perceptions of PIBC improve as age increases. Perception areas that improve with age include cost effectiveness, spends money on right priorities, value for money, openness of decision making, member influence and pride in membership.

Benchmark	Under 30		30 to 39		40 to 49		50 to 59		60 or Older	
Overall	59%	***	62%	***	68%	****	69%	****	76%	*****
Services	67%	****	69%	****	73%	*****	76%	*****	77%	*****
Representation	52%	**	45%	*	46%	*	51%	**	47%	*
Ease of Having Voice Heard	53%	**	58%	***	62%	***	68%	****	73%	*****
Member Influence	51%	**	54%	**	58%	***	60%	***	67%	****
Effectiveness of Communications	67%	****	65%	***	75%	*****	77%	*****	80%	*****
Average Benchmark	60%	***	60%	***	64%	***	67%	****	71%	*****

Results by Age (cont'd)

Awareness and Use of Services

- Use of the PIBC Annual Conference and PIBC certification / recognition (i.e. RPP) are lower than average among those under the age of 30.
- Use and awareness of PIBC continuous learning programs increases with age up to age 50.
- Use of the PIBC Awards programs and recognition increases with age.
- Awareness and use increase with age for the CIP Errors & Omissions liability insurance program.

Importance of Services:

- The importance of the PIBC e-mail newsletter (e-News) increases with age.
- The importance of PIBC certification / recognition (i.e. RPP) drops after the age of 30 and then again after 60. It plateaus in the middle.

Interest in Education Topics:

- Financial management and budgeting, leadership and human resource management, conflict resolution and negotiation, project management, and personal career development are all professional skills topics where interest generally decreases with age. The same holds true for the learning topics of healthy community planning and social planning.

Importance of Issues:

- The importance of the lack of financial support for planning and planners declines with age.

Reasons for Membership:

- Three reasons for membership increase in importance with age. These include advocacy/lobbying, to have a 'voice' when it comes to planning issues in BC, and to keep abreast of what's happening in the industry.

Results by Sector of Employment

NOTE: The analysis focuses on the differences between public and private sector. The sample size for the “Other” group is too small for most differences to register as statistically significant. This group is presented for information purposes only.

Satisfaction Score:

- None of the differences in satisfaction between public and private sector register as statistically significant. Qualitatively, private sector ratings tend to be slightly higher than public sector ratings.

Satisfaction Category:

- Categorically, the only difference is in the average benchmark where private sector members satisfaction is in the “reasonable” category while public sector ratings are in the “marginal” category.

Knowledge Level:

- Private sector members rated their level of knowledge to know what PIBC is doing and to hold it accountable slightly higher than those in the public sector.

Perceptions:

- The only difference in perceptions is that private sector members rated PIBC’s value for money considerably higher than public sector members.

Benchmark	Public Sector		Private Sector		Other	
Overall	66%	****	69%	****	68%	****
Services	72%	*****	74%	*****	70%	****
Representation	47%	*	46%	*	52%	**
Ease of Having Voice Heard	61%	***	63%	***	62%	***
Member Influence	57%	***	58%	***	65%	***
Effectiveness of Communications	72%	*****	74%	*****	70%	****
Average Benchmark	63%	***	66%	****	66%	****

Results by Sector of Employment (cont'd)

Awareness and Use of Services

- Awareness and usage of CIP Errors & Omissions liability insurance program is significantly higher in the private sector.
- PIBC social media is somewhat more likely to have been used (current or past) by those in the public sector.

Importance of Services:

- Several services were rated as more important among public sector members including PIBC website, PIBC e-mail newsletter (e-News), PIBC certification / recognition (i.e. RPP) and PIBC Continuous Professional Learning program.
- Conversely, CIP Errors & Omissions liability insurance program is of greater importance to private sector members.

Interest in Education Topics:

- Public sector members indicated slightly higher interest levels than private sector members in 13 of the 29 education topics. These include: planning law, other legislation, and regulations, policy planning, climate change adaptation and mitigation, healthy community planning, parks and recreation planning, food security and agricultural planning, understanding the public interest, public consultation and engagement, technical writing and communications, leadership and human resource management, project management, policy analysis and development, and personal career development.

Importance of Issues:

- Changing demographics - an aging population, technological change and its effect on planning processes, lack of financial support for planning and planners, and workload pressures/issues are all issues that public sector members placed a higher level of importance on than their private sector counterparts.

Reasons for Membership:

- There are only two significant differences in the reasons for membership between public and private sector members.
- Private sector members place a greater importance on access to errors and omissions insurance than others.
- Conversely, benchmarking – learning about best practices was ranked slightly higher by public sector members .

Conclusions



Conclusions

General Observations

- PIBC's overall benchmark satisfaction rating of 64% is marginal and ranks it in the middle of the pack compared to the average seen for other professional associations that our team has worked with. The message from members is that while the association is performing well on some fronts, there are some key areas for improvement.
- PIBC is performing well in the services it provides and in the effectiveness of its communications and should continue its efforts in these key areas. Further to the above, members are proud to belong to the association. They are also reasonably confident in the Board and that PIBC is the recognized provincial voice of the profession in BC.
- Value for money is not strongly rated and indicates a significant performance gap in the eyes of members. Importantly, members do not feel PIBC is particularly cost effective or that it spends money on the right priorities. Value for money is among the top drivers of member satisfaction. The research revealed a number of things PIBC can do to improve member value, ranging from programs and services, to better communication.

Why Members Belong

- The top reasons why members belong to PIBC, and the areas that the association must excel in include: obtaining/maintaining the RPP certification, affiliation with a recognized professional organization and professional learning.
- While not quite as high on the list of importance, a number of issues fall into the second tier of importance, and should be considered as 'value added' areas that, if done well, could improve satisfaction levels and value for money perceptions. These include: standards of practice, benchmarking – learning about best practices, keeping member abreast of what's happening in the industry and having a 'voice' when it comes to planning issues in BC.

Conclusions cont'd

Services

- A high point is PIBC's services – those who use them are highly satisfied with them.
- There is, however, an issue of poor penetration for some services. On the whole, PIBC has reasonably good penetration (current and past) for eight of twelve services tested. Services where penetration may be an issue include PIBC Awards programs and recognition, PIBC social media and CIP Errors & Omissions liability insurance program. Unlike other associations, lack of awareness of services is not a major issue. Accordingly, PIBC may wish to review the value and relevance of these services.
- It is clear that members want PIBC to continue to focus on promoting and delivering the RPP and delivering high quality education. In fact, the one 'mission critical' service PIBC must offer in order to retain and satisfy members is PIBC certification / recognition. Continuous professional learning is the most important (by a considerable margin) core service offering. Additionally, providing professional learning and representing the RPP were both identified as key areas of focus for PIBC efforts and resources.
- In developing its professional learning program, must offer topics that PIBC should be including are land-use planning, housing, planning law, other legislation, and regulations, climate change adaptation and mitigation, public consultation and engagement, and conflict resolution and negotiation.

Representing Member Interests

- Representation of member interests is a challenge area for PIBC. Performance in this area is rated well below peer associations and there is considerable room to improve. Representation of members is one of the top three areas where members want PIBC to focus efforts.
- Members are concerned that the RPP is not seen as the designation of the profession and, as noted above, want PIBC to include promoting the RPP as a key area of focus. Designations only have value when they are recognized and valued by those employing or contracting the holders.
- While PIBC may need to raise its game representing members and the RPP, better communicating of the role PIBC plays, its efforts and accomplishments in representing member interests to stakeholders should be a consideration going forward.

Conclusions cont'd

Becoming a Member-Driven Association

- Members' view on the ease of being heard by the association, as well as their sense that members drive the agenda and influence decision-making received marginal scores, indicating that PIBC is not member-driven. Conducting regular outreach (such as through this survey), acting on member feedback and, crucially, communicating back to members that you've heard them and are acting on their feedback is an ongoing practice PIBC may wish to consider.
- Equally important in being member-driven is that members feel they have enough information about the governance and activities of their association to know what it is doing and to hold it accountable. Although members "generally" agree they have enough information in these areas, the results point to a significant knowledge gap. Information showing not only what the association is doing and achieving, but also showing how members are influencing the agenda may help to improve scores in several areas.

Important Issues

- Members indicated the following as top tier issues for the profession: managing public needs/expectations regarding engagement in planning processes and the need for new skills/knowledge in planning.

Conclusion

- On the whole, PIBC has received a moderately positive report card from its members. Members have used this survey to articulate quite clearly that while the association is doing well in some areas, it has some hard work ahead if it is to get into sync with their needs and priorities.
- The information in this report can serve as a springboard to help PIBC do just that. The members have spoken; it is now up to PIBC to show that it has listened to what they said and to develop the appropriate strategies for moving forward.

Appendices

- Appendix I – Sample Error of Tolerance
- Appendix II – Calculation of Benchmark Ratings

Appendix I – Sample Error of Tolerance

WHERE PERCENTAGE SHOWN IS:						
N=	1% or 99%	10% or 90%	20% or 80%	30% or 70%	40% or 60%	50% or 50%
50	2.7	8.3	11.0	12.6	13.5	13.8
100	1.9	5.7	7.6	8.7	9.3	9.5
150	1.5	4.6	6.1	7.0	7.5	7.6
200	1.3	3.9	5.2	5.9	6.3	6.5
250	1.1	3.4	4.5	5.2	5.5	5.7
300	1.0	3.0	4.0	4.6	5.0	5.1
350	0.9	2.8	3.7	4.2	4.5	4.6
400	0.8	2.5	3.4	3.8	4.1	4.2
440	0.8	2.4	3.1	3.6	3.8	3.9

If x% (across the top) of survey respondents provided the same response to a question, it would be considered accurate, 19 times out of twenty (95% confidence level) to within $\pm y\%$ depending upon the sample size (down the side).

Example:

If the sample size is 440 and 20% of respondents indicate an issue is “very important”, then it is estimated that between 16.9% and 23.1% (3.1% margin of error) of the actual population would rate the issue as “very important”.

Appendix II – Calculation of Benchmark Ratings

Explanation of Conversion of Means:

The questions in which means are used to calculate the benchmark satisfaction ratings are on a scale of one to seven. In order to calculate a percentage rating, it is necessary to have a zero starting point. This can be accomplished by shifting the scale to a 0 to 6 scale (i.e., subtract 1 from both the scale and the mean). The percentage can now be calculated as follows:

Example:

In question 1 of the survey (overall satisfaction), the mean is 5.0 (on a scale of 1 to 7). Subtracting 1 gives a new mean of 4.0 (on a scale of 0 to 6). To calculate the satisfaction rating, divide 4.0 by 6. This gives a satisfaction rating of 66.4% (using unrounded numbers for the calculation).

Q1 MEAN	SUBTRACT 1	DIVIDE BY 6
5.0 (OUT OF 7)	4.0 (OUT OF 6)	66.4% (OUT OF 100%)