



2015 Member Satisfaction Survey

Executive Summary Report

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EXECUTIVE SUMMARY

SURVEY OBJECTIVES

The four main objectives of this survey was to assess:

- 1) If we are meeting their needs through our current strategic focus areas;
- 2) The membership's overall satisfaction level;
- 3) How we can improve the value/benefit they receive as a member; and
- 4) Seeking input into the future direction of the organization, as a way to meet their on-going needs.

The key performance targets were designed to help us evaluate:

- 1) The value of our programs, services and events for our members;
- 2) If our current strategic direction/focus aligns with the needs and priorities of our members; and
- 3) How are we doing overall.

PARTICIPANTS

The participant pool included On Co-op's 64 Voting, Supporter and Friend members, which constitute our membership. A pre-designated contact from each member organization, who we felt would be most familiar with our programming, received the survey via email.

METHODOLOGY

The survey was developed by two On Co-op staff and approved by On Co-op's Membership and Governance Committee. It included 49 questions based on a set of pre-determined objectives (above), and which were designed to provide useful information to help On Co-op evaluate three key performance targets (above). Participants were told that it would take approximately 20 – 30 minutes to complete, and were provided with a two-week timeframe to respond.

The survey was designed using Survey Monkey and was distributed directly from Survey Monkey, using the On Co-op logo as a brand identifier. The survey was sent to all 64 member contacts on September 22nd, with an initial completion date of October 9th.

During this time, two reminders were sent, one on September 29th and another on October 5th. Due to a limited initial response rate, another email letter, signed by Board Chair Mark Hamel, was sent to all contacts who had not completed the survey, on

October 11th, extending the deadline to the 15th. One final attempt at boosting the response rate was made by email in early November, extending the deadline to November 13th.

Aside from the targeted emails to the contacts, a communications strategy was also developed to promote the survey, which included one write-up in the September edition of the On Co-op e-Newsletter, and three e-Blasts to the On Co-op members list, in May, September and November.

The satisfaction target rating was established to be a **minimum of 75%, with a target of 80% or higher** (this is similar to the original 2011/12 survey approval targets).

RESPONSE RATE

The target response rate was set to 30 – 40% of our 64 member organizations that received the survey.

Total Responses Received: 19 = 29% response rate

- Of those, 17 completed the survey (a 26% complete response rate)
- Of those, 2 did not complete the survey

The results that are presented herein are reflective of the 19 participants who attempted or completed the survey.

DATA COLLECTION

The data received from the surveys was collected in two formats:

1. *Quantitative data*: include rankings, ratings and participation percentages (**Appendix A**)
2. *Qualitative data*: include individual participant comments (**Appendix B**)

For the purposes of this report:

- The “Survey Results” section will focus on the quantitative data (the qualitative data can be cross referenced and used to provide “content” to the quantitative data, where applicable).
- The “Outcome of Objectives” and “Outcome of Key Performance Targets” sections will focus on both quantitative and qualitative data.

Appendix C contains the complete list of questions.

SURVEY RESULTS

The results below are broken out by each category as it pertains to the survey, and is an overview of the more comprehensive data which appears in [Appendix A](#).

GENERAL INFORMATION

1. Sector representation:
 - 32% were from the Agriculture/Local and/or Organic Food sector; 21% from “other” sectors (not listed); 16% from the financial/insurance sector; 16% from housing; and the remaining 15% constituted childcare, renewable energy, and transportation.
2. Size of organization (based on membership total):
 - The large majority (68%) had over 50 members and 26% had 1 to 10 members.
3. Level of On Co-op membership:
 - The majority were Voting Members (58%), followed by Supporters (26%) and Friends (5%). Surprisingly, 11% were unsure of their membership level!

STRATEGIC AREAS

1. Overall awareness of On Co-op’s strategic areas:
 - The large majority (74%) of respondents were aware of the 3 strategic directions. Noteworthy, however, is that 10% were “somewhat” aware and 16% were not aware of the strategic directions.
 - Of the respondents that were unaware that On Co-op’s programs, events and activities were organized by strategic directions, 67% said it was because these do not reflect their organization’s priorities, and 17% said the value of the directions have not been communicated to them.
2. Co-op Engagement
 - Of the 19 respondents, 89% said that this strategic direction aligns with their needs as a member.
 - 83% agreed that the initiatives we use to accomplish this strategic direction are useful.
 - The majority of the respondents rated “Educating and informing the members and sector about co-ops through our communications media” should be the first priority of our engagement strategy, followed by the “biennial provincial conference” as the second priority.
 - 82% agreed that this was a valuable direction for the Ontario co-op sector.

3. *Co-op Development*

- 76% said that this strategic direction aligns with their needs as a member.
- 76% also agreed that the initiatives we use to accomplish this strategic direction are useful.
- The majority of the respondents rated “providing consultation services and technical assistance” as the first priority of our development strategy, followed by “supporting the growth and promotion of regional co-op networks” as the second priority.
- 76% agreed that this was a valuable direction for the Ontario co-op sector.

4. *Advocacy & Government Relations*

- 76% said that this strategic direction aligns with their needs as a member.
- 94% agreed that the initiatives we use to accomplish this strategic direction are useful.
- The majority of the respondents rated “identifying policy barriers within government and developing a plan to overcome them” as the first priority of our Advocacy/GR strategy, followed by “advocating for changes to the Co-op Act and regulations” as the second priority.
- 94% also agreed that this was a valuable direction for the Ontario co-op sector.

5. *Co-op Education*

- 88% said that this strategic direction aligns with their needs as a member.
- 83% agreed that the initiatives we use to accomplish this strategic direction are useful.
- The majority of the respondents rated “managing the CYL program” as the first priority of our education strategy, followed by “expanding the A4E suite of educational resources” as the second priority.
- 88% agreed that this was a valuable direction for the Ontario co-op sector.

PROGRAMS, SERVICES & EVENTS

1. Support of our programs, services and events through participation, volunteerism, subscription and registrations since January 2013:

- Of the 15 items listed, the regional co-op roundtables (76%), the e-Newsletter (76%) and the regional co-op conferences (71%) were ranked as receiving the greatest support.
- [See Appendix A, #26 for complete list/rankings](#)

2. Usage of our FFS/consulting services:

- The majority of respondents (59%) had not used our consulting services. Of these, 40% said they were unaware that these services existed, 30% said they had no interest or need for the service and 20% said these services were already available to them in-house.
- 25% said they had used our consulting services. Of these, the majority (67%) used our presentations (i.e., co-ops 101, etc.), 33% used our strategic planning services, and another 33% used our training services.
- Of those organizations that used our consulting services, 50% paid for the services, while 33% received it as a member benefit.

3. Programs, services and events that members plan on using and/or attending in the current fiscal year (i.e., to March 31, 2016):

- The greatest majority of respondents said they would use our e-newsletter (71%), followed by attendance to the provincial Conference and Celebration (53%), and to the Annual General Meeting (47%).
- 41% said they were planning on submitting a nomination for the Spirit Awards, as well as regional co-op conferences and roundtables.
- *See Appendix A, #31 for a complete list of ratings*

4. Overall satisfaction with programs, services and events:

- The respondents ranked the All 4 Each program, followed by our consulting services and our e-Newsletter as the top 3 programs and services we provide.
- All the 15 programs, services and events listed were ranked 3 or above out of 4 (where 3 is good and 4 is excellent), with the exception of our 411/911 consulting services, our social media, the CMC program and the co-op e-learning modules, which received a score of lower than 3.
- *See Appendix A, #33 for a complete list of rankings*

INTERACTION WITH ON CO-OP STAFF

Level of interaction and satisfaction with staff:

- 50% of respondents said they had “some” interaction with the staff, 38% said they had very little interaction, and 13% said they had “a great deal.”
- 75% said that their experience when dealing with staff was “excellent” and the other 25% said it was “good.”

ORGANIZATIONAL SUPPORT

Support of our programs and/or events through sponsorships and donations:

- 50% of the respondents supported the provincial Conference and Celebration, while 50% said they did not support any of our programs or events.
- 38% supported the CYL program, while 31% supported both the regional conferences and roundtables. 6% said they supported the All 4 Each program and the Create-a-Co-op Challenge.
- Of those that supported our programs and events, the large majority (75%) were satisfied with the outcome of their support.

COLLABORATION

Overall satisfaction with collaboration between member organization and On Co-op:

- 50% reported their collaboration with On Co-op was “excellent,” while 25% said it was “good.”
- 12.5% said their collaboration was “mediocre” and another 12.5% said it was “poor.”

COMMUNICATION

Overall satisfaction with the type, quality and quantity of information received from On Co-op:

- The respondents ranked the e-Newsletter, member e-Blasts and our general printed materials) the highest with regards to their level of satisfaction.
- These, including the website, fall member postal mailing, and social media, were all ranked with a score higher than 3 out of four, where 3 was “good” and 4 was “excellent.” Social media was the lowest ranked, with a score of 3.1.

GENERAL SATISFACTION

Overall satisfaction with On Co-op, and whether we are meeting our members’ needs and expectations as their provincial association:

- 63% said their level of satisfaction was “excellent,” while 31% said it was “good.” No members indicated it was “poor” but 6% did indicate it was “mediocre.”
- The large majority of respondents (81%) said that On Co-op was meeting their needs and expectations, while the remaining 19% said we were “somewhat” meeting their needs.

OUTCOME OF OBJECTIVES

This section summarizes how we did in each of the **four survey objectives** as outlined on page 2, and is based on a condensed summary of both the quantitative and qualitative results. Please refer to Appendices A and B for a complete list of data and responses.

1) WE ARE MEETING MEMBERS' NEEDS THROUGH OUR CURRENT STRATEGIC FOCUS AREAS

The respondents feel that we are meeting their needs through our current strategic areas, achieving scores of 76% or higher for each strategic direction. **We surpassed the target rating of 80% in two strategic areas, and we met the minimum satisfaction target rating of 75% in the other two of our strategic areas.**

- 89% reported that “Co-op Engagement” aligns with their needs
- 88% reported that “Co-op Education” aligns with their needs
- 76% reported that “Co-op Development” aligns with their needs
- 76% reported that “Advocacy & Government Relations” aligns with their needs

2) THE MEMBERSHIP'S OVERALL SATISFACTION LEVEL

The overall level of satisfaction appears to be very high, achieving a score of 94%. The other areas that members were asked to gauge their overall level of satisfaction ranged from 73% to 100% satisfaction. **Therefore, we have exceeded the satisfaction target rating of 80% for this section.**

- 94% reported that their general satisfaction was “excellent” or “good”
- 100% (or 6/6) of our communication media was ranked “excellent” or “good”
- 81% reported that we were meeting their needs as the provincial association
- 75% reported that their experience when dealing with staff was “excellent” or “good”
- 75% reported a collaborative relationship that was “excellent” or “good”
- 73% (or 11/15) of our programs, services and events listed were ranked “excellent” or “good”

3) HOW WE CAN IMPROVE THE VALUE/BENEFIT THEY RECEIVE AS A MEMBER?

Based on the data and responses to the survey, we were able to identify 8 criteria which could help improve the value/benefit our members receive (also summarized on page 13):

1. Assign a dedicated membership contact person at On Co-op to connect with members on a regular basis.
2. Send a personalized membership package clearly stating their membership level, benefits/limitations and opportunities.
3. Increase member engagement through annual face-to-face meetings to discuss how we can better meet their needs, as well as a clearer understanding of who we are and what we do.
4. Improved communications on the value and benefits of the strategic areas, and how it directly impacts organizations and the greater co-op movement.
5. Targeted communications on all of our current initiatives to create greater awareness.
6. Improved communications on our consulting services to increase awareness and relate the benefits of these services (note: the current brochure is outdated).
7. A more cohesive social media strategy and more dedicated social media output.
8. Based on the feedback from our members, consider some of the proposed initiatives (notably re-occurring themes) that we aren't currently doing.

4) SEEKING INPUT INTO THE FUTURE DIRECTION OF THE ORGANIZATION, AS A WAY TO MEET MEMBERS' ON-GOING NEEDS

Through the survey, we were able to seek input from our membership about possible ways in which we can meet their needs moving forward. It is important to note that we did not include any comments that didn't directly answer this question, or provide constructive feedback on the future direction (e.g., "You're doing it!")

- i. **We received feedback with regards to the individual strategic areas, by asking our members *"What other initiatives On Co-op should pursue to meet your needs in this strategic area?"***

Co-op Engagement

- More "outward" or public education of the co-op model
- A "gathering" of co-operators for the year a provincial conference is not scheduled
- More active engagement with non-member co-ops to build our membership
- Create opportunities for individual co-op sectors to engage with On Co-op on their own
- A greater social media presence to connect with members
- Signage and advertising to promote co-ops to potential co-operative businesses

Co-op Development

- Working with Government to give us a better voice in the area of co-op development
- Figuring out how to make meaningful connections with other co-ops.
- Work with new government to reinstitute funds and programs for co-op economic growth
- A mentorship program where a mature co-ops could be a mentor for fledgling co-ops
- Greater funding support for business case development and start-ups
- Helping to form worker co-ops where there is an interest and keeping jobs in Ontario
- More comprehensive information regarding the governmental requirements of co-op businesses functioning in Ontario
- Doing business with one another
- Special government funding of co-ops

Advocacy & GR

- Finding a champion in government (individual or secretariat)
- A focused effort to inform Federal and Provincial governments on the importance of co-ops and their impact on the agricultural sector
- Government regulations education for members
- Have a conscious division between working with politicians versus bureaucrats
- Show a major achievement in this area soon
- Greater engagement of the credit union sector
- Reinstatement of the annual Queen's Park reception
- Align all the parties going to government in same arena; speak with one voice
- A regular presence at Queen's Park (i.e., more meetings with MPPs including orienting new MPPs when they are first elected).
- The initiative to set up an All Party Committee of MPPs is a very good idea

Co-op Education

- More exposure in the education sector regarding co-ops
- The education program could include a 'job exchange' program/'job shadow'
- Re-launching the CMC program to be more and having a part-time study option, or the ability to take seminars on certain topics might be useful vs. an all-encompassing program
- Strategic alliances with other associations for promotion of On Co-op programs.
- Outreach to university recruiters within co-ops to promote the co-op difference, and a brochure for youth about working in sector
- Developing a project on co-ops, credit unions and mutuals for 4-H Ontario's website.
- There is some concern about the sustainability of the certificate program - what will be new with this re-launched program that will address this?
- Greater collaboration between On Co-op and CMC
- Balance your activities in areas such as developing co-op enterprises and increased advocacy at Queen's Park
- The need for a broader awareness program for the general public across the province

- School programs and get to the youth to teach them financial literacy and alternative models to competition
 - Help educate farmers and co-ops in general to make productive approaches to governments and regulatory bodies
 - Co-op subsidies from the government to create co-operative employment for youth
- ii. **We received feedback with regards to what other programs, services and events a member organization would see value in that we are not currently offering.**
- More interaction with Government, especially with new one
 - I would not want to see added programs unless other things were eliminated. Keep it simple and streamlined. Make a big wave rather than a lot of little splashes.
 - More accessible location for the gala
 - Bring back the annual Queen's Park reception. This event was a wonderful opportunity for the Provincial Association to showcase the depth and breadth of co-ops and credit unions to elected Parliamentarians and as well strengthen the role and profile of On Co-op at Queen's Park. It was also a wonderful opportunity for the membership to network and see firsthand an important concrete benefit in the advocacy realm that a provincial association can offer.
 - Support and guidance in co-op Board Governance
- iii. **We received feedback on what should On Co-op, as the Provincial Association, be providing for its members that we are not currently offering.**
- At least once a year, give us an opportunity to meet, network and discuss the challenges of the sector
 - Non-voting member dues could be scaled to annual sales and/or employee numbers. Some kind of representation for current non-voting members.
 - An amalgamation of the Anglo and Franco organizations
 - Provide information on how to get to On Co-op events by public transit
 - Amalgamate the CMC and provincial organizations
 - On Co-op to be somewhat more of a leading and known voice and organization representing the co-operative sector in this province
 - Explore initiatives that increase awareness of and access to capital sources. Help create new and expanded sources.

OUTCOME OF KEY PERFORMANCE TARGETS

This section summarizes how we did in meeting the **three key performance targets** as outlined on page 2.

1) THE VALUE OF OUR PROGRAMS, SERVICES & EVENTS

- The survey results indicate that the membership sees value in our programs, services and events, with respect to their own organizations, as well as for the greater Ontario movement.
- Among the programs, services and events that appear to have the most value to our members are: the On Co-op e-Newsletter, A4E program, consulting services, regional conferences and roundtables, provincial conference (including Spirit Awards) and the AGM.
- Respondents offered many suggestions as to how we could add more value to their membership. Some of these we are already doing, others are doable, some we used to do and eliminated due to limited staff and financial resources (e.g., Queen's Park reception), and others would require additional human and financial resources to implement and/or execute.

2) DOES OUR CURRENT STRATEGIC DIRECTION/FOCUS ALIGN WITH MEMBER NEEDS AND PRIORITIES?

- The survey results indicate that for the most part, our current strategic direction aligns with the needs and priorities of our members – in particular with regards to Co-op Engagement and Education.
- Individual responses with regards to each of the areas provides some insight into the “gaps” or direction that our members would like to see On Co-op moving towards in the future.

3) HOW ARE WE DOING OVERALL?

- The survey results indicate that we are doing very well overall, with some areas of possible improvement; specifically as it relates to increasing our member engagement efforts and more targeted communications to our members with regards to our strategic areas and consulting services.
- The target survey response rate, which was less than 30%, is a strong indicator that more focus on outreach and consistent member engagement throughout the year is required.

HIGHLIGHTS OF POTENTIAL AREAS FOR CONSIDERATION & IMPROVEMENT

<u>Focus Area</u>	<u>Response</u>	<u>Areas for Consideration & Improvement</u>
Membership level	11% unsure of their membership level	<ol style="list-style-type: none"> 1. Assign a dedicated membership contact person at On Co-op to connect with members on a regular basis. 2. Send a personalized membership package clearly stating their membership level, benefits/limitations and opportunities.
Strategic directions	<ul style="list-style-type: none"> - 17% said the value of the strategic directions have not been communicated to them - Based on member input, some strategic directions could benefit from adding and/or refocusing our initiatives. 	<ol style="list-style-type: none"> 1. Improved communications on the value and benefits of the strategic areas, and how it directly impacts organizations and the greater co-op movement. 2. Increased member engagement through face-to-face meetings to discuss how we can better meet their needs.
Consulting services	<ul style="list-style-type: none"> - 59% had not used our consulting services - 40% were unaware that these services existed - 30% said they had no interest or need for the service 	<ol style="list-style-type: none"> 1. Improved communications on our consulting services to increase awareness and relate the benefits of these services (note: the current brochure is outdated). 2. Increased member engagement through face-to-face meetings to discuss what kinds of tailored consulting services they may need and that we can fulfil.
Staff Interaction	<ul style="list-style-type: none"> - 50% had “some” interaction with the staff - 38% had very little interaction 	Assign a dedicated membership contact person at On Co-op to connect with members on a regular basis.
Collaboration	<ul style="list-style-type: none"> - 12.5% said their collaboration was “mediocre” - 12.5% said it was “poor” 	Assign a dedicated membership contact person at On Co-op to connect with members on a regular basis.
Communications	social media was the lowest ranked, with a score of 3.1	A more cohesive social media strategy and more dedicated social media output.
Member needs	<ul style="list-style-type: none"> - 19% said we were “somewhat” meeting their needs - A number of comments under the “What other initiatives On Co-op should pursue to meet your needs in this strategic area” section, referred to initiatives we are currently engaged in. - “I think it would be helpful to all members if On Co-op was seen to be somewhat more of a leading and known voice and organization representing the co-operative sector in this province” 	<ol style="list-style-type: none"> 1. Increased member engagement through face-to-face meetings to discuss each members’ needs and how we may be able to meet them, as well as a clearer understanding of who we are and what we do. 2. A dedicated staff person who consistently engages with our membership. 3. Targeted communications on all of our current initiatives to create greater awareness.