



**INTERNATIONAL
ASSOCIATION OF
VENUE MANAGERS**

ANNUAL REPORT 2021-22

A GROWING COMMUNITY

IAVM's Fiscal Year runs from April 1 to March 31. The good news is your Association is financially healthy as we navigated the difficult times that the COVID-19 virus brought to the world and our industry.

The past 28 months has been a hardship for our industry. Through these hardships, it is exciting that the pandemic and all that our industry went through is truly a catalyst towards change. We are seeing movements towards digitization and different member interactions with a repurposing of what we should be doing. Instead of just being here to pay for losses when bad things happen to people and businesses, IAVM worked hard to mitigate venue losses and use all the tools to generate trust and sustained outcome with our membership.

IAVM's 2021-2022 fiscal year ended with a strong membership number of 6,540 members. During the pandemic, IAVM did lose members. We addressed that with offering more resources during the pandemic which allowed us to generate new members. Group membership continues to remain strong especially with the new three tiered offerings for group membership.

This past year's total operating revenues were much less than the prior year. This is due to IAVM's inability to host face-to-face programs through the entire fiscal year. Thanks to IAVM leadership and staff, IAVM remains financially strong with an operating fund balance of \$1.18M and in the Board governed restricted account is \$2.3M.

During the fiscal year, *VenueConnect*, *VMS*, *GuestX* and *AVSS* were held face-to-face and offered strong education programming and networking opportunities. This came at a cost (attrition and F&B penalties) as leadership focused on delivering professional development to serve our members that could attend.



We continue our work with TwinLogic Strategies to guide us on pursuing and obtaining federal relief, protection, and stimulus for our member venues and Allied members. We were able to include public venues and allied member companies in legislative language, allowing some members to participate in PPP, ERTC, and SVOG. In addition, having prevailed on the music licensing attempt to sunset decrees, saving our members money in licensing and the attempt to take a share of ancillary revenue streams. We continue additional legislation to manage the music licensors. IAVM's Industry Affairs Committee (IAC) remains busy, working on issues that affect our member venues. The IAC remained busy with continued work on music licensing & secondary ticketing legislation on State and Federal/Province levels.

IAVM's partnerships with VMA and AMEREF are an important part of our international efforts, strengthening IAVM's global reach to the industries we serve. We continue to learn from one another and share experiences on multiple levels. Both organizations bring new CVE and CVP professionals to our association each year.

IAVM staff and volunteer leadership enter the new fiscal year with an enduring focus on supporting venue professionals with education, resources, advocacy, and connections needed to build inspiring careers and exceptionally run venues, all the while strengthening the industries our members and partners work in.

IAVM professionals continue to be strong and resilient. Member volunteer insights and leadership on our committees, task forces and special initiatives continue to strengthen our collective resolve to be relevant and successful. Venue professionals have been able to adapt, innovate and transform as we navigated the new norms of the live event industry.

Brad Mayne, CVE

President & CEO



OVERVIEW

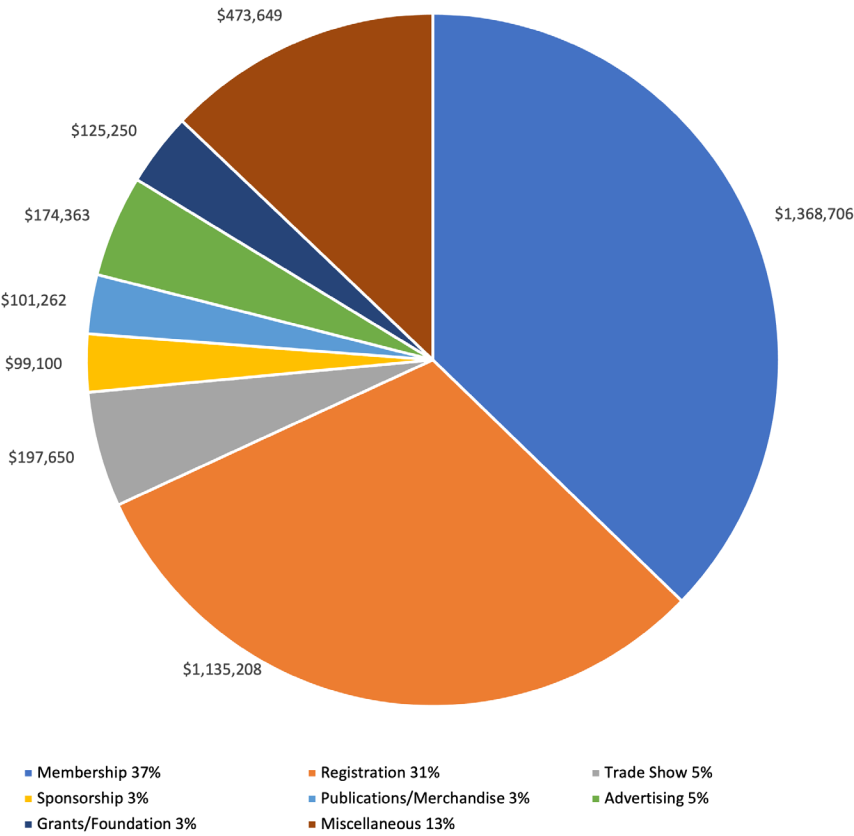
Net deficit of \$489,220 compared to last year's loss of \$644,243

Total revenue reached \$3,576,087 - a 73.5% increase over last year

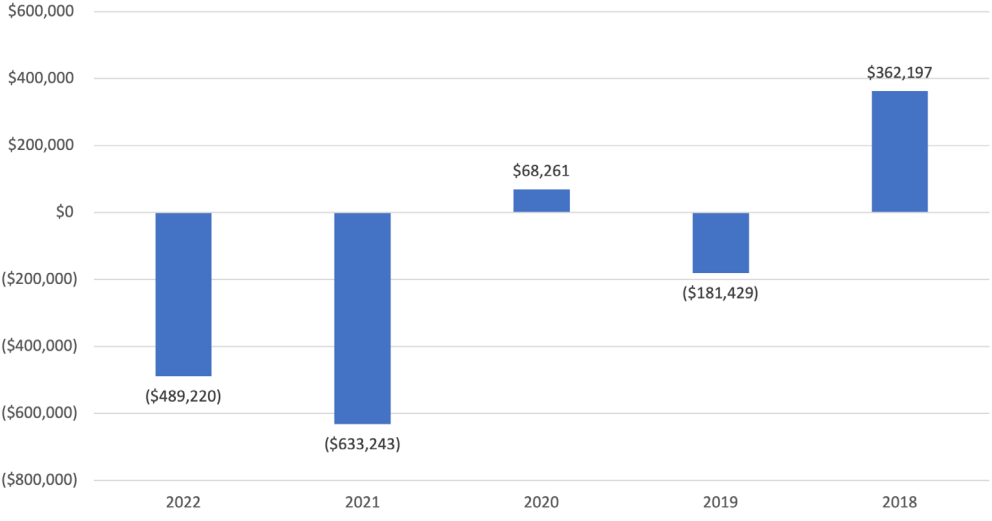
Membership revenue totaled \$1,368,706

Event registration revenue totaled \$1,135,208

Revenue By Type



Net Profit (Loss)





MEMBERSHIP

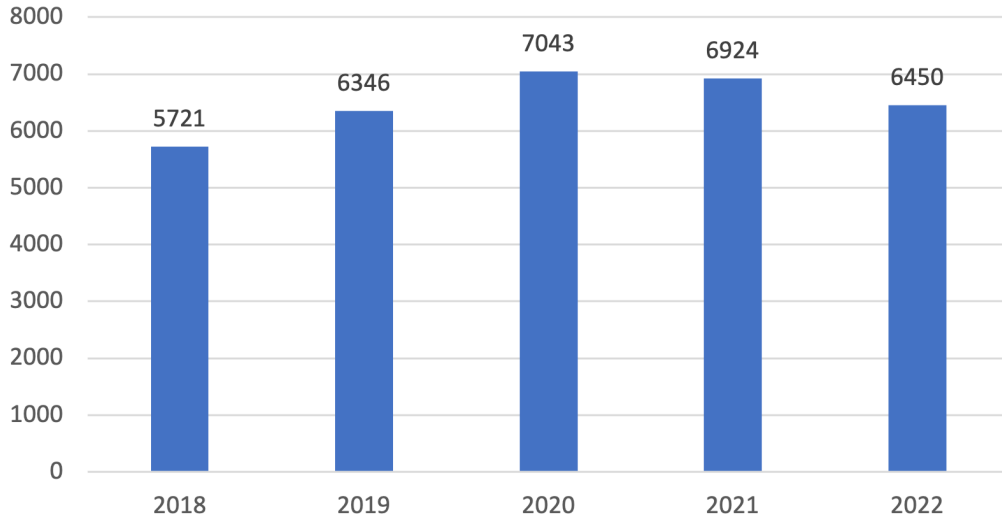
Creating Connections for Life

With the pandemic soaring worldwide, IAVM's overall membership decreased from 6,942 to 6,450 from 2021-2022, down 7.09% or 492 members. Retention numbers fluctuated throughout the year because of the economy, recession concerns, layoffs, lack of budget dollars because operations were shut down and retirement for many long-time members.

Despite the losses, new member growth was exceptional with 1,039 new members joining IAVM. Professional Group Membership continued to shine with 22 new venues joining during the fiscal year which increased to 220 active venues in the program. Allied Group Membership had a similar response with 12 new companies joining or converting to group, bringing the total to 30 companies participating. New member acquisition increased in all categories by an average of 32.09.

In spite of the disruption that COVID-19 and its variants caused, the industry recognized the value of belonging to IAVM by taking advantage of training and knowledge-sharing to implement protocols and safety measures to ensure venues were safe and sustainable gathering places to return to.

Membership Growth



220

Group Membership Venues

New Tier Levels for Group Membership

Tier 1: 5

Tier 2: 8

Tier 3: 198

32

Mentor/Mentee Partnerships

- 7.09%

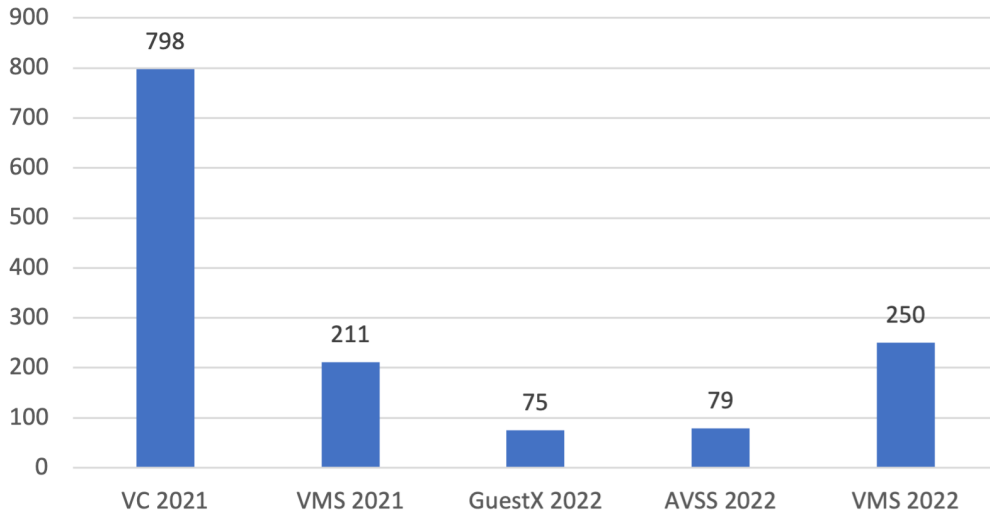
Membership Decrease Due to Pandemic

30

Allied Group Companies



Event Attendees



1,413

**Attendees at
IAVM Schools &
Conferences***

** 7/21 - 6/22; does not include region
& chapter meetings*

45.75

**Hours of Education at
VenueConnect 2021**

15+

**Informational Surveys
Conducted Through
VenueDataSource**

16

**Hours of Topic
Specific Webinars**

160

**Hours Town Halls
& Small Group
Discussions**



Inspiring Venue Professionals

As the live event industry came back, so too did IAVM's in-person meetings and schools. The IAVM Education Department, in collaboration with the Sector Committees, GuestX Committee, Board of Regents, AVSS Faculty, & Board of Governors created valuable content for VC21 in Atlanta, ENCORE, GUESTX, AVSS, SES, and VMS. The lessons learned during the industry shut down were not forgotten, but used to create relevant and practical content. As a follow up to the weekly town halls, that took place during the beginning of the pandemic, specialized sub-committee calls were organized for venue managers to continue to collaborate and find solutions to their mutual challenges.

Lastly, following last year's 20/20 Vision, IAVM's Academic Committee offered a new series of ZOOMcasts, Focus FOURward, featuring conversations with industry executives, each focused on four points of interest for looking into the future of the industry. Focus FOURward is presented on the fourth Thursday of every month at 4 p.m. ET. The sessions are geared for an audience of young and aspiring professionals and students, while others in venue management are also welcome to participate. Academic Committee Chair Bobby Goldwater, CVE, leads these informative discussions along with a participatory question-and-answer segment.



EDUCATION

Beyond Physical Security Measures

IAVM, through various committees, assists in the development of educational sessions, which provide the tools to enhance safety and security through accepted standards, practices, and guidelines that are measurable, practical, and scalable. This is accomplished through our conferences, IAVM's Life Safety Programs, and the Academy for Venue Safety & Security.

This past year, over 1800 attendees have completed on-site live training on the following topics:

- Situational Awareness/Behavioral Indication Training
- De-escalation Strategies and Techniques
- Active Shooter Awareness & Preparedness
- Trained Crowd Manager (TCM)
- Building Elite Security/Guest Service Teams for Team Engagement (Near Miss Program)
- Community-wide Emergency Preparedness

In addition to live trainings, IAVM has taken part in 50+ crisis news media interviews, Monthly Guest Service Town Halls, bi-weekly Event Industry Update calls, Public Assembly Facilities Sub-Sector Calls (Department of Homeland Security), Venue Safety and Security Calls, and more. IAVM continues to be the largest source of live safety and security training, education and support for the venue management industry and the communities our venues serve.

Rebuilding Our Digital Brand

As part of the ongoing needs of member retention and recruitment, IAVM has taken on the task of rebranding and launching a new website. The relaunch, to take place July 14 - 16, 2022, began in November 2021, when it was determined the current platform was no longer sustainable. For over six months, and with the support of funds provided by the Board of Directors, IAVM Marketing has worked with a third-party vendor to move all data to a new, more media rich platform.

Due to continuing budget concerns, *Venue Professional* magazine has remained a digital only magazine for distribution, with the conference issue the only exception. This decision to continue with this format continues to increase the users and ad sales for our online *VP* magazine.



- > **4,611** Followers
- > **46** Countries
- > **53%** Women
- > **47%** Men



- > **4,082** Followers
- > **163** Tweets
- > **210,702** Impressions
- > **722** Mentions

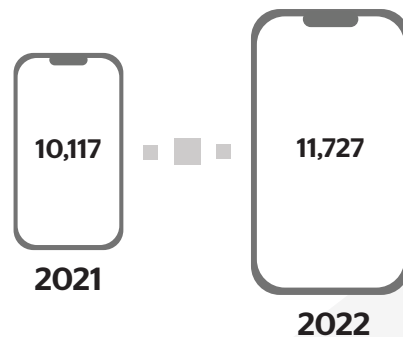


- > **8,124** Followers
- > **6,092** Group Members
- > **29** Countries

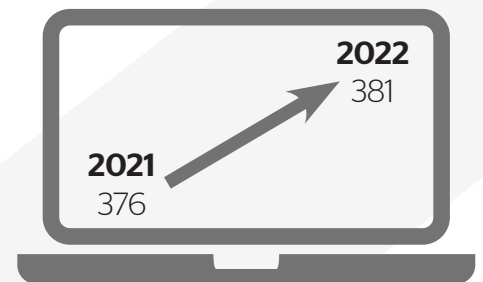


- > **1,182** Followers
- > **704** Avg. Daily Reach
- > **55%** Women
- > **45%** Men

VP Magazine Digital Users



IAVM Front Row News Blogs Posted



VenueNet

In 2021-2022, there were 1,050 total posts and replies across all discussion boards and communities.

384 individual members contributed to VenueNet discussions in FY21.



Creating A Positive Impact

The IAVM Foundation's mission of increasing the positive impact and vitality of the public venue industry by funding education and advocacy was once again supported generously by the IAVM membership.

During the past year, the Foundation Board of Trustees, with your generous support, have been able to repay all remaining debt owed to the Association, as well as create a positive fund balance.

The 2020-2021 term also saw 15 scholarships awarded to our members to attend VMS, AVSS, and VC21.

The Foundation did not choose a 2021 class for the 30|UNDER|30 program, electing instead to invite the Class of 2020 to attend *VenueConnect* 2021, as they were unable to attend VC20 due to the COVID-19 pandemic.

Who does your donation benefit? You!

All of the donations that the Foundation receives go directly back into the industry through internships, scholarships, certifications, and more.

To support YOUR Foundation through donation, please visit iavm.org/foundation.

Fundraising Campaign Comparison



15

Scholarships
Awarded

107

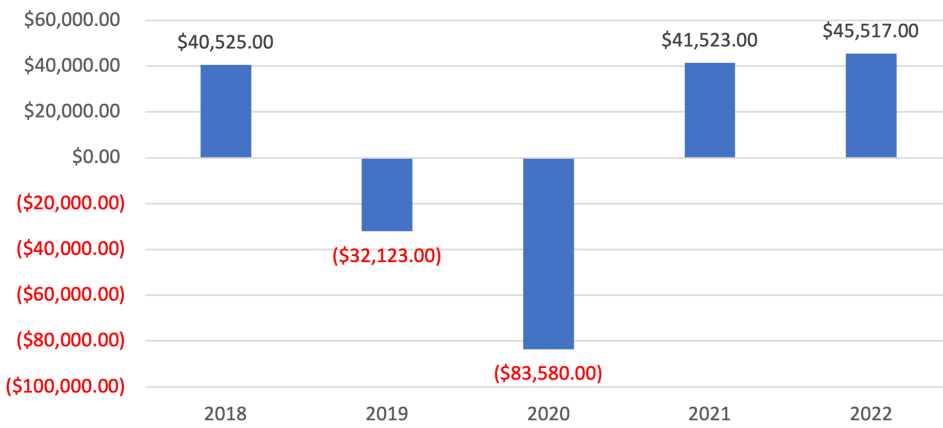
Contributed to

100+ WOMEN DONATE
IAVM 100+

500+

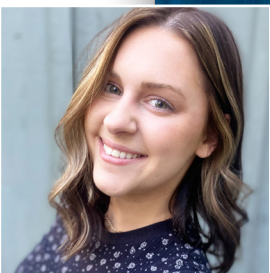
Attended Foundation
E³ Webinars

Net Profit (Loss)



CLASS OF 2022

30 | UNDER | 30



Class of 2019
30 UNDER 30
RECIPIENT
OF THE
FOUNDATION
AWARD FOR LEADERSHIP
London Lecy
FOR THEIR SELECTION AS A
30 UNDER 30 RECIPIENT FOR 2019
SearchWise Global
Bridgette Williams, CEO
Chair, Board of Trustees
USM Foundation
Brad Martin, CEO
President & CEO
USM



CLASS OF 2022

30 | UNDER | 30



Empowering Our Members

IAVM has worked to ease the burden on venue managers by making sure Congress included venues in federal relief and recovery packages that were enacted late in 2020 and implemented in 2021. That would include:

- **The Paycheck Protection Program (PPP):**

IAVM secured under the PPP a new covered category under Destination Marketing Organizations (DMOs) for nonprofit venues that are quasi-governmental and derive much of their operations budgets from revenues derived from live events.

- **Shuttered Venues Operator Grant (SVOG) Program:**

In that same legislation, we sought and won eligibility for a wider range of venues and venue operators, including government-owned venues in this \$16+ billion grant program created for shuttered venues, independent movie theaters and cultural institutions. IAVM Members were awarded almost \$1 billion SVOG funds

- **SVOG Implementation:**

The work didn't stop once it was signed into law. During SVOG's implementation in the spring and summer, IAVM stayed in close contact with the congressional SBA oversight committees to ensure that our venues didn't fall through the cracks from grant application reviewers. SBA also included IAVM in its weekly stakeholder organization updates and discussions on SVOG implementation.



ADVOCACY



69

VenueNet Posts

800

Emails/Calls with Venues
Regarding SVOG

100

Calls/Emails for
Misc. Advocacy

5

Advocacy Webinars

40

Emails/Calls for State
Legislation/Funding



Global Partners



THE **EXPO** GROUP

VC21 Sponsors



Industry Alliance Partners



2021-22 PARTNERS



GOVERNANCE

I am happy to report that your Association's governance model is working. Our Governance Policies (GP's) provided a sound structure for assisting the Executive Committee (EC), Board of Directors (Board) and the CEO in guiding the Association through one of the most difficult financial times and political periods in our Association's history.

The Board's primary goal in governance is to govern with a primary emphasis on its members; encourage full exploration of diverse viewpoints; act with integrity as ethical leaders; focus on governance matters rather than administrative issues; observe clear separation of Board and CEO roles; make all official decisions by formal vote of the Board; and govern with long-term vision.

As an example of our effective work in governance, the Board and CEO faced several issues throughout the past year. The Board received continued member requests on taking a position on social injustice and individual rights' issues throughout the year. The Executive Committee requested our CEO direct the Industry Affairs Committee to discuss and develop a position related to how the Association would officially address these issues moving forward. Recently, the Board's Governance and Executive Committees approved the following language changes to GP 2 providing further guidance to the Board, CEO and membership on defining their role in advocating for its membership:

The Board will define its member advocacy role very deliberately and strategically, and will:

- Avoid any partisan alignment
- Establish any official position on pending legislation or existing laws only on issues that have a direct impact on members in their professional capacities or on the business of IAVM
- To the best of its ability, represent the diversity of thought of all elements of IAVM's membership when responding to social and political issues

Also, the EC has worked to address questions related to developing a Sector Director position description and I requested the Governance Committee develop responsibilities and a nomination policy to provide further clarification for the requirements for nomination and for the overall responsibilities of the board position.

The Association's mission is to provide value to our members through education, advocacy and to inspire venue professional worldwide. During my acceptance speech, I laid out several strategic objectives with our core mission in mind; financial stability, a review of our educational programs and stabilizing the IAVM Foundation. I am happy to report that through the cooperative process of our governance, we are making progress with all of these goals. While we have not performed as well as hoped, we have remained financially stable and solvent. We have sufficient reserves to weather the continued challenges of the economic environment our venues have been facing. Our EC, Board and CEO have remained focused on continuing to provide value to our members while being conscious of the financial implications. Currently, our educational programs are being reviewed by staff and the educational committee for content, oversight and instructional value. This effort will continue to be ongoing but the Board continues to provide guidance to the CEO on this important strategic focus. I am happy to report that a task force was developed with cooperation of the EC and the CEO to provide strategic direction for the IAVM Foundation. The CEO engaged a consultant, Scott Ball with SCB Consulting, who has been working directly with the CEO, Board of Trustees, the EC and the task force members on the overall strategic direction of the Foundation. This effort will continue through October 2022 where we anticipate the introduction and approval of the strategic plan.

Your Association Board and CEO worked over this past year to provide strong and consistent leadership. We continue to remain committed to the role of providing value and benefits of our members. We have provided ongoing industry advocacy, educational opportunities and events, growth of membership, and a strategic path forward.

Through effective and respectful governance, the IAVM Board and staff continue to provide value and benefits to our members by fulfilling our mission to advocate, educate and inspire professional assembly venue managers worldwide.

Eric D. Hart, CVE

Chair, IAVM Board of Directors