

I A
V M **INTERNATIONAL**
ASSOCIATION OF
VENUE MANAGERS

ANNUAL REPORT 2022-23

A GROWING COMMUNITY

IAVM's Fiscal Year runs from April 1 to March 31. The good news is your Association is strong and growing.

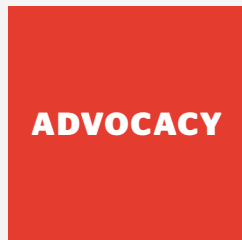
IAVM's 2022-2023 fiscal year ended with a continued membership growth at 7,137 which is an 11% increase for the year. IAVM continues to grow and enhance our offerings to ensure members a return on their investment in membership.

IAVM Executive Committee, Board and Staff have focused on being inclusive and making strides in diversity, equity, and inclusiveness for the whole association. They have lessened the barriers to leadership including leadership in the Region, Sector and Board positions.

Thanks to IAVM leadership and staff, IAVM remains financially strong with an unrestricted fund balance of \$1.3M and the Board governed restricted account of \$2.7M.

We continue our work with TwinLogic Strategies to guide us on pursuing and obtaining federal protection for our member venues and Allied members. IAVM has also focused on States with challenging legislation in improving ticketing legislation, transparency in music licensing, and removing impediments of hosting live events. IAVM and the industry is stronger due to collaboration with associations in the live events industry. Thank you to the members, both Allied and Professional, who have reached out to government to further IAVM's reach in making positive changes.

IAVM's Industry Affairs Committee (IAC) remains focused on gathering information that negatively 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.

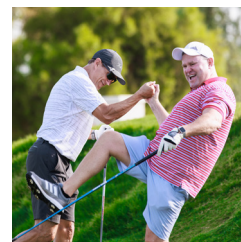
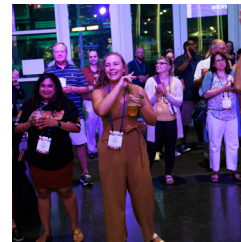
IAVM staff and volunteer leadership enter the new fiscal year with an enduring focus on supporting venue professionals with education, resources, advocacy, and connections needed to build inspiring careers and exceptionally run venues, all the while strengthening the industries our members and partners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

The governance model that works for the Association is under review to adopt the governance for the Foundation. It will be productive to attend VC23 In Pittsburgh to learn more about the positive affects and changes to the Foundation, including the new accountability report made available to all members.

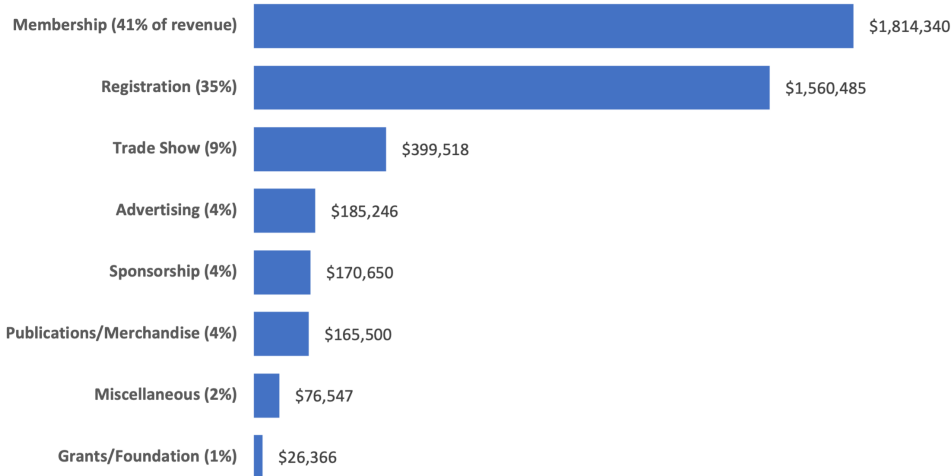
Member volunteer insights and leadership on our committees, task forces and special initiatives continue to strengthen our collective resolve to be relevant and successful. Venue professionals have been able to adapt, innovate and transform as we navigate the ever changing norms of the live event industry.

Brad Mayne, CVE

President & CEO



Sources of Revenue



OVERVIEW

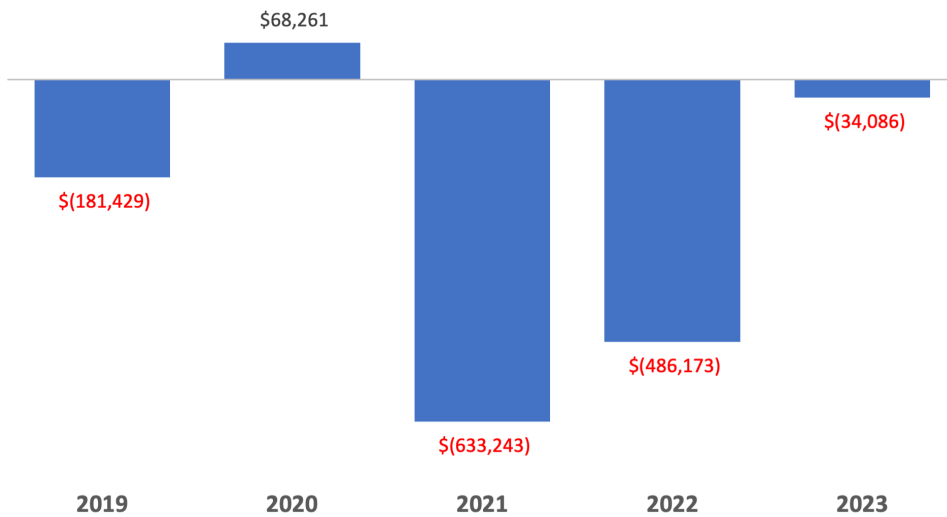
Net loss of \$34,086 compared to last year's loss of \$486,173

Total revenues reached \$4,389,657 - a 23% increase over last year

Membership revenue totaled \$1,814,340

Event registration revenue totaled \$1,551,490

Net Profit / (Loss)



Creating Connections for Life

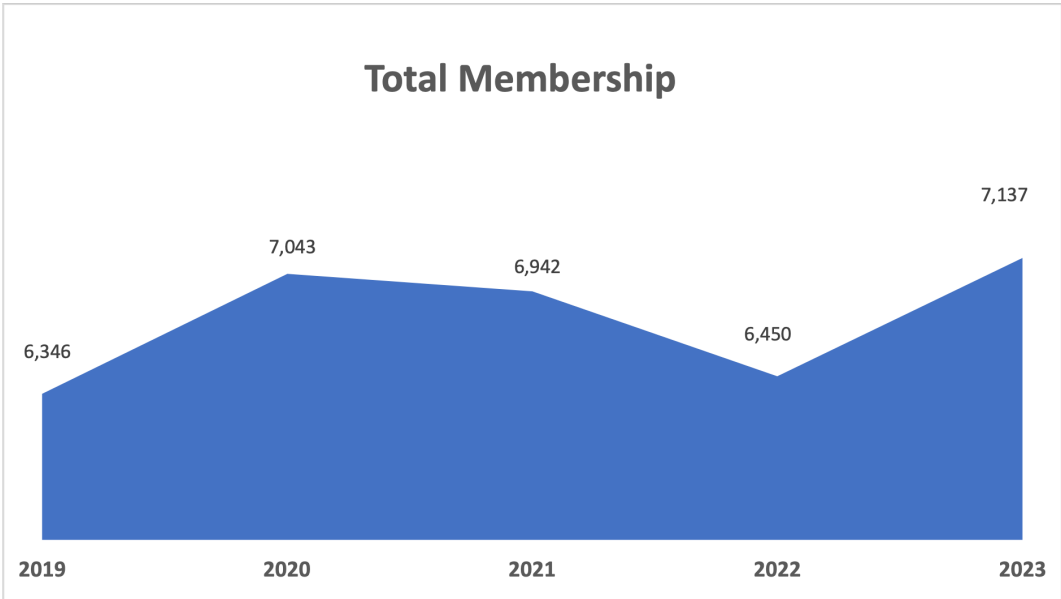
Last fiscal year, membership fell by 7.09% but soared back with impressive numbers, moving from 6,450 to 7,137 members, an increase of 11%. As major events resumed, venues were able to recruit and hire staff, host millions of guests, and reestablish membership and professional development budgets again which had a tremendous impact on IAVM's member counts.

Group Membership is once again the star of our growth. The number of venues participating rose by 21.3%, increasing from 220 to 267 with 65 venues signing up from April 2022 through March 2023; 15 of these venues came back as reinstatements after dropping out of the program in recent years due to reduced budgets. Four venues added a second group membership to accommodate their staff. The new tier structure gives venues the option to choose the ideal plan for the number of staff members involved in venue management. Allied Group Membership increased from 30 to 39 companies participating, an increase of 30% in this category.

The number of members will soon surpass all previous records. It's important to note that a significant number of long-term members are retiring. The membership category for retirees went up 15%. Therefore, it is critical that IAVM continue to attract and engage young professionals in the coming years.



MEMBERSHIP



267

Group Membership Venues

New Tier Levels for Group Membership

Tier 1: 20
Tier 2: 31
Tier 3: 216

48

Mentor/Mentee Partnerships

11%

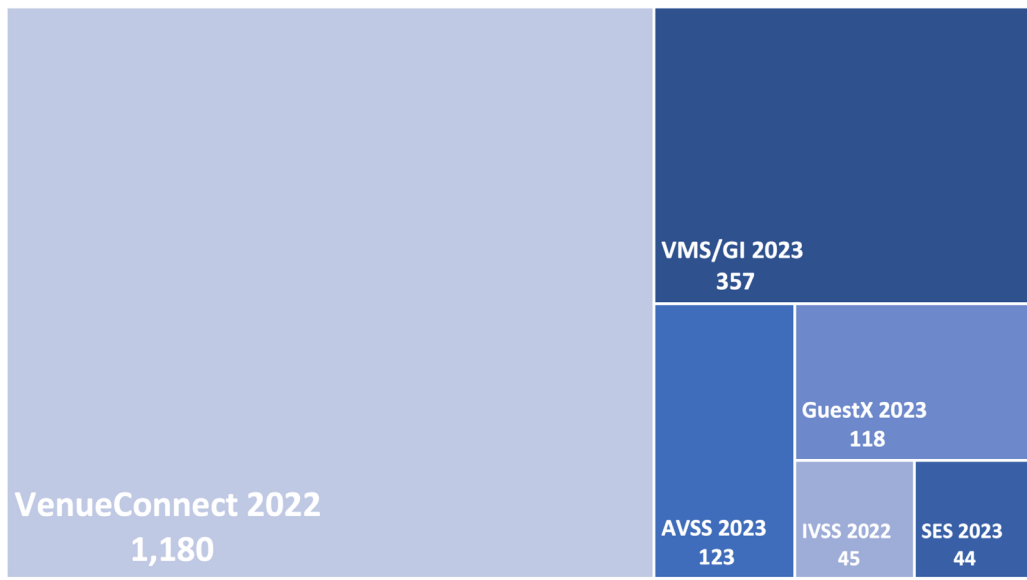
Membership Increase with 88% Retention

39

Allied Group Companies



Event Attendees



1,867

Attendees at IAVM Schools & Conferences*

**7/22 - 6/23; does not include region & chapter meetings*

34.5

Hours of Education at VenueConnect 2022

50+

Surveys, Evaluations & Data Collection Activities via IAVM Research

15

Hours of Topic Specific Webinars

136

Hours Town Halls & Small Group Discussions



Inspiring Venue Professionals

The IAVM Education Department fortified its ongoing collaborations with the volunteer Sector Committees, GuestX Committee, Board of Regents, AVSS Faculty, and Board of Governors to create valuable content for VC23 in Pittsburgh, GUESTX, VMS, AVSS, and SES.

The Senior Executive Symposium returned at a new location, Georgetown University, and with an updated concept, curricula, and faculty, thanks to the hard work of the Board of Governors and Academic Committee Chair Bobby Goldwater, CVE.

The specialized sub-committee calls, covering topics such as Safety & Security, Human Resources, and Guest Experience organized for venue managers, continued this past year. New for 2023, a new Sustainability sub-committee was established for any venue manager or allied member interested in collaborating and finding solutions for their mutual challenges.

Lastly, IAVM's Academic Committee continued to offer the Focus FOURward Zoomcasts, featuring conversations with industry executives each with four points of interest directed to the future of the industry. Focus FOURward is presented on the fourth Thursday of every month at 12 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.

Upcoming Education Projects for 2023-24

1. The Certificate of Venue Management Studies: initially designed for high school students with other participants to be determined.
2. Pursuing venue education and training for persons with disabilities to prepare them for jobs in the industry.
3. Creation of online education modules for the membership to supplement IAVM's in-person education.

Beyond Physical Security Measures

IAVM's safety and security training programming has been instrumental in ensuring the highest standards of safety and security in the event industry. This comprehensive training initiative has proven to be a significant asset in protecting patrons, staff, and the overall integrity of venues globally.

The safety and security training program provided by IAVM is designed to equip venue managers with the knowledge, skills, and resources necessary to effectively address and mitigate potential risks and emergencies.

This past year, 5,000+ 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

IAVM's safety and security training is not limited to a particular type or size of venue. This inclusive approach ensures that venue managers from various sectors can benefit from the program, enhancing overall safety standards across the industry. Community-wide safety and security training has been provided within 24 facilities and organizations during the past year, which is crucial for empowering individuals, preventing crime, enhancing emergency preparedness, building trust and cooperation, addressing specific community needs, and fostering a culture of safety.

In addition to live trainings, IAVM has taken part in 200+ news briefs and media interviews, as they pertained to critical incidents involving catastrophic events.

Rebuilding Our Digital Brand

As part of the ongoing needs of member retention and recruitment, IAVM took on the task of rebranding and launching a new website. The new site launched at *VenueConnect 2022*, after a little more than eight months of planning, design, and development and is continuously undergoing changes to better reflect the association and the members we serve.

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



- > **4,714** Followers
- > **52.9%** Women
- > **49.1%** Men
- > **16%** Outside of US



- > **3,993** Followers
- > **166** Tweets
- > **3,513** Avg. Monthly Impressions
- > **1042** Engagements

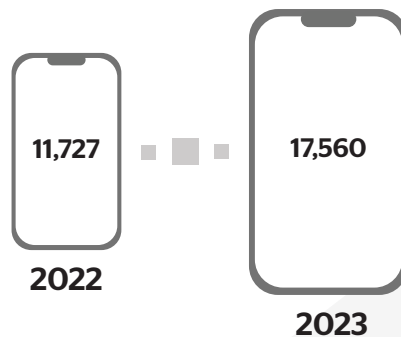


- > **9,597** Followers
- > **22.6%** Outside of US
- > **182** Posts
- > **13.3%** Engagement Rate

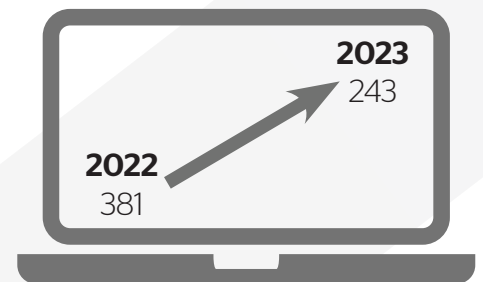


- > **1,331** Followers
- > **57.3%** Women
- > **42.7%** Men
- > **21.4%** Outside of US

VP Magazine Digital Users



IAVM Front Row News Blogs Posted



VenueNet

In 2022-2023, there were 973 total posts and replies across all discussion boards and communities.

349 individual members contributed to VenueNet discussions in FY22.



FOUNDATION

Fundraising Campaign Comparison



237

Individuals
Donated to the
Foundation

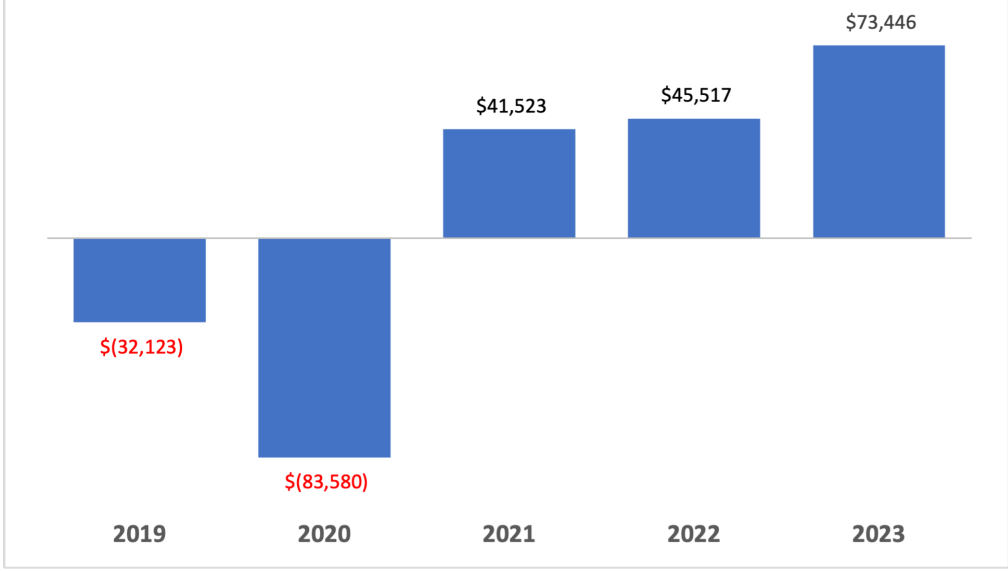
53

Scholarships
Awarded

613

Attended
Foundation
E³ Webinars

Net Profit / (Loss)





CLASS OF 2023



30 | UNDER | 30



CLASS OF 2023

30 | UNDER | 30



Empowering Our Members

Stronger Together - Increased Industry Collaboration for Advocacy:

Although pandemic relief efforts of recent years subsided, those efforts highlighted the need for consistent advocacy to educate lawmakers at the local, state and federal levels about our industry and the vital role we play in communities. IAVM is actively working in collaboration with industry partners such as the Exhibitions and Conferences Alliance (ECA), the Fix the Tix Coalition, and the MIC Coalition to promote government policies to make it easier to host live events. Through this work, we are educating policymakers about the importance of our industry and will be prepared for whatever the future holds.

Improving the Ticket Marketplace:

IAVM has worked to stop abusive practices adopted by ticket resellers including the sale of speculative tickets and use of fraudulent websites that trick unknowing consumers who think they are buying tickets directly from the original ticket seller. We have worked at the federal and state level with others in the live events industry to improve proposed ticketing policies and stop bad provisions from becoming law.

We developed model legislation to be used at the state level and joined other industry partners and artists to form the Fix the Tix Coalition. This coalition is supporting federal legislation to significantly improve the ticket market and preempt state ticketing bills.

Injecting Transparency in Music Licensing:

IAVM continues to work to improve how music is licensed. As members of the MIC Coalition, we are working with other businesses that play music in their establishments to inject much-needed transparency into the licensing of public performances rights for musical works. This year was spent educating the U.S. Congress about the problems caused by a growing number of Performing Rights Organizations (PROs) and exploring practical solutions. Over recent years the number of PROs has grown from three (ASCAP, BMI and SESAC) to at least six (including GMR, PRO Music Rights and AllTrack). Venues often find it necessary to purchase licenses from any PRO that controls even a few musical works. This means more negotiations, more invoices, more time spent determining if a purported PRO is a legitimate business and not a scam, and more checks to be written for more and more money despite no increase in the amount of music being performed.

Removing Day-to-Day Impediments to Hosting Events:

IAVM has partnered with the ECA to reduce long visitor visa wait times and other workforce issues. We've also worked with our members in the states to stop or improve bills that target specific types of shows, prevent venues from imposing firearms restrictions and require environmental standards for equipment used for events such as forklifts.



ADVOCACY

2022-23 PARTNERS

Global Partners



VC22 Sponsors



Industry Alliance Partners





ACCESS & INCLUSION

IAVM has demonstrated phenomenal resilience since 2020. Our membership numbers are increasing, and member engagement is on the rise. During this year, focus has been placed on ensuring that our membership has **ACCESS to IAVM's programs and committees and that we are INCLUSIVE in our processes and participation.** Strengthening our pipelines to leadership roles with diverse, qualified representatives of our membership is essential to the well-being of our industry and IAVM. The Governance and Leadership Development Committees worked hard this year reviewing the criteria and guidelines for senior roles in IAVM's leadership structure. The Region Director, Sector Director, and 2nd Vice Chair roles were targeted for this exercise because of their important positioning in the pipeline to Board leadership. The goal of this review was to ensure that access was not hindered by barriers to participation. Below are some of the adjustments made to the qualifications, criteria and nominating guidelines which will improve access and inclusion in these important leadership roles and support efforts to increase engagement with the leadership pipeline of our Association. For a full review of the criteria and guidelines, please visit iavm.org.

- Modified the CVE requirement for the 2nd Vice Chair and Sector Director Roles to preferred versus required to encourage greater inclusivity.
- Expanded qualification for the 2nd Vice Chair role beyond service on the IAVM Board of Directors. Service as either a Region Officer, Chair or Vice-Chair of an IAVM Committee or the Foundation Board of Trustees will also satisfy this requirement in the 2nd Vice Chair criteria.
- Changed the employment requirement from the 2 top positions in a venue for at least 10 years to the 2 top levels of management which allows recognition of the diverse organizational structures in our industry.
- Included representation from management committees such as DILC, Membership, Mentoring and Young Professionals in the nomination process for Region and Sector Directors to help ensure participation that represents our diverse Association.
- Introduced language in the nominating guidelines for Region and Sector Directors that ensures the same evaluation methods for all candidates in each applicable role.

Inclusion and access to a diverse range of perspectives, experiences, and backgrounds can bring fresh ideas, innovative solutions, and different approaches to problem-solving. The work of IAVM's Diversity & Inclusive Leadership Committee (DILC) has supported this mindset. I am excited to report that the CEO along with the DILC engaged a consultant, Zoe Moore of Grow With Zomo, to conduct a Diversity Impact Study. This study focused on gathering insights from many of our key stakeholders, looking at feedback data from our members to obtain a good assessment of our current diversity and inclusion profile. Areas of focus during this assessment included a review of our values, policies, resources, demographics, and buy-in. Findings and recommendations were presented to the CEO and the DILC which will be used to develop a strategic action plan that will be implemented throughout 2023 and 2024. I am hopeful that the impact of this plan will help encourage access and inclusion as well as strengthen the pipelines to leadership.

The Foundation has played an important role in supporting the Association's access and inclusion efforts over the years. Funding scholarships for diverse populations within our membership and spotlighting our younger members through the 30|UNDER|30 Program are a few examples. Strengthening our Foundation through strong governance, strategic financial decisions and re-imagined fundraising has been a priority for the CEO and the Board of Directors. In addition to the Foundation's importance to access and inclusion, the long-term financial viability of IAVM is dependent upon a strong Foundation. Consequently, I am happy to report that the Foundation's governance has been modified to align with IAVM's governance model and a new fundraising strategy has been implemented. Closer connection in leadership between the Association and the Foundation ensures that both organizations' strategies, goals, objectives, and initiatives are in sync.

This year we have made progressive strides toward financial viability and access and inclusion. Through responsible financial management, mission-driven decision-making, and effective governance, our CEO, Staff and Board of Directors have supported our mission to advocate, educate and inspire professional assembly venue managers worldwide.

Adina Erwin, CVE

Chair, IAVM Board of Directors