

# Changes to CCIC Membership Fees

## Factsheet

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### Executive Summary

CCIC Membership Fees have not changed since they were updated in 2011. In March 2020, the CCIC Board of Directors approved changes to the CCIC Membership Fees, introducing a comprehensive change of the formula. This change will apply to all members on April 1<sup>st</sup>, 2021 and already applies to new members seeking to join CCIC between April 2020 and March 2021.

The purpose of the change to membership fees structure is to (1) simplify and improve the transparency of the fees calculation, (2) improve accessibility and inclusion by reducing barriers to entry for small organizations and those based outside Ontario/Québec, (3) include access to all CCIC Working Groups for all members as a core service of CCIC (ie. no separate fees for working groups) and (4) ensure fee levels are progressive based on organization size.

Because the change is to the formula, the impacts on member fees varies. For some these will decrease, and for others these will increase. For the large majority of members, these changes are not significant. Combined with the integration of Working Group services which were previously 'additional' (ex. regional working groups), this change in fee structure is also accompanied with an increase in member services. To learn more about changes to CCIC Working Groups [click here](#)

## Background

### Rationale for a change to membership dues formula

The last significant change to CCIC membership dues was implemented in 2010-11, following the loss of federal funding to CCIC. This model achieved its stated objective of ensuring CCIC's survival and independence from federal funding. Over time however, the membership dues formula revealed significant shortcomings in the following areas:

- Lack of **transparency** on dues calculation process (depends on unverifiable data provided by members) exposes concerns about **fairness** and **equity** in dues levels.
- High **administrative burden** for CCIC to annually calculate, validate, communicate, invoice and chase up membership dues payments from its members. The exchanges with members on this topic are a recurring source of **frustration** and **confusion**.
- Two questions of **accessibility/inclusion**:
  - No accommodations provided for members located far from Ottawa.
  - Progressive nature of dues only applies to smaller members. One third of members (medium-to-large) pay the same maximum dues.

#### The 2011 Dues Formula

The formula used to calculate membership fees since 2011 has been: 0.4% for the first \$1 million of eligible expenses (expenditures related to international programs) and 0.15% of expenses thereafter, to a maximum fee of \$15,730. The minimum fee is \$315.

In 2019-2020, 30% of members paid the maximum of \$15,730.

***This formula is applied for the last time to all members on April 1, 2020.***

### Objectives of a change to the membership dues formula

The following objectives guided the analysis and modeling for changes to CCIC's membership formula.

- Simplify the membership dues calculation and payment process for members and CCIC
- Improve transparency on dues calculation
- Ensure dues are progressive relative to organization size
- Reduce geographic barriers to participation in CCIC activities
- Reduce fees or maintain levels for majority of members
- Secure the financial resources to fund the changes to CCIC Working Groups (ie. replace need for separate working group fees).

# CCIC Membership Dues Formula (Effective April 1, 2021)

Effective April 1<sup>st</sup>, 2021 CCIC membership dues will be calculated based on organization staff numbers reported in the organizations’ most recent CRA annual T3010 filing available online at the start of CCIC’s fiscal year (April 1). The Full-Time Equivalent (FTE) number used in calculating the dues level is the sum of full-time positions reported plus half (1/2) the part-time positions reported.

A fee discount of 25% is assigned to members which do not have an office in Ontario or Quebec (75% discount if these organizations also have 2 or less FTE). Coalition and network organizations (who serve other organizations) are not eligible for the geographic discount.

	Staff # as FTE *	Full Dues	Geographic discount (25%)
- Level 1	Staff ≤ 2	\$200	\$50
- Level 2	Staff ≤ 5	\$1,000	\$750
- Level 3	Staff ≤ 12	\$4,000	\$3,000
- Level 4	Staff ≤ 25	\$8,000	\$6,000
- Level 5	Staff ≤ 40	\$12,000	\$9,000
- Level 6	Staff ≤ 75	\$15,500	\$11,625
- Level 7	Staff ≤ 100	\$18,500	\$13,875
- Level 8	Staff ≤ 200	\$21,500	\$16,125
- Level 9	Staff ≤ 500	\$25,500	\$19,125
- Level 10	Staff over 500	\$28,500	\$21,375

\* FTE = full-time equivalent

### Notes on calculation of dues level

- Members who do not file a T3010 may provide CCIC with attestation of their employee numbers at the time of calculating their fee levels.

**New Members Joining April 2020-March2021**

The ‘new’ formula applies to all members joining CCIC after April 1, 2020.

## Questions and Answers

### ***Why base membership dues on staff levels?***

This will allow membership dues to be relative to an organization's size and ability to engage – or make use of – CCIC member services. Staff numbers are an objective criterion, published annually by large majority of CCIC membership to CRA through their T3010.

### ***Why not use revenues as a proxy for organizational size?***

This was considered and such data is equally available through annual T3010 submissions to CRA. Given the availability of two data sets (staff and revenues), the decision was made to select staff size as a better reflection of how CCIC members engage with CCIC. The more people work for a member organization, the more people will participate in our activities. Ultimately, our sector works to advance inclusive human progress, not raise and spend money (though that is needed too!). Anyway, isn't it nice to talk about people rather than money? We think so.

### ***Why provide a 25% discount to organizations that are based outside of Ontario and Québec?***

CCIC recognises the additional cost for participation in activities it organises in Ottawa for organizations which must send their staff long distances. This point is raised with CCIC consistently and partly explains the historically small number of our members based outside of Ontario and Québec.

Note that the 25% geographic discount is not available to organizations whose headquarters are based outside of Ontario and Québec if they have offices in either of those provinces or if they are networks or coalitions who serve the international development community.

### ***Why draw a line at Ontario and Québec? Travelling to Ottawa from parts of those provinces is also expensive.***

We know this isn't perfect. But it's a start and a line had to be drawn somewhere. Until now we couldn't offer any geographic accommodation at all. We know it is a challenge to travel to Ottawa. We also know it is not possible to take a train, bus or car to get to Ottawa from outside Ontario and Quebec. Let's face it, travel from anywhere else in the country is more expensive.

### ***With this change, will we be required to pay any other membership dues to CCIC, like the Regional Working Groups for example?***

No – the new fees now include participation in all CCIC working groups as part of core annual contributions. As many staff as you have and wish to participate in these groups can do so without additional fees. The only exception is the Humanitarian Response Network. While this is hosted at CCIC, it has a separate governance, membership and funding from GAC to operate.

### ***It appears CCIC will collect more membership dues overall following this change. Why is that, where is that money going?***

CCIC is integrating all the activities, revenues and expenses of the Regional Working Groups – which presently operate as semi-autonomous groups and collect their own dues – into its core operations. The increase in CCIC total revenues from core membership dues under this new model should mostly replace the revenues previously collected through the Africa Canada Forum, Asia-Pacific Working Group and Americas Policy Group. For CCIC this change is designed to be revenue neutral.

This is an exciting change as it is accompanied by a significant renewal of CCIC's approach to all its working groups. In 2020, we will be rolling out a more flexible and consistent model to support all thematic and

geographic working groups we host. Just as we host a CFO Working Group, we will be adding more based on member interests and ensuring they have the basic support needed to convene, share experience, inform policy and hold events. Burgeoning groups are already being formed this year on topics like innovative finance, and public engagement. Find out more about this at [website URL].

***We are glad to pay less to CCIC than we did previously, but we don't need to. Can we contribute additionally?***

Yes, during the membership renewal process you will be provided an opportunity to make an additional contribution to CCIC. This could be to support core operations or a specific project.

***Our organization will pay more under this new formula. The new dues levels are too high.***

The changes to the CCIC dues formula are intended to ensure member contributions are progressive based on member organization staff size. Until this change many medium organizations paid the same as very large organizations. Some organizations with 30 staff were paying the same as organizations with 800 staff. The CCIC Board felt it was important to apply principles of fairness through the application of a progressive formula based on an organization's capacity to engage with the many services and activities of CCIC. Even at the very highest dues levels (\$28,500), paid by organizations with over 500 staff, this represents only a percentage of one staff person's salary, yet provides benefits to a great many more than that.

Please also note that CCIC dues now include participation in all our Working Groups. If you were paying separately before to participate in the Regional Working Groups, you are no longer required to do this.

***We want to pay our share, but we are struggling this year and have less capacity than appears based on last year's staff levels. Is there any room to accommodate us for a short period of transition with lower fees?***

CCIC's dues structure is based on a progressive formula relative to organizational staff size. In respect to all our members and in the spirit of fairness, we must apply this formula consistently to everyone. However, CCIC also recognizes that members go through good and bad years. If you remain committed to CCIC membership and wish to discuss a temporary reduction of fees, please contact the Member Engagement Officer. We will do so with you in good faith to support your work. In return, we also expect that you provide us with a timetable to return to your appropriate dues levels as based on the formula.

***This is a big change to the CCIC dues formula. Will there be others?***

We've had the same formula since 2011 and you're right, it is a big change! We have made these changes now because we felt it important to address significant weaknesses of our previous formula, around access and inclusion for CSOs, transparency of dues calculations, fairness and administrative burdens to CCIC. We hope we've gotten it right and, barring the unforeseen, have no plans to revisit the formula for years to come. It may be another decade before this is reviewed again.

That being said, CCIC's Board of Directors will always review the status of membership contributions and reserves the right to consider modest increases in membership dues every 2-3 years to match rising costs of living. The Board welcomes member feedback on dues at all times.