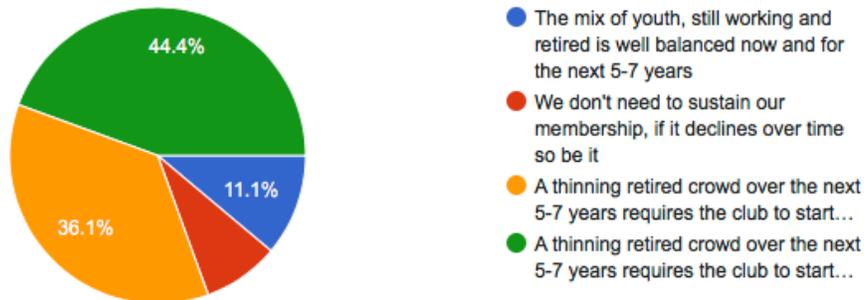


Survey Results

1. Rate the age distribution of youth (<18), still working (19-55) and retired (>55) members (including those still working past age 55).

36 responses



HOTRAK Plan theme: Club Health (membership)

Analysis:

80% of respondents believe there is a need to overcome potential future membership attrition which is also supported by the results of:

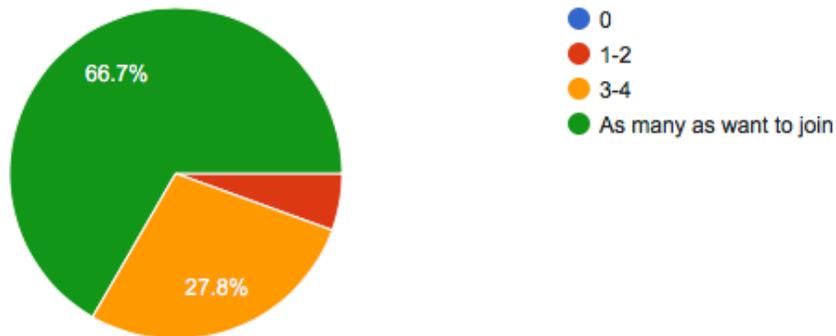
- **Question 3 in which respondents showed interest for a larger club membership**
- **Question 38 which shows the expectation that some of our members will be leaving the club over the short term**

Action:

- **Maintain current passive approach to attracting new members (website)**
- **Monitor club demographic and membership size annually**
- **Based on the expected attrition and historical new membership intake rates, no need to dedicate extra effort to target new members yet**
- **Develop plan to increase membership size if assumptions above are wrong**

2. Encouraging young people to join the hobby strengthens the club. How many youths (<18) in the club is appropriate?

36 responses



HOTRAK Plan theme: Club Health (membership) & Communications

Analysis:

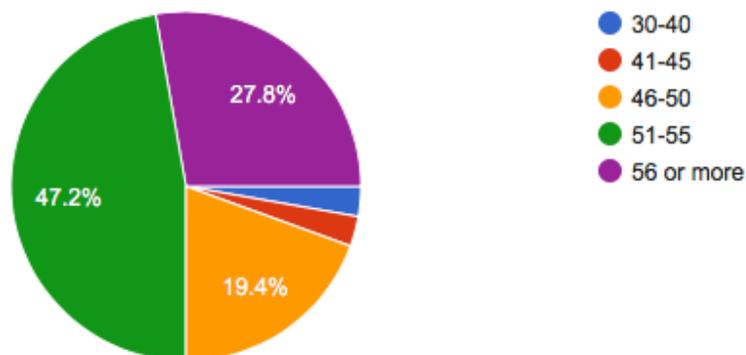
84% of respondents support up to 4 youth members in the club but 66% think that we should allow as many as want to join. While there is no need to target youths, we should ensure that the public face of HOTRAK is welcoming to youths.

Action:

- Review brochure and website to ensure commentary is youth friendly**
- Implement 17 Dec 18 Executive meeting decision to allow youths < 15 years of age as long as they have Full Member as a dedicated sponsor per Pat Brewer's Junior Engineer program guidelines**

3. What is the ideal club membership size, in particular to ensuring reduced set up times? We currently have 49 members.

36 responses



HOTRAK Plan theme: Club Health (membership)

Analysis:

75% of respondents support increasing the membership size by at least 5 new members (a sustained club size of 55 people) in order to have a larger pool of people to draw from for set up and volunteer positions.

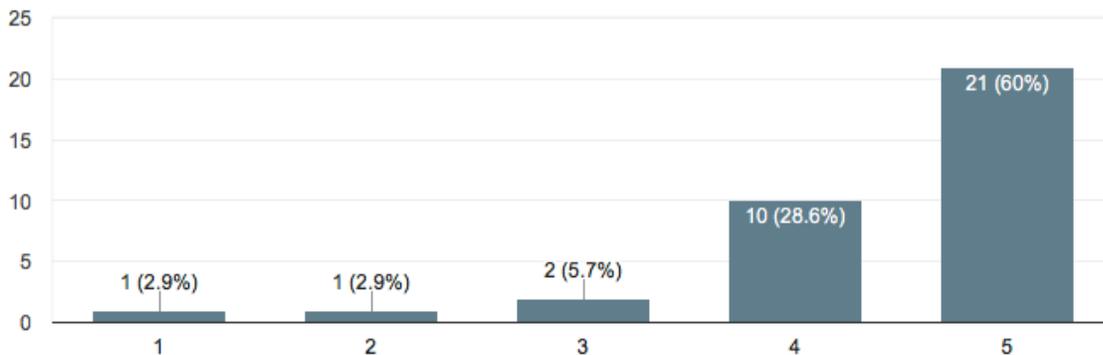
Action:

- **Continue with a passive approach as the main recruiting method to ensure growth isn't too fast or attracts newcomers without a strong interest in model railroading**
- **Increase HOTRAK awareness through an advertising initiative which targets model railroaders specifically. This can be achieved by advertising on the CARM website, have a link on the OVAR site and continue to make brochures available at events in which HOTRAK or its members participate.**

4. The club's \$90 annual fee provides good value



35 responses



HOTRAK Plan theme: Membership Experience

Analysis:

88% of the membership thinks that the current club structure and environment provides very good to excellent value for \$90. Interesting that 2 people think it doesn't. Hard to imagine a club that offers as much for as little as we charge. This question is related to number 5 which indicates strong support for an increase in dues.

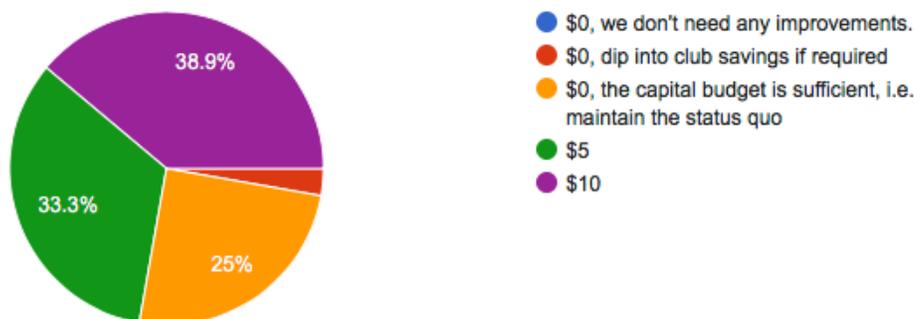
Action:

- **Follow up with the two members to find out why they believe the club doesn't offer good value at the \$90 dues level**
- **Communicate the benefits and value that the club provides to members through improved communications via the club newsletter**
- **Continue to develop initiatives that improve the member experience by brainstorming ideas, discussing them at Executive meetings and generate initiatives to make a good club even better**
- **If members assess the value as a "1" and attend infrequently, perhaps an associate membership is a better value for those members**

5. The club's budget is planned to a \$0 surplus each year. What level of dues increase would you support (not student nor youth) to make more money available for club improvements?



36 responses



HOTRAK Plan theme: Club Health (financial)

Analysis:

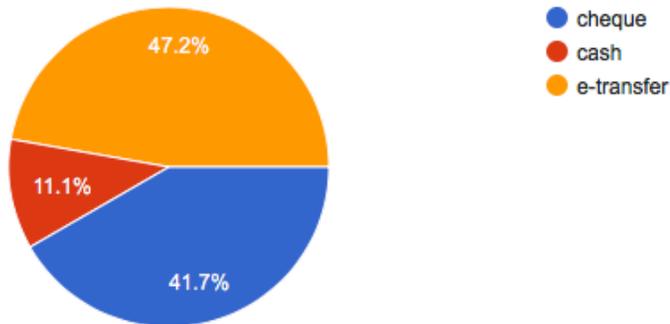
72% of respondents would support an increase to club dues of at least \$5. 25% prefer to fund improvement solely through the existing capital program which is funded to approximately \$5000.

Action:

- **Given the size of the capital fund, use it to fund new initiative costs until it reaches a pre-determined level**
- **To ensure the club has access to emergency funds, the capital fund must not drop below this pre-determined level**
- **At or near this pre-determined level, consider raising dues to fund future capital requirements**
- **Make a motion through the 2019 budget at the AGM to increase dues to \$100 to cover partial costs for the powered leg and Anderson Power Pole initiatives**

6. What is your preferred dues payment method

36 responses



HOTRAK Plan theme: Club Health (financial)

Analysis:

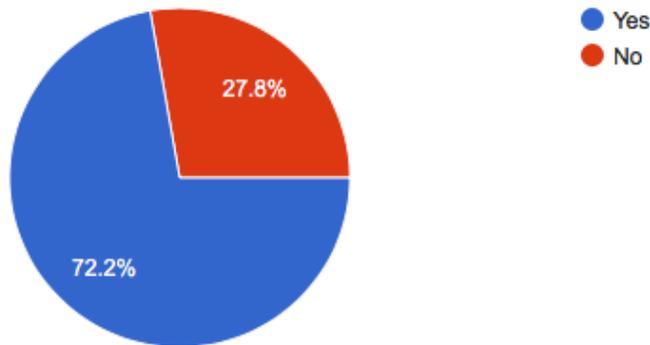
52% of respondents still prefer non-electronic payment options as opposed to 47% who do. This question is related to question 7 which shows some resistance to electronic dues payments. The smallest percentage of use is cash at 11%

Action:

- Continue to accept cheques and e-transfer as payment options**
- Discontinue cash as it is used by so few members and needs to be deposited (except for probationary members) dependent on Treasurer recommendation**

7. If e-transfer was the only payment option, would you be able and willing to pay this way ?

36 responses



HOTRAK Plan theme: Club Health (financial)

Analysis:

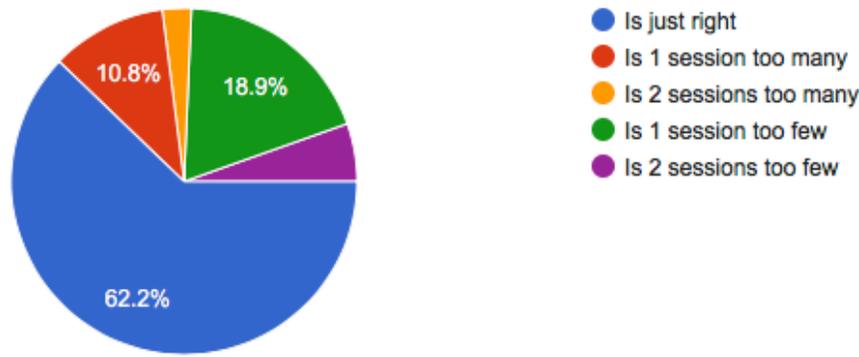
While 72% are able to pay by e-transfer, 27% are unwilling or unable to pay this way. The membership is not fully ready to adopt e-transfer as the only payment option.

Action:

- **Press for e-transfer as the primary payment method**
- **Accept cheques as a secondary option as cheques can be deposited digitally (by taking a picture of it with a smart phone)**
- **Discontinue cash as a payment option since it requires a trip to the bank and incurs unnecessary effort, dependent on Treasurer recommendation**

8. Having 8 operating sessions per year:

37 responses



HOTRAK Plan theme: Membership experience

Analysis:

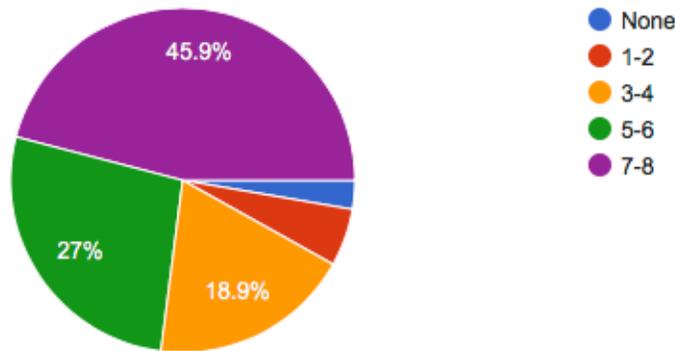
The majority (62%) of respondents think the number of operations sessions is just right. However 24% think we could incorporate at least 1 more session which is double the percentage of people who think we have at least 1 too many. Question 28 indicates support for a simple and basic design and can be associated with this question. Rarely do we have such a design. Starting in Aug or extending into Jun aren't realistic options so the only option to add a session would be to reduce the timing between sessions.

Action:

- There is little space in the calendar to squeeze in an extra operating session. We have one in Sep, Oct, Nov, Jan, Feb, Mar, Apr and May
- We currently do offer two additional smaller layouts for people: the Capital Region Modellers Layout Tour and the Arnprior train show

9. How many set-ups and operating sessions do you participate in during the season

37 responses



HOTRAK Plan theme: Membership experience

Analysis:

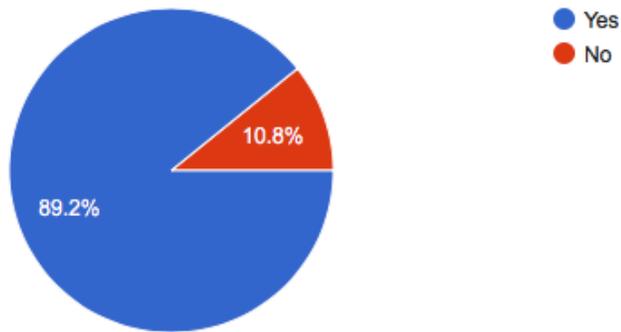
The majority (73%) of respondents participate in at least 5 operating sessions each season. This indicates that the club is offering a quality model railroading experience. Most members are taking advantage of the club's operating sessions. Very few participate infrequently and is likely due to personal schedules as opposed to a fundamental problem with the club or club activities which don't offer a positive experience.

Action:

- No immediate changes required
- Investigate options to improve the membership experience based on the survey results to other related questions

10. Are you aware of the custom that to operate you must participate in either a set-up or disassembly?

37 responses



HOTRAK Plan theme: Membership experience

Analysis:

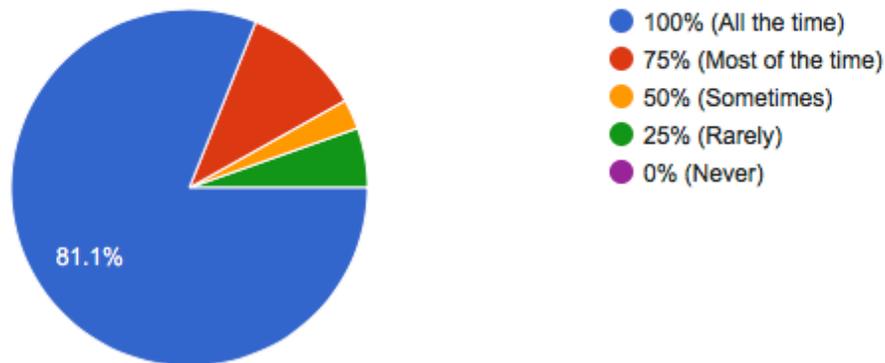
The majority (89%) of respondents know of this custom. However 4 people did not which is surprising since this is an underlying custom that we rely on to ensure set up and disassembly participation. Question 11 indicates that non-adherence to this custom is not a systemic problem.

Action:

- Reinforce this custom in the orientation program to ensure that newcomers are aware of it although the 4 who answered no weren't correlated to newcomers
- Remind all members why we encourage adhering to this custom

11. How well do you adhere to the above custom

37 responses



HOTRAK Plan theme: Membership experience

Analysis:

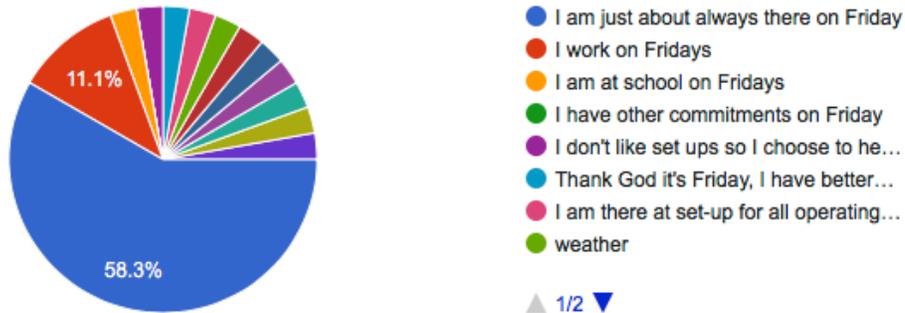
The majority (81%) of respondents follow this custom. Only 3 people follow it sometimes or rarely but no one always ignores it. The subscription rate to this unpublished custom is quite good. The non-compliance rate is low enough to be considered inconsequential and likely not a significant factor for low set up attendance. Question 15 showed strong support to enforce this custom. However, the results of this question indicate that members self-police themselves effectively.

Action:

- The extra effort required by yet another volunteer to enforce this custom isn't worth the gain of identifying the 1 or 2 people who only adhere to this custom 50% or less. There are more effective ways of ensuring participation.
- Continue to track attendance at set up. If attendance is trending lower or is consistently low or set ups take significantly longer then this issue can be re-examined.

12. What is the reason that you don't attend Friday setups?

36 responses



HOTRAK Plan theme: Membership experience

Analysis:

A slim majority (58%, 21 people) of respondents are almost always at set up. Historical attendance rarely has 21 people, although the March set up did have that many. 4 people identified work as the reason preventing Friday attendance. 11 other reasons were given, each receiving a single vote. Given the variety of reasons supplied, there is no single obvious reason that the club can address.

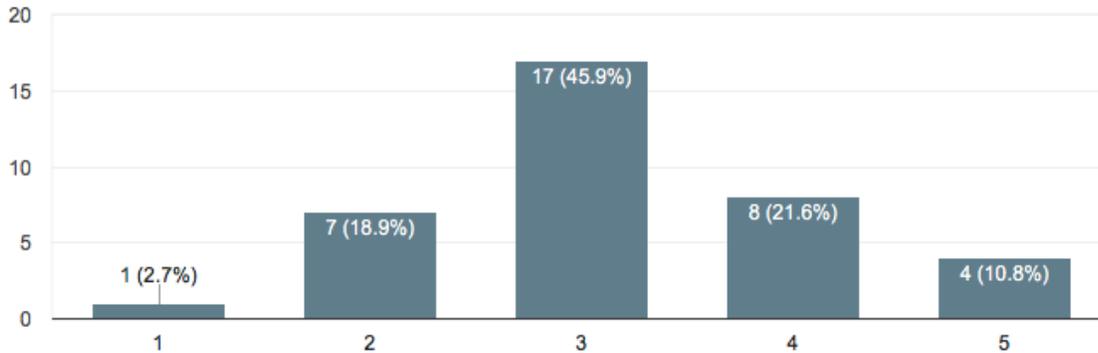
Action:

- Focus on other efforts to make set ups more efficient as there is little the club can do to overcome the reasons cited

13. Do you think that set ups take too long?



37 responses



HOTRAK Plan theme: Efficiency

Analysis:

32% of respondents believe that set ups take too long, while 21% don't believe so and almost 46% are neutral on the issue. It seems that the length of set ups is not a major concern amongst the membership. Questions 14, 15 and 16 expand on this topic indicating that efforts to make this process more efficient would be worthwhile though.

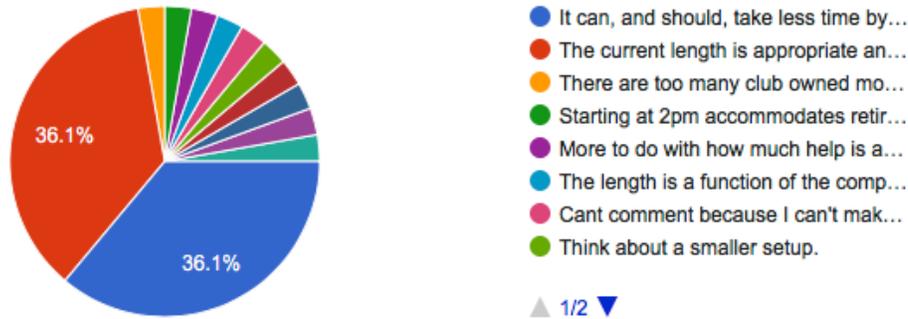
Action:

- Even though this might not be a major issue, the club should still look to make set up processes more efficient
- No drastic changes are recommended

14. What do you think about the length of layout setups?



36 responses



HOTRAK Plan theme: Member Experience & Efficiency

Analysis:

An equal number of respondents thought that the process could be made more efficient and that the current set up time is acceptable. There were many single points of view, but one indicated that complex layout designs leads to longer set up time and that module improvements could reduce set up time. These results corroborate the analysis from question 14 that the issue isn't a major one, but some effort will be worthwhile. Module improvement initiatives are currently underway.

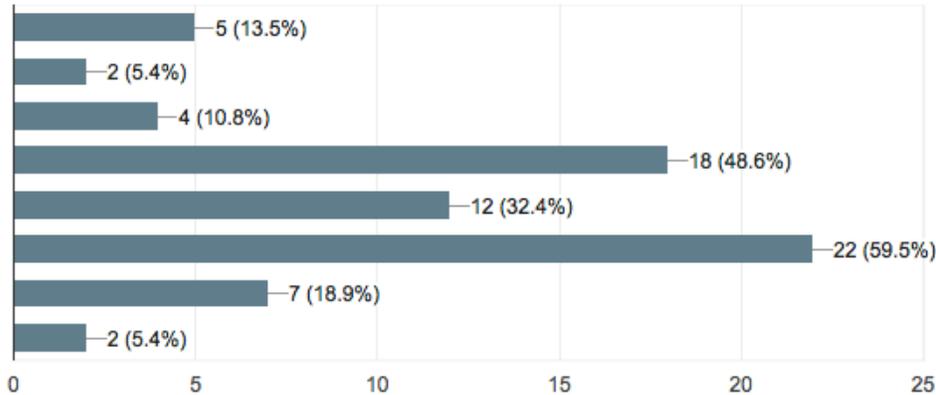
Action:

- Identify initiatives to streamline set up. It will lead to “less work and more play” providing greater member enjoyment.
- Complete current initiatives: Power leg leveller, Anderson power pole and alignment pins. The power leg leveller initiative has the potential to save significant time.
- Aim for a one hour reduction in set up time.

15. To reduce set up time, which would you prefer? Check all that apply.



37 responses



HOTRAK Plan theme: Member Experience & Efficiency

Analysis:

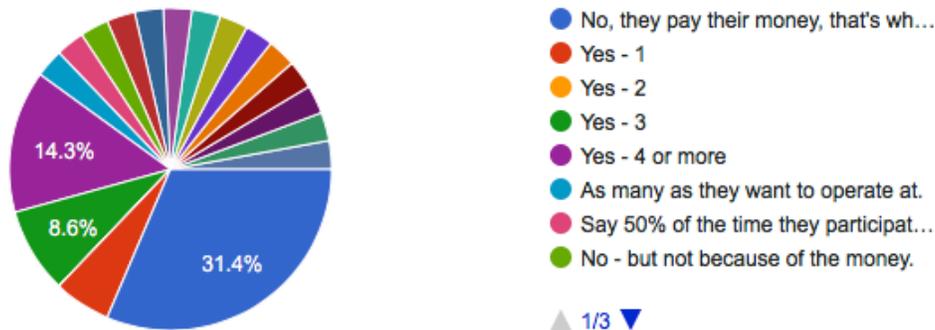
The top three approaches (in order) supported by respondents to make set up more efficient is to: 1) Have more structure and have a firm but polite Foreman (22); 2) Enforce the custom to attend set up to operate (18); 3) Increase membership size (12). Approach 2 was discounted in the analysis of question 11. There is support to increase membership size based on the responses to question 3. 7 people thought that starting set up later might force people to be efficient, however there are other actions we can take before resorting to this approach.

Action:

- Develop a standardized approach for the set up foreman
- Encourage approach consistency amongst foremen
- Have foremen conduct themselves in a firm but polite manner

16. Should people have to attend a minimum number of Friday setups during the operating season?

35 responses



HOTRAK Plan theme: Member Experience & Efficiency

Analysis:

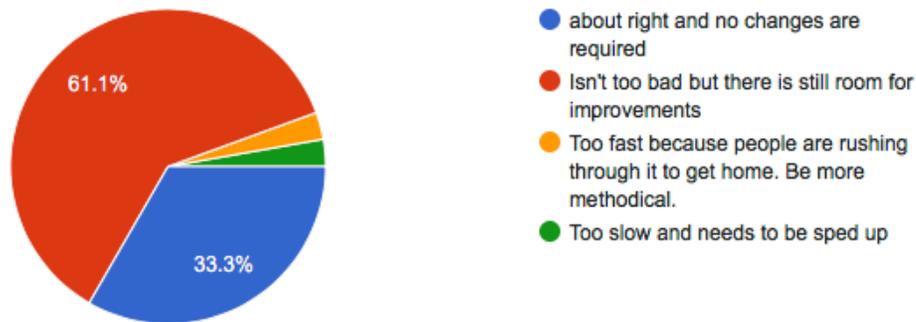
31% thought that there should not be a mandatory minimum number of set ups to attend in order to operate. Surprisingly, the next most popular approach, supported by 14%, was to set the minimum at 4 set ups. This question generated the most number of other comments. Overall there doesn't seem to be sufficient support to turn this idea into an initiative.

Action:

- Look to other options to make set ups more efficient or take less time

17. Currently disassembly and storage takes about 3 hours. This time is:

36 responses



HOTRAK Plan theme: Member Experience & Efficiency

Analysis:

Overall, there aren't any major concerns with respect to disassembly, but 61% think that it can be improved.

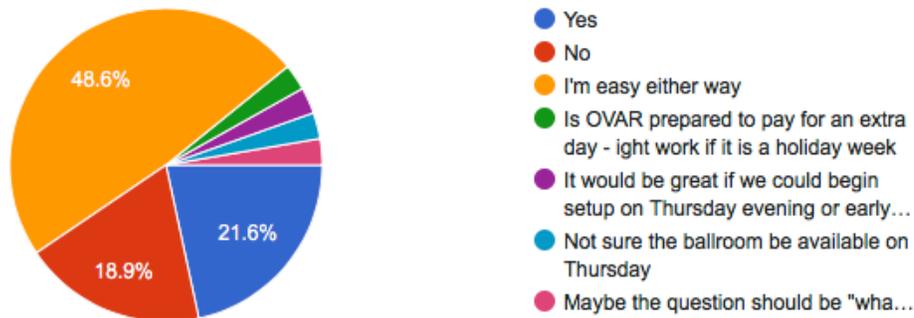
Action:

- Investigate options to streamline this process. However, given the relative health of this procedure, efficiency efforts should be focussed on more important areas first.

18. For the OVAR rally, should the Exec investigate the option to setup on a Thursday, with operations on Friday, Saturday and Sunday and take down at the normal time on Sunday?



37 responses



HOTRAK Plan theme: Member Experience

Analysis:

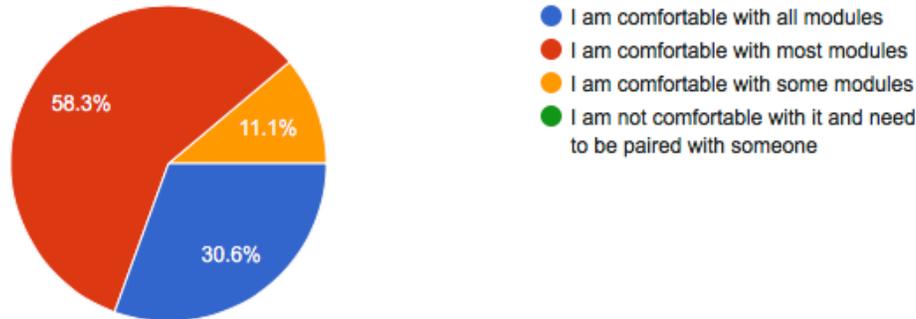
Overall 48% were ambivalent to this idea. There was slightly more support for investigating this idea than not. HOTRAK would likely have to pay for the additional ballroom day. Given the lacklustre support for this idea, it is to be shelved for a year while we focus on higher priority items.

Action:

- None now. Re-examine this idea in a year or once our higher priority issues have been resolved.

19. How comfortable are you with module assembly and disassembly?

36 responses



HOTRAK Plan theme: Efficiency

Analysis:

Overall 89% are comfortable with most modules and only 11% feel comfortable with some modules. This is one area in which a little effort could pay large dividends, especially during disassembly. These results are somewhat surprising since observation indicates that there still are questions and confusion about some modules. This is corroborated by the answers to question 20. While no major effort (like a training session) is required, there still is room for minor improvements.

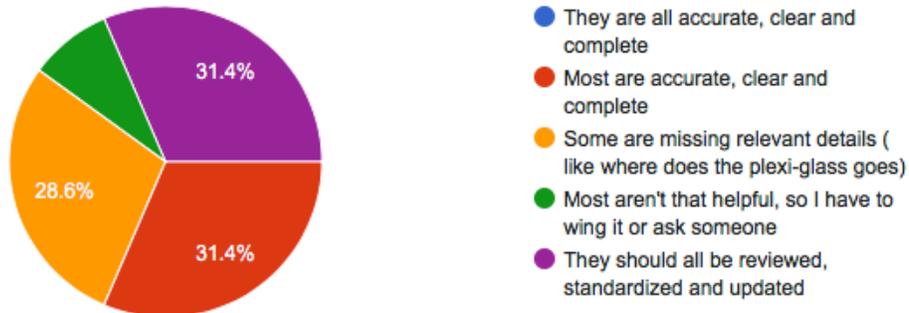
Action:

- **Modernize older modules. Some modules have multiple holes in end plates and different bolt types/sizes.**
- **Build new end plates and develop a labelling standard to ensure proper orientation and mating between endplates and modules**
- **Standardize hardware within a module as much as possible**
- **Sell off modules constructed with old methods**
- **Per question 15, improve module cards**

20. Describe your impression of module task cards.



35 responses



HOTRAK Plan theme: Efficiency

Analysis:

While most are quite good, there are definitely some that need to be improved and reviewed for content. Since this is the primary method to guide assembly and disassembly of modules and the membership doesn't always get to work on the same modules it is imperative that these instructions be clear, standardized and kept up to date.

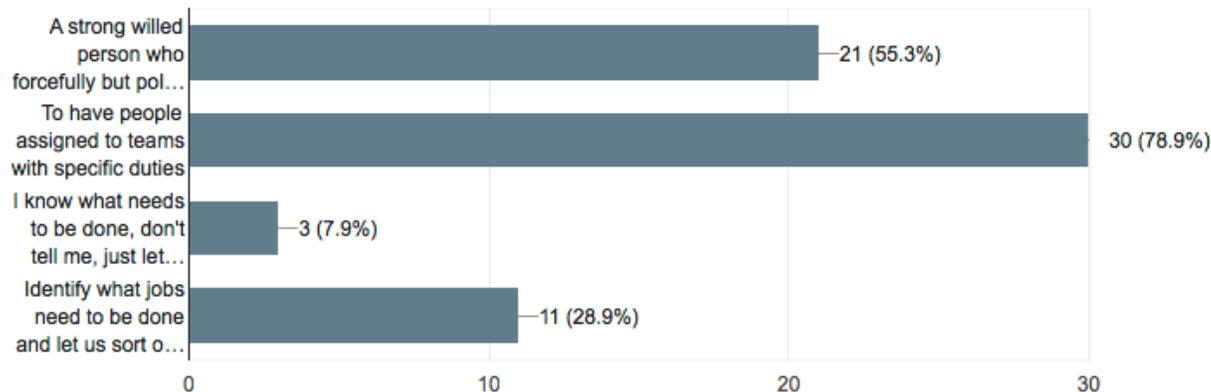
Action:

- Have a dedicated person at set ups and disassembly identify which cards have missing information and log what information is required.
- Update all required module task cards
- Consider including pictures for complicated pairings
- Standardize the content and presentation of all cards
- Combine this effort on a module maintenance day
- Update prior to the September operating session

21. As far as set up and disassembly direction is concerned, your preferred method is (check all that apply):



38 responses



HOTRAK Plan theme: Efficiency

Analysis:

The overwhelming choice of respondents to improve set ups was to organize members into teams with specific duties. This approach has been used in the past by Bill Noel quite effectively. This approach keeps people busy and helps to minimize work stoppages through distractions. Just over half of respondents thought that the foreman needs to be firm but polite. Almost 29% want to decide what to do vice work in teams. Given the strong majority (2.7 times) of working in teams vice working alone, a team approach is to be encouraged with all foremen.

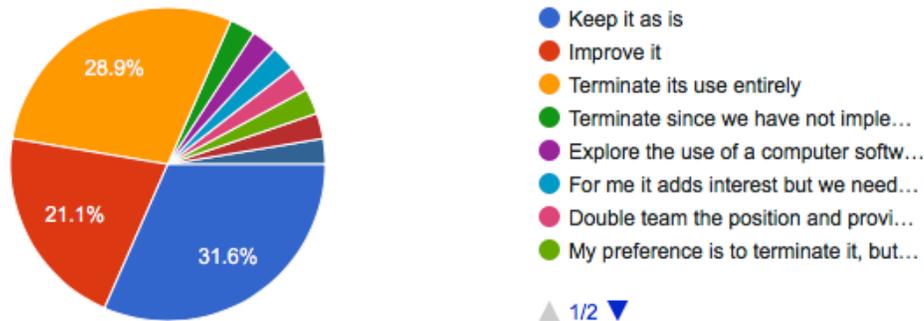
Action:

- Get Bill's notes on the team approach and any lessons learned
- Develop a standardized team approach methodology
- Have a briefing/training session with common foreman
- Implement this approach in September
- Monitor performance and adjust the set up plan accordingly until the major issues have been resolved

22. RTC is a divisive issue. Your preference is to:



38 responses



HOTRAK Plan theme: Member experience

Analysis:

This question generated the second most number of responses. Clearly this is still a bipolar issue: either you hate it or you love it. The results are 53% in favour of keeping it against 29% of scrapping it. In fact, those who support it want to keep making improvements. Question 24 is related in that it showed overwhelming support for any road, any era, any type of railroad operations. These results indicate that the Executive should not intervene either way on this issue. It is, and remains, strictly a membership issue. These results correlate with the vote at the 2017 AGM to keep RTC but try to improve it. The March RTC session was busier than normal.

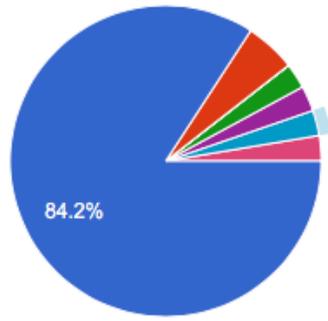
Action:

- The Executive will support the majority of the membership's desire. Currently that means the status quo will be maintained.
- Since RTC works well enough, volunteer effort will be directed to higher priority club areas until they are resolved, then at RTC.
- Institute proposed RTC improvements: train numbering, magnets and 2nd Dispatcher or Dispatcher's assistant

23. The club currently has a welcome all policy with respect to age and experience. Should this continue



38 responses



- Yes, it accommodates all interests and perspectives
- No, it should be restricted by age (you must add a comment via 'Other' bel...
- No, it should be restricted by experience (you must add a comme...
- Need to keep an eye on the balanc...
- question is disingenuous , we are l...
- I suggest the issue is not policy. It's...
- Yes. But some members publically
- I suggest the issue is not polik

HOTRAK Plan theme: Member experience

Analysis:

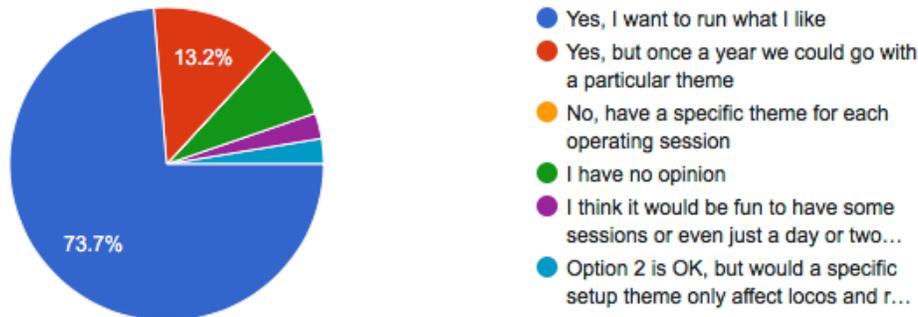
A strong majority (84%) of respondents indicated that the club should continue to accept applications from newcomers regardless of their age or experience. One response wanted to ensure that our membership stays balanced with respect to age. Question 36 indicates a reasonable balance exists. Assessing the club demographic is an important metric to follow if we are to serve the membership well.

Action:

- No changes warranted
- Continue to ascertain the club demographic through annual surveys

24. The club operates using a non specific theme, i.e. any road, any era, any type of railroad operations. Should this continue:

38 responses



HOTRAK Plan theme: Member experience

Analysis:

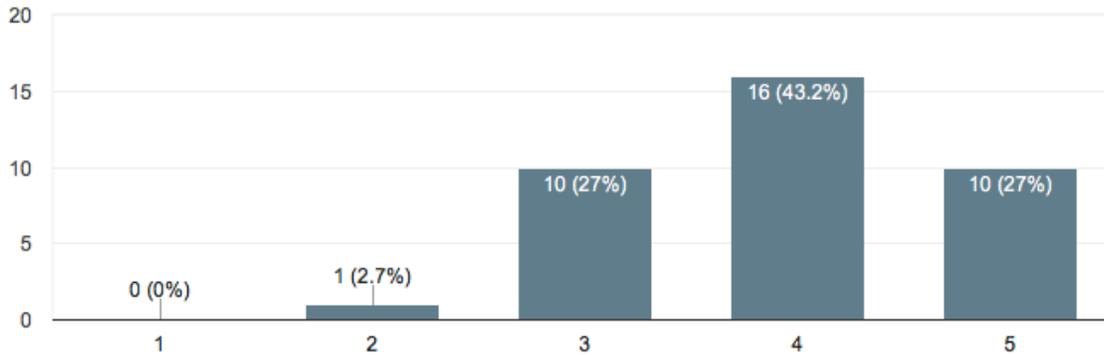
Nearly 3/4 of respondents indicated a preference to not restrict the club to a specific era, road or type of railroad operations. This is a strong vote in favour maintaining our operations philosophy. There was some support for running a theme but at 13% endorsement it would likely alienate more of the membership than it benefits.

Action:

- No changes warranted

25. The club has a personal code of conduct policy. How would rate this policy

37 responses



HOTRAK Plan theme: Member experience

Analysis:

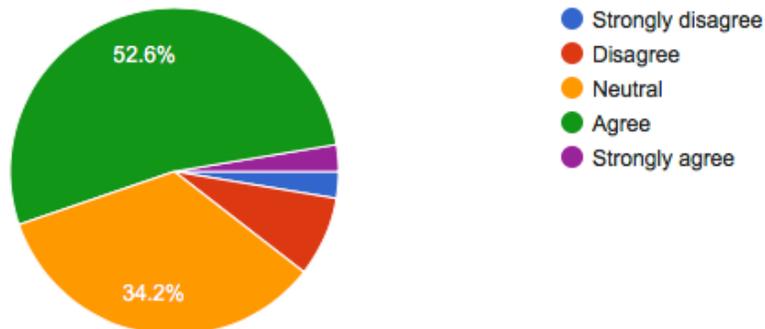
70% believe the code of conduct is effective, 27% where neutral on the issue and 1 person thought it could be more effective. While conflicts in a group of 50 are inevitable, members have not reported any significant code of conduct violations. Anecdotally, there have been some remarks which have caused resentment though. It is easy to judge when not all the facts are known or we don't know the other person well. Relating well to each other takes effort and needs to be continually reinforced. Although the risk of interpersonal conflict is low, the impact if it occurs is high.

Action:

- No changes to the policy is warranted
- Executive needs to reinforce the goal of this policy to keep it fresh through various communications means
- Promote social interaction and camaraderie amongst members

26. The web site effective at conveying information?

38 responses



HOTRAK Plan theme: Communication

Analysis:

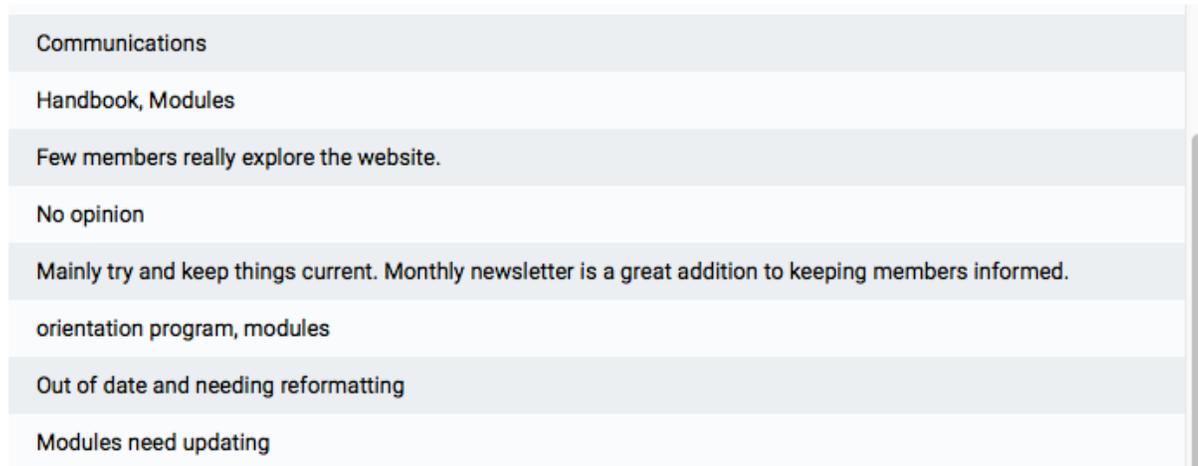
While 52% are happy with the information presented via the HOTRAK website, the breadth of answers to question 27 indicate that changes to the website are needed. Just over 1/3 of respondents were neutral on the issue which indicates that improvements would be well received. The current format of the website makes maintenance laborious.

Action:

- **Develop a modern, fresh, clean website appearance**
- **Brainstorm ideas about what information needs to be on the website (its purpose and role, like using the website for centralizing club specific documents)**
- **Communicate website improvements**
- **Increase web site usage by members**

27. Describe which website tabs (Home, About HOTRAK, Orientation, Handbook, Layout, Modules, Communications, Members) can be improved

20 responses



A screenshot of a survey results table with a vertical scrollbar on the right. The table contains 10 rows of responses, each in a light gray cell. The responses are: Communications; Handbook, Modules; Few members really explore the website.; No opinion; Mainly try and keep things current. Monthly newsletter is a great addition to keeping members informed.; orientation program, modules; Out of date and needing reformatting; Modules need updating

| |
|---|
| Communications |
| Handbook, Modules |
| Few members really explore the website. |
| No opinion |
| Mainly try and keep things current. Monthly newsletter is a great addition to keeping members informed. |
| orientation program, modules |
| Out of date and needing reformatting |
| Modules need updating |

HOTRAK Plan theme: Communication

Analysis:

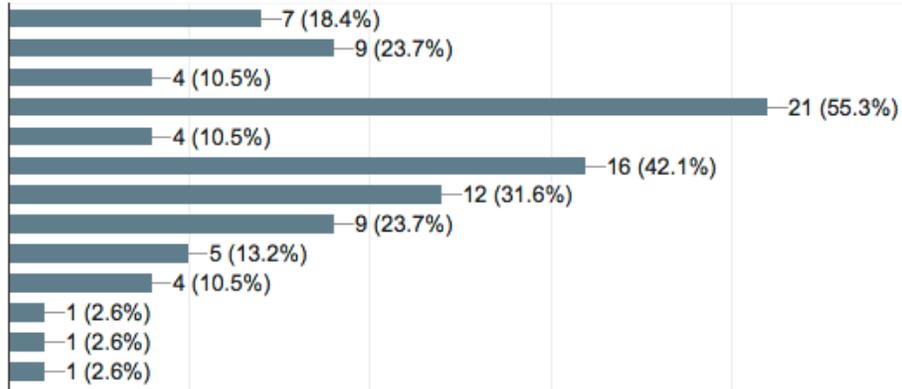
20 respondents commented on this question (more than half of all respondents). Their responses covered all website tabs and generally thought that its appearance was out of date and not easy to navigate. Not all responses are shown above due to space restrictions. See survey for full responses. Our current website host rate is half the cost of that provided by Go Daddy or Wix.

Action:

- **Develop a modern, fresh, clean website appearance**
- **Investigate options for a coding-free visually based HTML editor that isn't tied to web hosting for a modest cost**
- **Create a visually based interface with easy and intuitive navigation**
- **Rationalize web site content**

28. What is important to you for layout designs? Check all that apply.

38 responses



HOTRAK Plan theme: Member experience

Analysis:

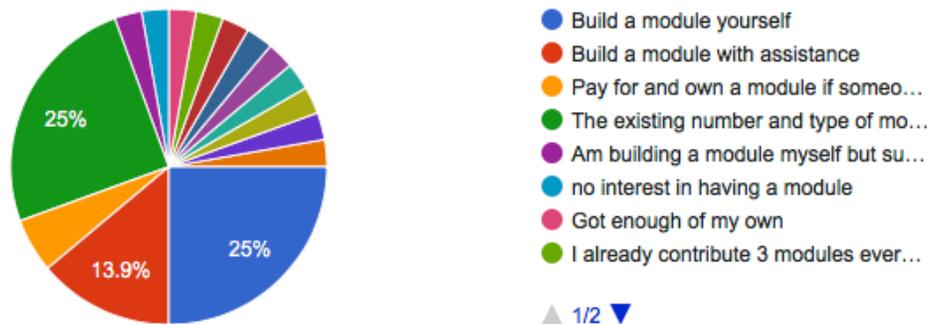
Only one option caught the fancy of over 50% of respondents: Incorporate more unique elements into the designs. The next two most popular options were to incorporate new industries that service new freight car types (42%) and new industries to support existing industries (31%). There were 14 unique suggestions put forth through the “other” option of this question. Since operations is the whole basis of the club, this question requires more analysis and study.

Action:

- Using these results, conduct a deep dive of operations with a select group of people
- Encourage layout designers to be more creative
- Develop a list of club priorities for new modules
- Develop module building initiatives to support the planning and building of new modules
- Communicate newly approved designs by the Design Approval Group
- Investigate options for new types of transition modules
- Support the completion of existing “in the works” modules

29. To have more variety in our layout designs you would be willing to:

36 responses



HOTRAK Plan theme: Member experience

Analysis:

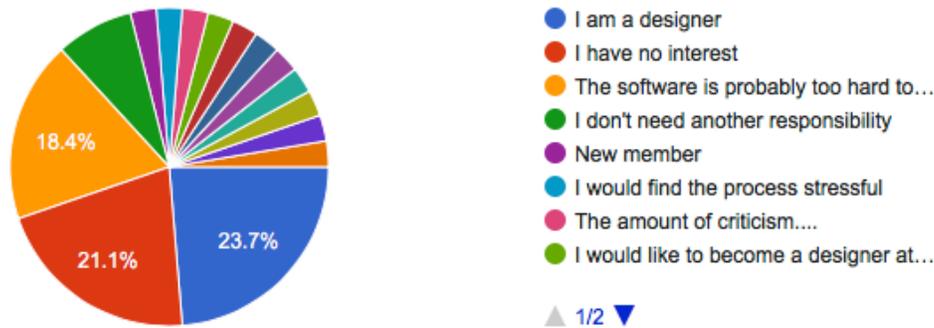
The results show that there is quite a reasonable desire amongst respondents to have their own module (45%) by various means. This provides an untapped resource to address the results of question 28 which had a strong demand for new modules. A quarter were satisfied with the existing modules. Storage was raised as an issue for new club modules.

Action:

- Identify the barrier to module building since there is a large discrepancy between members' desire and the number of new modules that are submitted for approval
- Develop module building initiatives to support the planning and building of new modules like the club building the frame, module kits, or assisting people to build modules
- Generate a list of possible new industries to motivate members to action
- Develop more module building training resources to increase member knowledge and skill

30. What stops you from becoming a layout designer?

38 responses



HOTRAK Plan theme: Participative culture

Analysis:

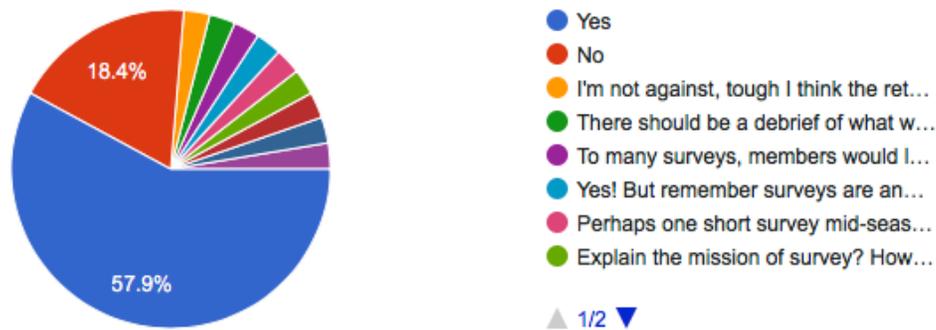
Historically the club has had a limited number of layout designers requiring them to design two or three layouts annually. This question sought to understand what barriers existed. The number one barrier at 18% seems to be the perception that the software is too difficult. Layout designers only need to know a few select software commands and in practise isn't that difficult once it has been demonstrated and learning reinforced. More layout designers lessens the burden on existing ones and offers more opportunities to create unique designs as requested in question 28.

Action:

- **Maintain annual XTRAKCAD layout design training, possible demo of its ease of use combined with an overview of module designs as a clinic**
- **Solicit layout design training annually. Even one candidate is worth the training effort**
- **Offer group or individual training as suited to the member**
- **Offer layout design mentorship and shadowing**
- **Follow up training with practise or an actual layout design**
- **Communicate the joys of layout designing**

31. Would you support a short survey after each operating session so that we can catch issues early and make adjustments

38 responses



HOTRAK Plan theme: Membership experience

Analysis:

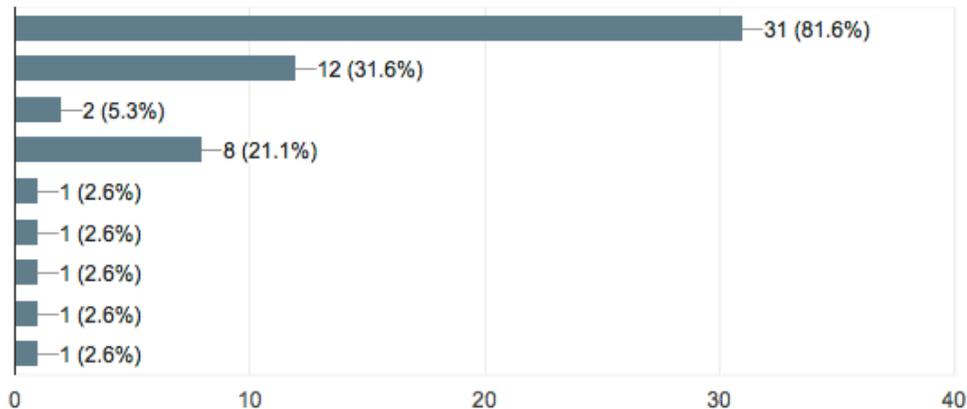
Although 3 times the number of respondents who said no are supportive of a post operating session survey, some of the other comments raised valid concerns that might not make this approach as successful as desired. Two alternate options, conduct a debrief and invoke comment forms, may be better solutions than a survey.

Action:

- The communications coordinator to present viable options to the Executive for discussion and approval to include a survey, comment forms (hard copy or on-line), debriefs verbally or by e-mail or other options
- Inform members of the layout designers intent via e-mail and at the start up briefing on Saturday morning as the basis for layout comments
- Disseminate members' feedback to layout designers through the layout designers google group to positively influence future layout designs

32. What is your level of support for module maintenance: (check all that apply)

38 responses



HOTRAK Plan theme: Participative culture

Analysis:

Respondents indicated a very high commitment (81%) to supporting a module maintenance day, even those who didn't think they had the skill or knowledge to do so (21%). Almost a third of respondents would offer assistance to other members to help complete or maintain their private modules. This is a good opportunity to increase social interaction of club members outside of an operating session.

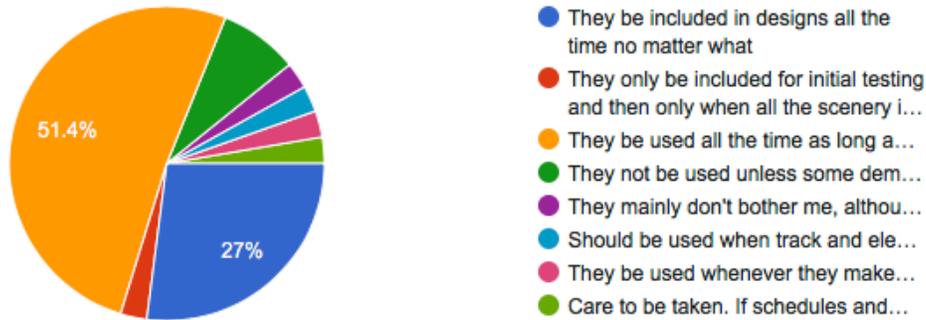
Action:

- Plan an annual maintenance day in the HOTRAK calendar of events
- Maintain an up to date list of club module maintenance requirements
- Manage the club's budget to ensure sufficient funds available for maintenance requirements
- Coordinate a mechanism to link members who want to help with those that need help (for private modules)
- Advertise the date of a club maintenance day well in advance to ensure maximum participation.
- Use this day as an opportunity to increase member knowledge and skill

33. For incomplete modules, I prefer:



37 responses



HOTRAK Plan theme: Membership experience

Analysis:

A narrow majority of respondents (51%) prefer that modules show incremental progress towards scenery completion throughout the year. 27% weren't bothered at all by modules that remain incomplete scenically. There are many reasons why module scenery may not get completed. The intent is to encourage members to make small progress and offer support or assistance to help progress module scenery vice restricting module usage based on scenic completion.

Action:

- Identify modules with stagnant scenery
- Identify barrier to scenery progression
- Determine whether support and assistance is desired by module owner
- Coordinate support and assistance as required
- Communicate progression

34. What issue(s) do you think the Exec should focus their efforts on next season?

19 responses

| |
|---|
| Club member skill development; module maintenance and improvement. |
| Everything in the issues tracker |
| Better freight ops which are a real problem causing congestion. RRs don't operate how we do freight with many locals going to many of the same industries |
| New ideas |
| 1. Having fun. 2 reducing the number of club owned modules and or giving ownership to members. |
| Open communication |
| Making each setup & operation memorable and fun |

HOTRAK Plan theme: Membership experience

Analysis:

This question garnered 19 responses (not all shown). The suggestions covered a broad range of topics but all fit into the proposed themes and goals set out in the draft HOTRAK plan currently under consideration. Each will have to be studied and assessed for viability as a new club initiative.

Action:

- **Conduct a deep dive into this question by an individual or select group**
- **Assess each suggestion against the current issues tracker (HOTRAK Two Year Plan Annex A)**
- **Nominate new issues for the tracker as appropriate**
- **Nominate new initiatives as appropriate**
- **Coordinate someone to lead the new initiatives**

35. What is your first and last name? In case we need to follow up with you on a question (optional).

30 responses

HOTRAK Plan theme: Participative culture

Analysis:

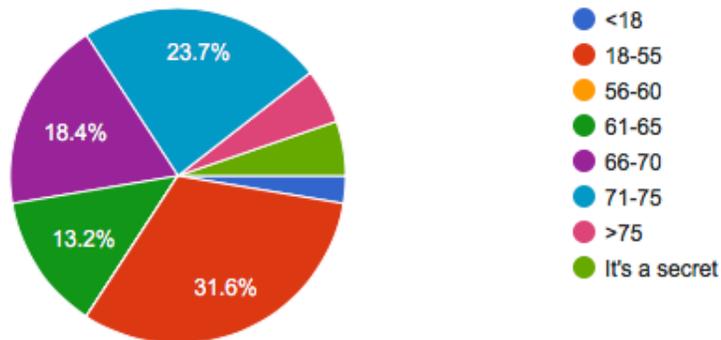
To date there have been 38 respondents out of 49 members (78%). Of those, 30 identified themselves on the survey while 8 submitted answers anonymously. This is a very good participation rate. Given members' busy schedules, the survey has been (and will be) kept open to offer the maximum number of members the opportunity to participate. A major theme in the draft HOTRAK plan is "Participative Culture". This survey is an easy and direct way for members to influence the direction of the club. The number of respondents indicate that the survey is successful in meeting its goal of ascertaining information to enable the club's executive to make changes leading to positive change. Surveys will ALWAYS be voluntary.

Action:

- Conduct tailored annual surveys near the end of the season to inform the Executive about how to shape the club for the next season**

36. What is your age? If you are sensitive about your age please don't fill in your name. Age data is more important than your name. (Mandatory answer required).

38 responses



HOTRAK Plan theme: Club health

Analysis:

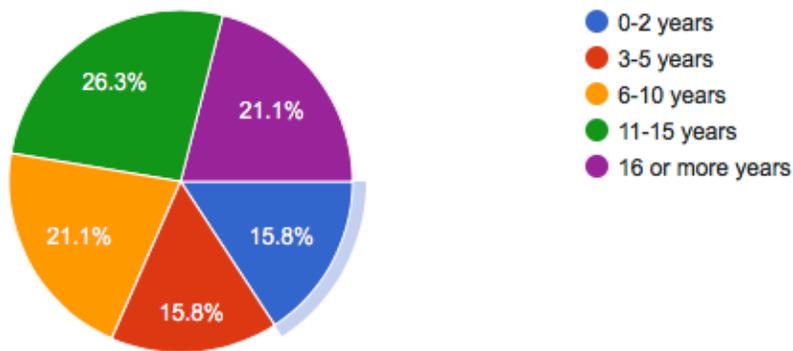
This question sought to determine the club's age demographic as a leading indicator of possible attrition and the club's health to sustain itself. The largest demographic is 31% for 18-55 followed by 23% for 71-75. However, 47% of the club is 66 year old or older. Question 38 needs to be reviewed in conjunction with this question. Our demographic is weighted fairly heavily towards above 66 years old. Potentially this could result in membership reductions in the coming years. Currently a good number of "Regulars" (for volunteering) come from this group. If they become unable or unwilling to remain so active in the club, we will need a solid base of members behind them to fill the gaps.

Action:

- Monitor the club's age demographic annually through survey
- Encourage younger people to become more active in the club
- Increase exposure opportunities
- Communicate better the needs of the club and the rewards of volunteerism

37. How long have you been a club member (total not consecutive years)

38 responses



HOTRAK Plan theme: Club health

Analysis:

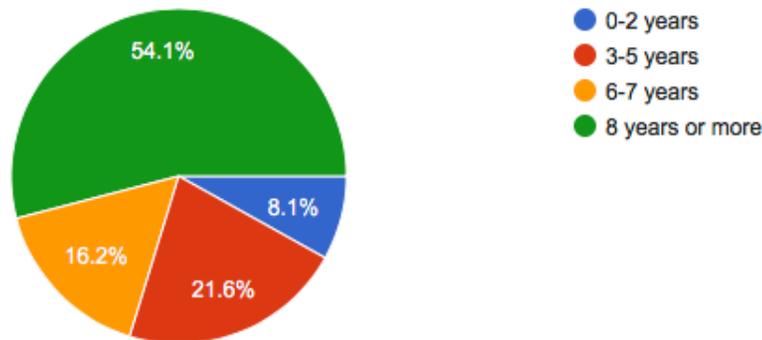
This question sought to determine the club's experience demographic. Although length of membership doesn't necessarily correlate to experience it is the best proxy we currently have. The results show a reasonable distribution amongst the different time ranges. It shows a good balance between inexperienced, experienced and gaining experience.

Action:

- Monitor the club's experience demographic annually through survey
- Strive for a two to one ratio between experienced (6 years or more) and inexperienced (5 years or less)
- Encourage regular participation as a way to gain experience
- Conduct regular clinics to increase knowledge and skill
- Communicate regularly on a variety of topics to increase knowledge
- Encourage knowledge transfer from experienced to inexperienced

38. Given you life situation (age, health etc) how long do you expect to remain a club member. This is hard to predict, so please err on the conservative side.

37 responses



HOTRAK Plan theme: Club health

Analysis:

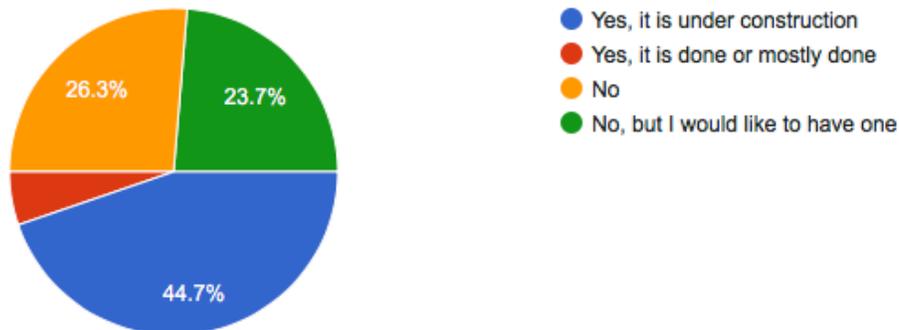
This question sought to determine the club's future membership attrition level. It shows that 11 people expect to not be members over the next 5 years growing to 17 over 7 years. That's a little more than 2 people per year. Our current newcomer intake rate matches or exceeds this attrition rate indicating that aggressive recruiting is not needed at this time. A cursory analysis indicates that this attrition isn't all from the above 70 age demographic. A deeper analysis is required.

Action:

- Monitor the club's expected attrition annually through survey
- No immediate action required
- Maintain a welcoming and effective orientation program to maximize newcomer conversion to full member
- Conduct a deeper analysis to better understand any impacts of this attrition

39. Do you have a home layout?

38 responses



HOTRAK Plan theme: Membership experience

Analysis:

Almost 45% of respondents have a home layout under construction while 23% don't but would like to have one. This is another area to encourage members to get to know each other beyond an operating session and to help build knowledge and skill or just help a layout progress. With 50 members and a wealth of experience amongst the members, it seems a natural fit to connect people who can help with those that need help (if they want it).

Action:

- **Identify members who have layouts**
- **Consider a members' layout tour for those who can help to determine what is needed and how they could help**
- **Identify who has what expertise in the club**
- **Determine which members want assistance in what areas**
- **Match expertise to need through an informal, irregular version of the Tuesday gang possibly**

40. Feel free to express any commentary about the club

14 responses

HOTRAK Plan theme: Membership experience

Analysis:

14 respondents provided additional commentary about the club. Some of it identified further problem areas or areas for improvement, but many used this question to express their appreciation and gratitude for what the club offers and are very much enjoying their HOTRAK experiences. While we often focus on problem areas, we need to remember the good work done by all and the fun that is had.

Action:

- Communicate the positive comments to the membership at large**
- Review the commentary to identify new issues and initiatives**