

Editors' Association of Canada
Association canadienne des réviseurs

National Executive Council
Meeting Minutes
Sept 5, 2020

Zoom
Sept. 5, 2020



EDITORS
RÉVISEURS
CANADA

Contents

1. Call to order	4
2. Approval of agenda (Appendix A)	4
3. Introductions	4
4. Review of our roles (Appendix B)	5
a. Define roles in the meeting	5
b. Define director roles	5
c. How we vote and discuss—Roberts Rule of Order	5
d. Strategic plan + parking lot notion (Appendix C)	5
e. Policies and procedures: http://www.editors.ca/members/readup/constitution/index.html	5
f. Look at these docs for guidance	5
5. Budget update	6
a. New bookkeeping company	6
b. Government subsidies	6
6. Review of outstanding action items from previous meetings (Appendix D)	7
7. Update on any priority projects	7
a. ELAP	7
b. Insurance task force	8
c. Certification	8
d. Creation of equity and diversity advisory role	8
e. Vote on EDI task force Gael	9
8. Communications strategy (Appendix E)	9
9. Review of governance docs (Appendix F)	10

a.	Idea about new Robert’s Rules book	11
10.	OTTIAQ request for member discounts (Appendix G)	11
11.	Conference	12
12.	Branches and twigs	12
13.	Next meeting	12
a.	Q3 reports are due before this meeting	13
14.	Adjournment	13
	Appendix A—Agenda	14
	Appendix B—NEC Roles and Responsibilities	15
	Appendix C—Benefits of a Strategic Plan	26
	Appendix D—Action Items	27
	Appendix E—Communication Strategy	34
	Appendix F—ISO Commenting document	52
	Appendix G—OTTIAQ Request	53

PRESENT:

NATIONAL EXECUTIVE COMMITTEE

Heather Buzila	President
Breanne MacDonald	Vice-President
Gael Spivak	Past President
Michelle Waitzman	Treasurer
Janice Dyer	Secretary
Anne Godlewski	Director, Branches and Twigs
Sue Bowness	Director, Communications
Berna Ozunal	Director, Professional Standards
Anne Brennan	Director, Publications
Greg Ioannou	Director, Training and Development
Patricia MacDonald	Director, Volunteer Relations

OTHERS

Natasha Bood	Executive Director
Nicole Watkins Campbell	Recording Secretary

1. Call to order

Heather Buzila called the meeting to order at 2:04 p.m.

2. Approval of agenda (Appendix A)

MOVED BY Greg Ioannou

SECONDED BY Michelle Waitzman

that the agenda be approved.

Carried

3. Introductions

All members of NEC and the executive director and recording secretary introduced themselves. There are two new members.

4. Review of our roles (Appendix B)

- a. **Define roles in the meeting (president as chair, secretary, recording secretary, ED) (see define roles document from link in agenda)**
- b. **Define director role (including at this meeting) (high level) committee do the work, directors set direction.**
- c. **How we vote and discuss – Roberts Rule of Order**

A quick overview; the link in the agenda gives more details about the different roles. The President chairs meetings and manages discussion. She asked that people put their name in the Zoom chat to request a chance to speak to help ensure that everyone who wants to speak has that chance. In a tie vote, the chair gets an extra vote. The Executive Director attends meetings but has no vote. The recording secretary has no voice or vote. The Secretary tracks motions and votes and updates NEC documents on the Google drive.

Committees do the work of the organization; NEC sets direction only. Directors don't do work of committees you oversee.

NEC votes following Robert's Rules of Order for voting procedure: A motion is created and seconded, and NEC votes.

- d. **Strategic plan + parking lot notion (Appendix C)**

NEC follows a strategic plan, which is just about out of date. There is no money to do another one. The plan was discussed extensively, so we follow it and let it guide discussions. NEC can put the plan aside to follow an important discussion.

- e. **Policies and procedures:**

<http://www.editors.ca/members/readup/constitution/index.html>

The President reminded new directors that policies about privacy, consultation and confidentiality are among the most important for NEC directors. NEC holds no *in camera* votes.

- f. **Look at these documents for guidance**

NEC directors should be looking at all these documents for guidance, not to support viewpoints. We look to see what the documents say and form opinions based on that.

5. Budget update

a. New bookkeeping company

Michelle Waitzman reported that Editors Canada is still transitioning from the previous bookkeeper to the new bookkeeping firm, Young and Associates. This firm specializes in providing accounting services to not-for-profit arts organizations; its principal, Heather Young, has written a book on finance for arts organizations. They will update and simplify the Association's financial systems, including moving to online services. The previous bookkeeper wasn't able to finalize the Q 2 books, so we will have to have those later.

b. Government subsidies

Editors Canada was applying for the wage subsidy during the months when the loss of conference income affected the Association's year-to-year budgets. We haven't recently applied because it likely no longer qualifies. However, the Association can apply retroactively.

The NEC discussed the financial situation. Highlights follow:

- The government recently made the wage subsidy easier to apply for; we might still be eligible.
- Editors Canada now has \$75,000 in the bank. We would normally be around \$95,000. The audit cost \$22,000, and we have paid out any refundable conference costs, but we seem to be relatively even with normal. Memberships are down, but not seriously so.
- The new bookkeeper will be up and running before long. Editors Canada is still working out how much time we will need from Young and Associates. Using their services should cost less per week than the previous bookkeeper cost. The Association is getting a quote based on a trial period to the end of December. Then we can estimate the costs for a year.
- The finance group will meet to plan the coming year's budget after the planning meeting. Michelle Waitzman said that once we have wish lists from branches, twigs, and committees, we can start talking about next year's budget. By then, we should have some financial info from Young and Associates. Then we'll know if 2020 will be a normal financial period.
- Editors Canada has signing officers for branches and twigs. Once we sign an agreement with Young and Associates, we will let branches and twigs know about the new firm.

Action

Michelle Waitzman to contact Anne Godlewski when the agreement with Young and Associates is signed so that Anne can let branches and twigs know. Sept 5, 2020

6. Outstanding action items from previous meetings (Appendix D)

Contacting Centennial and Humber colleges: both said to call back in September.

Career Pathways Infographic to members: This was John Yip-Chuck's idea. It was about printing the infographic on a banner for the conference. It might be more a comms item. Heather Buzila suggested Editors Canada might still be able to use it for a virtual conference. CHANGE this item to Heather Buzila. Will check to see if Michelle Ou has looked at it.

Video volunteer for student affiliate video. Patricia MacDonald has taken this over from Heather Ross. It's not done yet—It's about videos in general, but we're having people to do them. We'll do a separate action item for getting a volunteer to coordinate videos in general.

Action

Patricia MacDonald to put out a call for a volunteer to work on videos. Sept 5, 2020

Contacting Sandra and Sophie about French part of website. Suzanne Bowness will do that. Getting a Heritage Canada grant may affect this because it will allow Editors Canada to hire a francophone employee. We sent revised budget a couple of weeks ago; it looks like we'll get something. We will hear at the end of this month.

Greg Ioannou looking into creating a document resource for using Acrobat to sign documents. Done. No longer needed.

Gael Spivak suggested adding meeting information to action items so NEC can look back at previous minutes to better understand what why the AI was needed. This will be done.

Insurance task force to get info on how, what, when, why on defined insurance. Patricia MacDonald is doing this.

7. Update on any priority projects**a. ELAP**

Anne Brennan found the contracts for the designer and interns who were paid to do work. It was extremely well organized. Anne will get in touch with Jessica for an update. It will be a priority to get the first volume done for the coming quarter.

b. Insurance task force

The turnover of information from one insurance task force chair to another was slow. Patricia MacDonald will check in with them and report on progress.

c. Certification

Berna Ozunal reported that the stylistic editing certification exam is being pilot tested by volunteers the weekend of Sept. 12-13, saying “The Committee is ridiculously amazing.” They need 10 people to sign up by October or will cancel for this year. Some people might have trouble finding a spot to write the exams because libraries are still closed in some places. Editors Canada might have to allow exam sitters to write in the home office of their invigilator.

The Foundations exam is in progress: a launch date is coming, but the committee is already populating their question bank for it.

Heather Buzila reported that Sylvie Collin is trying to organize another francophone mini-conference. Gael, Berna, and Heather Buzila will talk with Sylvie about what could happen in future with agrément, including bringing it back to Editors Canada by negotiating to meet their needs and the Association’s. Either that or SQRP might take over francophone exams and Editors Canada to partner with them to run the agrément exam.

Natasha Bood reported that there is a fee to maintain Editors Canada credentials, but the fee hasn’t been charged this year. The committee is looking into it.

d. Creation of equity and diversity advisory role

Editors Canada should have a national position of Equity, Diversity and Inclusion Advisor; NEC should not wait for a task force to recommend this role. Coincidentally, a student affiliate member has expressed interest in a role like this, and has the needed skills and hands-on experience with this type of work.

MOVED BY Gael Spivak

SECONDED BY Greg Ioannou

that NEC create an equity and diversity advisory position.

Discussion: Guidelines about what this role addresses would be similar to what the francophone advisor does. The advisor would advise NEC, which would make any decisions; this role would not have the authority of, for example, the mediator role.

The francophone advisor is a national position—it reports to an NEC member, like the president from a francophone perspective on relevant situations. The diversity advisor should probably report to the past president. This role will be separate from the task force, which might recommend more aspects of the advisor role.

If a situation called for a mediator, Editors Canada could bring that expertise in.

Carried

Action

Gael Spivak and Patricia MacDonald to draft a description of the role of the Equity and Diversity Advisor.

MOVED BY Gael Spivak

SECONDED BY Patricia MacDonald

that NEC appoint Adebe DeRango-Adem as Equity and Diversity Advisor.

Discussion: This is a two-year appointment.

Carried

e. Vote on EDI task force

Fazeela Jiwa recommended at a 2018 meeting that Editors Canada have a statement on equity and diversity. Members approved the statement at the 2019 AGM, and it was posted to the website. Fazeela wanted to work on implementing it but couldn't at the time. While Gael Spivak was talking to people about the statement, Fazeela independently put together a committee. NEC needs to formalize the work Fazeela and her team are doing. We want members to know they can contact Fazeela as chair of that task force.

MOVED BY Gael Spivak

SECONDED BY Patricia MacDonald

that the NEC create an Equity, Diversity and Inclusivity task force with Fazeela Jiwa as chair.

Carried

Action

Gael Spivak to create an equity, diversity and inclusivity task force brief.

8. Communications strategy (Appendix E)

Suzanne Bowness reported that she has been meeting with previous communications directors and other committee chairs and others volunteering for the Marketing Communications Committee to figure out what is realistic for this year's communication strategy. One focus will be about social media campaigns. Communications committee chair Myingthungo Shitio has the skills to do this work. A social media campaign would focus on the larger priority of getting and keeping members. Mying is a student and could guide on what students want. They will look into lapsed members; it might be easier to bring them back than to attract new members.

Other projects in the works are a member survey. Suzanne Bowness will meet with communication volunteers soon to get their input on strategy, especially to ask them about reports needed and budget.

The committee is losing volunteers. Sue is trying to contact and re-engage them.

Discussion: There's a lot more to do than attracting and retaining members. For example, publications need marketing and Editors Canada should be communicating and marketing what benefits editors can bring to employers and industry. This is a good way to attract editors to the association. Mying is enthusiastic about this.

Action

Suzanne Bowness and Anne Brennan to talk about marketing of handbook.

Greg Ioannou reported that during lockdown, would-be authors made time to focus on writing, and as a result every editor who now works with self-published writers is struggling with workload, but none of the work is coming through Editors Canada. The Association needs to do some work in this area.

Action

Suzanne Bowness to connect with chair of career builder committee about marketing and outreach.

Sue Bowness asked about marketing budget and how it is planned.

Michelle Waitzman reported that there is a budget of about \$5000 for marketing in addition to the conference marketing budget. This year the conference marketing budget was clawed back after the conference was cancelled.

As a nonprofit, Editors Canada has access to \$10,000 in Google ad money, and should budget how to use it.

Action

Suzanne Bowness to look into free Google advertising and boost on social media.

The communications strategy should include something about how directors should respond to posts on social media. Do they go to Michelle Ou? This is answered on page 9 of the strategy, under Risk Management.

9. Review of governance docs (Appendix F)

Gael Spivak reported that Editors Canada has 15 to 20 sets of policies and guidelines: some that members approve, some just for NEC approval. These are supposed to be reviewed every five years, and they haven't been. Gael has been tracking changes to the policies, but proposes a wholesale review. She recommended telling members that the association wants to do this and asking that they provide input by mid-December. Proposed changes could be voted on at the next AGM. She proposed using the template International Standards Organization (ISO) uses, Appendix F.

Discussion:

It's a good idea, and has been good for some time. Timeline and process seem reasonable.

Michelle Waitzman reported that Editors Canada has no financial policy; Anne Curry had a sample financial policy from another organization. Maybe part of the review project should be to determine whether other policies are needed.

In the ISO policy, how to propose what is missing. The first column of the template is for a member's name. Gael will make sure that the ISO template is clearer to Editors Canada members.

Action

Michelle Waitzman to circulate sample financial policy to NEC members.

MOVED BY Heather Buzila

SECONDED BY Suzanne Bowness

that NEC begin to review Editors Canada policy and procedures/guidelines, which will include a member consultation.

Discussion: This will be the first full overhaul. We rewrote the policies in 2014 to comply with changes in legislation. They should have been reviewed in 2019, but were not.

Carried

a. Idea about new Robert's Rules book

Gael Spivak reported that a new edition of Robert's Rules of Order is coming out in September. Only one Ottawa library has it, and it's almost impossible for NEC to have access to the latest version. Gael proposes becoming the NEC's parliamentarian as long as that edition is current. She would continue in the role until the edition changes, even if she steps down from NEC.

Discussion:

There is no online version. The publisher changes over time. Robert's Rules of Order is updated about every 10 years. There will be no overlap with Virginia St-Denis's role as AGM parliamentarian.

MOVED BY Greg Ioannou

SECONDED BY Patricia MacDonald

that Gael Spivak be appointed parliamentarian for the National Executive Council.

Carried

10. OTTIAQ request for member discounts—Appendix G

Natasha Bood reported that a request for a discount for OTTIAQ members came through the info email account; the requestor wanted the member rates for webinars. This organization is not part of the main umbrella translation association of Canada, CTTIC, that we already have a partnership with; we would have to create and negotiate a separate partnership agreement. There has been only one request from this organization.

We are not sure how many CTTIC members take advantage of the membership. It might be useful to discuss the idea with some Editors Canada members who are also translators. This is timely because we have new French webinars and might hold a French conference. Heather Buzila will discuss this with Sylvie Collin.

11. Conference

Heather Buzila reported that she has nearly 30 volunteers for the 2021 conference, but the existing contract with the Edmonton Westin is making planning difficult. For example, the hotel is reluctant to move the conference to 2022, and may be willing to lower minimum requirements, but this is still being negotiated. However, pandemic restrictions will likely still be in place, and people who attend an in-person conference would have to self-isolate in advance, which means that we would be unlikely to meet the necessary attendance numbers.

The committee wants to be able to plan a hybrid or online event. Heather has met with organizations that manage hybrid and online events, but the commitment to Westin has tied up money that would be needed to plan a different event. Proposed costs would be about \$24,000 for advice and running the event logistics. The hosting platform and Zoom streams for the online portion would be additional costs. Margins for a virtual event look good, but it's hard to know how it would work and cost, and Editors Canada may not have the experience needed to do it well without an agency. An online event without an in-person component might even make more money than an in-person conference would earn.

Discussion: The take-up on would-be conference sessions offered as webinars was very good and Editors Canada could be successful with an online conference. It would have to be as intense an experience as possible without a lot of concurrent events. If the conference focuses on sessions with a lot of crowd appeal, the conference would cost less and be easier to do. Expertise would be valuable for the group events—the reception and banquet. Proposals have been to have only three concurrent sessions, for example, one live and two virtual. However, until we hear from the Westin, we can't even negotiate. There will be a more concrete proposal for next meeting.

One platform that we looked into, PheedLoop, uses a credit system: once Editors Canada sets it up, they can do as many events a year as they want to; for example, Sylvie looking at something like this for francophone conference. This system allows for break-out sessions and private meetings. There are several excellent systems that might work.

Action

Anne Godlewski to investigate names of virtual event platforms and send them to Heather Buzila.

12. Branches and twigs

Anne Godlewski reported that she is talking with branches and twigs. Questions have been about G Suite, and holding an event with more than 100 people and charging for it.

13. **Next meeting**

September 27, 2020, 2 to 5 p.m. on Zoom

- a. **Q3 reports are due before this meeting**

14. **Adjournment**

MOVED BY Greg Ioannou

SECONDED BY Anne Brennan

that the meeting be adjourned.

Carried

Appendix A–Agenda

1. Call to order
1. Approval of agenda
1. Introductions
1. Review of our roles
1. Budget update
1. Review of outstanding action items from previous meetings: flagging things that still need to be done and assigning a due date
1. Update on any priority projects
1. Communications strategy
1. Review of governance docs
1. OTTIAQ request for member discounts
1. Conference
1. Branches and twigs
1. Next meeting: Sunday, September 27, 2:00 to 5:00 pm ET
1. Adjourn

Appendix B – NEC Roles and Responsibilities

National Executive Council Roles and Responsibilities

- 1. Effective date: January 2017**
- 2. Revised: April 2019**

About this document

The Editors' Association of Canada (Editors Canada) Bylaw No. 1 (2014) stipulates that the members elect directors to form a board of directors, and that the board is called the executive council. As stated in the Canada Not-for-profit Corporations Act (section 124), directors manage, or supervise the management of, the activities and affairs of the association.

The bylaw states that directors are elected for two-year terms. Directors are elected to be directors; they are not elected to fill particular positions. However, the nominating committee tries to ensure that there will be at least one person on the slate who is willing to serve in each position.

This document describes the collective and individual roles and responsibilities of executive council members.

In this document you will find

- role and responsibilities of the national executive council
- job descriptions for particular positions

Roles and responsibilities of the national executive council

The national executive council (NEC) provides leadership for the association. Its focus is on strategic planning and policy rather than administrative operations.

The NEC works cooperatively, and it respects, encourages and supports diverse views.

Collective responsibilities of the NEC include the following:

- developing and assessing strategic plans for the association
- ensuring the ethical, fiscal and legal accountability of the association
- developing, maintaining and supporting national policies
- promoting effective communication among the NEC, branches and members
- supporting and encouraging a team environment at the national office and the overall members-and-staff team approach to association work
- providing direction and support to national committees and staff

Members of the NEC are expected to do the following:

- develop the association's strategic plan and monitor progress on it
- make decisions in the best interests of the association and its members
- participate in NEC meetings and discussions (including exec-reads)
- respect the policies and procedures of the association
- vote on the annual operating budget
- prepare quarterly and annual reports
- fulfill the specific requirements of their position

Qualifications

Directors should have these qualifications.

- Be an Editors Canada **member**.
- Have **leadership qualities**, with a focus on people.
- Be able to do **strategic thinking**, which includes
 - understanding how the branches, twigs and committees work; and
 - helping them use tools to support their members, achieve their goals, take advantage of opportunities to increase membership and promote the association.
- Have a **holistic approach**: help branches, twigs and committees to work toward meeting the association's overall goals as well as focusing on particular tasks.
- Have good **communication** skills.
- Have **people skills** such as diplomacy, tact and negotiating skills.

Directors have the opportunity to

- support branches and twigs, as well as committees, in meeting their goals
- provide satisfying volunteer experiences for members
- develop future leaders with a commitment to Editors Canada
- improve communication between the members and the NEC

- contribute to a national executive that operates effectively

Job descriptions for particular positions

Each director is equal on the NEC. The president leads the group, chairs meetings and acts as a spokesperson for Editors Canada but the NEC runs cooperatively, with all directors having an equal voice.

Each director is accountable to other directors on the NEC and, ultimately, to Editors Canada members. The executive director is accountable to the NEC.

Directors have key relationships with a variety of members and staff, depending on their responsibilities. These can include

- other directors
- the executive director
- office staff
- committee chairs
- committee members
- individual members

The responsibilities outlined below are for guidance. They can (and do) sometimes shift to different directors, so that the NEC can be flexible (taking advantage of people’s experience or skills) and innovative (trying something new).

President

3. Mandate

In addition to having the general responsibilities of an NEC member, the president provides leadership and works to maintain harmony on the NEC and in the organization as a whole.

- The president (or delegate) acts as national spokesperson, within and outside the organization.
- Candidates for the position must have served at least one full one-year term on the NEC (in any position) in the preceding two years.

4. Responsibilities

Governance	<ul style="list-style-type: none"> • Monitors the NEC’s decisions and procedures for compliance with the association’s constitution and bylaws.
------------	--

	<ul style="list-style-type: none"> • Works to keep discussions on topic and focused on the organization's mission.
Relationships	<ul style="list-style-type: none"> • Responds to members' concerns. • Maintains contact with other groups and organizations. • Plays a prominent part in supporting fundraising activities. • Helps other directors who need assistance with their work.
Meetings	<ul style="list-style-type: none"> • Chairs NEC meetings, the annual general meeting (AGM) and any special meeting of the members. • Prepares agendas for NEC meetings with input from directors and the executive director. • Informs the branch chairs/twig coordinators of the cities in which the NEC quarterly meetings have been confirmed and requests that the branch/twig organize Friday night drinks and a Saturday night dinner where the NEC can meet with local members. • When appropriate, invites one or more committee or branch chairs (including student affiliates) to attend an NEC meeting. Members are welcome to sit in on NEC meetings, and can be given a voice at the meeting by NEC vote, where appropriate. They will be asked to step out of the meeting during any <i>in camera</i> discussions. • Writes a report on each NEC meeting for distribution to the membership within the following month.
Committees	<ul style="list-style-type: none"> • Chairs the human resources committee. • Chairs the President's Award selection committee. • Supports the awards committee. • Works with the external liaison committee.
HR	<ul style="list-style-type: none"> • Recognizes directors for their contributions to the NEC. • Orients the new president. • Recruits, hires, manages and evaluates the executive director, with the human resources committee.

Vice-president

5. Mandate

In addition to having the general responsibilities of an NEC member, the vice-president assists the president in coordinating the business and activities of the association and assumes the duties of the president if the latter is absent for any reason.

6. Responsibilities

Governance	<ul style="list-style-type: none"> • Learns the duties of the president in case the vice-president is obliged to fill in for the president.
Relationships	<ul style="list-style-type: none"> • Offers counsel and advice to the president.

	<ul style="list-style-type: none"> • Pursues partnerships with other organizations.
Meetings	<ul style="list-style-type: none"> • Assists the president in planning and running NEC meetings.
Committees	<ul style="list-style-type: none"> • Sits on the external liaison committee. • Sits on the human resources committee. • Supports the student relations committee. • May be asked to sit on or work with other committees, especially when schedules, geography or personal skills make it difficult for the president or a director to do so. • Compiles the annual report.
HR	<ul style="list-style-type: none"> • Orients the new vice-president. • Orients new NEC members.

Past president

7. Mandate

In addition to having the general responsibilities of an NEC member, the past president offers advice to the council.

8. Responsibilities

Relationships	<ul style="list-style-type: none"> • Provides support for the president and historical continuity for the council.
Committees	<ul style="list-style-type: none"> • Chairs the nominating committee to find new members of the NEC and new committee or task force chairs. • Chairs the external liaison committee. • Sits on the human resources committee.
HR	<ul style="list-style-type: none"> • Orients the new past president.

Secretary

9. Mandate

In addition to having the general responsibilities of an NEC member, the secretary is responsible for the records of the association.

10. Responsibilities

Governance	<ul style="list-style-type: none"> • Adjudicates on the eligibility of members to vote at membership meetings, such as the AGM and at a special meeting of members. • Is responsible for the Minute Book and the Corporate Seal (held at the national office) and maintains other NEC files online for directors to access.
------------	---

Relationships	<ul style="list-style-type: none"> • Works with the president and executive director to run meetings. • Responds to members who have questions about the AGM or any special meeting of members.
Meetings (members' meetings)	<ul style="list-style-type: none"> • Works with the office to notify members about membership meetings, such as the AGM (including proxy forms), and receives proxy forms from members. • Records (or vets the work of the person who records) the votes and minutes of the AGM and any other special meeting of members. • Sends the minutes of the AGM or any special meeting of the members to the office for posting on the website.
Meetings (NEC)	<ul style="list-style-type: none"> • Files documentation before each NEC meeting, so that directors can access it before and during each meeting (such as quarterly reports submitted by directors and committee chairs, background material, minutes). • Makes sure that there is quorum at NEC meetings. • In the absence of the president and vice-president, calls an NEC meeting to order and asks the NEC to select a chair pro tem. • Collect notes on online motions and their outcome and send that to the recording secretary to append to the minutes of the next NEC meeting. • Organizes votes via the NEC email list. <ul style="list-style-type: none"> • Ensures the wording of a motion puts it into the context of the discussion or situation being voted on. • Posts the agreed-upon wording. • Sets time for discussion, calls the vote and sets the time for the end of the vote. • Encourages all council members to vote. • Records the results online and keeps a record of the online votes. • Records (or vets the work of the person who records) the votes and minutes of NEC meetings. • Distributes the minutes of NEC meetings to NEC members.
Committees	<ul style="list-style-type: none"> • Supports the conference committee
HR	<ul style="list-style-type: none"> • Orients the new secretary

Treasurer

11.Mandate

In addition to having the general responsibilities of an NEC member, the treasurer is responsible for the association's financial strategy and current status and for preparing the annual budget and the annual audit with the executive director. The treasurer works closely with the executive director, who is responsible for day-to-day financial operations.

12. Responsibilities

Governance	<ul style="list-style-type: none"> ● Oversees all financial functions for the association. ● Verifies that the executive director and staff are managing within budget and are maintaining accounting records in keeping with current accounting practices for non-profit organizations ● Makes recommendations to the executive director and to the NEC for the financial probity and well-being of the association. ● Acts as a signing officer for the association when logistically feasible, or delegates this task to another NEC member. ● Makes sure branch chairs signing officers are in place (see the Branch Officers and Signing Officers Procedures). ● Verifies that accounting records and financial statements are maintained securely at the association's national office. ● In consultation with the executive director and branches/twigs, makes recommendations to the NEC about policy and practices relating to branch/twig finances. ● Look for appropriate people to work on grants and fundraising.
Relationships	<ul style="list-style-type: none"> ● Meets at least annually with the association's auditor. ● Maintains close relationships with the executive director and staff involved in financial affairs of the association.
Meetings	<ul style="list-style-type: none"> ● Presents the audited financial statements and a treasurer's report to the AGM and solicits a motion to accept the statements. ● Solicits a motion at the AGM to appoint the auditor for the next fiscal year.
Budget	<ul style="list-style-type: none"> ● Presents an up-to-date statement of income and expenditure at quarterly NEC meetings (and more often if required). ● Monitors the budget to verify that the association's revenues and expenditures are on target. ● Works with the executive director to prepare a draft budget for the upcoming fiscal year, taking into account any specific requests from committees. ● Leads discussions concerning the draft budget at the last NEC meeting of the fiscal year, incorporates any changes and ensures the final budget is made available to the NEC. ● Advises the NEC on policy and practices relating to national finances, including fiscal prudence, handling and investment of cash reserves, and preservation of adequate capital to maintain operations. ● Makes recommendations to the NEC about priorities for disbursing funds outside of the annual budget commitment.
Committees	<ul style="list-style-type: none"> ● Sits on the human resources committee.

HR	<ul style="list-style-type: none"> Orients the new treasurer (and, if required, a new executive director) in regard to financial affairs.
----	--

Regional directors of branches and twigs

13. Mandate

In addition to having the general responsibilities of an NEC member, regional directors of branches and twigs represent the interests of the branches and twigs in their regions and bring the perspective of those branches and twigs to the NEC.

Regional directors also bring the strategic direction of the association to the planning and activities of the branches and twigs that they represent and help those branches and twigs find their own place and direction within that framework.

14. Responsibilities

These are the kind of activities and initiatives that regional directors are well positioned to do. They should choose which activities to focus their efforts on, depending on the needs of the association and the region (and the branches and twigs in it) at the time.

Governance	<ul style="list-style-type: none"> Recognizes best practices and useful initiatives and shares these with the rest of the organization.
Relationships	<ul style="list-style-type: none"> Facilitates Editors Canada representation in national activities that are held within their regions (such as book and trade fairs, Word on the Street, and Freedom to Read Week). Arranges for branch and twig input or involvement in national initiatives. Encourages and participates in communication among NEC directors and committee chairs and the branch chairs and twig coordinators in their regions. Participates in conference planning discussions when the host branch is in the region for which the director is responsible.
Meetings	<ul style="list-style-type: none"> Attends branch or twig meetings, where possible. Reports to the NEC on branch and twig activities, concerns and successes for the branches within their portfolios. Reports to the NEC on issues that arise at the branch and/or twig level that may have consequences for other branches and/or twigs or for the national association. Discusses and votes on national issues considered by the NEC, examining those issues in the context of the whole association and bringing the perspective of the branches and twigs they represent to the NEC.
Committees	<ul style="list-style-type: none"> Communicates regularly with representatives from the branches and twigs in the region they represent, to remain informed about the

	<p>activities, concerns and successes of the branches and twigs within their portfolios and to effectively represent those interests to the NEC.</p> <ul style="list-style-type: none"> ● Monitors the activities of their branches and twigs and lends support as needed. ● Works with the branches and twigs to set goals and objectives. ● Notifies the appropriate branch or twig contact when local members are needed to sit on national committees. ● Raises awareness of Editors Canada’s online resources. ● Follows branch and twig activities on social media and helps publicize branch and twig activities, events, successes, etc. ● Branch in hiatus: <ul style="list-style-type: none"> ● The regional director should ask the office to forward the e-news update request to branch members so that they have a chance to share news and successes with the membership at large. ● If a branch has suspended, or is suspending activities (in hiatus), the regional director should ask the office to forward a message to that branch’s members to let them know that an NEC meeting is coming up and to invite them to submit any comments or questions that they would like their regional director to ask on their behalf.
--	--

Directors

15.Mandate

In addition to having the general responsibilities of an NEC member, directors represent the interests of a portfolio of committees and provide a voice on the NEC for the national-level committees they represent.

Directors bring the strategic direction and policies of the association to the work of the committees and help the committees find their own place and direction within that framework. Directors encourage their committees to also have long-range plans that will lend consistency to their work over time and as committee membership changes.

16.Responsibilities

Governance	<ul style="list-style-type: none"> ● Discusses and votes on national issues considered by the NEC, examining those issues in the context of the whole association and bringing the perspective of the committees they represent to the NEC.
Relationships	<ul style="list-style-type: none"> ● Encourages and participates in communication among regional directors, committee chairs and branch chairs and twig coordinators.

Meetings	<ul style="list-style-type: none"> • Presents quarterly reports from their designated group of national committees to the NEC and voice the interests of those committees to the NEC.
Committees	<ul style="list-style-type: none"> • Communicates regularly with the chairs of the committees they represent to remain informed about the activities, concerns and successes of the committees within their portfolios, and to effectively represent those interests to the NEC. • Monitors the activities of their committees and lend support as needed. • Works with the committees to set goals and objectives in line with the strategic plan, and to develop annual action plans to meet those objectives. • Liaises with committees and the executive director as required. • Reports to the chairs of the committees they represent regarding NEC discussions. • Reports to the NEC on issues that arise at the committee level that may have consequences for other committees or for the association.

Executive director

17.Mandate

The executive director is a paid staff member who is an ex officio, non-voting member of the NEC. The executive director participates in NEC discussions and strategic planning, advises on operational matters, and raises and responds to governance and policy issues, but does not vote in NEC decisions.

The executive director is responsible for day-to-day work involving

- managing and administering the association,
- hiring and supervising other employees, and
- implementing and managing national projects in support of national committee work.

18.Responsibilities

The details of the executive director’s work are in the position’s official job description. This is an overview of that work with respect to the NEC.

Governance	<ul style="list-style-type: none"> • Respects the strategic guidance role of the directors. • Respects that the organization is member-run.
Relationships	<ul style="list-style-type: none"> • Maintains good relationships with members and volunteers.
Meetings	<ul style="list-style-type: none"> • Arranges accommodations and meeting rooms for quarterly meetings. • Works with the secretary and president to arrange the AGM. • Coordinates the reports that chairs and directors prepare for the quarterly meetings.

Committees	<ul style="list-style-type: none"> ● Advises the directors and national committee chairs as they draft committee action plans, budgets and schedules. ● Tracks the activities of committees and lends practical and moral support as needed. ● Assigns some committee support activities to other national office staff as appropriate and supervises that work. ● Maintains close contact with the directors and the committee chairs throughout the implementation of committee action plans.
HR	<ul style="list-style-type: none"> ● Supervises staff at the national office.

Appendix C— Benefits of a Strategic Plan

Benefits of a strategic plan

A strategic plan helps an organization stay focused on agreed-upon goals.

- The strategic priorities tell us where to focus.
- The outcomes tell us what we expect to see happen.
- The actions tell us how to get there.

These plans are usually prepared by a trained facilitator. A skilled facilitator makes sure that the typical steps in creating a strategic plan are followed. They also make sure that no one point of view gains control of the discussion.

Most strategic planning works on a three-year cycle (to keep up to date with social and technological change) but due to the expense, Editors Canada is on a five-year cycle.

A good methodology will include gaining as much input as possible before and at the planning session, while still having a manageable amount of information and a manageable number of participants. This means

- interviewing people who represent diversity across the association: different locations, languages, length of membership and status (member or affiliate);
- inviting some local members to attend the planning session, also selected for the diversity they represent; and
- including the entire national executive council and the executive director in the planning session.

Appendix D—Action Items

Action Items, Current

	Action Item	Person (s) Responsible	Status
1.	Berna Ozunal to talk with Anne Brennan about student critique of ELAP.	Berna Ozunal	In progress.
2.	Anne Brennan to set up Zoom meeting with Breanne MacDonald and Greg Ioannou to talk about distributing ELAP as an ebook.	Anne Brennan	On hold.
3.	Greg Ioannou to approach Centennial and Humber colleges about partnering with Editors Canada for their students.	Greg Ioannou	In progress. Will continue in September.
4.	Janice Dyer to check minutes for motion on changing schools interested in partnerships with Editors Canada.	Janice Dyer	In progress
5.	Michelle Waitzman to email branches about importance of collecting HST.	Michelle Waitzman	Waiting on transition to new bookkeepers to get input from them re rules.

Action Items, Past Meetings

	Action Item	Person (s) Responsible	Previous Status	New Status
6.	Heather Buzila to schedule Zoom meeting with Sylvie Collins and Gail Spivak on SQRP.	Heather Buzila	Emailed in June, and Sylvie hadn't heard anything new but is going to reach out to the SQRP. Will schedule meeting later in the summer.	In progress; will touch base with Sylvie again in September
7.	Anne to communicate with Michelle Ou on the files for <i>Editing Canadian English</i> and <i>Editorial Niches</i> .	Anne Brennan	Anne has emailed Michelle about the <i>Editorial Niches</i>	In progress

			files. The <i>ECE</i> files are safe on Egnyte.	
8.	Anne Brennan to talk to Gael Spivak on how new plain language standard might tie into a handbook.	Anne Brennan		In progress
9.	Breanne MacDonald to look into website with Michelle Ou this summer.	Breanne MacDonald		In progress
10.	Michelle Waitzman to put together a package of financial information for branches and twigs.	Michelle Waitzman	In progress.	In progress. Will provide half-year update when available.
11.	Michelle Waitzman to contact Anne Godlewski to let them know they can share financial info package with the twigs and branches.	Michelle Waitzman	In progress.	In progress See above
12.	Heather Buzila to talk with ED to ask for year-to-date statements.	Heather Buzila		In progress (Natasha, is this done?)
13.	Heather Buzila to connect the student relations committee and the Calgary Twig to look into speaking at Mount Royal College.	Heather Buzila	Emailed both parties to connect them but didn't hear back	N/A No further progress, so I think we can delete this one
14.	Anne Brennan to follow up with Jessica Riches to find out when publication of chapbook will occur.	Anne Brennan	Paula Chiarcos and Jessica Riches have a draft copy of the MarComm strategy and are updating it before implementation.	Published.
15.	Janice Dyer to deal with mentorship issues as follows: change the communications (that is, separate call for mentees from call for mentors)	Janice Dyer		In progress

	clarify the requirements for mentees consistent (members/student affiliates) find proposal from Carolyn Brown, examine it to see if changes necessary, and if so, bring a recommendation for changes to the NEC for review			
16.	Anne Brennan to follow up with Paula Chiarcos on status of From Contact to Contract.	Anne Brennan	Anne has a call scheduled with Paula to discuss this.	Published.
17.	Natasha Bood will talk to Michelle Ou about sending in-house job ads to the geographically pertinent branch/twig administrators directly (through Drupal), and to have Caitlin Stewart do this on an individual basis in the interim.	Natasha Bood Michelle Ou	Change to volunteer under Patricia MacDonald Should switch to Heather Ross	Complete.
18.	NEC directors to record actions completed on the rethink document.	NEC directors	Ongoing	Ongoing
19.	Heather Buzila to provide interim reports on the rethink document and what has been done and by whom to the regional representatives.	Heather Buzila	In progress	Ongoing
20.	Heather Buzila to keep track of actions that have been taken on the Rethink document and by whom and present the results to the membership at the AGM.	Heather Buzila	In progress	Ongoing
21.	Anne Brennan to investigate the distribution plan for ELAP including the possibility of using UBC (who distribute ECE 3).	Anne Brennan	In progress	In progress
22.	Natasha Bood, Breanne MacDonald, and Heather Ross to talk about getting the "Pathways to Success" infographic out to members. CHANGED to Heather Buzila	Heather Buzila	in progress. Michelle Ou asked for input	

23.	Gael Spivak to look for past archives (ask Ruth Pincoe about the ones stored at McMaster University; ask Lee d'Anjou about the list of early motions) and to search for editors who are also indexers and who might be willing to index the minutes.	Gael Spivak	in progress Received the past AGM minutes (and Michelle Ou put them on the website) and Gael found an indexer. Checked in with her March 8/20 and she now has time to start the project. We originally wanted to index the NEC minutes but that seems out of reach now.	In progress (this will take a long time; almost 30 years of minutes) The indexer has confirmed she has started work.
24.	Greg Ioannou to negotiate a partnership agreement with the Editorial Arts Academy.	Greg Ioannou	in progress	In progress
25.	Greg Ioannou and Gael Spivak to look into Heritage Canada grants again.	Greg Ioannou Gael Spivak	in progress	In progress: reapplied July 2020
26.	Natasha Bood to find out the host responsibilities in hosting a conference and talk to local twig about it.	Natasha Bood	in progress Spoke with Breanne M. regarding host responsibilities. Will talk to local twig at a later date.	In progress New director to follow up.
27.	Heather Ross to ask member services chair to put a call out video volunteer for student affiliation video. CHANGED TO Patricia MacDonald	Patricia MacDonald	in progress. Video is close to completion; currently with a volunteer to fix two small issues.	In progress. Needs to be translated.
28.	Anne Brennan to work with Greg Ioannou to help the ELAP with watermarks and production.	Anne Brennan Greg Ioannou	In progress Jessica Riches is meeting with a member of Greg's team.	Greg's employee is no longer available. Anne and Jessica can

				handle this on their own.
29.	Sue Bowness to contact Sandra Gravel and Sophie Pallota about working on the French part of the website.	Sue Bowness	in progress Still on to do list to contact Sophie Pallota	In progress
30.	Greg Ioannou to ask Tamra Ross about having the student affiliate status on the ODE and also to change the Aboriginal to Indigenous.	Greg Ioannou	in progress	ON HOLD
31.	Insurance Task Force to get information about how/what/when/why to find insurance (errors and omissions and home-based business).	Insurance Task Force	in progress Heather Ross	In progress

Action Items, On Hold

	Action Item	Person (s) Responsible	Status
32.	Natasha Bood to give more detailed financial reports to the NEC directors quarterly.	Natasha Bood	On hold until new bookkeeper begins
33.	Natasha Bood to develop "Member since XXXX" badges for each year that the organization has existed so that members can self-select their own.	Natasha Bood	on hold Very low on the priority list.
34.	Natasha Bood to look into the possibility of partnering with a French dictionary.	Natasha Bood	on hold until English dictionary is published/launched
35.	Patricia MacDonald and Natasha Bood to talk about the volunteer directory.	Patricia MacDonald Natasha Bood	Volunteer spreadsheet being developed instead
36.	Natasha Bood to investigate the possibility of a mini-conference put on by branches and twigs, supported by national office.	Natasha Bood	on hold

37.	NEC to review each year the list of possible trademarks to apply for.	NEC	on hold until March, 2020
38.	Gael Spivak and Natasha Bood to work on a governance poster to show incoming branch and twig coordinators what their responsibilities are and how communications work among various parts of the organization (on hold until more time).	Gael Spivak Natasha Bood	on hold John Y started; too many other priorities
39.	Natasha Bood to discuss the status of the Editors Nova Scotia non-members mailing list with Michelle Ou, and to possibly release it to Editors Nova Scotia.	Natasha Bood	on hold until Member 365 sorted out part of a larger issue to do with the membership data base
40.	Natasha Bood to talk to Editors Toronto about partnering on professional development events.	Natasha Bood	on hold
41.	Sue Bowness to develop and test some calls to action and taglines for the dictionary project.	Sue Bowness	on hold until dictionary project is up and running again
42.	Sue Bowness to connect with the publication chair about marketing and communications for future chapbooks.	Sue Bowness	on hold until further chapbooks in progress
43.	NEC to review the idea of a 10% discount for a two-year renewal after reviewing the relevant discussion in minutes of 2019 Q1, March.	NEC Directors	on hold
44.	Heather Buzila to contact Michelle Ou about setting up a new email address so that Editors Québec can gradually stop using the email address from QAC.	Heather Buzila	on hold Sylvie Collin wants to discuss this with her branch exec first. June 17: Still nothing from Sylvie
45.	Editors Canada president to contact presidents of organizations with whom Editors Canada has partnerships.	Heather Buzila	on hold until new president takes office
46.	Gael Spivak to look at the revision of Branch and Twig policies and procedures with respect to changing the time of year that they are required to hold their AGM.	Gael Spivak	on hold until examination of all policies and procedures for revision

47.	Greg Ioannou to contact Tamra Ross about Drupal and our website.	Greg Ioannou	On hold. It will have budget impact.
48.	Michelle Waitzman to talk to Breanne MacDonald (conference chair) and Heather Ross to discuss including membership fees at the conference.	Michelle Waitzman Heather Ross	on hold until Conference 2021 Not being pursued this year. Heather R investigating several options.

Action items, Done

49.	Directors in charge of task forces to email list of leaders to Natasha Bood.	NEC Directors	DONE (Patricia sent list to Natasha)
50.	Heather Buzila to talk with Natasha Bood about why to use Google Drive and how to move forward.	Heather Buzila	DONE
51.	Berna Ozunal to let CSC know that because the vote for online proctoring has passed, the committee should no longer book in-person exams.	Berna Ozunal	DONE
52.	Heather Buzila to set up discussion for meeting timing and format.	Heather Buzila	DONE
53.	Lucy White to find contract with Captus and termination letter.	Executive Director	DONE
54.	Natasha Bood to direct the national office to let branch and twig administrators know about lapsed members.	Natasha Bood	DONE
55.	Anne Brennan to find the contract for the design and production for ELAP.	Anne Brennan	DONE
56.	Natasha Bood to check that the organization has the highest level of access and can't be locked out of Sync.	Natasha Bood	DONE
57.	Breanne MacDonald and Virginia St-Denis to work on sorting out access to organization-wide Google Drive.	Breanne MacDonald Virginia St-Denis	DONE
58.	Patricia MacDonald to check in with the Improving Access to Member Services on their progress and specifically about their idea of a virtual meeting group.	Patricia MacDonald	DONE. Group has started. WOOT!!!

59.	NEC directors to create a standards committee with the mandate to continually monitor the editing environment for new and revised standards and update the current standards accordingly.	Berna Ozunal	DONE
60.	Greg Ioannou to check on getting French onto the webinars subsite.	Greg Ioannou	DONE
61.	Greg Ioannou and Berna Ozunal to form a subcommittee (with Natasha Bood) to discuss building upon the webinar program (and to communicate with relevant branches and twigs in the process).	Greg Ioannou	DONE
62.	Sue Bowness and Michelle Ou to use information about benefits in social media drives.	Sue Bowness Michelle Ou	DONE
63.	Michelle Waitzman and Natasha Bood to pursue ideas from the accountant about keeping office expenses down.	Michelle Waitzman Natasha Bood	DONE

Appendix E—Communication Strategy

Editors' Association of Canada National Communications Strategy 2017–2021

Document Version:	2_F_Comms Strategy-EditorsCanada
Modification Date:	November 17, 2017
Document Status:	Final



Contents

Purpose	35
Challenges	35
Opportunities	35
Process	36
Communications plan	37
Our audience	38
Our message	39
Our resources	39
Team	39
Budget	39
Our timeline	40
Additional strategies	40
Evaluating success	40
Surveys	40
Other metrics	40
Risk management	40
Appendix A: National Communications Plan 2017	43
Appendix B: Communications plan template (for projects)	47
Appendix C: Strengths, weaknesses, opportunities, and threats chart	48
Appendix D: Communications priorities for 2017 and 2018	49
Appendix E: Corporate Communications Calendar	50

Purpose

This communications strategy sets a course for Editors' Association of Canada (Editors Canada) to achieve its strategic priority of **effective and cohesive marketing and communications**. This priority supports Editors Canada's other four priorities: represent Canada's editors, be bilingual and diverse, be innovative and agile, and increase and engage membership. Clear and effective communications will help us to ensure stability of Editors Canada, contribute to member recruitment and retention, and increase sales from our revenue-generating products and services.

Challenges

The biggest challenge we face as an organization is **maintaining and increasing membership**, despite our best efforts to deliver and promote our programs and services. This is likely due to several factors, including our limited resources (financial and staff) and our vulnerability to downturns in the economy that directly affect the writing, editing, and translation industries.

We are also a member-run organization, and although we have many dedicated volunteers who develop and deliver programs on behalf of Editors Canada, it is difficult to keep up with the communications and marketing demands for all that we do.

The **solution is to focus** on priorities and on our target audience.

Opportunities

As a member-run association with volunteers across the country, and with staff at the national office in Toronto, there are many communications activities that we do really well.

- We offer regular, ongoing communications to members.
- We have a new, fresh identity and brand.
- We have unlimited new ideas for promoting Editors Canada.
- We have a communications structure in place: staff, director, and committee of volunteers.

This opens the door for the following opportunities:

- We can better focus the work of staff and volunteers.
- We can improve communications with branches and twigs (which interact with members).
- We can better target our audience: members, volunteers, employers, partners, and the public.

However, we struggle in the following ways:

- We have difficulty focusing on our priorities.
- We are perfectionists when it comes to processes and messages.
- We have difficulty retaining and growing our membership.

This leaves us vulnerable in the following ways:

- We could lose more members.
- We could lose key staff and volunteers.
- We could be affected by external forces, such as changes in the economy.
- We might have to cease to sell or discontinue the products and services that we've worked so hard to create.

See Appendix C for more details.

Process

This strategy aligns with the *Strategic Plan 2017–2021* and, therefore, outlines our communications priorities up to 2021. It also provides the rationale for the National Communications Plan (see Appendix A).

This strategy identifies our target audience, how we will measure our communications overall, and how to avoid risk. Much of the thinking behind this strategy happened in May 2017 during a one-day communications retreat in Ottawa with the senior communications manager from the national office and several national executive council (NEC) members.

Our most important communications activities will set the work plan for the senior communications manager, who will work with committees to develop a communications plan for important projects during the year. The goal is that after three years (by 2020), each committee will have cycled their projects through the national office and received assistance from the senior communications manager to develop a communications plans for their products and services (see template in Appendix B).

Committees will be asked to submit their top three communications needs to the national office in the annual work plan that they submit each September. The senior communications manager, with assistance from the treasurer and the communications director, will review and cost the items and add them to the annual National Communications Plan where possible (depending on resources).

In summary, our communications outputs are as follows:

- Communications Strategy 2017–2021 (updated every five years with the *Strategic Plan*)
- National Communications Plan (updated annually)
- individual project communications plans (created over a three-year cycle and updated annually by committees)

Communications plan

The National Communications Plan includes our communications priorities (goals and outcomes) and how we plan to achieve them (activities and outputs) to meet Editors Canada’s *Strategic Plan* priority of ***effective and cohesive marketing and communications***.

Here are the communications priorities for each audience segment:

Membership (general)	Membership (volunteers)	Employers	Partners	Public
<p>Clearly and consistently communicate our association news and member benefits.</p> <p>Expand outreach to student affiliates about the benefits and services available to them and how to start a career in editing. (SP)</p> <p>Reinforce how Editors Canada is a national, bilingual association, and expand outreach to francophone members. (SP)</p>	<p>Clearly communicate volunteer opportunities and the link to professional development.</p> <p>Improve volunteer recognition/ experience. (SP)</p> <p>Strengthen the NEC to provide good leadership.</p> <p>Provide better communications support to branches and twigs. (SP)</p>	<p>Increase awareness among private- and public-sector employers about the important role of editors.</p> <p>Work on getting publishing programs and others, such as governments, to adopt our publications and training. (SP)</p>	<p>Continue our momentum in communications with partnering organizations. (SP)</p> <p>Expand international outreach (SP) with editing societies in the US, the UK, and Australia.</p>	<p>Be the voice of Canadian editors.</p> <p>Portray a modern, professional image.</p> <p>Promote our products and services.</p>

Legend: (SP) indicates that the item is specifically listed in the *Strategic Plan 2017–2021*.

See Appendix A for the detailed National Communications Plan 2017.

See Appendix D for a list of communications priorities for 2017 and 2018.

Our audience

Here is our target audience and a snapshot of their demographics.

Who is our <i>internal</i> audience?		Who is our <i>external</i> audience?		
Membership (general)	Membership (volunteers)	Employers	Partners	Public
How do we reach them?				
<ul style="list-style-type: none"> - Website, blog - In-person (conference, branch or twig) - Mail - Email - Social media - <i>Active Voice</i> 	<ul style="list-style-type: none"> - In-person (conference, branch or twig) - Email - Social media 	<ul style="list-style-type: none"> - Website - Mail - Email - Social media - Events 	<ul style="list-style-type: none"> - Website - Email - Social media - Events - Sponsorship 	<ul style="list-style-type: none"> - Website, blog - Google AdWords - Social media - Brochures, posters - Lobbying - Events and presentations
Where are they located?				
<i>Canada</i> <ul style="list-style-type: none"> - Urban areas - Remote areas <i>International*</i> <ul style="list-style-type: none"> - US, Australia, France, and UK 	<i>Canada</i> <ul style="list-style-type: none"> - Urban areas - Remote areas 	<i>Canada</i> <ul style="list-style-type: none"> - Urban areas <i>International</i> <ul style="list-style-type: none"> - TBD 	<i>Canada</i> <ul style="list-style-type: none"> - Urban areas <i>International*</i> <ul style="list-style-type: none"> - US, UK, Australia 	<i>Canada</i> <ul style="list-style-type: none"> - Urban areas - Remote areas <i>International</i> <ul style="list-style-type: none"> - TBD
What are their demographics?				
<ul style="list-style-type: none"> - People with a university degree or more - All ages - Working in communications or related field, in-house or freelance - Average salary \$40K to \$80K Students <ul style="list-style-type: none"> - Taking an arts degree, average age 22 years old - Taking an editing certificate, all ages 	<ul style="list-style-type: none"> - People with a university degree or more - All ages - Working in communications or related field, in-house or freelance - Average salary \$40K to \$80K Students <ul style="list-style-type: none"> - Taking an arts degree, average age 22 years old - Taking an editing certificate, all ages 	Human resources managers and communications managers at <ul style="list-style-type: none"> - Federal gov't - Provincial gov'ts - Advertising firms - Publishers - Magazines - Newspapers - Corporations - Not-for-profit orgs - Writers - Self-publishers 	Writing, editing, and translation associations in Canada and abroad Companies or organizations who want to sponsor our events/awards	<ul style="list-style-type: none"> - People with a university degree or more - All ages - Working in communications or related field, in-house or freelance - Considering a career change - Desired salary \$40K to \$80K Students <ul style="list-style-type: none"> - Taking an arts degree, average age 22 years old - Taking an editing certificate, all ages
What motivates them?				
<ul style="list-style-type: none"> - Reading, writing, and learning - Feeling part of a network of other editors 	<ul style="list-style-type: none"> - Reading, writing, and learning - Feeling part of a network of other editors 	Companies that need fast, easy referrals for good editors	Looking to diversify the programs and services they offer to their membership, including	<ul style="list-style-type: none"> - Reading, writing and learning - Wanting to network with other editors

- Being a member, certified/ <i>agrément</i> - Finding work	- Seeking experience	Individuals who want high-quality, affordable editorial service	French-language online training	- Curious about editing, certification, or <i>agrément</i> - Finding work
--	----------------------	---	---------------------------------	--

* As of July 2017, our international membership comprised 2 members in Australia, 2 in France, 1 in India, 1 in Saudi Arabia, 1 in Switzerland, 2 in the UK, 1 in the United Arab Emirates, and 8 in the United States. A full listing of our international partnerships can be found at Editors Canada [member discounts](#).

Our message

Our main messages are as follows:

	Membership (general)	Membership (volunteer)	Employers	Partners	Public
Join us					✓
Renew your membership	✓				
Get involved	✓	✓			
Hire an editor	✓		✓	✓	✓
Train with us	✓		✓	✓	✓
Partner with us			✓	✓	
Get certified/tested	✓		✓	✓	✓
Buy our products (e.g., <i>ECE 3</i>)	✓		✓	✓	✓

In addition, our recent branding exercise has resulted in three main focus areas for how we present Editors Canada to members and non-members:

- market/jobs
- community/network
- best practices/training

Our resources

19. Team

Our communications team comprises staff and volunteers. Here is the current human resources structure contributing to communications at Editors Canada:

- executive director (staff)
- president (NEC)
- senior communications manager (staff)
- director of communications (NEC)
- other NEC members (with communications experience and input)
- chair, communications and marketing committee
- communications and marketing committee
- all other committees (committees to highlight their communications priority each September for the budget meeting, and then in quarterly reports)

20. Budget

The communications budget is approximately \$32K per year.

Our timeline

Our communications activities are diverse. We are constantly communicating with our membership, be it by direct emails or by updating the website or by promoting webinars and meetings. We also often react, as needed, to ad hoc requests from committees and to opportunities to share new, timely information with the membership.

By 2018, we plan to finish developing a corporate communications calendar that will show all of the different types of communications activities we do in a given year. Once the calendar is complete, we will add it to Appendix E of this strategy.

Additional strategies

21. Evaluating success

It is important to measure what we do so that we can learn from it; change our course of action, as needed; and meet the expectations of our membership.

Surveys

- Francophone member survey: 2018
- Atlantic member survey: 2019
- member retention: monthly
- webinar evaluations: monthly
- member survey: annual, based on a three-year cycle of questions
- exit survey: twice per year (automated schedule TBD once new association membership management software is in place)

Other metrics

- membership numbers: analysis of branch-to-branch and twig-to-twig numbers to identify regional successes or needs

- registrations (e.g., events, monthly branch/twig meetings, seminars, webinars)
- applications for association awards and scholarship
- growth of social media audience/network

22. Risk management

We will adhere to the following communications protocols to ensure that we offer a good service while avoiding risk:

- **Conduct executive reads:** We will follow an executive read process for communications destined for members or the public. This will ensure that a minimum of three directors always review the material in addition to the senior communications manager.
- **Offer bilingual services:** The national office and the national executive council will offer bilingual services to members, to the public, and to the media.
- **Communicate to members first:** We will ensure that we share important messages with our members first before we share the news publicly.
- **Retain control at the national office for privacy of complaints:** The national office will not distribute to members/committees/volunteers the name and contact information of any person who has contacted Editors Canada with regard to feedback, comments, or complaints.
- **Comply with CASL:** We will remain compliant with Canada's anti-spam legislation (CASL).
- **Train communications staff:** We will ensure that communications staff receive ongoing training on best practices in all aspects of communications.

What do we do if our communications strategy goes wrong?

If there is a communications crisis, we will do the following (as well as train staff and NEC on the following procedures):

1. A member, staff person, or director will bring the issue to the immediate attention of the senior communications manager.
2. The senior communications manager will immediately engage the executive director and the president on the issue, along with the appropriate director of the portfolio or the communications director, where relevant.
3. Staff will respond to the issue within one business day, in the appropriate official language.
4. If same-day media requests are needed (e.g., radio and television interviews), the executive director will act as spokesperson. If the executive director is not available, then the responsibility will follow this senior-officer order: president, vice president, director of relevant portfolio or communications director, senior communications manager.
5. The senior communications manager will assist in preparing written material and speaking points and arranging for emergency translation. The senior communications manager will keep a list of two translators to contact for emergency translation, to be updated twice a year.
6. In the event that the senior communications manager is not available, the executive director and the president (or the next available senior officer, as noted in item 4), will prepare the written and/or verbal response, with assistance, as needed, from other office staff.

What do we do in the event of key staff turnover?

We will minimize the impact of losing key staff by being proactive in the following ways:

1. Ensure well-organized paper and electronic filing at the office, with daily server backup.
2. Create a corporate communications calendar to show the schedule of all of our communications activities throughout the year.

What is the procedure for handling complaints?

This is the procedure for handling complaints:

1. Complaints will likely be received by the staff at the national office.
2. If a member (i.e., NEC or committee chair) becomes aware of the complaint, for example, on social media, then the member will forward the complaint to the office immediately.
3. Staff will reply to all complaints within one business day with a message that acknowledges receipt of the email/member forum post/social media post/letter, thanks the sender for sharing their comments or concerns with us, and commits to passing on the feedback to the relevant parties.
4. Staff will forward some or all of the comments to the appropriate parties, including directors; committee chairs; and, where appropriate, outside trainers/partners. Staff will remove the name and email address of the person who sent in the complaint. This way, all communications can be controlled and managed through the national office to ensure privacy of information, where relevant.
5. Staff will repeat the process if the person who complained continues to engage in the discussion with follow-up emails.
6. We will communicate with people in the official language of their choice.
7. Those who received the complaint (staff, members) can make a decision on whether the complaint has merit and warrants a change in a process, program, or service offered by Editors Canada.

Appendix A: National Communications Plan 2017

Goal—a high-level objective
Outcome—a high-level result of the goal (often unmeasurable)
Activity—a project that will achieve the goal
Output—a measurable result of the activity (a product or service)

(SP)—The item is specifically listed in the *Strategic Plan 2017–2021*.
(\$)—The item is revenue-generating.

MEMBERSHIP (GENERAL)

Goals	Outcomes	Activities	Outputs
Clearly and consistently communicate Editors Canada news and member benefits. Expand outreach to student affiliates about the benefits and services available to them and how to start a career in editing. (SP) Reinforce how Editors Canada is a national, bilingual association, and expand outreach to francophone members. (SP)	<ul style="list-style-type: none"> Members feel consulted on issues important to them. (SP) Members are well informed about Editors Canada. (SP) Members improve their editing expertise, professional networks, and career leads. Members have effective communications channels among themselves (SP) and feel part of a community. 	1. Regularly share national and branch/twig news with members.	National 1a. Weekly Facebook, Twitter, and LinkedIn posts 1b. Monthly e-news email 1c. Editors Weekly blog (via volunteers) 1d. NEC president’s quarterly summary email Branches/twigs 1e. Weekly social media messages to local members 1f. Monthly/quarterly email to members, including other types of communications (e.g., Zoom, Skype) 1g. National debrief at branch/twig meetings
		2. Create more engaging publications for members and student affiliates.	2a. <i>Active Voice</i> renewal 2b. Student affiliate brochure 2c. Call for nominations and results of the Claudette Upton Scholarship for students
		3. Create more French-language material for members.	3a. French brochure 3b. Two French posters 3c. Webinars
		4. Promote professional development opportunities.	4a. Annual conference (\$) 4b. Annual communiqué to ensure members know the distinction between the AGM and conference attendance (SP) 4c. Monthly webinars (\$) 4d. Input from members for seminar and webinar topics (SP) (via call for proposals process) 4e. Branch/twig seminars and events
		5. Facilitate member-to-member exchanges and networking.	5a. Social media monitoring 5b. Members’ Listservs 5c. Conference initiatives (buddies, billeting) 5d. Mentoring program

Goals	Outcomes	Activities	Outputs
Clearly communicate volunteer opportunities and the link to professional development.	<ul style="list-style-type: none"> We continue to offer to members programs, products and services that are volunteer-run. We are a collaborative collective of editors. 	1. Promote volunteer awards.	1a. Karen Virag Award recognizing excellence in editing and service to the organization 1b. President’s Award for Outstanding Volunteer Service 1c. Honorary life members

<p>Improve volunteer recognition/experience. (SP) Strengthen the NEC to provide good leadership. Provide better communications support to branches and twigs. (SP)</p>	<ul style="list-style-type: none"> We share responsibility between the national office and branches and twigs to recruit and retain members. 	<p>2. Better equip volunteers to run successful branches and twigs and engage members.</p>	<p>2a. Clear instructions for quarterly planning and reporting responsibilities 2b. Consistent regional director outreach 2c. Branch/twig toolkit with quarterly reminders of best practices 2d. A clear process for sharing news via social media among the national office, branches, and twigs</p>
		<p>3. Organize our volunteers and their work plans for greater efficiency and to better match their talents, skills, and interests with the right activities.</p>	<p>3a. Volunteer handbook 3b. Outreach to non-engaged members, asking for help/contributions (SP) 3c. Communications protocol for the NEC (overall, as well as communications crisis management)</p>

Goals	Outcomes	Activities	Outputs
Employers Increase awareness among private- and public-sector employers about the important role of editors. Work on getting publishing programs and others, such as governments, to adopt our publications and training. (SP)	<ul style="list-style-type: none"> More employers are aware of and purchasing Editors Canada programs and services. Reaching employers helps to raise the profile of the editing industry, leading to increased demand for training opportunities and jobs for editors. 	1. Educate human resource departments about Editors Canada's programs and services. (SP)	1a. Booth at 3 to 4 events per year to promote editing tests, <i>ECE3</i> , <i>Editorial Niches</i> , <i>PES</i> , etc. (\$) 1b. Several presentations each year (SP)
		2. Promote to writers the benefits of hiring an editor.	2a. Events for writers (on-site presence or Hire an Editor marketing material)
		3. Identify gaps, such as industries where we have a low profile. (SP)	3a. Targeted list of employers 3b. Direct-mail campaign or social media campaign
		4. Promote to employers the Tom Fairley Award for Editorial Excellence.	4a. Press releases for awards 4b. Nominations from employers

Goals	Outcomes	Activities	Outputs
Continue our momentum in communications with partnering organizations. (SP) Expand international outreach (SP) with editing societies in the US, UK, and Australia.	<ul style="list-style-type: none"> Increase uptake in partner-member benefits and pricing. Raise the profile of Editors Canada across Canada and internationally. Have a positive impact on Canadian editors and Canadian English. 	1. Communicate partnership benefits to Editors Canada members and to our partners' members.	1a. Free bilingual webinar(s) on Editors Canada and editing 1b. Semiannual email to our members about partner benefits with website update, as needed 1c. Annual message for partners to send to their members about Editors Canada benefits available to them
		2. Seek out expertise, find out what other organizations are doing, and build on other people's innovations. (SP)	2a. List of innovative communications activities to pursue, based on industry best practices

Goals	Outcomes	Activities	Outputs
Association Be the voice of Canadian editors. Portray a modern, professional image. Promote our products and services.	<ul style="list-style-type: none"> • Have a clear message and strong brand • Have an up-to-date, inviting website that accurately reflects Editors Canada (SP) and promotes our products and services • Have new member signups. 	1. Continuously improve the website architecture and content. (SP)	1a. Regular website updates
		2. Use social media better (more engagement) (SP) to reach the public.	2a. October Twitter lobbying campaign 2b. Twitter chats
		3. Engage the public on our association news, our products, and matters that we care about.	3a. Media press releases (SP) 3b. Radio interviews (SP) 3c. Promotional videos (SP) 3d. Promotional items: pens, postcards 3e. ECE 3 (\$)
		4. Use training to promote Editors Canada. (SP) (\$)	4a. Certification pamphlet redesign 4b. Agrément pamphlet 4c. Webinar promotion (\$)

Appendix B: Communications plan template (for projects)

Here is a sample communications plan template for projects.

Project title: Launch the 2017–2018 webinar program

Target audience: all members and student affiliates

Activity 1	Output	Lead	Due date	Cost
Write email announcement.	100-word promotional text	Training and development (T&D) committee	August 1	nil
Obtain approvals.	Review of message	Office/NEC	August 10	nil
Translate and translate announcement.	English and French versions of text	Office	August 15	\$
Send announcement to members.	Email to all members	Office	September 9	nil
Activity 2	Output (a product)	Lead	Due date	Cost
Activity 3	Output (a product)	Lead	Due date	Cost

Appendix C: Strengths, weaknesses, opportunities, and threats chart

These are the strengths, weaknesses, opportunities, and threats identified during a one-day communications retreat in Ottawa in May 2017.

Strengths (internal)	Weaknesses (internal)
<ul style="list-style-type: none"> • engaged members who care and are smart: come up with great ideas • excellent communications to members • new, fresh identity (rebranding) • corporate memory • solid structure for communications (but key people needed to carry it out) 	<ul style="list-style-type: none"> • difficulty focusing/prioritizing • difficulty reaching potential members/employers/clients (lack of reaching out) • perfectionism (takes a long time to do stuff) • possible luring away of long-term employees • different ideologies on how to run Editors Canada—can lead to negative perceptions
Opportunities (external)	Threats (external)
<ul style="list-style-type: none"> • target non-members/employers/clients • improve communications with branches and twigs • have a committee of people interested in communications and marketing • attract new committee members with expertise to the Communications and Marketing Committee • communicate to members better to create community 	<ul style="list-style-type: none"> • loss of current members • valuing precision over message • staff turnover (lack of continuity) • external forces (changes in economy, industry) • poor promotion of what we offer (= reduced sales)
<p>Risk: poor communications = loss of membership</p>	

Appendix D: Communications priorities for 2017 and 2018

These are the most important communications activities identified during a one-day communications retreat in Ottawa in May 2017.

2017

Priority	Actions
Membership (general)	<ul style="list-style-type: none"> ● Create a membership infographic. ● Reformulate the membership survey (e.g., collect data over three years) (see Evaluating Success). ● Buy ads to announce award winners.
Membership (volunteers)	<ul style="list-style-type: none"> ● Create a volunteer infographic that will serve as a welcome package with more on member benefits, including volunteering (SP). ● Explore and begin using new software to build a volunteer inventory and sign-up database. ● Establish a communications protocol for the NEC and committees (SP).
Employers	<ul style="list-style-type: none"> ● Contact employers about the Tom Fairley Award for Editorial Excellence to encourage more industry nominations and financial support.
Partners	<ul style="list-style-type: none"> ● Explore the opportunity to be part of the planning team for Frankfurt 2020. ● Investigate partnership opportunity for a new Canadian English dictionary.
Public	<ul style="list-style-type: none"> ● Do a full review of website content/architecture (need a volunteer managing editor). ● Write 100 Google AdWords advertisements. ● Create a corporate communications calendar.

2018

Priority	Actions
Membership (general)	<ul style="list-style-type: none"> ● Write a webinar promotion plan (internal and external audience). ● Improve the member sign-up experience, such as letting members choose which email lists to subscribe to (waiting on new software database trial).
Membership (volunteers)	<ul style="list-style-type: none"> ● Create and launch a volunteer directory (waiting on new software database launch).
Employers	<ul style="list-style-type: none"> ● Run a government-outreach pilot project, beginning in Saskatchewan (piggy-backing on the next conference promotion for Saskatoon; Ottawa and Toronto to follow), which will send targeted information on training and testing for editors.
Partners	<ul style="list-style-type: none"> ● Reach out to other organizations (e.g., promoting French webinars).
Public	<ul style="list-style-type: none"> ● Do in-depth ECE 3 promotion. ● Create style sheets for Editors Canada. ● Update the guidelines for editing theses and dissertations. ● Research information for potential members/employers/clients (such as custom domain names and landing pages).

Priority communications activities for 2019, 2020, and 2021 are to be determined.

Appendix E: Corporate Communications Calendar

The calendar is currently being developed by staff and NEC:

<https://docs.google.com/spreadsheets/d/1jQrdpJFP2oqb-lrpyieEknqEyhiYMIFxVUEBseaKBfc/edit?usp=sharing>

Appendix F—ISO Commenting document

Template for comments and secretariat observations					Date:	Document:	Project:
MB/ NC1	Line number (e.g. 17)	Clause/ Subclause (e.g. 3.1)	Paragraph/ Figure/ Table/ (e.g. Table 1)	Type of comment	Comments	Proposed change	Observations of the secretariat

Appendix G—OTTIAQ Request

----- Original Message -----

Subject: Fwd: Affiliate associations - discount for webinars

Date: 2020-06-30 15:26

From: Editors Canada <info@editors.ca>

To: natasha.bood@editors.ca

Hi Natasha,

I don't know if the NEC needs to weigh in on this. If OTTIAQ isn't part of CTTIC I guess they normally wouldn't get the rate, but this is an interesting situation.

Thanks,

Caitlin

Editors/Révisseurs Canada
National Office/Permanence nationale
180 Dundas Street West, Suite 1507
Toronto, Ontario M5G 1Z8
416 975-1379
866 226-3348 (toll-free/sans frais)
416 975-1637 (fax/télécopieur)
info@editors.ca
www.editors.ca
www.revisseurs.ca

If you no longer wish to receive emails from Editors Canada, you may withdraw your consent at any time by emailing permissions@editors.ca.

Si vous ne souhaitez plus recevoir de courriels de la part de Révisseurs Canada, veuillez nous envoyer un courriel à l'adresse permissions@editors.ca.

----- Original Message -----

Subject: Affiliate associations - discount for webinars

Date: 2020-06-30 13:00

From:

To: "info@editors.ca" <info@editors.ca>

Hello,

I'm interested in taking one of your upcoming webinars and checked out your Member Discounts page, where you list the associations whose members are eligible for the Editors Canada rate. Included in the list is CTTIC. However, I'm a member of OTTIAQ, the professional association of translators, terminologists and interpreters in Quebec, which is no longer a member of CTTIC. Since CTTIC's membership includes pretty much every other provincial translation association in Canada, I was wondering whether OTTIAQ could be added to your list of partners. I recently did a webinar offered by the Quebec branch of Editors Canada and was offered a better rate because of my OTTIAQ membership.

Regards,

--