

Editors'
Association of
Canada/
Association
canadienne
des réviseurs

June 11

2016

Coast Plaza Hotel, Vancouver, BC

Minutes
of the
Annual
General
Meeting

Contents

1. Call to order	2
2. Approval of agenda	2
3. Approval of 2015 draft annual general meeting (AGM) minutes	2
4. Approval of the 2015 auditor’s report	3
5. Approval of the 2015 annual report	3
6. Approval of the 2017–21 strategic plan	3
7. Approval of the Consultation Policy	3
8. Approval of the Confidentiality Policy and the Confidentiality Procedures	4
9. Update from the mentoring task force	4
10. Special Resolution: Dissolving of Editors Prairie Provinces (PPB) (Appendix H)	5
11. Motions from the floor (5)	5
12. Appointments and elections	7
13. Other business	10
14. Adjournment	10
Appendix A—Agenda for the 2016 AGM	11
Appendix B—Annual General Meeting minutes, 2015 (Draft)	12
Appendix C—Auditor’s Report on 2015	13
Appendix D—2015 Annual Report	14
Appendix E—Strategic Plan for 2017–2021	15
Appendix F—Consultation Policy	16
Appendix G—Confidentiality Policy	17
Appendix H—Confidentiality Procedures	18
Appendix I—Special Resolution	19

Annual General Meeting 2016

Editors' Association of Canada

Association canadienne des réviseurs (Editors/Réviseurs Canada)

Before the meeting was called to order, Sandra Gravel congratulated the 59 people who passed the agrément test in French this year. Jeanne McKane and Anne Brennan thanked the volunteers who helped the certification steering committee (CSC) in any way, and also presented the certificates for copy editing and stylistic editing.

1. Call to order

Anne Louise Mahoney called the meeting to order at 8:56 am.

2. Approval of agenda

MOVED BY Elizabeth d'Anjou
SECONDED BY Anne Brennan

That the members approve the agenda for the 2016 annual general meeting of Editors Canada (Appendix A).

CARRIED

3. Approval of 2015 draft annual general meeting (AGM) minutes

MOVED BY Moira White
SECONDED BY Julia Cochrane

That the members approve the minutes from the 2015 annual general meeting of Editors Canada (Appendix B).

CARRIED

4. Approval of the 2015 auditor's report

MOVED BY Margaret Shaw
SECONDED BY Patricia MacDonald

That the members approve the auditor's report (Appendix C) for 2015 for Editors Canada.
CARRIED

5. Approval of the 2015 annual report

MOVED BY Elizabeth d'Anjou
SECONDED BY Marie-Christine Payette

That the members approve the Editors Canada annual report for 2015 (Appendix D).
CARRIED

6. Approval of the 2017–21 strategic plan

MOVED BY Stacey Atkinson
SECONDED BY Michelle van der Merwe

That the members approve the Editors Canada Strategic Plan for 2017–2021 (Appendix E).

Discussion from the floor:

The process of member consultation in the development of the strategic plan was outlined. Editors Canada followed this process:

- hired a facilitator to assist with the process
- interviewed members with a variety of backgrounds (student, francophone, long-time member, and so forth) across the country by phone (done by facilitator)
- invited several local (Ottawa) members to attend a one-day planning session with the national executive council, led by the facilitator
- invited the membership to comment on the draft
- compiled member feedback
- invited the membership to comment on the revised draft

CARRIED

7. Approval of the Consultation Policy

MOVED BY Greg Ioannou
SECONDED BY Breanne MacDonald

That the members approve the new Consultation Policy of Editors Canada (Appendix F).

Discussion from the floor:

- how and why the policies came into being, and that they enshrine the values of an organization
- many models of governance, including those with member-run decision making and those with a top-down direction. (This policy is a response to the top-down model of governance.)
- points against the policy were raised: it is unnecessary, onerous, necessitates extra record keeping; it is contrary to good governance; two other policies are needed instead, a whistleblower policy and a complaints policy

CARRIED

8. Approval of the Confidentiality Policy and the Confidentiality Procedures

MOVED BY Julia Cochrane

SECONDED BY Claire Wilkshire

That the members approve the revised Confidentiality Policy (Appendix G).

CARRIED

MOVED BY Elizabeth d'Anjou

SECONDED BY Marie-Christine Payette

That the members approve the new Confidentiality Procedures (Appendix H).

CARRIED

9. Update from the mentoring task force

Joanna Odrowaz (member of the task force) updated the members on the progress of the mentoring task force.

The task force has researched other national organizations' methods of setting up mentoring, including scope and type of relationship, and who can be a mentee or mentor. The report will be coming out later in the summer, and it will include a recommendation by the task force that a mentoring program be set up and named after John Eerkes-Medrano, a well-known and well-respected editor from British Columbia who died in 2015.

10. Special Resolution: [Dissolving](#) of [Editors Prairie Provinces \(PPB\)](#)
(Appendix H)

MOVED BY Tim Green
SECONDED BY Andrea Hatley

That the Editors Canada Prairie Provinces branch be dissolved as of October 31, 2016.

Discussion from the floor:

- PPB has been on hiatus for over two years. Members have been surveyed to find out how they would like to proceed: as a large branch or as several twigs. Members chose to proceed as several twigs.
- Twigs are being created in Edmonton and Manitoba; there is an existing twig in Calgary.
- Members wondered what is happening to funds held by the branch, and whether some of these funds could go toward the Karen Virag Award.

CARRIED

MOVED BY Greg Ioannou
SECONDED BY Elizabeth d'Anjou

That Patrick Banville be given voice at the annual general meeting.

CARRIED

MOVED BY Cathy McPhalen
SECONDED BY Julia Cochrane

That some portion of the money from the dissolution of the Prairie Provinces branch go to the Karen Virag Award.

CARRIED

11. Motions from the floor (5)

MOVED BY Peter Moskos
SECONDED BY Ruth Wilson

That the term of positions on the national executive council be limited to three terms of two years each for a total of six years, and that there be a two-year gap before being eligible to sit on the executive again.

Discussion from the floor:

The following points were made for the motion:

- Serving on the NEC is an opportunity, and this limiting of terms would open it up for more members to take part.
- If someone is already in the position, other members may not put their name forward, though it is well within their right.
- There is value to the branch to have a member on the national executive (better communication).
- Longer than six years may produce burnout in the long-standing members.

The following points were made against the motion:

- In any election, anyone is free to step forward. People are not clamouring to get into executive positions.
- Sometimes someone specific is needed (for example, in the case of francophone affairs) and should the person be forced to step down if no one can be found to replace them?
- This would mean that (because each position has a two-year term), people would have to be vice president, president, and past president without having any experience on the board at all.
- It takes at least a year before one fully understands the job.

Some people agreed with the idea of having regular turnover on the executive, but without a formal motion.

MOVED BY Andrea Hatley

SECONDED BY Marie-Christine Payette

That the original motion be amended such that if the position on the executive were to be vacant (because the sitting member had been on the executive for three consecutive terms), the sitting member could remain.

Peter Moskos did not agree with the amendment; motion failed.

MOVED BY Frances Peck

SECONDED BY Margaret Shaw

That the motion put forward by Peter Moskos be tabled such that the members vote on it at the special online general meeting to be held in the fall, thus allowing the members to have time for discussion.

CARRIED

MOVED BY Shana Johnstone
SECONDED BY Greg Ioannou

That the methodology of engaging membership for the strategic plan be significantly expanded in future.

CARRIED

MOVED BY Elizabeth d'Anjou
SECONDED BY Jennifer Glossop

That thanks be given to the conference co-chairs for all their hard work on the conference.

12. Appointments and elections

Auditor

MOVED BY David Johansen
SECONDED BY Julia Cochrane

that Editors Canada appoint the firm of Hogg, Shain & Scheck as the auditor for 2016.

CARRIED

Executive Council

Margaret Shaw (British Columbia), running for 2 years

Stacey Atkinson (Ottawa–Gatineau), running for 2 years

Marie-Christine Payette (Quebec/Atlantic Canada), running for 2 years

Patricia MacDonald (Nova Scotia), running for 2 years

Berna Ozunal (Toronto), running for 2 years

Carolyn Brown (Ottawa–Gatineau), running for 2 years

Anne Louise Mahoney (Ottawa–Gatineau), elected at 2015 AGM for 2 years

Breanne MacDonald (Hamilton-Halton), elected at 2015 AGM for 2 years

David Johansen (Quebec/Atlantic Canada), elected at 2015 AGM for 2 years

Elizabeth d'Anjou (Kingston), elected at 2015 AGM for 2 years

Greg Ioannou (Toronto), elected at 2015 AGM for 2 years

Gael Spivak (Ottawa-Gatineau), elected at 2015 AGM for 2 years

Michelle van der Merwe (British Columbia), elected at 2015 AGM for 2 years

Committee chairs and national position holders

Awards committee	Tamra Ross (Prairie Provinces)
Certification Steering Committee	Anne Brennan (British Columbia) Jeanne McKane (Toronto)
Comité agrément/principes	Sandra Gravel (Québec/Atlantic Canada)
Communications and marketing committee	Donald Beyers (Toronto) Susan Chambers (Toronto)
Conference committee	Marsha Fine (Ottawa–Gatineau) Carole Hubbard (Ottawa–Gatineau) Suzanne Purkis (Ottawa–Gatineau)
Facebook group moderator	Joanne Haskins (Toronto)
Francophone affairs committee	Benoit Arsenault (Quebec/Atlantic Canada)
List monitor	Nancy Wills (Kingston)
Mediator	Michael Benedict (Toronto)
Member services committee	Abby Egerter (Toronto)
National magazine committee	Vacant
National mentoring program task force	Carolyn Brown (Ottawa–Gatineau)
Publications committee	Karin Cather (Toronto)
Professional standards task force	Michelle Boulton (Saskatchewan) Moirra White (Ottawa–Gatineau)
Student relations committee	Wendy Barron (British Columbia)
Training and development committee	Patricia Furdek (Ottawa–Gatineau)
Volunteer management committee	Nancy Foran (Toronto)

13. Other business

There will be an online special general meeting to vote on two items in the fall: the new standards and the motion from the floor regarding limiting of NEC terms.

MOVED BY Greg Ioannou

SECONDED BY David Johansen

That thanks go to donalee Moulton, director of publications, for her work on the executive as she steps down.

14. Adjournment

MOVED BY Julia Cochrane

SECONDED BY Elizabeth d'Anjou

That the annual general meeting be adjourned.

CARRIED

Appendix A—Agenda for the 2016 AGM

1. Call to order
2. Approval of agenda
3. Approval of [2015 draft annual general meeting \(AGM\) minutes](#)
4. Approval of the [2015 auditors' report](#)
5. Approval of the [2015 annual report](#)
6. Approval of the [2017–21 strategic plan](#)
7. Approval of the [Consultation Policy](#)
8. Approval of the [Confidentiality Policy](#) and [Confidentiality Procedures](#)
9. Update from the mentoring task force
10. Special Resolution: [Dissolving](#) of [Editors Prairie Provinces \(PPB\)](#)
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13. Other business
14. Adjournment

Editors' Association of Canada/ Association canadienne des réviseurs

Minutes of 2015 Annual General Meeting

**Metro Toronto Convention Centre, Room 201
255 Front Street West, Toronto, Ontario
Saturday, June 13, 2015**

Presentation of Certificates for Proofreading and Structural Editing

Presentation of President's Awards for Volunteer Service and the Lee d'Anjou Volunteer of the Year Award

Introduction of Patrick Banville and thanks to Carolyn Burke

1. Call to order

The annual general meeting of members of the Editors' Association of Canada was called to order by the president, Moira White, at 3.47pm EDT.

2. Approval of agenda

MOTION by John Eerkes-Medrano, seconded by Randee Holmes, that the agenda be approved.

CARRIED with one opposed and two abstentions.

3. Approval of 2014 AGM (Annual General Meeting) minutes

MOTION by Nancy Foran, seconded by Bev Ensom, that the 2014 AGM minutes be approved.

CARRIED.

4. Approval of the Annual Report

Moira White explained that the report is still not ready. It is not a legal requirement to have it ready for the AGM, though it is understood to be an important item for members. The NEC (national executive council) plan to have it ready within the next month—it will be posted on the website; members will be notified when it is there; a forum for comments will be provided; some method of allowing the membership to accept the report will then be provided (it does not need approval, just acceptance).

Discussion from the floor

Nancy Foran went to read the Annual Report, found the item 'Approval of the Annual Report' on the agenda, but couldn't find the report on the website. While understanding that the organization depends on volunteers and that the report was unable to be done, she asked for better communication so that members know what is happening.

Moira White responded, acknowledging and agreeing with the request for better communication, and explained that it had been hoped that the report would be available before the AGM.

MOTION by Moira Dunphy, seconded by Elizabeth d'Anjou, that the membership of Editors Canada accepts the one-month delay for the Annual Report, understands that the report will be posted on the website, and asks for an opportunity at that time to comment on the report and accept it.

Further discussion was held on the length and translation of the report.

CARRIED, with three opposed and three abstentions.

5. Approval of auditors' report

The financial reports were posted on time in both official languages; this is a legal requirement.

MOTION by David Johansen, seconded by Tom Vradenburg, that the auditors' report for the financial year ending December 31, 2014, be accepted.

Discussion from the floor

Ruth Chernia wondered why the net assets (on the balance sheet) dropped by half.

David Johansen explained that there was a significant shortfall in revenues from both conference and membership, and the association had to dip into reserves. Some austerity measures have been taken, including cancelling the face-to-face NEC meeting in March. The NEC is now looking to increase revenues through both membership and conference and hoping to gradually reinstate the reserves.

Nancy Foran asked about making the conferences sustainable, and Greg Ioannou explained that the conference (2014) had made money, just not as much as was budgeted for. He also mentioned that the NEC would be examining conference finances.

Moira White explained some of the challenges from the year that had financial impact on the association, including the rebranding rollout.

Mary Anne Carswell asked about the current number of members and whether it is down from past years. Greg Ioannou stated that the current level is roughly

1340, down from 1500. Mary Anne Carswell stated that at the time she was on the NEC, the membership was at about 1800. Moira White addressed this issue by suggesting that the average age of the member is increasing (and members are retiring) and free communication is available via social media (association needs to offer more and to develop a new marketing campaign).

Ruth Wilson suggested that the motion on the floor is simply about the auditors' report and that while this discussion is important, it should perhaps happen elsewhere.

CARRIED.

6. Appointment of auditor for 2015–2016

MOTION by David Johansen, seconded by Greg Ioannou, that Marinucci and Company be approved as the auditors for the coming year.

CARRIED.

7. Special resolution of members to ratify the 2014 bylaw changes connected with continuance under the *Canada Not-for-profit Corporations Act*

WHEREAS the Corporation was continued under the *Canada Not-for-profit Corporations Act* (NFP Act) pursuant to section 297 of the NFP Act effective August 22, 2014;

NOW THEREFORE be it Resolved as a Special Resolution that

the new General Operating Bylaw No.1, which was approved by special resolution of the members on June 7, 2014, to be effective as of the date of the continuance of the Corporation under the NFP Act be and the same is hereby approved, ratified and confirmed as of the Corporation's date of continuance;

the repeal of the prior general operating bylaw of the Corporation effective on the date that the Corporation continued under the NFP Act be and the same is hereby approved, ratified and confirmed;

any officer or director of the Corporation is hereby authorized and directed to file a copy of the new general operating bylaw with Corporations Canada and to do all other acts and things as may be necessary or desirable to complete the continuance.

MOTION by Michelle Boulton, seconded by Mona Albano, that the Special Resolution be approved.

Discussion from the floor

Carolyn Brown asked about the purpose of this resolution, given the changes that were voted in last year. Moira White explained that the vote last year took it

to the date of August 22, 2014; another vote is required at the first AGM after that. Lynne Massey added that it was a “tying up of loose ends” that the lawyer recommended.

CARRIED unanimously.

8. Motions from the floor

MOTION by Greg Ioannou, seconded by Lee d’Anjou, that the criteria for emeritus status be changed from ten consecutive years of membership in the association to any ten years of membership in the association.

Discussion from the floor

Greg Ioannou explained that this motion was voted on at a NEC meeting, but it needs to be voted on at an AGM.

Anne Brennan wondered about the other criteria needed for emeritus status.

Louise Saint-André asked whether this change was retroactive.

Carolyn Burke explained that in the past, when there has been an exception requested, the office removes identification, and passes it to the NEC to make the decision. In general, the exceptions have been approved.

Tom Vradenburg mentioned that the membership status does not automatically change; you can continue to be a regular member if you want.

Moira White explained that the membership status change may happen, if requested, at the next renewal date of membership and you must show identification.

CARRIED.

9. Elections

The nominating committee has prepared a slate of members in good standing who are prepared to run for the executive next year. This is different from past years where specific positions were recruited for. The *Canada Not-for-profit Corporations Act* changed that. A slate of members is elected, and they then get together and decide among themselves who will serve in which portfolio. Each executive member must stand for either a one-year or a two-year term.

Moira White called three times for other nominations from the floor. There were no other nominations. The slate of directors nominated by the committee was as follows:

Anne Louise Mahoney
Breanne MacDonald
David Johansen

donalee Moulton
Elizabeth d'Anjou
Emily Staniland
Gael Spivak
Greg Ioannou
Margaret Shaw
Marie-Christine Payette
Michelle van der Merwe
Patricia MacDonald
Stacey Atkinson

Moira White declared this slate acclaimed.

10. Other business

MOTION by Ruth Chernia, seconded by Tom Vradenburg, that extreme thanks be offered to Moira White for stepping up helping the association by becoming interim president in November.

CARRIED.

- i) Frances Peck wondered if members are coming onto the NEC with positions in mind, and whether the general membership is allowed to know who is filling what position. Greg Ioannou explained that positions are tentatively filled in the following manner, though there may still be some movement:

Anne Louise Mahoney, President
Breanne MacDonald, Secretary
David Johansen, Treasurer
donalee Moulton, Publications
Elizabeth d'Anjou, Standards and Certification
Emily Staniland [will go where needed]
Gael Spivak, Training and Development
Greg Ioannou, Past President
Margaret Shaw, Western Representative
Marie-Christine Payette, Francophone Affairs
Michelle van der Merwe, Communications
Patricia MacDonald, Volunteer Relations
Stacey Atkinson, Eastern Representative

- ii) Krysia Lear asked whether, since the Annual Report was not published in time for the meeting, the membership could ask questions about what is going on in the association. Carolyn Brown mentioned that some of the questions after the motion to accept the auditor's report arose for just such a reason. Moira White agreed.

Janet MacMillan appreciated the hard work that the NEC has done in the past year. She asked the incoming executive to keep the membership informed in a transparent manner.

- iii) Krysia Lear had two questions: When do we get a new website and what can the membership expect from the new rollout? And, what is happening with the proficiency test?

Moira White answered the question about the website and rebranding rollout. The rollout is scheduled to begin as of July 1, 2015. We have a Rebranding Rollout Task Force now—if anyone would like to join, they are welcome. The association lost the website developer through the delays in the rollout last year. The website uses Drupal 7, and the association needed to find another programmer. It is in the works, but a definitive date cannot be given. The new website will be truly bilingual and much more interactive.

The French certification, which is French proficiency testing, begins in the fall. Applause was given for Sandra Gravel and her small team who have done the impossible in a short period of time. Two French proficiency tests, one of which starts this October and one the year afterwards, will be done on computers in a lab at the university in Quebec City.

Anne Brennan, co-chair of the Certification Steering Committee, addressed the questions about the English online and proficiency tests. The committee asked the membership whether they want a proficiency test in addition to the current test for excellence. The membership responded positively to the idea. There is now a committee working on generating the steps needed to produce a proficiency test. The main priority, though, is still the certification tests. The committee is also working on getting the tests on computer, and the first pilot will be this fall. Members of the certification committee are available to come to meetings of branches and twigs to give more information.

Sandra Gravel explained that the proficiency testing in French on a computer is able to go ahead because they have access to the program at Laval. There will be two tests, one general one for editing, and one for concordance editing. The French market is different and much smaller; providing access to an Editors Canada qualification in French will help editors who work in French.

Lee d'Anjou wondered whether francophones outside of Quebec will be able to write this test, in Ontario or Manitoba, for example. Sandra Gravel explained that the first test would be tried out on the local market, in Quebec City.

Elizabeth d'Anjou wondered whether the French proficiency test and the certification test (in English) are based on the professional editorial standards

agreed upon by the association. Both Anne Brennan and Sandra Gravel answered that the tests are based on the standards.

- iv) Sue Archer is concerned that the association needs more volunteers and that the members who do volunteer may be overworked. She notes that communication could be improved: what skills are needed and what the time commitments are. Moira White agreed, and suggested that this is the reason that task forces have been implemented rather than using committees to get specific tasks accomplished. Ruth Chernia wondered if there are volunteer job descriptions. Moira White affirmed that there are; Emily Staniland expanded on this and explained that the new website would have a volunteer directory to match volunteers with specific amounts of time and skills to committees looking for volunteers.

Carolyn Brown wondered what measures are being thought of to get more members on board. Moira White suggested that the new executive will be thinking about this and may use the launch of the new website as a vehicle. Claire Wilkshire mentioned that her role in the organization is to use social media to ask for volunteers for specific tasks, so people should contact her if needed.

- v) Anne Louise Mahoney thanked three members who are leaving the NEC for their time and energy: Michelle Boulton, Barbara Dylla, and Lesley Cameron.

11. Adjournment

MOTION by Lee d'Anjou, seconded by Greg Ioannou, that the Annual General Meeting be adjourned at 4:57pm.

CARRIED.

**EDITORS' ASSOCIATION OF CANADA /
ASSOCIATION CANADIENNE DES RÉVISEURS**

Financial Statements

December 31, 2015

DRAFT - May 26, 2016

HOGG

SHAIN &

SCHECK

Professional Corporation, CPAs
Tax | Audit | Advisory

Independent Auditors' Report

To the National Executive Council of **Editors' Association of Canada/Association canadienne des réviseurs**

We have audited the accompanying financial statements of Editors' Association of Canada/Association canadienne des réviseurs, which comprise the balance sheet as at December 31, 2015 and the statements of operations and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide for a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Editors' Association of Canada/Association canadienne des réviseurs as at December 31, 2015 and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Toronto Ontario
Date of Approval

Professional Corporation
Licensed Public Accountants

EDITORS' ASSOCIATION OF CANADA/ASSOCIATION CANADIENNE DES RÉVISEURS

Balance Sheet as at December 31, 2015

	2015	2014
ASSETS		
Current:		
Cash	\$ -	\$ 18,754
Guaranteed investment certificates	30,295	40,295
Amounts receivable	19,823	5,939
Prepaid expenses	9,509	4,330
Inventory	604	208
	<u>\$ 60,231</u>	<u>\$ 69,526</u>
LIABILITIES		
Current:		
Bank Indebtedness (Note 3)	\$ 19,832	\$ -
Accounts payable and accrued liabilities	28,024	28,450
Government remittances payable	4,487	7,003
Deferred revenues (Note 4)	5,750	5,410
Award and scholarship funds (Note 5)	4,389	3,645
	<u>62,482</u>	<u>44,508</u>
NET ASSETS (DEFICIENCY)		
Unrestricted	<u>(2,251)</u>	<u>25,018</u>
	<u>\$ 60,231</u>	<u>\$ 69,526</u>

Commitments (Note 8)

On behalf of the Board: _____ Director
_____ Director

EDITORS' ASSOCIATION OF CANADA/ASSOCIATION CANADIENNE DES RÉVISEURS**Statement of Operations and Changes in Net Assets****For the year ended December 31, 2015**

	2015	2014
REVENUES		
Membership fees	\$ 276,807	\$ 300,392
Conference fees	177,747	104,193
Certification	59,206	32,274
Digital product sales	45,219	46,333
Publications	22,021	18,668
Awards (Note 5)	2,000	2,000
Interest and other	1,816	1,592
Donations	591	962
Grants (Note 6)	-	5,000
	<u>585,407</u>	<u>511,414</u>
EXPENSES		
Staffing	163,525	145,298
Travel and event costs	152,414	110,813
Professional fees	99,998	173,643
Administration	94,532	72,312
Printing and design	47,107	18,893
Regional branches and twigs (Note 7)	29,225	31,948
Rent (Note 8)	21,875	21,875
Awards (Note 5)	4,000	4,000
	<u>612,676</u>	<u>578,782</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	(27,269)	(67,368)
NET ASSETS, beginning of year	<u>25,018</u>	<u>92,386</u>
NET ASSETS (DEFICIENCY), end of year	<u>\$ (2,251)</u>	<u>\$ 25,018</u>

See accompanying Notes to Financial Statements

EDITORS' ASSOCIATION OF CANADA/ASSOCIATION CANADIENNE DES RÉVISEURS

Statement of Cash Flows

For the year ended December 31, 2015

	2015	2014
Cash generated (used in):		
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	\$ (27,269)	\$ (67,368)
Impact on cash of changes in non-cash working capital items:		
Amounts receivable	(13,884)	2,071
Prepaid expenses	(5,179)	(354)
Inventory	(396)	767
Accounts payable and accrued liabilities	(426)	(13,026)
Government remittances payable	(2,516)	(1,331)
Deferred revenues	340	1,680
Award and scholarship funds	<u>744</u>	<u>32</u>
	<u>(48,586)</u>	<u>(77,529)</u>
INVESTING ACTIVITIES		
Proceeds on redemption of guaranteed investment certificates	<u>10,000</u>	<u>35,106</u>
INCREASE (DECREASE) IN CASH	(38,586)	(42,423)
CASH, beginning of year	<u>18,754</u>	<u>61,177</u>
CASH (BANK INDEBTEDNESS), end of year	<u>\$ (19,832)</u>	<u>\$ 18,754</u>

See accompanying Notes to Financial Statements

EDITORS' ASSOCIATION OF CANADA/ASSOCIATION CANADIENNE DES RÉVISEURS

Notes to Financial Statements

December 31, 2015

1. NATURE AND PURPOSE OF THE ORGANIZATION

Editors' Association of Canada/Association canadienne des réviseurs ("Editors") was incorporated without share capital as a not-for-profit organization under the Canada Corporations Act in March 1982, and was continued under the Canada Not-for-Profit Corporations Act effective August 22, 2014.

Editors represents editors in Canada who work in many forms of print as well as in other media. Editors promotes professional editing as key in producing effective communication. The approximately 1,300 members (as at December 31, 2014) work with individuals in the corporate, technical, government, not-for-profit and publishing sectors. Editors sponsors professional development seminars, promotes and maintains high standards of editing and publishing in Canada, establishes guidelines to help editors secure fair pay and good working conditions, helps both in-house and freelance editors to network, and cooperates with other publishing associations in areas of common concern.

Editors is governed at the national level by an executive council. There are six independent regional branches across the country providing a range of local programming and services to both members and non-members. These financial statements reflect the assets, liabilities, revenues and expenses of the National Office only, and do not include the accounts of the regional branches.

As a not-for-profit organization, Editors is exempt from income taxes under section 149(1)(l) of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements are the representation of management and have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the *CPA Canada Handbook* and include the following significant accounting policies.

Revenue recognition

Editors follows the deferral method of accounting for contributions, which include donations and grants. Unrestricted contributions are recognized as revenues when received or receivable, provided that contributions receivable can be reasonably estimated and collection is reasonably assured. Restricted contributions are recognized as revenues in the year in which the related activities are carried out and expenses are incurred.

Membership, conference and certification fees received are recognized as revenues in the fiscal year to which they relate.

Revenues from digital product and publication sales are recognized upon completion of performance, provided that the amount of revenue is reasonably determinable and collectible.

Financial instruments

Editors initially measures its financial assets and financial liabilities at fair value. It subsequently measures all its financial assets and financial liabilities at amortized cost.

The financial assets subsequently measured at amortized cost include cash, guaranteed investment certificates and amounts receivable. The financial liabilities measured at amortized cost include accounts payable.

EDITORS' ASSOCIATION OF CANADA/ASSOCIATION CANADIENNE DES RÉVISEURS

Notes to Financial Statements

December 31, 2015

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Inventory

Inventory of publications for resale is stated at the lower of cost or estimated net realizable value.

Contributed services

Volunteers contribute time to assist the organization in carrying out its programs. Contributed services are not recognized in the financial statements.

Comparative figures

Certain 2014 comparative figures have been reclassified to conform with 2015 presentation.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. These estimates are reviewed periodically and adjustments are made to revenues and expenses as appropriate in the period they become known.

3. FINANCIAL INSTRUMENTS

Cash consists of cash on hand and deposits held with a Canadian financial institution. Cash balances are sufficient to provide for accounts payable as they become due.

Bank indebtedness at December 31, 2015 consists of cheques issued but not yet cleared the bank account.

Guaranteed investment certificates at December 31, 2015 bear interest at rates ranging from 1.2% to 1.5% and have maturity dates ranging from March 2, 2016 to August 31, 2016.

The carrying value of Editors' financial instruments approximates their fair value due to the relatively short term to maturity of those instruments.

It is management's opinion that Editors is not exposed to significant credit or liquidity risk arising from its financial instruments

4. DEFERRED REVENUES

Deferred revenues at December 31 consist of the following:

	2015	2014
Certification fees for the subsequent fiscal year	\$ 5,750	\$ 3,150
2015 Conference sponsorship	<u>-</u>	<u>2,260</u>
	<u>\$ 5,750</u>	<u>\$ 5,410</u>

EDITORS' ASSOCIATION OF CANADA/ASSOCIATION CANADIENNE DES RÉVISEURS

Notes to Financial Statements

December 31, 2015

5. AWARD AND SCHOLARSHIP FUNDS

Fairley Award

The Tom Fairley Award for Editorial Excellence was established in 1983 and is presented annually. Editors received contributions of \$9,500 in 2002 from various sources to be used to recognize excellence in editing. Editors decided to endow the award such that \$1,000 of the award fund balance would be awarded annually and Editors would contribute a matching \$1,000 for a total annual prize of \$2,000. Beginning in 2009, Editors began to request donations to be used to replenish the award fund and continue this tradition.

The continuity of this award fund is as follows:

	2015	2014
Balance, beginning of year	\$ 2,214	\$ 2,365
Contributions received in the year	1,042	849
Annual award	<u>(1,000)</u>	<u>(1,000)</u>
Balance, end of year	<u>\$ 2,256</u>	<u>\$ 2,214</u>

Claudette Upton Scholarship

Established in 2009, the award is named after the organization's honorary life member Claudette Reed Upton-Keeley, a gifted editor who loved the English language and was actively involved in social justice and environmental causes throughout her life.

This is a \$1,000 scholarship to help support continuing professional development in editing and is to be funded by specific contributions from members. The winner is encouraged to use the prize to attend Editors' national conference, purchase its publications or attend its workshops.

The continuity of this award fund is as follows:

	2015	2014
Balance, beginning of year	\$ 1,326	\$ 1,248
Contributions received in the year	1,479	1,078
Annual award	<u>(1,000)</u>	<u>(1,000)</u>
Balance, end of year	<u>\$ 1,805</u>	<u>\$ 1,326</u>

Karen Virag Award

Established in 2014 in memory of long time member Karen Virag, this award will acknowledge an individual or organization's successful efforts to raise the profile of editing in the community.

The continuity of this award fund is as follows:

	2015	2014
Balance, beginning of year	\$ 105	\$ -
Contributions received in the year	223	105
Annual award	<u>-</u>	<u>-</u>
Balance, end of year	<u>\$ 328</u>	<u>\$ 105</u>

EDITORS' ASSOCIATION OF CANADA/ASSOCIATION CANADIENNE DES RÉVISEURS

Notes to Financial Statements

December 31, 2014

6. GRANTS

Grants revenues recognized in the year are as follows:

	2015	2014
Canadian Heritage	\$ <u>-</u>	\$ <u>5,000</u>

7. REGIONAL BRANCHES AND TWIGS

There are six regional branches representing different areas of the country. In addition, there are several "twigs" which provide similar services to those of branches, such as opportunities for socializing, networking and professional development, but are located away from the branch cities. The branches and twigs maintain separate records and are partially supported with funds from the National Office. These funds are disbursed in accordance with a formula based on the membership of each branch and twig.

During the year the National Office allocated the following amounts to the branches and twigs:

	2015	2014
Toronto	\$ 9,864	\$ 10,536
British Columbia	5,752	5,886
Quebec/Atlantic Canada	4,619	5,737
National Capital Region	4,370	4,831
Prairie Provinces	1,877	2,939
Saskatoon	682	880
Twigs	<u>2,061</u>	<u>1,139</u>
	<u>\$ 29,225</u>	<u>\$ 31,948</u>

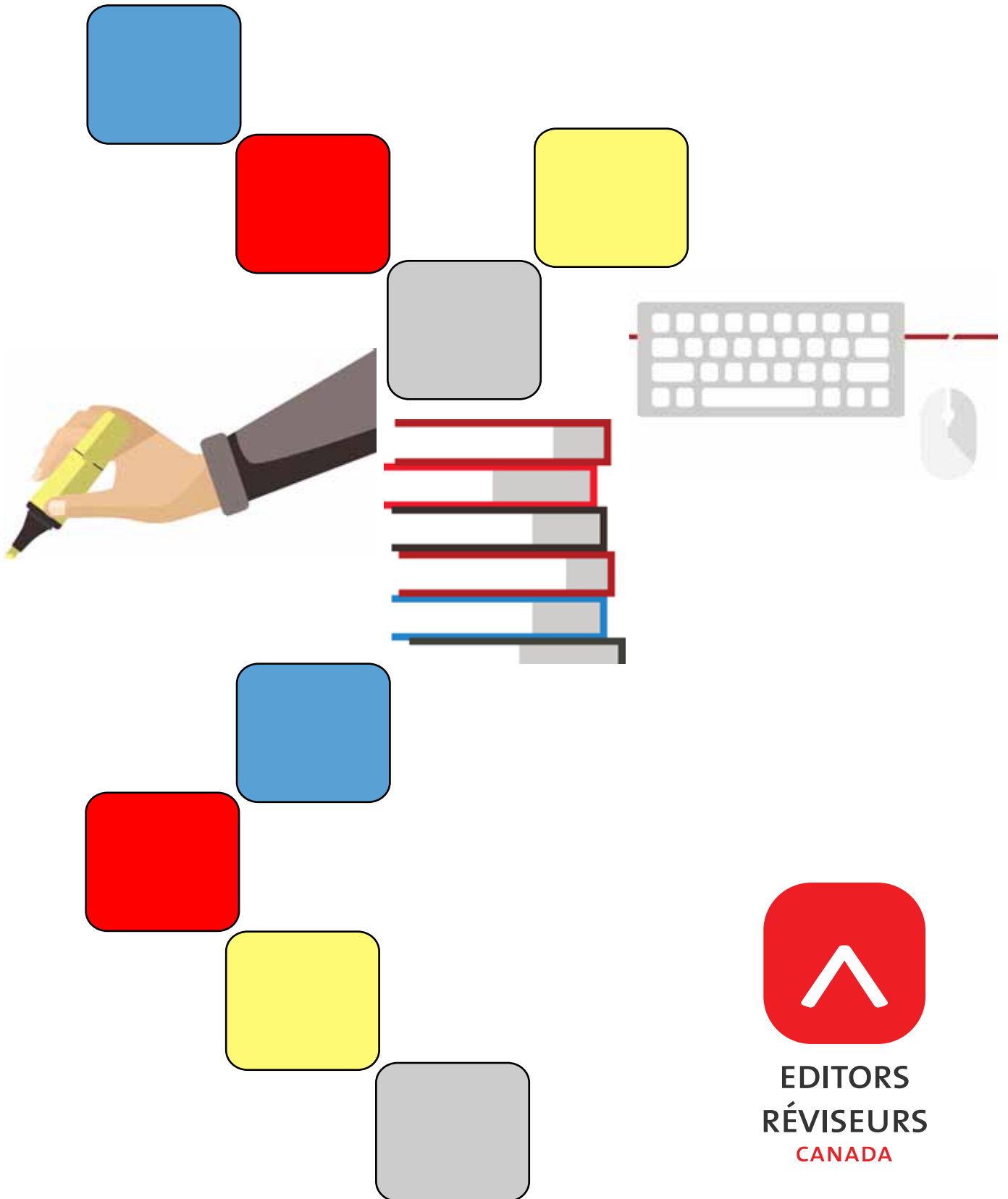
8. LEASE COMMITMENTS

Under a premises lease agreement that expires on March 31, 2018, Editors pays annual basic rent of \$7,475 plus its proportionate share of property taxes and operating costs, which in 2015 was \$14,400 (2014 - \$14,400).

Editors leases a photocopier at a cost of \$2,670 per year until January 2016, and a postage meter at a cost of \$564 per year to October 2019, plus applicable taxes.

2015

Annual Report



EDITORS
RÉVISEURS
CANADA

Editors' Association of Canada **Association canadienne des réviseurs**

Annual Report 2015



Prepared by the
national executive council
May 2016

Contents

About the association 2

Our core purpose
Our mission
Our members
Governance and planning
Strategic plan
Organizational chart
National executive council, committee chairs
and national office staff

President's message 5

Operations 6

Executive director's report National office staff

Committee and taskforce reports 7

A note about the organization of this report Member services and volunteer management

Francophone affairs
Interactive Voice and Facebook
List (email forum)
Mediator
Member services
Volunteer management

Professional development 9

Agrément/Principes
Certification
Conference
Student relations
Training and development

Communications 10

Active Voice
Communications and marketing
Blog
Publications

Administrative committees 11

Awards committee
External liaison

Taskforces 12

Branding taskforces
Mentoring taskforce
Professional editorial standards taskforce

Local groups: branches and twigs overview 14

News from the branches
News from the twigs
Work on strategic priorities

Awards 15

Tom Fairley Award for Editorial Excellence
Claudette Upton Scholarship
President's Award for Volunteer Service
Lee d'Anjou Volunteer of the Year Award
A note on volunteering

Volunteers 17

2015 Donors 21

Finances: Treasurer's report 22

Appendix 1: Independent auditor's financial statements 23

Appendix 2: Financial visuals 25

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Robitaille

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French)



About the association

The Editors' Association of Canada (Editors Canada) promotes professional editing as a key to effective communications.

Our core activities include the following:

- supporting professional development through seminars, online training and conferences
- promoting and maintaining high standards of editing through certification and reference publications
- helping in-house and freelance editors to network and collaborate
- cooperating and partnering with related associations in areas of common concern

Our core purpose

Editors Canada is a membership organization whose core purpose is to support and advance the interests of editors and excellence in editing.

Our mission

Powered by our community of volunteers, our mission is to develop and promote professional editorial standards, increase awareness of the value of editing, and provide products and services to editors throughout their careers.

Our members

Our members are salaried and freelance. They work with individuals and organizations in the corporate, technical, government, not-for-profit, academic and publishing sectors across the country and around the world, in English and French.

Governance and planning

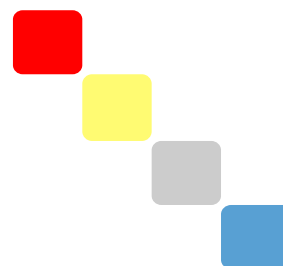
Editors Canada is incorporated federally as a not-for-profit bilingual organization and is governed at the national level by the national executive council (NEC). The association has six branches: British Columbia, Prairie Provinces (on hiatus), Saskatchewan, Toronto, Ottawa-Gatineau, and Quebec/Atlantic Canada.

Members have formed six smaller groups, called twigs, within the organization (one in Alberta, three in Ontario, one in Nova Scotia, and one in Newfoundland and Labrador).

Strategic plan

Editors Canada members ratified a strategic plan for 2012/13 to 2016/17 at the 2012 annual general meeting (AGM). The national executive council uses this plan, which identifies goals for each national committee, to develop an annual operational plan.

The NEC began work on a new plan in November 2015, to be voted on at the 2016 AGM.



Editors Canada Members

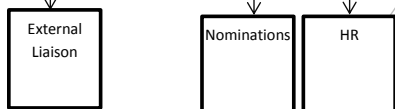
National Executive Council (NEC)

Secretary	Treasurer	Past-President	President	Vice-President	Professional Standards	Francophone Affairs	Communications	Publications	Volunteer Relations	Training & Development	Branches & Twigs (east)	Branches & Twigs (west)
Breanne MacDonald	David Johansen	Greg Ioannou	Anne Louise Mahoney	Gael Spivak	Elizabeth d'Anjou	Marie-Christine Payette	Michelle van der Merwe	donalee Moulton	Patricia MacDonald	Breanne MacDonald Gael Spivak	Stacey Atkinson	Margaret Shaw

National Staff



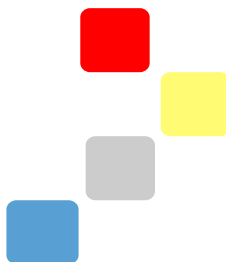
Administrative Committees



Active Taskforces



Member Volunteer Committees



National executive council, committee chairs and national office staff

(Note: The September 2014 to September 2015 directors and chairs are listed in the 2014 annual report.)

National executive council

President: Anne Louise Mahoney (Ottawa–Gatineau)

Past president: Greg Ioannou (Toronto)

Vice-president: Gael Spivak (Ottawa–Gatineau)

Secretary: Breanne MacDonald (Hamilton–Halton)

Treasurer: David Johansen (Quebec/Atlantic Canada)

Regional director of branches and twigs (west):

Margaret Shaw (British Columbia)

Regional director of branches and twigs (east):

Stacey Atkinson (Ottawa–Gatineau)

Director of communications: Michelle van der

Merwe (British Columbia)

Director of francophone affairs: Marie-Christine

Payette (Quebec/Atlantic Canada)

Director of professional standards: Elizabeth d'Anjou

(Kingston)

Director of publications: donalee Moulton (Nova

Scotia)

Directors of training and development: Gael

Spivak (Ottawa–Gatineau) and Breanne MacDonald

(Hamilton–Halton)

Director of volunteer relations: Patricia MacDonald

(Nova Scotia)

Executive director: Patrick Banville

Committee chairs

Membership

Member services: Abby Egerter (Toronto)

Volunteer management: Nancy Foran (Toronto)

Francophone affairs: Sandra Gravel (Quebec/Atlantic Canada)

Professional development

Certification: Anne Brennan (British Columbia) and Jeanne McKane (Toronto)

Agrément/Principes: Sandra Gravel (Quebec/Atlantic Canada)

Conference: Greg Ioannou (Toronto) and Gael Spivak (Ottawa–Gatineau)

Mentoring taskforce: Carolyn Brown (Ottawa–Gatineau)

Professional standards taskforce: Michelle Boulton (Saskatchewan) and Moira White (Ottawa–Gatineau)

Training and development: Sue Easun (Toronto)

Representative, Book and Periodical Council:

Stephanie Fysh (informal) (Toronto)

Representative, Freedom of Expression Committee:

Marg Anne Morrison (Toronto)

Student relations: Wendy Barron

Communications

Active Voice: Brooke Smith (Toronto) and Fabiola Fouron (Quebec/Atlantic Canada)

Blog: Anna Williams (Prairie Provinces)

Branding taskforces: Anne Louise Mahoney (Ottawa–Gatineau)

Communications and marketing: Don Beyers (Toronto) and Susan Chambers (British Columbia)

Publications: Nancy Cassidy (Nova Scotia)

Administrative

Awards: Tamra Ross (Prairie Provinces)

External liaison: Greg Ioannou (Toronto)

Human resources: Anne Louise Mahoney (Ottawa–Gatineau)

Nominating: Greg Ioannou (Toronto)

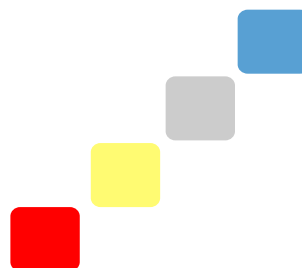
National volunteer positions

Interactive Voice monitor and Facebook group

monitor: Joanne Haskins (Toronto)

List monitor: Nancy Wills (Kingston)

Mediator: Michael Benedict (Toronto)



President's message

When a handful of editors formed the Freelance Editors' Association of Canada in 1979, I wonder if they imagined that 37 years later, the organization—renamed the Editors' Association of Canada (Editors Canada)—would stretch from sea to sea, have more than 1,200 members and affiliates, and run dozens of projects and programs. We've had our ups and downs over the years, but we're strong and we always bounce back.



We did great things together in 2015.*

- We launched the online edition of *Editing Canadian English 3* (ECE3) in February, and the print editions of ECE3 and *Editorial Niches* in June.
- We held an international conference in Toronto in June, and more than 500 people attended—from 12 countries.
- We offered francophone editors the opportunity to test their skills and had such a strong response that we needed to open extra sessions to accommodate them.
- We began hosting Twitter chats to share knowledge, spark conversations and get people networking.

And we started work on a lot of new projects that will bear fruit in 2016 and beyond: online training, a national mentoring program, a revised Standard Freelance Editorial Agreement, discussions with members of Editors Prairie Provinces to revitalize this part of the association, refreshed Professional Editorial Standards, a volunteer directory to match people with projects and more. Finally, the national executive council held a strategic planning session in November to outline our hopes and

set priorities for the association for 2017 to 2021, then invited members to provide input on the draft strategic plan.

In 2015, we also welcomed a new executive director, Patrick Banville, who has found countless ways to make the association leaner and more efficient. Our stellar team at the national office—Patrick, Michelle Ou, Sébastien Koch and Grace Cheng Xing, along with part-time support staff Caitlin Stewart and Karen Schell—works tirelessly to serve members and affiliates. The national executive council has spent many hours discussing (in person, by email and by phone) everything from governance issues to new benefits for members; I thank all of them for their dedication and enthusiasm.

How do we do all that we do? With a lot of help from you, our members and affiliates. When we ask for support, you respond with generosity. You give more than we ask, and then some. You find that getting involved gives you something back—a new skill, new confidence, new job leads, new colleagues, new friends. Thank you for all you do to help Editors Canada grow and thrive!

I hope you enjoy reading about the year that was 2015.

Anne Louise Mahoney



* In previous years, we have reported on activities that took place from September (when committees get rolling, often with new chairs and members) to April (when they submit their reports for the annual report). This year, we are reporting on the calendar year, to give you a full picture of the past year and to be in sync with the national office's fiscal year. This annual report will therefore include the 2015 conference, 2015 volunteers, 2015 donations and so on. We'd like to stick to this cycle as we go forward.

Operations

Executive director's report

The year 2015 was a time of change for the association and the national office. In June 2015, I replaced Carolyn L Burke as executive director. I would like to thank her for her dedication and years of service to the association.

As an organization, we achieved some impressive goals in 2015.

One of our priorities this year was to improve and expand our member benefits.

- We introduced dedicated helpdesk support for our @editors.ca and @reviseurs.ca email service.
- We laid the groundwork to pursue discounts for online courses and conferences hosted by partner organizations.
- We are looking at adding even more member services next year. We will launch our new association website, introduce online training courses and increase our partnerships with other organizations.



We continue to face financial pressures due to declining revenues and membership. Another priority for 2015 was to find efficiencies and cost savings for the association. Although we had a small budget shortfall this fiscal year, our financial position has improved from that in the last couple of years. Returning the association to good financial health will continue to be a priority, so we are taking steps to eliminate our deficit and achieve stability.

I would like to thank the team at the national office for their commitment to the association and for making the transition to my new role easy, painless and even fun.

I look forward to 2016. The association has accomplished much in recent years, and I am confident that Editors Canada will continue to provide exceptional support to its members and be a strong advocate for editors and the editing profession.

Patrick Banville

National office staff

Certification

Sébastien Koch manages the administration work for certification, standards and *agrément*, and assists the francophone affairs committee and teams. He supports all our awards and scholarship programs.

Communications

Michelle Ou makes sure that our members are well informed about our initiatives. She is responsible for communications and marketing for internal and external audiences, as well as web-related projects. She produces our monthly e-news update and coordinates communications for all our committees and the NEC.

Membership

Grace Cheng Xing looks after our member and affiliate needs. She provides support for member services and is responsible for bookkeeping at the national office. She processes membership applications and renewals, and looks after the various bookkeeping needs of the branches and twigs.

National office support

Conference

Caitlin Stewart assists the conference committee and the national office in the planning of the annual conference. She also coordinates with conference partners and vendors on behalf of the association.

Regional administrator

Karen Schell provides administrative support for the branches and twigs, including website updates and coordination of communications among the branches and twigs. She is also the QAC administrator.

Committee and taskforce reports

A note about the organization of this report

The committee reports are organized into sections that reflect the structure of Editors Canada:

- member services and volunteer management
- professional development
- communications
- administration
- taskforces

The work of these committees often overlaps. For example, the certification steering committee works with communications and marketing, professional standards, publications, and other committees and taskforces, as well as with volunteers and office staff. In addition, all Editors Canada activities could ultimately be defined as member services.

Member services and volunteer management

In 2015, Editors Canada continued to serve its members in numerous ways. In addition to major initiatives, such as certification and *agrément*, the national conference, and publications, ongoing services and membership benefits included

- the Online Directory of Editors (ODE) and national job board
- members-only email forums (English and French)
- mediation assistance for grievances or contract disputes
- the Standard Freelance Editorial Agreement
- the editors.ca and reviseurs.ca email addresses

In 2015, we added some new services and began to analyze how we can improve services in the coming years, in an environment that has changed significantly with the rise of social media.

Francophone affairs

The committee wrote three new French publications in 2015.

The first is the promotional flyer *Le spécialiste en révision et vous (The Editor and You)*, designed for those who hire editors. It outlines the basics of professional editing, the advantages of working with an editor and ways to find a good editor.

The two other publications are posters titled *Quelques astuces pour réviser vos textes (Tips for Editing Your Texts)*. These offer simple editorial guidelines for improving written text, and above

all invite readers to contact a professional editor—a member of Editors Canada—to ensure the quality of the client’s documents in French.

The flyers will be distributed to those who hire editors and the posters will be distributed to Editors Canada members, to pass along to their contacts, clients or employers.

The committee also made efforts to increase the francophone presence on social media.

Interactive Voice and Facebook

On Interactive Voice, there were two posts in the Freelance Forum thread and one in Editorial Advice. The monitor referred one of these to the email forum and one to the new Facebook group to help the members get a response.

The number of job postings on the national job board has increased since Editors Canada dropped the fee for posting jobs.

Editors Canada launched a members-only Facebook group on September 22, 2015. This expands on the association’s commitment to “explore and implement more efficient platforms (user-friendly, representative, interactive, clear, and cost-effective) for both internal and external communication” (from the 2012/13 to 2016/17 strategic plan).

More than 200 members have joined since the group’s inception. There were 64 posts between September and December 2015.

Topics included the annual conference, editing tools, employment questions, member news, professional development, volunteering and cats. Both members and directors/chairs of Editors Canada have posted.

List (email forum)

The list was noticeably quiet throughout 2015, with fewer postings and participants than in previous years. At the end of the year, there were about 400 subscribers to the list. In 2013, there were about 11,400 posts. In 2014, there were about 4,700 posts, while in 2015 there were roughly 2,500—a 78 percent decrease from 2013. The wide array of other lists and social media options has likely drawn much of the activity away from our member list.

We don't collect data on how many subscribers actually post to the list or, in the parlance of the list, lurk (without posting). We can estimate that about 40 people regularly post and participate.

Users' compliance with using subject line tags has been excellent. The banner at the bottom of new emails to the list serves as a gentle and visible reminder of the tags available and this prompts people to use them.

Mediator

In 2015, six members asked the Editors Canada mediator for help in dealing with clients who did not pay invoices. The mediator offered advice in some cases and interceded in others. Three of these were successfully resolved.

Member services

The member services committee was inactive much of 2015 because there was no committee chair, but they worked hard to get started again. Their first task was an exit survey for members who leave the association. They compiled a list of questions that will help Editors Canada learn what we can do better. It should be launched in 2016.

The committee also restarted work in three areas in 2015: a welcome kit, francophone services and discounts.

Welcome kit and new member/student affiliate services

- The committee is working on a list of services and documents that members and affiliates will have easy access to when they join, so they understand what Editors Canada offers and how they can get involved to learn new skills and network with their colleagues.
- It is also looking at how to promote services that will help our members begin their careers, whether freelance or in-house. The committee has been working on identifying gaps in our information and services, so that Editors Canada can improve and make sure new editors get the best start possible.

Francophone services

- Some services are not offered in English and French in all areas of the country. The committee began looking at ways to improve and expand services to our francophone members.

Discounts on educational materials and online tutorials

- The committee started researching tutorials and other materials online to see whether they would be beneficial to members. If so, they will negotiate with the supplier to get a group discount for Editors Canada members.

Volunteer management

The volunteer management committee has been busy with several ongoing projects that it started a few years ago, as part of the strategic plan for 2012/13 to 2016/17.

It continues to profile a volunteer of the month, recognizing the hard work of volunteers and helping them publicize their skills. The profiles appear in the monthly e-news update to members, are posted on the website and are promoted on social media (LinkedIn, Facebook and Twitter).

Work continued on the volunteer directory, which is due to be launched along with the new website.

The volunteer handbook is also an ongoing project. It will be a useful resource for Editors Canada volunteers and volunteer leaders. The

committee hopes to have a draft ready in 2016 for review by the national executive council, branch executives and twig coordinators.

The committee chair also worked with Editors Toronto executives to research how to deliver and manage a national volunteer rewards program. Editors Toronto has been running a popular rewards program since 2012, and the committee is using this experience to put together a plan to help recognize volunteers from coast to coast. It also repeated a 2014 national award, offering a \$50 discount (toward a membership renewal or conference registration) to 10 volunteers, picked randomly from the list of volunteers in last year's annual report.

Professional development

Agrément/Principes

In 2015, Editors Canada, led by the members of the *Agrément/Principes* committee, launched the *Programme d'agrément en révision linguistique—Réviseurs Canada*. It is the world's first program offering the title *réviseur agréé* (certified editor) to francophone editors.

The program is composed of two exams based on the *Principes directeurs en révision professionnelle*. The first exam covers general editing and the second covers comparative editing of texts translated from English to French.

In spring 2015, Editors Canada started selling the study guide (*Guide de préparation à l'examen d'agrément général*) and opened registration. The expected number of candidates was quickly exceeded, and more space had to be made available to accommodate the 100 or so participants at the computer lab at Université Laval, in Quebec City, on October 17.

In this first exam, 60 percent of participants earned the title of *réviseur agréé*.

In just two years, this team of volunteers was able to update the *Principes directeurs en révision professionnelle* and establish the *Programme d'agrément en révision linguistique—Réviseurs Canada*.

Certification

In 2015, Editors Canada recognized 10 new certified proofreaders, nine new certified structural editors and five new certified professional editors. We have now awarded 236 designations to 107 editors.

Test registrations in 2015 were similar to 2014 levels. The committee continues to explore ways to increase registration; many people are waiting for the 2017 launch of computer testing.

This year, the committee accomplished the following:

- developed, administered, and marked tests in copy editing and stylistic editing
- successfully piloted computerized versions of the 2015 tests (the committee is using feedback from the 2015 pilots to revise the 2016 computerized pilot of structural editing and is on track to launch computerized testing in 2017)
- held a popular session at the 2015 conference on preparing for certification
- began to establish and maintain connections with certification counterparts in other organizations around the world, via face-to-face meetings at the 2015 conference and on social media
- guided and supported the Foundations in Editing taskforce (the taskforce exploring the feasibility of a more entry-level layer of certification)
- supported the *Agrément/Principes* committee as it developed a French certification program

The committee has several plans for 2016, including the following:

- develop, market, administer, and mark tests in proofreading and structural editing
- pilot a computerized version of the structural editing test
- create a relational database for test questions and answers

Conference

Twelve countries, 24 associations, 76 sessions and more than 500 participants: The first international editing conference, *Editing Goes Global*, brought all this together for three days

of networking, learning and laughing. The opening keynote speaker was Carol Fisher Saller, editor of the Chicago Manual of Style's online Q&A and author of *The Subversive Copy Editor*. Carol encourages editors to remain flexible—to cooperate with and support writers while staying exact and careful. The closing keynote speaker was Canada's Wordlady, Katherine Barber, former editor-in-chief of the *Canadian Oxford Dictionary* and author of *Only in Canada, You Say*.

A wonderful part of the conference was meeting people we'd been talking with online for so long. Everyone looks the same as they do in their profile photo, but meeting people in person was an amazing experience.

Participants enjoyed the professional development sessions, but networking was definitely the highlight of the conference. So many excellent discussions happened on many topics, including finding work, running associations and sharing resources. All of these discussions were helpful for the participants, but we know they will also be good for editors more broadly, because sharing how we work as organizations will benefit the members of every editing association. Editors Canada will be building on these connections for the next several years.

Student relations

Efforts to encourage student participation at the Editing Goes Global conference were highly successful, with 30 students registering for the conference (up from 19 the previous year) and a number more volunteering. Additional volunteers were recruited after the conference to continue the work done to raise awareness and promote Editors Canada to students. This enthusiastic group of volunteers became the new student relations committee in September 2015.

The committee immediately got to work on developing materials and strategies to attract student affiliates and retain them as members when their educational journey ends.

Activities and accomplishments in 2015 included

- creating a student brochure, to be launched in 2016
- developing web content for the student affiliate program web page, to be implemented after the redesigned editors.ca website is fully live
- writing an integrated marketing plan for the student affiliate program
- running a student affiliate Facebook page
- exploring strategies for other social media and additional avenues of communication

Training and development

The main goal for 2015 was to launch an online training program for Editors Canada. Though work on this project stalled over the summer, it began again in the fall and we now plan to launch the first webinars in spring 2016. The committee is continuing to research online training platforms, competing online courses and possible topics of interest.

The committee hopes that this program will help to bring professional development opportunities to members who live in more remote regions of the country. The committee and the NEC realize that introducing online training may affect seminar attendance at the local level. With that in mind, consultation with branches and twigs began in December and will continue throughout the next year as the committee develops this initiative.

Communications

Active Voice

One print issue of *Active Voice* was published in May 2015.



Communications and marketing

The communications and marketing committee was formed in 2015. Previously, communications and marketing were two separate committees. However, given Editors Canada branding and website developments, the NEC voted to bring the two groups together to ensure Editors Canada has a unified message, internally and externally, and across the country. The member communications committee was also rolled into this one overarching communications committee.

The committee began its new work by reviewing what can be done to promote the benefits of Editors Canada to new and returning members, as well as increase member numbers.

In addition to engaging its current committee members, the committee invited branches and twigs to volunteer a member to be a part of the national committee. This will contribute to broader representation from across Canada.

Other activities included

- auditing the online poll results to accept the 2014–15 annual report
- designing and administering a survey for Editors Prairie Provinces members
- revising the membership survey, to be sent out in early 2016

Blog

The Editors' Weekly blog remains a popular communications and marketing tool for the association. It fosters connections among language professionals, encourages interaction and networking, and highlights Editors Canada events and achievements.

Posts in 2015 included interviews with the Tom Fairley Award winner and Editing Goes Global speakers, a software review of the newest version of PerfectIt, an announcement regarding French editing certification and a guest post by Sara Peacock on her experience at the Editing Goes Global conference.

- **Total views for 2015:** 21,593
 - » Temporary technical issues meant that subscribers didn't receive post notifications

in late January and all of February, so our stats dropped dramatically during that time period.

- **Most views in one day:** 861
 - » These were related to the August 4 publication of Melva McLean's "It's Our Turn at the Box Office."
- **Number of subscribers:** 386
 - » This is up from 255 in December 2014.

Publications

The publications committee had a banner year in 2015, launching the online version of *Editing Canadian English 3* (ECE3) in February and the print editions of ECE3 and *Editorial Niches: A Companion to Editing Canadian English, 3rd edition*, in June. These massive undertakings involved 100 volunteers over the three-year project—it was a labour of love and a testament to the dedication and expertise of our members.

The distributor, University of British Columbia Press, reports solid sales as word spreads about the books. The committee is exploring marketing approaches for the three resources, from social media to university contacts and branch/twig communications.

The committee is also planning a series of one-to-two-page fact sheets for writers who want to know more about editors and editing, to be posted on the website.

It is connecting with the communications and marketing committee to discuss social media and website development for marketing Editors Canada resources and fact sheets for writers.

Administrative committees

Awards committee

The awards committee began taking shape in 2015, but most of its activity was focused on finding committee members and judges for the two major awards. The committee has made good progress on developing the Karen Virag Award, which will be awarded for the first time in 2016. It also has started discussions on a terms of reference document to define

the scope, goals and responsibilities of the committee.

The committee has also carefully reviewed the goals set out by the awards taskforce and plans to address as many as possible in the coming year. Key projects that it has laid the groundwork for include

- investigating options for an award for French editors
- developing new fundraising strategies
- increasing recognition of award winners
- fostering overall engagement in the awards program

External liaison

Editors Canada made some great strides this year in external relations. We continue to have representation on Canada's Book and Periodical Council and the Freedom of Expression Committee. And while responsibility for external liaison stays with the NEC, it has moved from the executive director to the past president.

Editors Canada continues its relationship with the Translation Bureau by providing four articles a year to post on the Language Portal of Canada. This contributes to coverage of editing topics on a Government of Canada website and it increases exposure for the association.

We expanded our international relations dramatically in 2015 with the Editing Goes Global conference, where we partnered with 22 editing associations around the world, as well as the Professional Writers Association of Canada (PWAC).

Conference organizers used Facebook to get input, increase buzz and influence people's decision to attend. They did this by building on relationships with individual editors, many of whom are active members of other editing or writing organizations around the world.

The organizers arranged several conference sessions for leaders and members of editing organizations to discuss topics of interest to associations. These included mentoring programs, certification, volunteering and e-learning. The sessions were a fabulous way to share ideas and find out about methods

that work well. Some of these conversations are continuing on Facebook and in the Editors Canada mentoring taskforce.

In the fall, the NEC wrote and approved a new partnership policy and guidelines. These will frame discussions that the NEC wants to have with like-minded organizations about sharing discounts. Getting discounts to other associations' conferences and training will improve services for Editors Canada members. Offering our conference and training discounts to members of other associations will increase our profile and profits.

The NEC began approaching other organizations at the end of 2015. This will continue into 2016 and beyond. Possibilities for the future include an international job hotline and jointly developed products (curricula for editorial instruction, publications, proficiency testing and certification, and standards).

Taskforces

Branding taskforces

This section includes the work of the branding taskforce and the branding rollout taskforce.

In January 2015, members voted to proceed with the rebranding of the association that was introduced in 2014, and planning for rolling out the new logo and other branding elements began.

The legal name of the association has not changed; it remains Editors' Association of Canada/*Association canadienne des réviseurs*. The shorter version, Editors Canada, which replaces "EAC," is a key part of our strategy to build awareness of the association and our leadership in the field of editing in Canada.

As of July 1, the association began using the Editors Canada name in all new national communications. Branches and twigs started the transition on the same date, as they prepared their September marketing campaigns for seminars and other local activities. They incorporated the logo and other elements into their social media accounts and other communications vehicles.

The popular brochures *So You Want to Be an Editor* and *15 Reasons to Join Editors Canada* have been updated with the new look; the new Editors Canada website (launching in 2016) features the new branding elements as well.

The taskforce's next steps will be to consult with members, non-members, organizations that provide training for editors, employers and other editing-related organizations, in Canada and abroad.

Mentoring taskforce

The NEC struck the mentoring taskforce in October and found a leader in December. In that short time, the taskforce has been able to recruit several members and begin researching existing mentorship programs for editors and allied professions. Sixteen taskforce members from across Canada and various editing genres were recruited. As well, two Australian editors involved in mentoring are participating on the taskforce as guests.

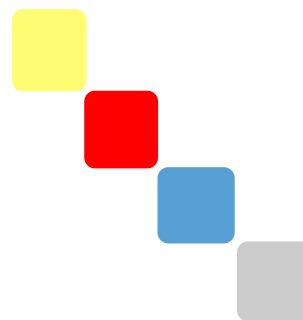
The taskforce will report to the NEC with recommendations for a national program and will seek input from Editors Canada members. It has a target launch date of fall 2016.

Professional editorial standards taskforce

At its September meeting, the NEC changed the professional editorial standards committee into a taskforce. The reasoning was that this committee becomes active only every five years and is dormant in between, so there is no need for a standing committee. A standards review taskforce will therefore be established every five years to review the current standards and ensure they continue to reflect the realities of editing in Canada.

A secondary objective of the taskforce is to remind members of the reasons Editors Canada has professional standards and the role they play for editors, educational institutions, employers and the association.

The new taskforce began its review with a November retreat in Vancouver, so it could draw on the vast standards and certification experience of members living in the Vancouver area. The chairs brought together nine editors who spent three days discussing what editors do and what skills they require today. They then reviewed the current standards one by one to gauge relevance, omissions, and bias, and worked on a timeline for consultation and review.



Local groups: branches and twigs overview

News from the branches

- Editors British Columbia flourished thanks in part to student affiliates and to the varied programs it offers, and it prepared to host the 2016 annual conference in Vancouver.
- Editors Prairie Provinces remained on hiatus, but many members indicated interest in having the branch restart and/or new twigs form.
- Editors Saskatchewan hosted workshops, coffee and conversation events, and a fall swing.
- Editors Toronto focused on recruiting and retaining members by hosting events and promoting the branch on social media and on its blog, Boldface.
- Editors Ottawa–Gatineau (formerly National Capital Region) held well-attended seminars and launched a marketing plan.
- Editors Quebec/Atlantic Canada set new goals and surveyed partner organizations about co-hosting events.

News from the twigs

- Editors Newfoundland and Labrador grew its membership to seven and co-hosted an event with the Writers' Alliance of Newfoundland and Labrador.
- Editors Nova Scotia met regularly in Halifax and Wolfville, and contacted other organizations and student affiliates.
- Editors Hamilton–Halton hosted meetings and seminars, and reached out to students at McMaster University.
- Editors Kingston focused on increasing turnout at meetings by setting new goals, establishing a new events program and launching a new Facebook page.
- Editors Kitchener–Waterloo–Guelph focused on finding better meeting spaces, sustaining and increasing membership, and offering meaningful workshops.
- The relatively new Editors Calgary held social events and professional development workshops to encourage new membership.

Work on strategic priorities

The two regional directors advanced the following three areas identified in the 2012/13 to 2016/17 strategic plan.

Support and facilitate services provided by branches and twigs

- Branches and twigs promoted their activities on their web pages as part of the national website, and they also increased social media use. Ten branches and twigs actively use Facebook, four actively use Twitter and five actively use blogs.
- They also spent the year settling into the association's new branding with support from the national office. In addition, the NEC consulted with branches and twigs on ways to deliver online training (webinars).

Maintain clear and responsive communication with branches and twigs

- The regional directors kept in touch with branch and twig leaders through occasional emails and phone calls.
- They prepared various NEC meeting summaries and memos, which were shared with branches and twigs via email and social media.
- The western regional director presented a summary of the September 2015 NEC meeting in person to Editors British Columbia.
- In conjunction with its quarterly meetings, the NEC met with members from Editors Quebec/Atlantic Canada and from Editors Ottawa–Gatineau.
- The association launched monthly Twitter chats (#EditorsChat) as a new way to converse with members.
- Branch and twig leaders held their annual meeting in Toronto in June at the 2015 conference.

Foster the development of new branches and twigs

- The president and the regional director (west) corresponded with Editors Prairie Provinces to seek a way to revitalize that branch.
- The regional director (east) attended executive meetings of Editors Ottawa–Gatineau, Editors Kingston and Editors Quebec/Atlantic Canada.

Awards

The following awards are presented each year at the annual Editors Canada conference banquet: the Tom Fairley Award for Editorial Excellence, the Claudette Upton Scholarship and the President's Awards for Volunteer Service, including the Lee d'Anjou Volunteer of the Year Award.

Tom Fairley Award for Editorial Excellence

Established in 1983, the Tom Fairley Award recognizes the editor's often-invisible contribution to written communication. The cash prize of \$2,000 is awarded for an editor's outstanding contribution to a work published in Canada in English or French during the previous calendar year. Two finalists also receive a cash award of \$500. Any type of written project—such as a book, magazine, government or corporate report, or software manual—is eligible, as is any type of editorial work.

Judges for the 2014 Tom Fairley Award are experienced and respected Canadian editors: Peter Midgley, Sandy Newton and Rosemary Shipton.

The winner of the 2014 Tom Fairley Award was Grace Yaginuma, for her work on *A Discerning Eye: The Walter C. Koerner Collection of European Ceramics* by Carol E. Mayer (Figure 1 Publishing).

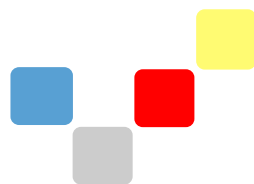
The other two editors shortlisted for their editorial excellence were Sue MacLeod, the editor of *Mending Hearts, Building Bridges: The Story of Save a Child's Heart* by Bernard Goldman (Save a Child's Heart Foundation) and Suzanne Rent, the editor of *Our Children* (Metro Guide Publishing).

Claudette Upton Scholarship

An annual national scholarship was established in 2010 to honour the late Claudette Reed Upton-Keeley, a gifted editor and honorary lifetime member of Editors Canada. The award recognizes a promising student editor from among our membership. The winner is encouraged to use the \$1,000 scholarship to help support their continuing professional development in editing.

The 2014 recipient of the Claudette Upton Scholarship was Andrea Hatley of Thompson, Manitoba, enrolled in the Ryerson Publishing Program. In her winning essay, Hatley said, "...any successes or failures I have experienced in life were ultimately the result of how well I communicated what I knew, what I thought and sometimes what I feared. My success as an editor will be no different."

Sincere thanks to the selection committee, composed of three respected Canadian editors: Anita Jenkins, Sue Martin and Daniel Polowi.



President's Award for Volunteer Service

The President's Award for Volunteer Service recognizes outstanding service to the organization, at the branch or national level, by member volunteers. Candidates for the award may have served Editors Canada by

- conscientiously performing volunteer activities over an extended period,
- taking the initiative to identify and solve a critical problem or meet a specific need within the organization,
- organizing or directing an activity that has a tremendous impact on the association, or
- inspiring others to participate more fully within the association.

The 2015 recipients of the President's Award for Volunteer Service were

- Benoit Arsenault (Editors Quebec/Atlantic Canada)
- Stacey Atkinson (Editors Ottawa–Gatineau)
- Heather Ebbs (Editors Ottawa–Gatineau)
- Marsha Fine (Editors Ottawa–Gatineau)
- Jennifer Glossop (Editors Toronto)
- Christine Hastie (Editors Quebec/Atlantic Canada)
- Breanne MacDonald (Editors Hamilton–Halton)
- Patricia MacDonald (Editors Nova Scotia)
- Dani Pacey (Editors Toronto)
- Alexandra Peace (Editors Nova Scotia)
- Jean Rath (Editors Ottawa–Gatineau)

Lee d'Anjou Volunteer of the Year Award

From among the nominations received for the President's Award, one volunteer is selected to receive the Lee d'Anjou Volunteer of the Year Award.

The 2015 Lee d'Anjou Volunteer of the Year Award was Christine Beevis Trickett (Editors Calgary).

A note on volunteering

The long list of names included in the volunteers section of this report shows how much Editors Canada relies on the active involvement of its members. This year, like every other year, dozens of people served on national committees and the NEC, and hundreds of others took on specific tasks.

Volunteers are essential for our association to function well. If you currently volunteer for Editors Canada or have done so in the past, we thank you.

If you have never volunteered, please consider doing so. Volunteering lets you give back to your association while developing skills you can use in your career. It's also an excellent way to network with other editors and make new friends.

There are opportunities to volunteer at the national and local levels. Many tasks can be done from home, so where you live isn't a limiting factor. To find the right project for you, contact your local branch or twig, or send an email to the director of volunteer relations (Director_Volunteers@editors.ca).

The announcement of the President's Awards for Volunteer Service is an important event for Editors Canada each year.

Volunteers

In addition to the members of the NEC and the committee chairs, listed at the beginning of this report, many members volunteered their time and talents to help further the goals of national, branch and twig initiatives.

You can also see cumulative [Volunteer of the Month](#) selections on the Editors Canada website.

We apologize to anyone whose name has been inadvertently omitted from this list.

National volunteers

Annual general meeting

Ellie Barton
Kathleen Gotts

Human resources committee

Greg Ioannou
David Johansen
Anne Louise Mahoney
Gael Spivak
Moirá White

Recording secretary: NEC meetings

Zofia Laubitz
Alexandra Peace

Nominating committee

Michelle Boulton
Julia Cochrane
Dawn Hunter
Greg Ioannou
Roma Illynyckij
Moirá White

Strategic planning session

Stacey Atkinson
Wendy Barron
Julia Cochrane
Elizabeth d'Anjou
Heather Ebbs
Sandra Gravel
Greg Ioannou
David Johansen
Anne Louise Mahoney
Breanne MacDonald
Patricia MacDonald
Elizabeth Macfie
donalee Moulton
Marie-Christine Payette
Alexandra Peace
Frances Peck
Tamra Ross

Margaret Shaw
Marion Soublière
Gael Spivak
Louise Saint-André
Kaarina Stiff
Michelle van der Merwe

Member services

Facebook and Interactive Voice

Joanne Haskins

Francophone affairs

Benoit Arsenault
Cendrine Audet
Sylvie Collin
Pauline Côté
Anne-Marie Deraspe
Barbara Dylla
Sandra Gravel
Greg Ioannou
Claudine Laforce
Anne Louise Mahoney
Marie-Christine Payette
Noële Racine
Dwain Richardson
Stéphanie Robitaille
Louise Saint-André
Aïssatou Sane
Gael Spivak
Sylvie Théodule

Mediator

Michael Benedict

Member services

Karin Cather
Viola Funk
Casey Gazzellone
Carole Hubbard
Alexandra King
Ellen Koehler
Karen Phillips
Suzanne Purkis

Sabrina Rauscher
Stéphanie Robitaille

Volunteer management

Christine Albert
Lyndsay Barrett
Christine Campana
Nancy Foran
Colleen Stewart Haynes
Roma Illynyckij
Anita Jenkins
Patricia MacDonald
Julie Kay-Wallace
Claire Wilkshire

Professional development

Agrément/Principes

Benoit Arsenault
Catherine Baudin
Jocelyne Bisailon
Dominique Bohbot
Anissa Bouyahi
Louise Brunette
Anne Fonteneau
Dominique Fortier
Sandra Gravel
Marie-Ève Laroche
Louise Saint-André

Certification

Stan Backs
Mary Bailey
Rhonda Bailey
Wendy Barron
Christine Beevis Trickett
Victoria Bell
Michelle Boulton
Sheila Bourque
Anne Brennan
Kristine Buchholtz
Pamela Capraru

Wendy Carroll
Marta Cepek
Tania Cheffins
Cindy Chopoidaló
Sylvie Collin
Eric Damer
Donna Dawson
Jacquie Doucette
Jay Draper
Janice Dyer
Heather Ebbs
Laura Edlund
Cindy Elphick
Beverly Ensom
Kerry Fast
Ann Firth
Casey Gazzellone
Jennifer Glossop
Sonia Gluppe
Freya Godard
Bhavana Gopinath
Jenny Govier
Jennifer Hepburn
Linda Hilpold
Sherry Hinman
Carole Hubbard
Linda Jenkins
Joanne King
Mark Kirtland
Kate Kovaleva
Annie Leung
Kristina Lundberg
Stephanie Macaulay
Sally McBeth
Jeanne McKane
Antonia Morton
Lana Okerlund
Naomi Pauls
Frances Peck
Carly Poloway
Leanne Rancourt
Dwain Richardson
Lynn Sackville
Lynn Schellenberg
Jess Shulman
Tiffany Sloan
Kaarina Stiff
Leslie Vermeer
Stephen Vogan
Moirá White

Conference
Lil Allain
Sue Archer
Stacey Atkinson
Ellie Barton
Ilona Biro
Kristina Brousalis
Karin Cather
Jodi Cheung
Paul Cipywnyk
Clare Cruickshank
Stacey Curtis
Anne-Marie Deraspe
Ryan Dunlop
Bryen Dunn
Janice Dyer
Sue Easun
Abby Egerter
Elaine Firestone
Ellen Fleischer
Jennifer Foster
Pamela Hewitt
Carole Hubbard
Greg Ioannou
David Johansen
Cherilyn Keall
Joanne King
Vivek Kumar
Valérie Lalonde
Sarah Lane
Krysiá P. Lear
Tilman Lewis
Ambrose Li
Caroline Li
Sharon Lindenburger
Breanne MacDonald
Patricia MacDonald
Elizabeth Macfie
Genevieve MacIntyre
Janet MacMillan
Robin Marwick
Jeanne McKane
Kyra Nabeta
Shruti Nagar
Riça Night
Joanna Odrowaz
Kathleen O'Hagan
Katharine O'Moore-Klopf
Pamela Hilliard Owens
Sophie Pallotta
Marie-Christine Payette
Eleonore Pelletier
Leonie Pipe

Laura Poole
Cayla Price
Suzanne Purkis
Sabrina Rauscher
Vanessa Ricci-Thode
Betty R. Robinson
Heather Roper
Leslie Saffrey
Jan Safran
Michelle Schriver
Kristen Scott
Carmen Siu
Lynn Slobogian
Gael Spivak
Rosemary Tanner
Vanessa Wells
Sarah Wight

Student relations
Wendy Barron
Anne Curry
Ann Kennedy
Claudine Laforce
Tiffany Macdonald
Christina Vasilevski

Training and development
Louis Crust
Sue Easun
Robin Marwick
Ginny McGowan
Patricia McIsaac
Cathy McPhalen
Carol Rigby
Margaret Shaw

Communications

Active Voice
Dean Askin
Nancy Carr
Fabiola Fouron
Paula Last
Anne Louise Mahoney
Marie-Christine Payette
Stéphanie Robitaille
Brooke Smith
Anna Sparrow

Blog
Paul Buckingham
Tanya Procyshyn
Anna Williams

Communications and marketing

Don Beyers
Susan Chambers
Shelley Egan
Noel Grzetic
Ellen Keeble
Elizabeth Lee
Peter Perryman
Dwain Richardson

Publications

Alanna Brousseau
Nancy Cassidy
Anne Godlewski
Lenore Hietkamp
Claudine Laforce
Tilman Lewis
Anne Louise Mahoney
Diane MacGregor
Avivah Wargon

Twitter chats

Sue Archer
Stacey Atkinson
Anne Brennan
Elizabeth d'Anjou
Jeanne Duperreault
Jenny Govier
Breanne MacDonald
Jeanne McKane
Frances Peck
Suzanne Purkis
Marion Soublière

Administration

Awards

Clare Cruikshank
Alan McAvoy
Betty R. Robinson
Tamra Ross

Claudette Upton Scholarship selection committee

Anita Jenkins
Sue Martin
Daniel Polowi

Tom Fairley Award judges

Peter Midgley
Sandy Newton
Rosemary Shipton

External liaison

Heather Ebbs
Stephanie Fysh
Sandra Gravel
Cat Haggert
Sarah Hipworth
Greg Ioannou
Marg Anne Morrison
Lisa Ng
Dwain Richardson
Gael Spivak

Taskforces

Branding

Michelle Boulton
Ruth Bradley-St-Cyr
David Campbell
Anne Louise Mahoney
Melva McLean
Michelle van der Merwe
Maira White

Mentoring

Catherine Baudin
Carolyn Brown
Kevin Burns
Carolyn Camilleri
Joe Cotterchio-Milligan
Dave Ealey
Lenore Hietkamp
Anita Jenkins
Juliann Krushen
Janet Macmillan
Ginny McGowan
Joanna Odrowaz
Louise Saint-André
Isobel Stevenson
Rosemary Tanner
Ruth Wilson

Guests

Pamela Hewitt
Carolyn Leslie

Professional editorial standards

Michelle Boulton
Iva Cheung
Roma Illyckyj
Maureen Nicholson
Lana Okerlund
Frances Peck
Maira White
Ruth Wilson
Grace Yaginuma

Local groups: branches and twigs

Editors B.C.

Wendy Barron
Karen Barry
Connie Behl
Alexandra Bogdanovic
Micheline Brodeur
Eric Damer
David Dressler
Meagan Dyer
Kitty Elton
Susan Fitzgerald
Nancy Flight
Amy Haagsma
Katlyn Hebert
Roma Illyckyj
Meagan Kus
Peter Moskos
Kyra Nabeta
Lana Okerlund
Erin Parker
Frances Peck
Heather Ross
Lynn Sackville
Margaret Shaw
Tiffany Sloan
Lynn Slobogian
Nancy Tinari
Eva van Emden
Lindsay Vermeulen
Cheyenne Williams

Editors Calgary

Christa Bedwin
David Hedley
Chrissie Mains
Christine Beevis Trickett

Editors Hamilton-Halton

Liz Delaney
Trudi Down
Cat Haggert
Sarah Hippworth
Nancy Johnson
Breanne MacDonald
Irina Malakhova
Michael Peebles
Lindsay Ryan
Cathy Tell

Editors Kingston

Ellie Barton
Elizabeth d'Anjou
Nancy Wills

*Editors Kitchener–Waterloo–
Guelph*

Joanna Bandziorowski
Anne Godlewski

*Editors Newfoundland and
Labrador*

Sandy Newton
Kim Northcott
Erika Steeves
Leslie Vryenhoek
Claire Wilkshire

Editors Nova Scotia

Nancy Cassidy
Julia Cochrane
Anne Curry
Nancy Holland
Glenna Jenkins
Diane MacGregor
Valerie Mansour
Alexandra Peace
Patricia Thomas

Editors Ottawa–Gatineau

Sheila Bourque
Ruth Bradley-St-Cyr
Sara Caverley
Kristen Dolenko
Jacqueline Doucette
Bhavana Gopinath
Carole Hubbard
Elizabeth Macfie
Jennifer Rae-Brown
Louise Saint-André
Linda Senzilet
Gael Spivak
Kaarina Stiff
Elaine Vininsky
Tom Vradenburg

*Editors Prairie Provinces
(on hiatus)*

Emily Staniland

Editors Quebec/Atlantic Canada

Cendrine Audet
Vanessa Bonneau
Sylvie Collin
Pauline Côté
Anne-Marie Deraspe
Jacquie Dinsmore
Sheila Eskenazi

Ashley Fortier
Fabiola Fouron
Géraldine Garnier
Linda Godard
Laurence Janni
David Johansen
Zofia Laubitz
Heather Martin
Jennifer McMorran
Marie-Christine Payette
Dwain Richardson
Josée Tardif

Editors Saskatchewan

Michelle Boulton
Linda Dietz
Katherine Duncombe
Dawn Loewen
Perry Millar
Victoria Neufeldt
Nora Russell
Tanya Turner

Editors Toronto

Christine Albert
Asha Bajaj
Victoria Barclay
Valerie Borden
Alanna Brousseau
Gail Brown
Tammy Burns
Carolyn Camilleri
Tara Carey
Samantha Carr
Mackenzie Carvalho Stewart
Emily Chau
Joe Cotterchio-Milligan
Glen Ellis
Kerry Fast
Angela Ferguson
Ellen Fleischer
Jennifer D. Foster
Laura Godfrey
Amy Haagsma
James Harbeck
Randee Holmes
Chris Hughes
Sarah Isaak
Lisa Jemison
Karen Kemlo
Ann Kennedy
Afara Kimkeran
Farla Klaiman

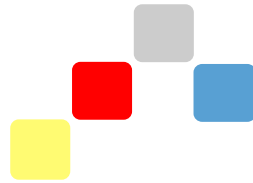
Lisa Laing
Kelly Lamb
Kim Leitch
Ambrose Li
Carolyn Lomax
Janet MacMillan
Robin Marwick
Whitney Matusiak
Sylvia McCluskey
Marg Anne Morrison
Nina Munteanu
Nicole North
Jeny Nussey
Denyse O'Leary
Nicole Osbourne James
Nadiya Osmani
Berna Ozunal
Dani Pacey
Karen Palmer
Sabrina Rauscher
Ruane Remy
Rebecca Russell
Samita Sarkar
Sara Scharf
Michelle Schriver
Savanna Scott Leslie
Brooke Smith
Maya Sokolovski
Kara Stahl
Denise Steller
Ana Trask
Jessica Trudel
Christina Vasilevski
Cathy Vint
Avivah Wargon

2015 Donors

Devon Andersen
Sarah Azouz
Mary Bailey
Nancy Barker
Catherine Baudin
Nicole Beauchamp
Susanna Biro
Gaëtan Boily
Nadia Boudjir
Laryssa Brooks
Sharon Carere
Ruth Chernia
Iva Cheung
Peter Colenbrander
Hélène Crevier
Louis Crust
Elizabeth Fairley
Gisèle Forsey

Travis Freeland
Lynn Gauker
Jennifer Glossop
Heather Hepplewhite
Amy Heron
Joey Hughes
Lucy Kenward
Joe Kimble
Julia Kollek
Sylvie Lahaie
Mary Metcalfe
Michael Newkirk
Brendan O'Brien
Tania Pattison
Christine Périgny
Catherine Plear
Susan Reaney
Jessica Sandham

Margaret Shaw
Denise Steller
Brian Stewart
Kimberley
Unterganschnigg
Liz Walker
Jan Walter
Paul Weinberg
West Coast Editorial
Associates
Moira White
Nicolle White
Brendan Wild
Nicholas Zacharewicz



Finances: Treasurer's report

From a financial point of view, 2015 was a difficult year. Declining membership throughout the year resulted in a shortfall of \$54,000, or 8 percent, in comparison to expected revenue. This affected everyone, as costs had to be trimmed and projects re-evaluated to ensure that revenue would result. A discipline of frugality prevailed.



There were, however, several bright spots. Sales from the third edition of *Editing Canadian English* were higher than anticipated (by \$7,000), with the prospect of further sales, both in print and online. Revenues from the certification and *agrément* exams were higher by \$5,000, due in no short measure to the remarkable success of *agrément*, again with the likelihood of more revenue to come.

As well as these increases in revenue, there was also considerable success in reducing costs. Staffing costs overall were reduced by \$19,000, office expenses by \$3,000 and travel expenses by \$5,000. Thanks to our executive director and the staff, this was accomplished without any discernible drop in the level of service provided to our members.

To summarize, what started as a \$28,000 surplus for 2015 ended as an \$18,000 deficit.

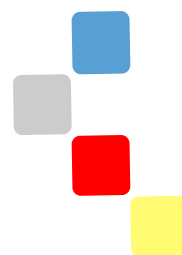
The two principal sources of revenue are membership dues and conference fees. The new draft strategic plan includes several initiatives that should boost membership levels. Conference revenues are also most important to our financial well-being. One of the best ways of promoting this event is through networking and word of mouth.

The next year will be pivotal to our financial health. All members should take whatever opportunities they can to promote our association and to ensure our financial stability.

You can find more financial information in the appendices.

When finances are tight, it is crucial to be on top of the situation every day, so I would like to thank Patrick Banville for his hard work and diligence in keeping all the plates spinning! Also, many thanks to Anne Louise Mahoney for her leadership of the NEC, particularly her discretion, energy and frequent Solomon-like decisions. It's a great team to be part of.

David Johansen



Appendix 1: Independent auditor's financial statements

Income Statement Jan 01, 2015 to Dec 31, 2015

REVENUE

Membership	276,807
Conference	177,747
Certification revenue	59,206
Digital product sales	45,219
ECE book sales	22,021
Awards	2,000
Interest and other	1,816
Donations	591
Grants	-
TOTAL REVENUE	<u>585,407</u>

EXPENSES

Staffing	163,525
Event and travel	152,414
Professional fees	99,998
Office expenses	24,689
Banking and transaction fees	23,209
Printing and design	47,107
Website and communications	46,634
Regional branches and twigs	29,225
Rent	21,875
Awards	4,000
TOTAL EXPENSES	<u>612,676</u>
NET INCOME	<u>(27,269)</u>

Balance Sheet As at Dec 31, 2015

ASSET

CURRENT ASSETS

Cash total	-
Guaranteed investment certificates	30,296
Accounts receivable	19,823
Prepaid expenses	9,509
Inventory	604
TOTAL CURRENT ASSETS	<u>60,232</u>

TOTAL ASSET	<u>60,232</u>
--------------------	---------------

LIABILITY

CURRENT LIABILITIES

Bank indebtedness	19,832
Accounts payable and accrued liabilities	28,024
Government remittances payable	4,487
Deferred revenues	5,750
Award and scholarship funds	4,389
TOTAL LIABILITIES	<u>62,482</u>

TOTAL LIABILITY	<u>62,482</u>
------------------------	---------------

EQUITY

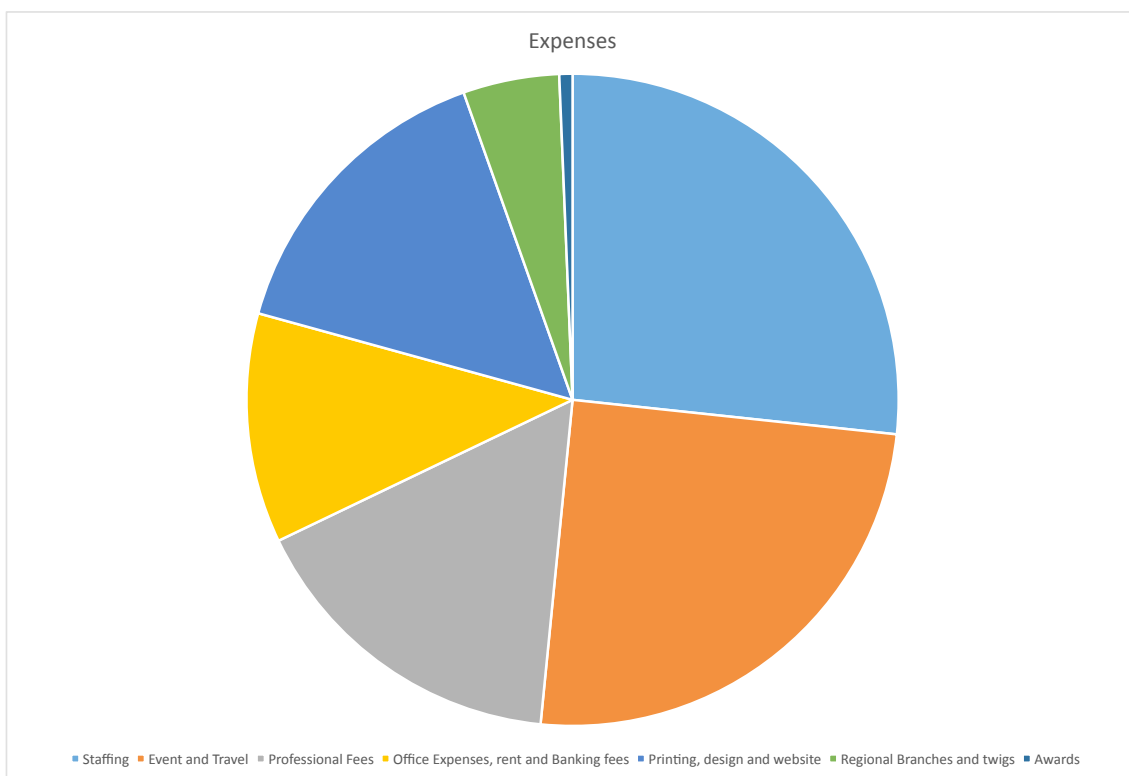
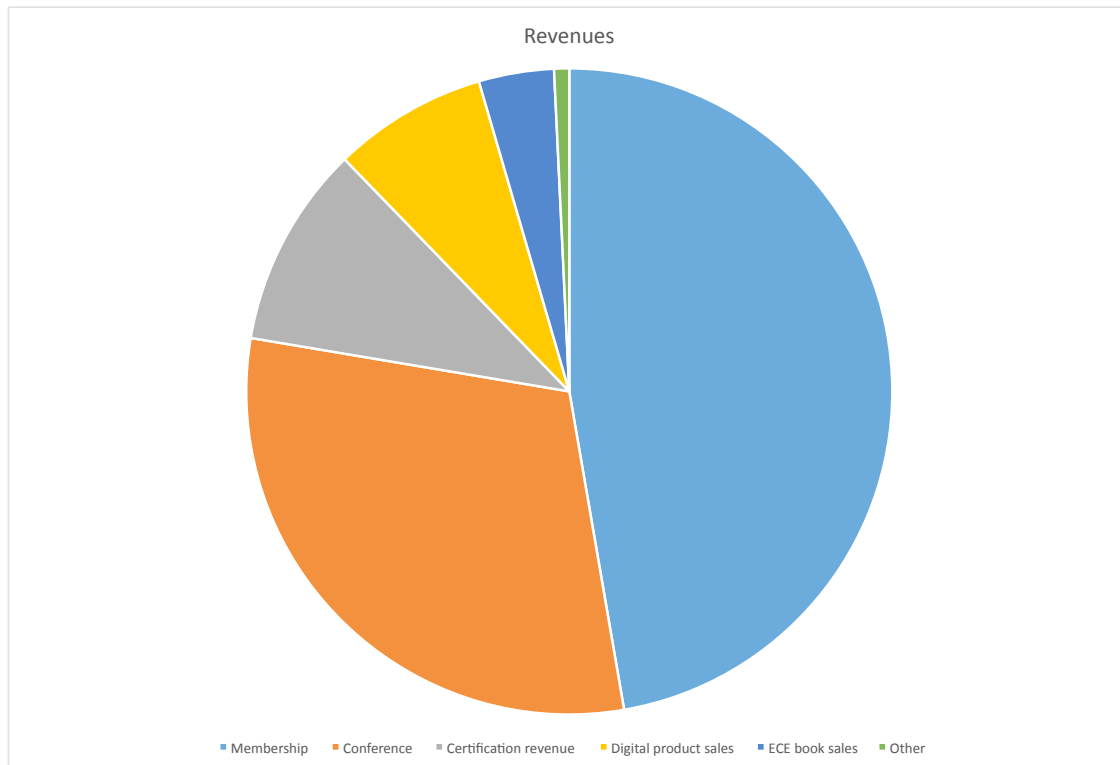
NET ASSETS (DEFICIENCY)

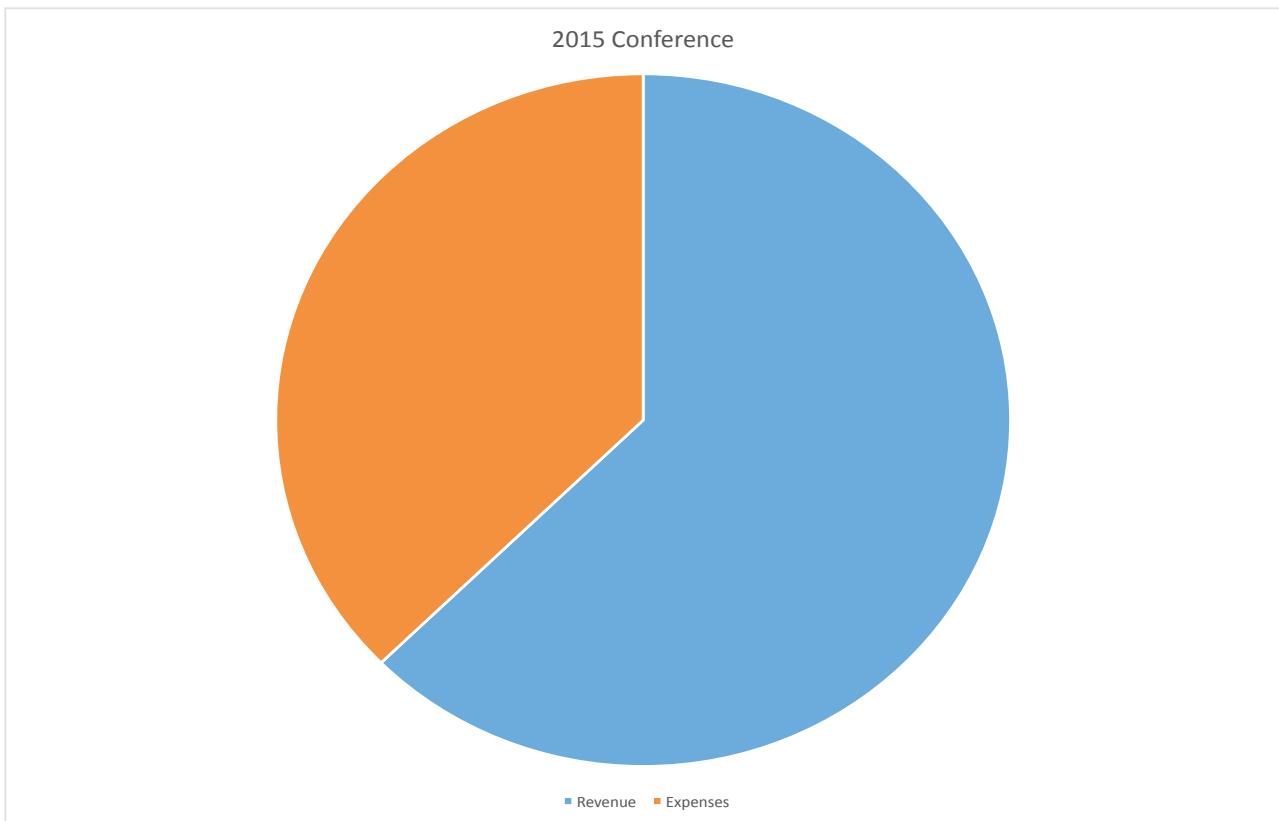
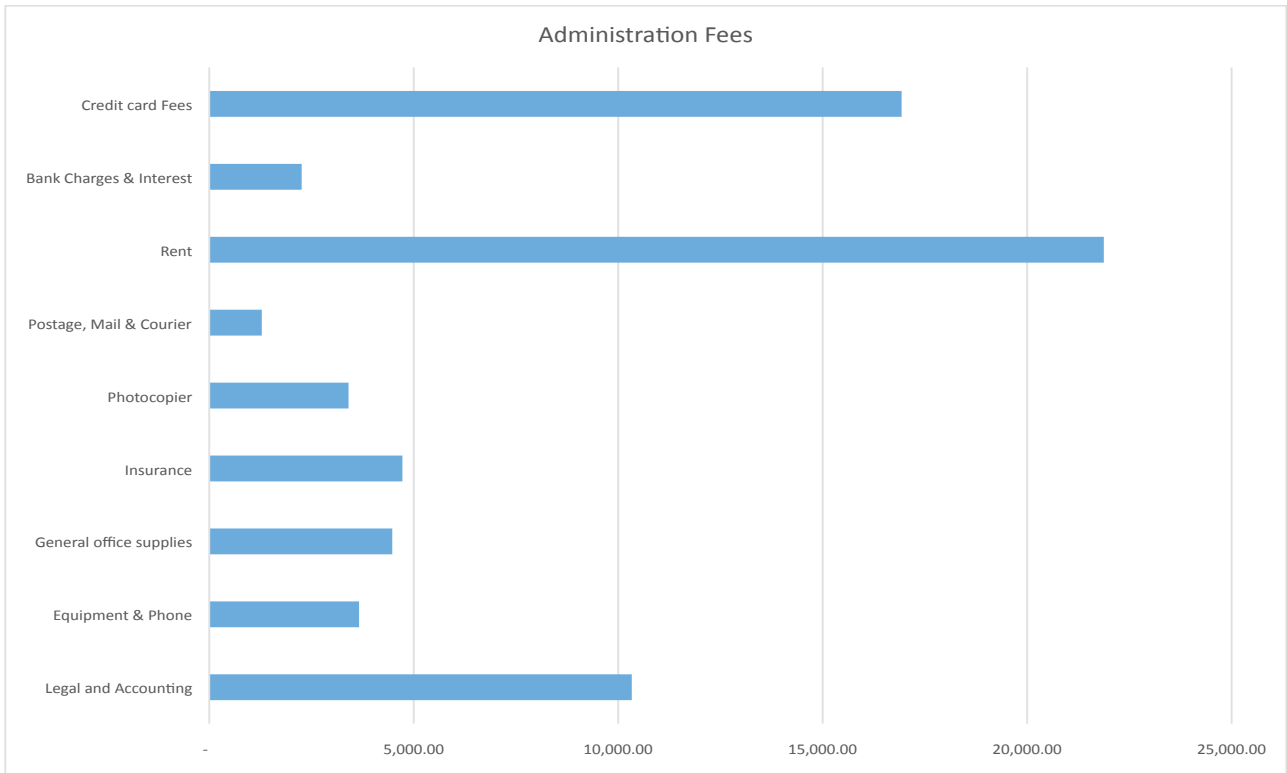
Unrestricted	<u>(2,251)</u>
TOTAL EARNINGS	<u>(2,251)</u>

TOTAL EQUITY	<u>(2,251)</u>
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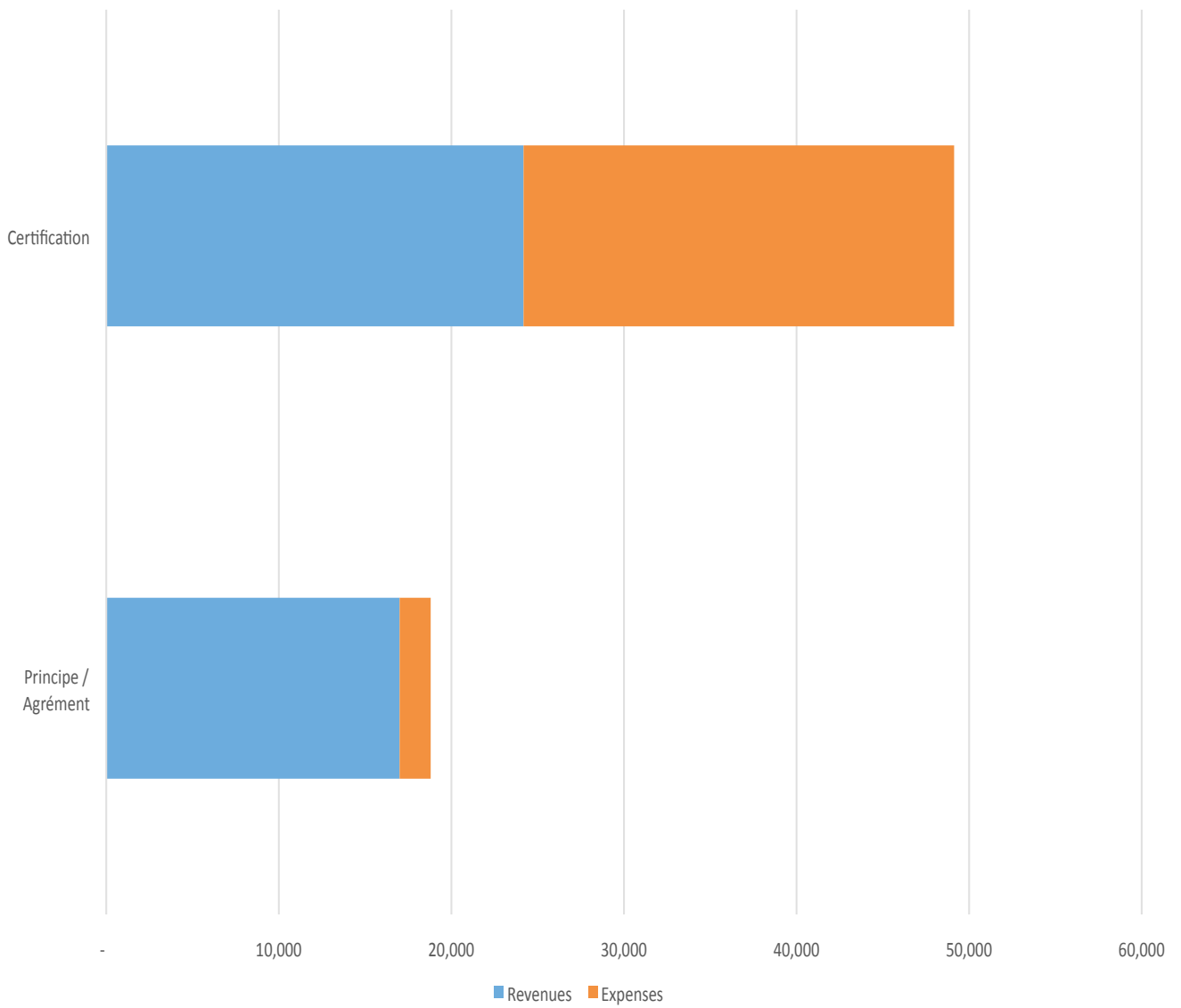
LIABILITIES AND EQUITY	<u>60,231</u>
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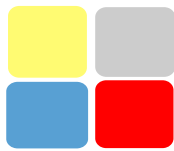
Appendix 2: Financial visuals





Certification and *Agrément*: revenue and expenses







EDITORS
RÉVISEURS
CANADA

Strategic Plan 2017–2021

Editors' Association of Canada/
Association canadienne des réviseurs

National
executive
council



EDITORS
RÉVISEURS
CANADA

Facilitator

David Kardish, The Centre for Excellence in Communications

Writer

Gael Spivak

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Colette Stoeber

French editor

Stéphanie Robitaille

English proofreader

Suzanne Nussey

French proofreader

Luci English Roberge

Design and layout

Alexandra Peace

National
executive
council

Contents

Executive summary	4
Introduction	5
Background	6
Methodology	6
Strategic priorities	7
Represent Canada's Editors	8
Bilingual and Diverse	9
Innovative and Agile	10
Communications and Marketing	11
Membership: Increased and Engaged	12
Monitoring and evaluating the strategic plan	13
Appendix 1: Expectations, strengths and strategy drivers	14
Expectations for the strategic planning session	14
Our strengths	15
Strategy drivers (environmental analysis)	16
Appendix 2: Methodology and participants	17
Methodology	17
Participants	18
Appendix 3: Summary of the interviews	19

Executive summary

Every organization needs to plan in order to set and attain its goals. The Editors' Association of Canada (Editors Canada) develops a strategic plan every five years. To start developing the 2017–2021 plan, a strategic planning group met for a full-day professionally facilitated strategic planning session on November 30, 2015. The group was composed of the national executive council, the executive director and other members.

The 2017–2021 strategic plan for Editors Canada contains five priorities to help the association grow and thrive over the next several years:

- Editors Canada will be recognized as *the* voice of Canadian editors.
(*Represent Canada's Editors*)
- Editors Canada will reflect Canada as it is today: linguistically, culturally and geographically.
(*Bilingual and Diverse*)
- Editors Canada will embrace new ideas. (*Innovative and Agile*)
- Editors Canada will have effective and cohesive marketing and communication, externally and internally (between the national executive council and members, and among members).
(*Communications and Marketing*)
- Editors Canada will have more members, and they will be engaged.
(*Membership: Increased and Engaged*)

This document unpacks these five priorities, explores the actions that support them and identifies the outcomes members can expect to result from them.

If membership increases, leading to increased income, the association could do strategic planning again in three years instead of the five-year cycle we are using now.

Introduction

The purpose of the 2017–2021 strategic plan is to make sure that Editors Canada focuses its member energy and resources on agreed-upon goals that will strengthen the association.

The strategic plan for 2012/13–2016/17 focused on volunteering, and the plan before that focused on financial stability. Editors Canada achieved many of our goals from the last plan, despite being hampered by several factors, including limited volunteer resources and changing technology. It's time to update our plans, in part to catch up with and use technology—mainly, social media—so that we can better serve and engage with our members.

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.

Volunteering, which is central to our member-run association, is part of this new plan; it is found in one of the five strategic priorities. The association will continue the work that was started under the previous plan (including expanding volunteer recognition, providing more volunteer training and creating a volunteer directory). The 2017–2021 plan also includes some new actions on volunteering that should increase the number of members who want to become engaged.

But we clearly need to focus on increasing our membership numbers in the next few years in order to have enough resources (money and people) to sustain and renew our association.

The strategic plan tells us what we want Editors Canada to look like by 2021: an organization that is nationally recognized, diverse and innovative, with excellent communications and actively engaged members.

Background

Our bylaw and policies, along with our procedures and guidelines, describe how we've set up Editors Canada to consistently perform various governance tasks: to organize our association, make decisions, elect people, spend money and support members. These governance documents are based on our core purpose and our mission.

Core purpose: The Editors' Association of Canada is a membership organization whose core purpose is to support and advance the interests of editors and excellence in editing.

Mission: Powered by our community of volunteers, our mission is to develop and promote professional editorial standards, increase awareness of the value of editing, and provide products and services to editors throughout their careers.

The purpose, mission and governance documents express our values as an organization. This strategic plan is built on that firm foundation.

What are the developing themes?



Methodology

To develop this strategic plan, the national executive council used a typical strategic planning methodology, including working with a trained facilitator (David Kardish, The Centre for Excellence in Communications).

Strategic plans do not always discuss how the strategic priorities were derived. The national executive council has decided to include such information in this plan so that members can walk through the thinking and the discussions as they read the document. Including the process here also expresses a commitment to transparency and serves as a record for future years.

- You can find background information in Appendix 1: Expectations, strengths and strategy drivers.
- You can find details about the methodology and participants in Appendix 2: Methodology and participants.
- You can find the interview summaries in Appendix 3: Summary of the interviews.

Strategic priorities

Our strategic priorities should be determined by the issues we are facing. These are the areas where we should put our attention, our money and our human resources.

Participants spoke individually about what they'd like the organization to become and then together grouped and prioritized everyone's ideas. They arrived at the following priorities.

Represent Canada's Editors

Editors Canada will be recognized as *the voice of Canadian editors.*

Bilingual and Diverse

Editors Canada will reflect Canada as it is today: linguistically, culturally and geographically.

Innovative and Agile

Editors Canada will embrace new ideas.

Communications and Marketing

Editors Canada will have effective and cohesive marketing and communication, externally and internally (between the national executive council and members, and among members).

Membership: Increased and Engaged

Editors Canada will have more members, and they will be engaged.

To turn these priorities into reality, participants set outcomes (goals and objectives), along with the actions required to achieve each strategic priority. These are identified below.

Represent Canada's Editors

Editors Canada should be the place employers and clients go when they need to hire an editor. We need to be careful not to sound stuffy, condescending or boring (do not reinforce editor stereotypes).

Other organizations claim to be the voice of editors. How can we work with them?

Outcome	Actions
Define what editing means and what it brings to the client.	Set up booths at events.
	Educate human resource departments about Editors Canada.
	Do presentations.
	Use training to promote the association.
	Make some promotional videos.
Become the hub: the source of editors and the definitive representative of Canada's editors.	Build awareness.
	Create incentives to promote the association.
	Find synergy with other organizations.
	Have a higher education hub.
	Create a student centre (building for the future).
Become the authority on editing: certification, standards, training.	Set up booths at events.
	Encourage members to provide content.
	Have lunch-and-learn speakers.
	Do more public relations; show the connection between the association and products.
	Do presentations.
	Send out media releases.
	Do radio interviews.
	Make some promotional videos.

recognized as voice of Canadian editors

Bilingual and Diverse

We are in a good situation right now with two francophone staff and a wildly successful French editing test. Can we take advantage of the situation, such as by setting up a satellite office in Montréal?

What about subgroups, such as editors who work in other languages in Canada? Can we support them rather than provide services? Some branches are liaising with other organizations. Can we work with the Office of the Commissioner of Official Languages and others?

Outcome	Actions
Bilingual <ul style="list-style-type: none"> • Offer all services in both languages. • Have a better balance of services for francophone members. • Work on a gradual shift in culture to be a truly bilingual association. 	Take an inventory of services in both languages and use survey results to identify needs of both language groups.
	Expand student outreach (francophone).
	Research organizations for francophone editors in Canada.
Diverse <ul style="list-style-type: none"> • Broaden reach geographically, with more local groups and more online benefits for remote groups. • Broaden appeal to all types of editors. • Offer services to English and French editors outside of Canada. 	Set up online training.
	Provide better resources and support for local groups.
	Expand student outreach.
	Help editors interpret our standards for different areas of editing.
	Have our standards and certification recognized outside of the association.
	Work on getting publishing programs and others (such as government departments) to adopt our publications.
	Set up a directory for special-interest groups (for example, language, fiction, in-house): technical subgroups, lists of links, places to communicate.
	Make the membership list opt-out rather than opt-in.
	Expand international outreach.

*we will have:
A larger, more diverse membership list, that includes various editorial disciplines.*

Innovative and Agile

Let's be not afraid to fail: that can lead to wasting resources, money and energy. Let's change our perspective so we are no longer thinking, "I wonder what we should be doing?" Have a brainstorming session for members at the conference, just before the annual general meeting, to draw on the ideas of people coming to the AGM (and not necessarily to the conference).

Outcome	Actions
Innovative <ul style="list-style-type: none"> • Be the lens through which we act and see. • Try new things; don't be afraid to fail. • Come up with new courses, training, webinars. 	Seek outside expertise, find out what other organizations are doing and build on other people's innovations.
Agile <ul style="list-style-type: none"> • Don't keep revisiting old stuff. • Get things done. • Start with the goals most easily achieved. • Don't proceed haphazardly, but use the right tool for the right job. 	Work to change the culture to one of "How can we do this?" Build this into our thinking.
	Take advantage of projects that come up quickly.
	Be prepared to seize opportunities: put a contingency line in the budget.
	Discuss new business at the start of national executive council meetings, instead of at the end when everyone is tired.
	Make sure policies and procedures support the ability to be responsive and act quickly.



Communications and Marketing

Marketing and communications need resources, and we should have integrated plans. But a limited budget means we need to focus our efforts.

Outcome	Actions
Internal <ul style="list-style-type: none"> Members feel consulted on issues important to them. Members are well-informed about the association. Members have effective communication channels among themselves. 	Have a communications protocol for the national executive council and committees.
	Improve the website.
	Use social media better.
	Provide better support to branches and twigs.
External <ul style="list-style-type: none"> The website is inviting, and it accurately reflects the association. Our targeted communication activities reach potential members, clients and employers. 	Do continuous website development.
	Plan for communicating with potential members, clients (employers) and related partner organizations.
	Identify gaps, such as industries where we have a low profile.
	Continue our momentum in communications with partnering organizations.



Membership: Increased and Engaged

There is little understanding that Editors Canada is a member-run association. We need to communicate that better. There are many ways to volunteer and many different time commitments. Some people are not necessarily able to answer questions about volunteering when they join an association (how much time, what they want to do). Members often like to be asked personally to volunteer. Are there any options for discounts for volunteers?

We need a path to ensure that people stay members. Some join as students, take lots of training and then get in-house jobs. They leave at that point, because the organization offers little to keep them engaged.

Outcome	Actions
Increased membership <ul style="list-style-type: none"> • Increase our membership to 2,000 (members and affiliates). • Increase retention. 	Allow this to happen organically through the activities of the association and new services.
Engaged members, who do some of the following: <ul style="list-style-type: none"> • Talk about Editors Canada to others. • Volunteer (with upward progression or not). • Present sessions at conferences. • Go to meetings. • Interact on social media. • Help others by being a part of the community. • Attend the annual general meeting and vote. • Complete the member survey. • Contribute to a publication. • Use the association logo on their website and in their email signature. 	Create a welcome package with more on member benefits, including volunteering.
	Put a volunteer field on the membership form.
	Improve volunteer recognition/experience.
	Reach out to the non-engaged; ask for help/contributions.
	Solicit input for seminar and webinar topics.
	Increase digital options for votes and meetings.
	Make sure people know the distinction between the annual general meeting and conference attendance (members can attend the AGM even if they do not go to the conference).



Monitoring and evaluating the strategic plan

Many people can use the strategic plan as a guide for their work: committee chairs, branch executives, office staff and the national executive council. All of them should use the identified outcomes and actions when they are making yearly plans.

The national executive council should look at this plan every year to make sure that the association is on course and that the plan is still relevant. The council should also check to see how the association is performing on achieving the identified actions.

If membership increases, leading to increased income, the association could do strategic planning again in three years instead of following the five-year cycle we are using now.



Appendix 1: Expectations, strengths and strategy drivers

Expectations for the strategic planning session

In the first part of the strategic planning session, participants expressed their expectations for the session. Their responses are grouped into categories below.

Overall, the participants were interested in improving services, retaining and attracting members, and planning for the future. This is not surprising, given that members have been talking about these issues for a few years.

Theme	Comments
Our community	<ul style="list-style-type: none">• communicate with members• consolidate membership• help local groups
Our services	<ul style="list-style-type: none">• attract members• give value to members• make sure members know about services• retain members• provide services for francophones• serve as a useful place for senior editors
Our relevance	<ul style="list-style-type: none">• become the voice of Canadian editors, in reality and in perception• be relevant as a national organization in times of increased social media
Our profile	<ul style="list-style-type: none">• get industries outside the association to know about Editors Canada and come to it for expertise• grow the profile of the association• match members with clients/employers
Our partners	<ul style="list-style-type: none">• increase partnerships• increase international outreach
Our values	<ul style="list-style-type: none">• define what we stand for: our values
Our future	<ul style="list-style-type: none">• chart a direction/plan• be more than sustainable• create a succession plan for the next set of members coming up

Our strengths

Before looking at the issues facing Editors Canada, it was important for participants to remind themselves about the good work that has been done and areas where the association has shown strength and leadership.

The participants found it easy to create a list. Current members should see themselves reflected here.

Theme	Comments
Our community	<ul style="list-style-type: none"> • diversity within the association: editors, writers, indexers, translators, designers • national and bilingual association • strong sense of identity as a caring/sharing community with high standards that works cooperatively • successfully member run, with many volunteer hours logged
Our services	<ul style="list-style-type: none"> • certification • conferences: comprehensive slate of speakers, networking • good breadth of professional development/seminars by branches • networking: branch level, making friends, getting jobs • Online Directory of Editors • publications: make money, create legacy, preserve knowledge, provide learning resources • professional editorial standards in English and French
Our relevance	<ul style="list-style-type: none"> • volunteering as a benefit to membership: experience, professional development, networking
Our profile	<ul style="list-style-type: none"> • leadership role: standards, certification, international liaisons
Our partners	<ul style="list-style-type: none"> • partnerships with other organizations
Our values	<ul style="list-style-type: none"> • financially responsible • friendly atmosphere; support for each other • thinks big; strives to go forward • quality driven
Our future	<ul style="list-style-type: none"> • we have longevity (37 years old), which bodes well • we have stability and have survived (several founding members still belong)

Strategy drivers (environmental analysis)

The environmental analysis stage of strategic planning looks at the situation we are in and what is driving our strategy. Participants thought about the risks, vulnerabilities and issues Editors Canada is facing, internally and externally.

After several rounds of negotiation and paring down, the participants identified these as the most pressing issues for our association.

Internal issues

- poor member communications
- loss of focus (we get distracted by non-core projects; scattered; too many projects)
- slow adoption; fear of change
- weak bilingual services (which are a mid-thought or an afterthought)
- lack of human and financial resources (we need to make things easier: too much administration, too few people to provide same services for francophones)
- discord within the organization (for example, some favour a board-run business model whereas others favour a more member-driven model)
- need to be more inclusive (language, geography, types of editing)
- decreasing and aging membership
- poor visibility of member benefits
- no identified path for volunteers

External issues

- low organizational profile (not enough businesses know about Editors Canada)
- loss of relevance (especially to editors at different stages)
- competition from companies and organizations as a training provider

Appendix 2: Methodology and participants

Methodology

To develop this strategy, the national executive council used a recognized methodology for strategic planning, including working with 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.

This methodology included 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 meant

- 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.

The people who were interviewed said that the next strategic plan should deal with two long-term organizational issues:

- Sustaining current members, especially those who are close to retirement age.
- Attracting new members: those who are beginning their careers and those who are established editors.

The interviews revealed eleven key themes:

- bilingualism
- certification
- decision making
- declining membership
- editorial standards
- financial stability
- governance
- member services
- online services
- publications
- rebranding

More details of the interview summaries are in Appendix 3: Summary of the interviews.

Thank you!

Participants

Editors Canada interviewees (interviewed before the session)

Wendy Barron (Vancouver, student representative)
Julia Cochrane (Wolfville)
Sandra Gravel (Quebec City)
Greg Ioannou (Toronto)
Frances Peck (Vancouver)
Tamra Ross (Calgary)

At the session *

National executive council

Elizabeth d'Anjou
Stacey Atkinson
Greg Ioannou
David Johansen
Breanne MacDonald
Patricia MacDonald
Anne Louise Mahoney
donalee Moulton
Marie-Christine Payette
Margaret Shaw
Gael Spivak
Michelle van der Merwe

Other Editors Canada members

Heather Ebbs
Elizabeth Macfie
Marion Soublière
Louise St-André
Kaarina Stiff

Executive director Patrick Banville

Recording secretary

Alexandra Peace

* The session was in English, but one of the small groups that participated was francophone.

Appendix 3: Summary of the interviews

This is a summary of comments given during the interviews, grouped by theme. The interviewer recorded them in such a way that no single person interviewed is identified. These were the personal opinions expressed by interviewees.

Overall comments

The next plan should deal with two long-term organizational issues:

- Sustaining current members, especially those who are close to retirement age.
- Attracting new members: those who are beginning their careers and those who are established editors.

Specific issues

Bilingualism

- Francophone members' needs were surveyed in 2011; many of the same identified needs have not been met.
- Editors Canada publications (design and content) require more clarity to ensure all members are adequately represented.
- This planning process should lead Editors Canada to become a culturally bilingual organization; put in place a plan and a process so that the association simply does things in a bilingual manner without having to think about what to do.

Certification

- Editors Canada maintains a distinction between the English and French programs.
- The French program centres on editorial competencies and therefore is different from the English program: 100 people took the first French exam.

Decision making

- Decisions are not always made with evidence-based information; the result is a decline in the number of members.
- The association was founded on the vitality of 20-year-olds; Editors Canada is run by 50-year-olds; power/leadership needs to pass to youth members.

Appendix 3: Summary of the interviews (continued)

Financial stability

- There is a need to shore up the association's finances and return the organization to a more stable and predictable financial footing.
- The certification program required a large financial investment to set up and to operate: this should be addressed.

Governance

- It's important for the national executive council and the overall organization to secure continued regional input.
- Many members have been lost (e.g., from the Prairie Provinces branch) and even more members will follow unless regional input is stepped up.

Membership

- Membership has declined.
- Editors Canada is operating in an information vacuum: the association needs to better understand why members are leaving and what needs to be done to reverse this trend, and needs to know why some long-term members have left the organization.
- We need to better analyze and use exit interviews being done by the branches.
- There is concern about the decline in membership and the impact a declining membership is having on programs and professional dollars.
- Not enough professional development and other activities are being done in the regions.
- French-language members are uncertain about the range of their benefits in a primarily English-language organization.
- There are not enough virtual programs and online activities.

Online services

- Editors Canada needs to do some serious thinking about offering many more online services in English and French.
- Members want increased online sessions: too many sessions are face to face, and therefore many members cannot attend; those living outside of major centres cannot access training/professional development.
- Too much emphasis is placed on face-to-face interactions.

Appendix 3: Summary of the interviews (continued)

Rebranding

- A lack of consultation with the membership created many problems.
- Some members thought that the rebranding resulted in a juvenile image/ approach for Editors Canada.
- The national executive was not sensitive to the situation and/or views of the members, with the result that some members (including long-time members) left the association.

Services

- The services we offer are no longer exclusive to Editors Canada; other organizations now provide the same or similar services.
- Some services are also available online, so Editors Canada needs to provide better and more relevant services to current and potential members.

Standards

- Revision in 2014/15 was not completed; too many prolonged internal discussions.
- Editors Canada is not part of the international conversation on standards, so is being left behind.



HEALTHY, VIBRANT
ORGANIZATION

Editors' Association of Canada/Association canadienne des réviseurs Consultation Policy

Effective date: June 2016

Policy purpose

The purpose of this policy is to support consultation and transparency in the business of the Editors' Association of Canada/Association canadienne des réviseurs.

Policy statement

The Editors' Association of Canada (Editors Canada) values consulting with members on matters that affect the association and its members. The association acknowledges that member input is vital to ensure a truly representative association.

Editors Canada values and requires transparency at all levels.

Definitions used within this policy

Matters that affect the association and its members include the following:

- reputational matters, such as appearance, values and broad communication themes
- governance structures, such as committees, coordinators and executives (branch executives and the national executive council)
- decision-making discussions, by committees, twig coordinators, branch executives and the national executive council
- decisions made by the national executive council
- volunteer relations

Applicability

This policy may be applied to any business of the association except that which is exempt under legislation (such as human resources or privacy issues).

Consultation formality and breadth should be gauged by how much effect a planned project or proposal will have.

The decision on whether to consult should be documented in national executive committee minutes, with each committee member's vote documented.

Responsibility

These values apply to all members, affiliates and staff who do work on behalf of Editors Canada.

Contact information

Enquiries about this policy should be directed to the national office of Editors Canada.

info@editors.ca

www.editors.ca / www.reviseurs.ca

416-975-1379

1-866-226-3348 (toll-free)

Authority

This policy is issued under the authority of the members of Editors Canada.

Substantive revisions to this policy must be authorized by a majority of the votes cast by members of the association at a general meeting.

This policy will be reviewed every five years.

References

Related documents are

- *Confidentiality Policy*
- *Privacy Policy*

Editors' Association of Canada/Association canadienne des réviseurs Confidentiality Policy

Effective date: June 2016

Policy purpose

The purpose of this policy is to ensure that confidential information is not disclosed.

Policy statement

The Editors' Association of Canada/Association canadienne des réviseurs respects the need to maintain confidentiality of information that members, student affiliates and staff may have access to while engaged in executive, administrative and support activities. The association is committed to ensuring confidential information is not disclosed except where mandated by the national executive council.

Definitions used within this policy

These definitions limit what can be designated as confidential, while at the same time providing guidance for protecting truly confidential information.

Confidential information is defined as

- issues discussed in camera at a meeting of the national executive council or a branch executive, or between a twig's coordinators,
- any in camera information communicated electronically by the national executive council, branch executive members or twig coordinators,
- confidential business information, and
- personal information protected by the federal Personal Information Protection and Electronic Documents Act.

Confidential business information is information about a member's business that could harm the member or a member's clients if released (for example, a client name, details of a contract, information about an item being edited, or proprietary information).

Other Editors' Association of Canada (Editors Canada) policies give guidance on handling information. These are

- Bylaw No. 1 (2014), section 2.05 Discipline of Members
- *Conflict of Interest Policy*
- *Privacy Policy*

Applicability

This policy applies to the association, its branches and twigs, its volunteers and its staff who have any access to confidential information.

Access to confidential information may occur when members or staff

- participate in association services, programs or environments, or
- act (or claim to act) as representatives of the association.

Responsibility

Editors Canada will comply with all relevant provisions of the Personal Information Protection and Electronic Documents Act with respect to collecting, using, storing and disposing of confidential information.

Editors Canada may apply the association's Bylaw No. 1 (2014), section 2.05 Discipline of Members, in cases where this policy is violated.

Contact information

Enquiries about this policy should be directed to the national office of the Editors' Association of Canada.

info@editors.ca

www.editors.ca / www.reviseurs.ca

416-975-1379

1-866-226-3348 (toll-free)

Authority

This policy is issued under the authority of the members of the Editors' Association of Canada.

Substantive revisions to this policy must be authorized by a majority of the votes cast by members of the association at a general meeting. This policy will be reviewed every five years.

References

The procedures for implementing this policy appear in the document *Confidentiality Procedures*.

Editors' Association of Canada/Association canadienne des réviseurs Confidentiality Procedures

Effective date: June 2016

These are the procedures to implement the Editors' Association of Canada *Confidentiality Policy*.

Appropriate topics for choosing to go *in camera*

Meetings can go *in camera* for items that Editors' Association of Canada (Editors Canada) members and affiliates should not know about because they would cause harm to a member, affiliate or staff person.

These are appropriate topics for an *in camera* discussion:

- human resources topics
- discipline of members or affiliates
- disputes between members and affiliates that have been brought to the national executive council (NEC), branch executive or twig coordinators
- disputes between members and non-members, or affiliates and non-members, that have been brought to the NEC, branch executive or twig coordinators
- issues brought to the NEC by the mediator
- sensitive financial information such as negotiations and responses to requests for quotations (but not the requests for quotations themselves)
- certain legal issues involving Editors Canada

Procedure for going *in camera*

There must be a motion, a second and a vote to go *in camera*. Before going *in camera*, the chair or coordinator must confirm the following:

- that information from the discussion should not be available to members
- that the reason to keep the information confidential fits the agreed-to criteria
- that the issue cannot be adequately addressed in the regular part of the meeting without including the confidential information

Votes will not be taken *in camera*. Such votes would not appear in the public minutes, so they would not be binding. An informal vote may occur *in camera*, but a formal vote must be taken after the *in camera* session is over.

Storing *in camera* minutes

Minutes for *in camera* discussions are recorded separately from the main minutes. For NEC *in camera* minutes, the NEC members review and approve them.

NEC *in camera* minutes are securely stored at the national office, separate from regular meeting minutes. Only the executive director and the NEC have access to the *in camera* minutes. Access is granted by person, not position, so only those who participated in any given *in camera* session will be allowed access to those minutes, unless a situation legally requires broader access.

Branches and twigs must arrange to securely store any of their *in camera* minutes.

Revisions

Substantive revisions to these procedures must be authorized by a majority of the votes cast by members of the association at a general meeting.

Special resolution: Dissolving Editors Prairie Provinces

At our 2016 annual general meeting, members of the Editors' Association of Canada (Editors Canada) will be asked to vote on a special resolution to dissolve Editors Prairie Provinces (formerly the Prairie Provinces branch, or PPB), which includes Alberta, Manitoba and the territories.

The national executive council (NEC) recommends that Editors Prairie Provinces be dissolved for the following reasons:

- The branch has been on hiatus since June 2014, when no volunteers were found to serve as the executive and fulfill the requirements of [Bylaw no. 1](#), the [Branches and Twigs Policy](#), and the [Branches and Twigs Procedures](#). Subsequent attempts to revive the executive did not succeed.
- According to the *Branches and Twigs Policy* and the accompanying procedures, "If a branch or twig fails to meet its requirements for two consecutive quarters, the national executive council may advise the branch or twig that it is at risk. The national executive council may allocate additional resources to help the branch or twig meet its obligations over a one-year period. **If a branch remains unable to meet its requirements, the national executive council may propose dissolving the branch at a subsequent national annual general meeting.** Dissolving a branch must be approved by at least two-thirds of the votes cast at a national annual general meeting."
- In December 2015, the NEC conducted a [survey](#) of 318 current and recently lapsed members of the branch to gather their input: 40% of current members and 10% of recently lapsed members responded. **Ninety-three percent of current members indicated they would prefer to organize as two or more twigs across the PPB region, rather than as one large branch.**
- Engaged members in Edmonton and Winnipeg are already working to create twigs in those centres; [Calgary](#) already has a thriving twig.
- If Editors Canada members in this region would like to create a branch again at some future point, they can certainly do so.

If you have any questions about this special resolution, please feel free to contact me.

Anne Louise Mahoney
President
Editors Canada
president@editors.ca

Editors Prairie Provinces 2015 Survey—Final Report May 17, 2016

In December 2015, a survey was sent to 317 current members and recently lapsed members of the Prairie Provinces branch of the Editors’ Association of Canada (Editors Canada). The survey was designed to canvass feedback on (1) which branch-level benefits and opportunities members most valued prior to the branch going on hiatus in June 2014; (2) how often members attended branch-run events and the obstacles that prevented them from attending events; (3) level of volunteer engagement at the branch level prior to June 2014; and (4) going forward, the kind of structure (branch or twigs) that would best serve Editors Canada members in the prairie provinces regions.

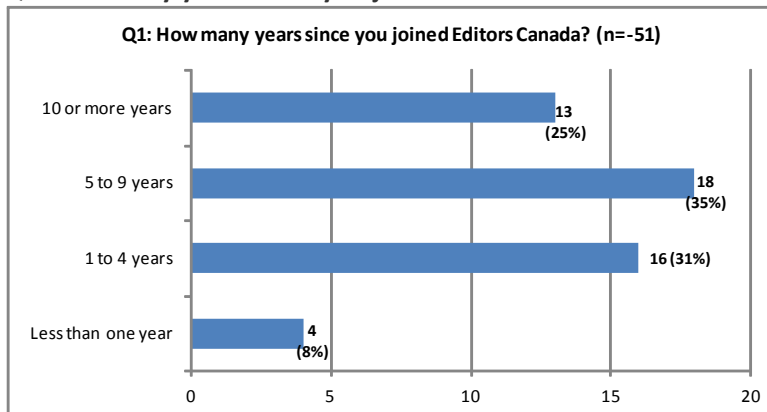
Fifty-two of the 317 individuals completed and returned the survey, yielding a 16% return rate. When the data were broken out by membership status, 40% of the current members (27/67) and 10% of the recently lapsed members (25/250) responded to the survey, for a total of 52 respondents. The respondents were split almost evenly between current members (n=27, 52%) and recently lapsed members (n=25, 48%).

This report provides a descriptive summary of the data set and, where appropriate, provides cross-tabulations by membership status and by respondents’ location. This report is organized into the following sections: Membership History; Membership Benefits; Volunteering for PPB—Looking Back; and Moving Forward.

A note on data interpretation: Two survey items (question 6 and question 10) are multiple-response items, meaning respondents may select as many response categories as appropriate and the number of responses may therefore exceed the number of respondents. The “n” shown for these questions represents the number of responses; however, percentages are based on the number of respondents.

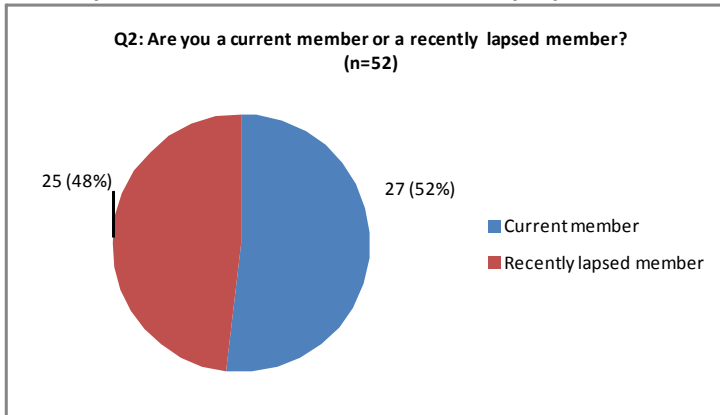
Membership History

Q1 How many years since you joined Editors Canada?

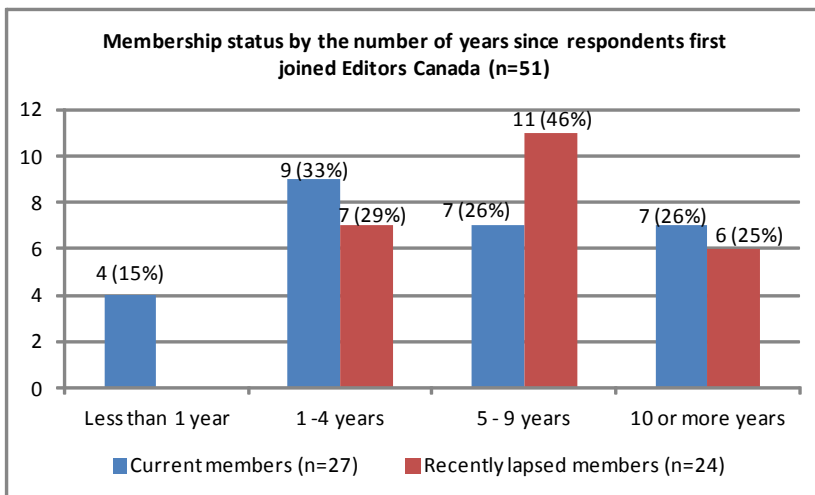


Of the 51 respondents who answered this question, 66% (n=34) had joined Editors Canada between one and nine years ago, 8% (n=4) joined the association less than one year ago, and 25% (n=13) joined Editors Canada 10 or more years ago.

Q2: Are you a current member or a recently lapsed member? (n=52)

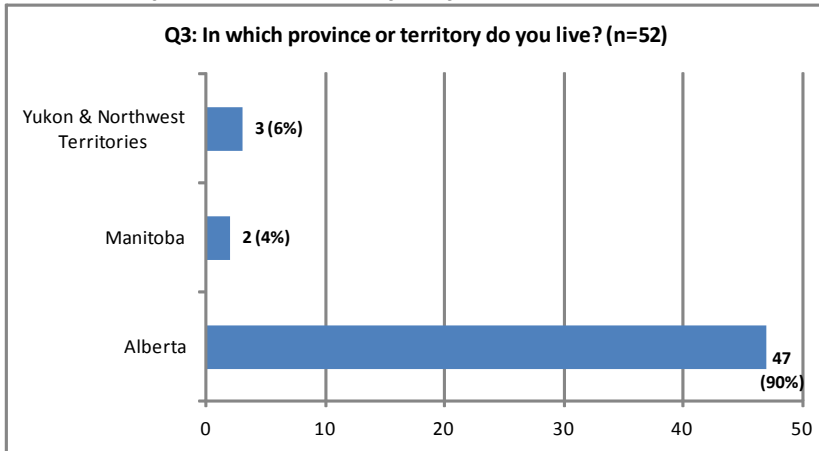


Among the 27 survey respondents who are current members, 48% (n=13) joined Editors Canada less than five years ago (four respondents joined less than a year ago, and seven respondents joined 1 to 4 years ago), and 52% (n=14) first joined Editors Canada at least five years ago; specifically, seven of the 14 respondents (26%) joined between five and nine years ago, and seven (26%) joined 10 or more years ago.



Among the 24 respondents whose memberships had recently lapsed, seven (29%) had joined Editors Canada between one and four years ago; 11 (29%) respondents joined five to nine years ago, and six (25%) respondents joined the association 10 or more years ago.

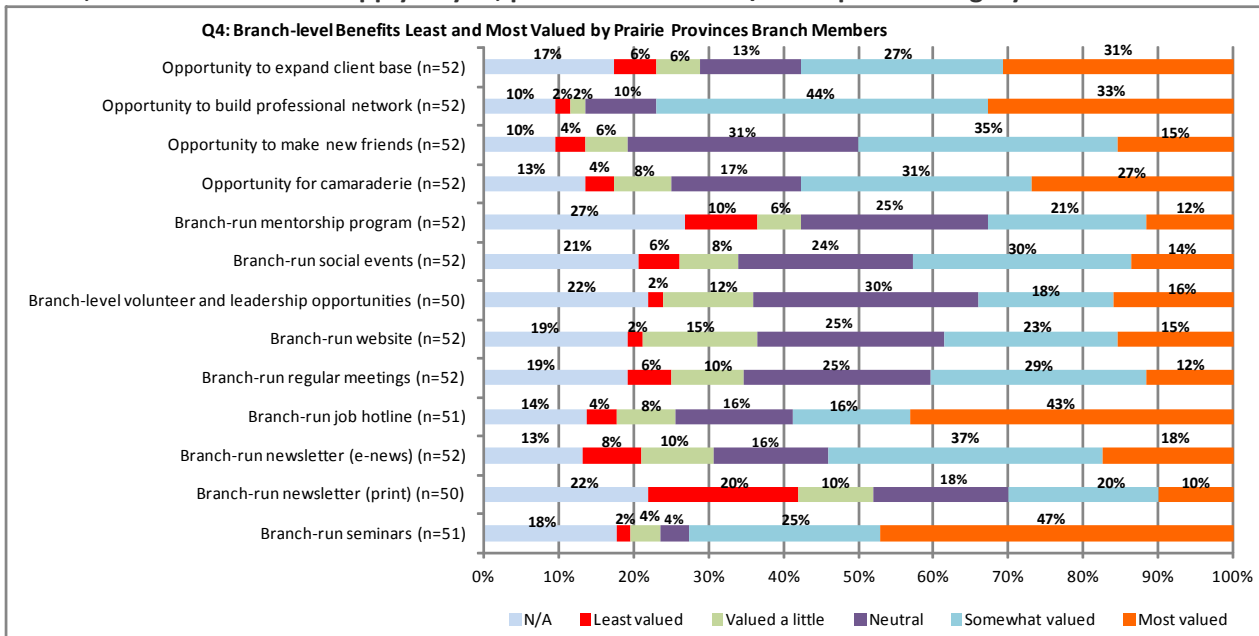
Q3 In which province or territory do you live?



Ninety percent (n=47) of the survey respondents live in Alberta; the remaining 10% of respondents are distributed between Manitoba (n=2) and two territories (n=3): Yukon and the Northwest Territories. With the exception of Yukon, there were roughly an equal number of “current” and “recently lapsed” members in each province or territory that comprises the branch.

Membership Benefits

Q4 Using the scale below, please consider each of the following opportunities or membership benefits that PPB has offered in the past, and indicate how highly you valued each of these items. If you did not use a service, or an item does not apply to you, please check the "N/A" response category.

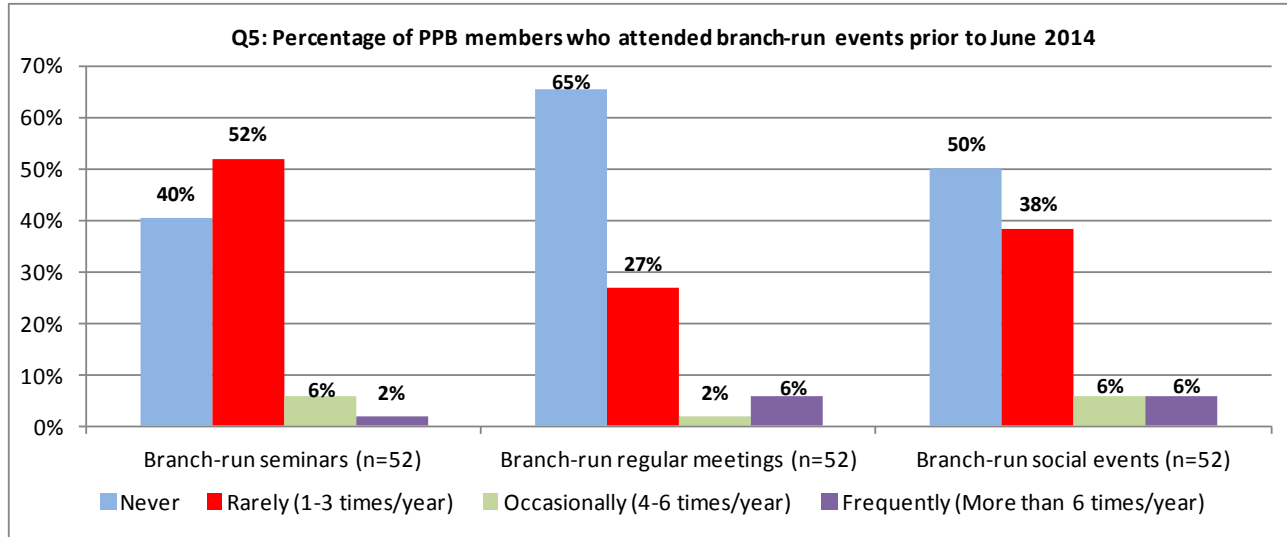


Overall, the three benefits or opportunities most highly valued by respondents were the branch-run seminars (47%), the branch-run job hotline (43%) and the opportunity to build a professional network (33%). The items most often rated as “N/A” either because they were not used by or were not relevant to respondents included

the branch-run mentorship program (27%), a print version of the branch-run newsletter (22%), volunteer or leadership opportunities (22%), branch-run social events (21%) and branch-run regular meetings (19%).

Although 47% of the survey respondents (n=51) indicated they highly valued branch-run seminars, 92% of respondents (n=52) also indicated that they either never (40%) or rarely (52%) attended branch-run seminars (see chart below). Similarly, although 29% of respondents (n=52) indicated they somewhat valued regular branch-run meetings, 65% noted they never attended meetings and 27% indicated they rarely attended branch-run meetings.

Q5 Prior to June 2014, approximately how often did you attend the following branch-run events?

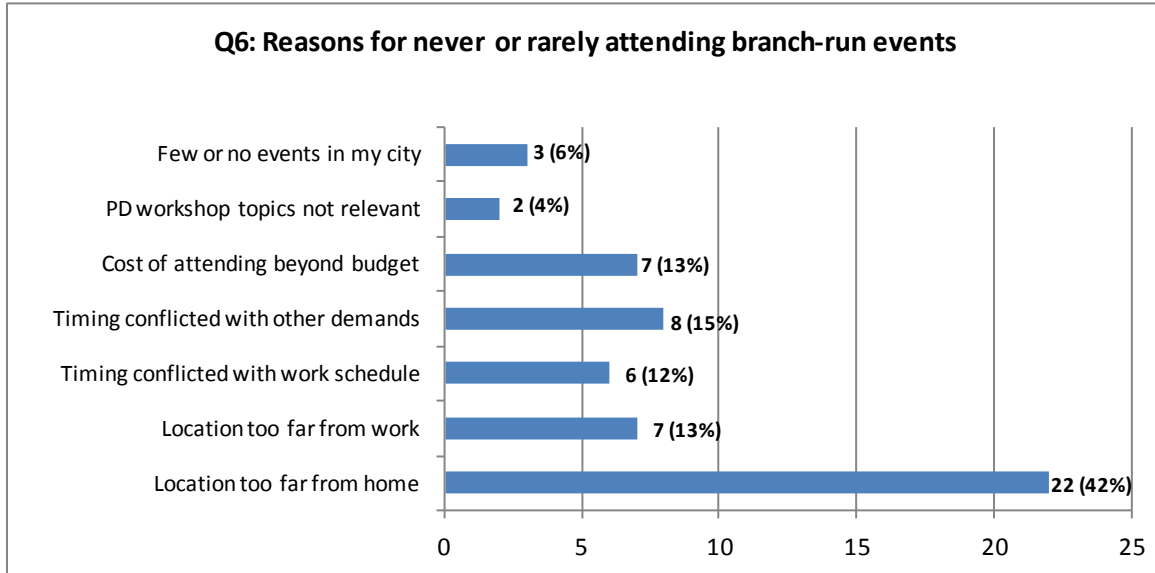


While it might be expected that respondents living in Manitoba, Yukon, or the Northwest Territories never or rarely attended branch-run events, cross-tabulations showed a similar pattern for respondents living in Alberta (n=47). Specifically, 36% reported they never attended branch-run seminars, 66% indicated they never attended regular branch-run meetings, and 49% responded that they never attended branch-run social events.

When the data for question 5 (attendance at branch-run events) were cross-tabulated by membership status, the results showed that among respondents who are current members of Editors Canada (n=27), 88% had either never (44%) or rarely (44%) attended a branch-run seminar; 92% had either never (70%) or rarely (22%) attended regular branch-run meetings; and 89% had either never (56%) or rarely (33%) attended a branch-run social event. Among the respondents who identified as recently lapsed members (n=25), 96% had either never (36%) or rarely (60%) attended a branch-run seminar; 92% had either never (60%) or rarely (32%) attended regular branch-run meetings; and 88% had either never (44%) or rarely (44%) attended a branch-run social event.

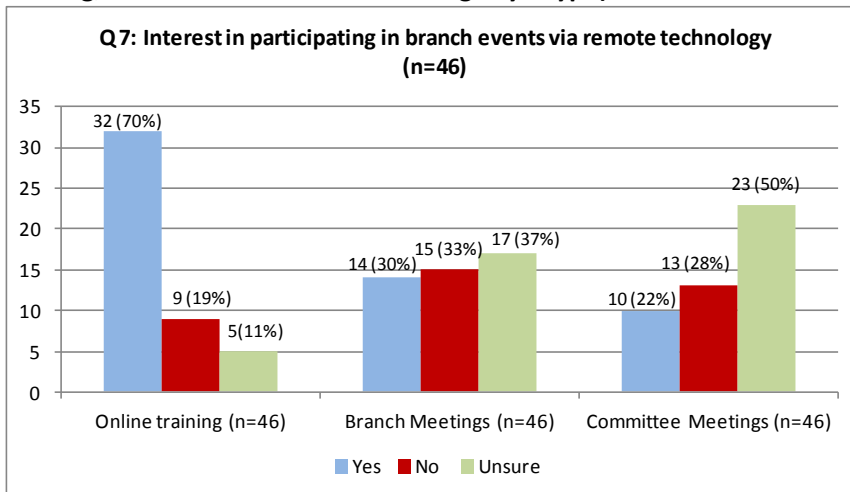
Survey respondents who reported that they never or rarely attended branch-run events were asked to indicate their reasons for not attending branch-run events. The main reasons are listed in the chart for question 6, below. The top four reasons (based on the number of responses) included “location too far from home” (n=22), “timing conflicted with other demands” (n=8), “location too far from work” (n=7) and “cost of attending beyond budget” (n=7).

Q6 If you stated in the previous question that you “never” or “rarely” attended branch-run events, please indicate which of the reasons listed below prevented you from attending branch-run events. (Select all that apply.)



Note: This survey question is a multiple response item. Percentages are based on the *number of respondents* (n=52) for this question.

Q7 If you indicated in the previous question that location was one of the main reasons you were unable to attend events, would you be interested in participating in branch events via remote technology (online training, branch or committee meetings by Skype)?

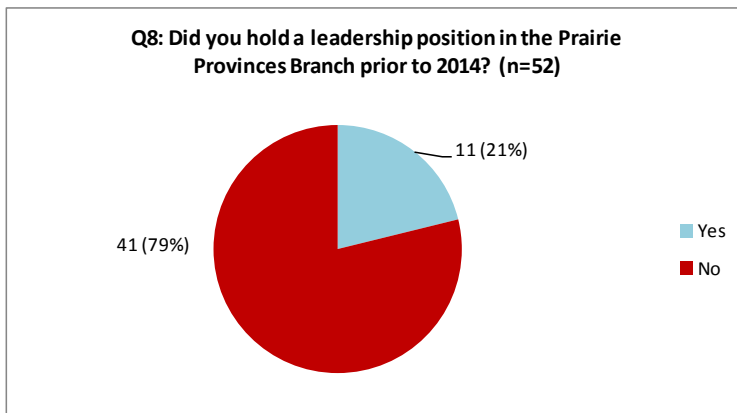


Given that location and travel costs were identified as major reasons for not attending branch-run events, the survey canvassed respondents’ interest in participating in branch-run events via remote technology. Results for question 7 (depicted in the chart above) indicate that while 70% of respondents to this question expressed interest in online training seminars, 37% reported they were unsure about using remote technology to participate in branch meetings, and 50% of respondents expressed uncertainty about using remote technology for committee meetings.

When the data for question 7 were cross-tabulated by membership status, the results showed that of the 32 respondents who expressed interest in online training, 59% (n=19) are current members and 41% (n=13) are recently lapsed members. Conversely, a slightly higher percentage of recently lapsed members than current members replied either “no” (67% versus 33%, respectively), or “unsure” (60% versus 40%, respectively) regarding online training. Respondents were almost evenly divided as to whether they’d be interested in using remote technology to participate in branch-run meetings. Of the 14 respondents who responded “yes”, 57% (n=8) were current members and 43% (n=6) were recently lapsed members. Overall, respondents were most unsure about using remote technology to participate in branch-related committee meetings; 78% replied either “no” (28%) or “unsure” (50%), and 22% replied “yes”.

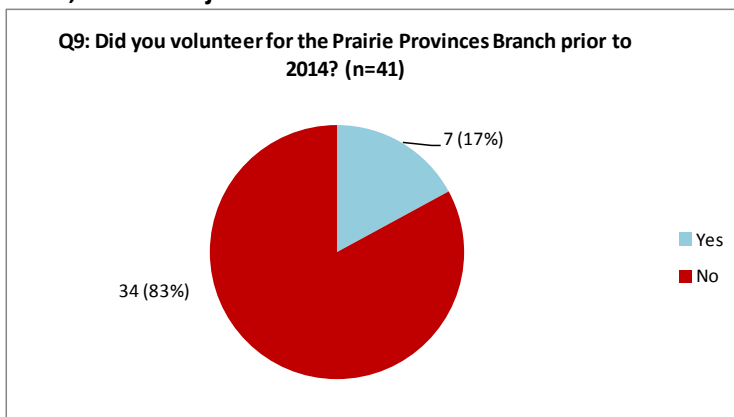
Volunteering for PPB—Looking Back

Q8 Prior to June 2014, did you hold a leadership position (e.g., member of the executive, committee chair) in the Prairie Provinces branch?



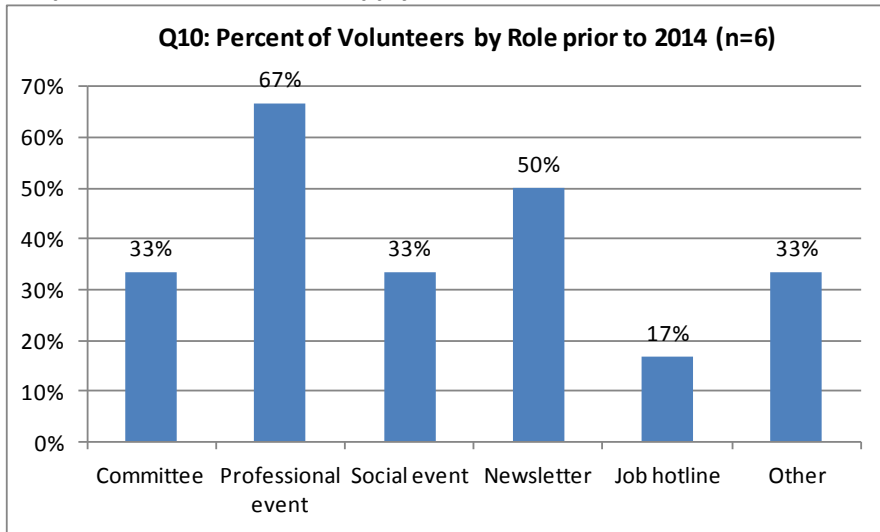
Of the 11 survey participants who reported they had held a leadership position prior to 2014, four individuals (36%) are current members and seven (64%) are recently lapsed members. Among the 41 respondents who had not held leadership positions, 56% (n=23) are current members of Editors Canada and 44% (n=18) are recently lapsed members.

Q9 Prior to June 2014, did you volunteer for the Prairie Provinces branch, such as on a committee, for a social event, or for the job hotline?



Three of the seven respondents (57%) who volunteered prior to June 2014 are current members of Editors Canada and four of the respondents are recently lapsed members. Among the 34 respondents who had not volunteered for the Prairie Provinces branch, 55% (n=19) are current members and 45% (n=15) are recently lapsed members.

Q10 If you answered “yes” to the previous question, what was/were your volunteer role(s)? I helped with (select all that apply):

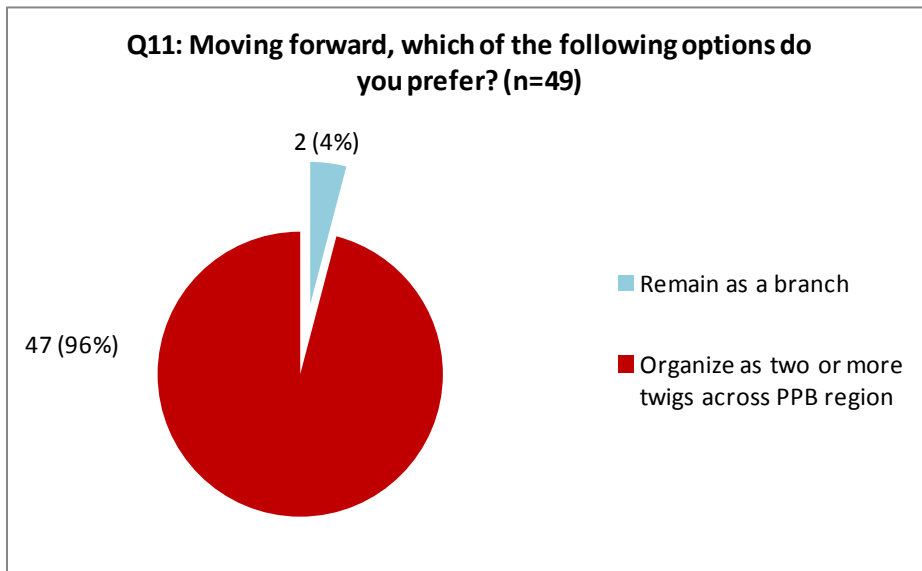


Note: Percentages are based on the *number of respondents* (n=6) for this question.

Six of the seven respondents provided information about their volunteer activities with the Prairie Provinces branch, shown in the chart above.

Moving Forward

Q11 Moving forward, the Prairie Provinces branch of Editors Canada can choose from the following options in order to better serve its members:



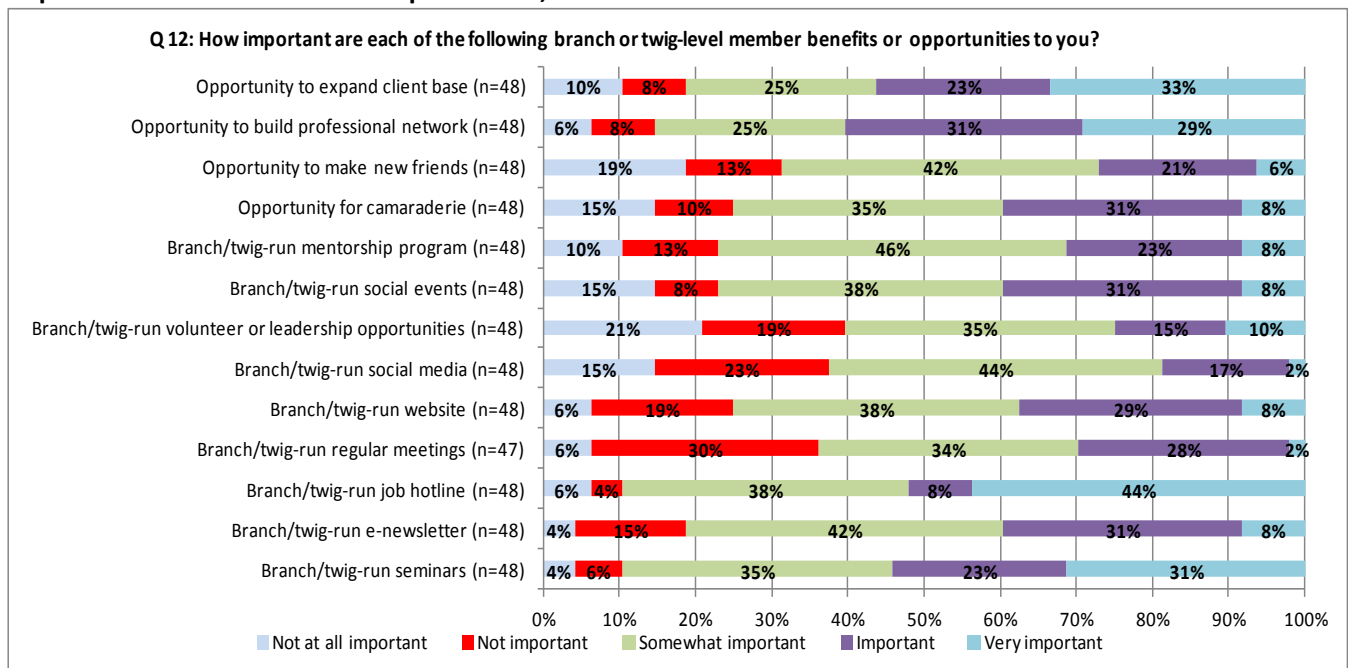
Of the 47 respondents who indicated they would prefer to organize as two or more twigs across the PPB region, 53% (n=25) are current members and 47% (n=22) are recently lapsed members. Ninety-three percent of the current members who participated in the survey expressed a preference for organizing as two or more twigs across the region. Several respondents observed that

[because the area] is geographically large, [t]rying to centralize it means isolating many. Twigs would be much more flexible and responsive to local needs.

Another respondent noted,

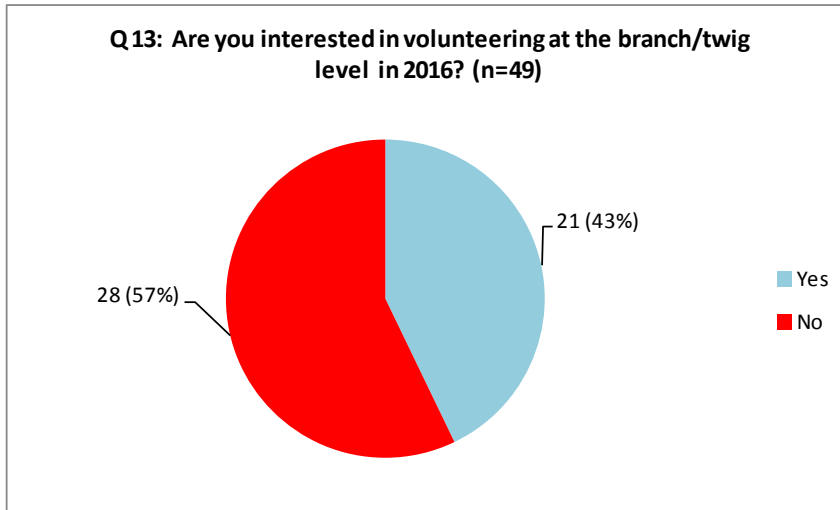
the “PP” moniker is a false description, partly because of the Sask branch in the middle; we were never able to serve Manitoba members; and we were for the most part an Edmonton Branch. Let’s call it that! Figuratively, I mean – let's create a Greater Edmonton Twig and let other members in other areas create their own entities as fits them best.

Q12 Moving forward, how important is it to you that each of the following services or opportunities be available to you through either one branch or two or more twigs across the PPB region? Please rate your responses for each item on the 5-point scale, below.



Survey participants were asked to indicate how important it was to them that the above list of services and opportunities be available to them either through a branch or two or more twigs in the prairie provinces region. The top three services or opportunities rated as “very important” include a branch- or twig-run job hotline (44%), the opportunity to expand one’s client base (33%), and branch- or twig-run seminars (31%). The top three services or opportunities deemed by survey respondents to be either “not important” or “not at all important” include branch- or twig-run volunteer and leadership opportunities (40%), branch- or twig-run social media (38%), and branch- or twig-run regular meetings (36%).

Q13 Thriving Editors Canada branches and twigs are driven by active, engaged members taking on leadership and other volunteer positions. Please indicate whether you are interested in volunteering at the branch/twig level in 2016 (January to August).



Despite the indication in the previous question that volunteer and leadership opportunities were considered “not important” or “not at all important,” 43% of respondents indicated that they are interested in volunteering at the branch or twig level. The majority of respondents who indicated they would not be interested in volunteering cited reasons such as being already overcommitted with volunteer responsibilities elsewhere, or being close to retirement and therefore not interested in taking on volunteer responsibilities.

Respondents were provided with an opportunity to provide their comments and feedback on the Prairie Provinces branch. The comments have been sorted by membership status and reflect themes that emerged throughout the survey. The comments collated from question 16 are found below.

Question 16: Comments and Suggestions

Comments by current members

I fully enjoy get togethers by my local twiglet...but PPB is no closer than a national body, provides nothing that is useful that cannot be provided by the national organization. Saying that PPB is somehow local is ludicrous. A twig can serve the people in that center because it deals with the local community and market; I am unclear how a job ad for a position in Winnipeg helps someone in Alberta or vice versa; how does a get together in Edmonton engage members from Sask[at]chewan]? Twigs might work because local. I like my fellow local editors and I benefit greatly from getting together with them for a coffee every few months. When one of the local editors fell sick, others rallied round. But what do I know or care about members I've never met in person in some other city? Let local groups set up Twigs. And don't be too bureaucratic about it. The national organization, website and so on are very valuable, but duplicating that structure at trans-provincial level seems pretty redundant...

I like the distributed twig model rather than the regional branch model especially for large geographical areas.

I would be interested in volunteering in 2017.

I say I'm not interested in volunteering at the Twig level due to other commitments and demands on my time in 2016 and because I spent so much time animating the PPB in the past. I'm nearing retirement and hope that younger members will take on the responsibilities required to keep a professional organization serving its members. I am eager to participate in twig activities and will be present. The other condition I would like to see spoken of and dealt with by former PPB members is the matter of our bank account. I want PPB members to have a say in how that is allocated. I suspect you will hear a great deal of support for that money being added to the Karen Virag Award. Thank you for asking our opinion.

Build slowly. The available, willing, and experienced volunteers seemed to get overwhelmed with the previous expectations from members. Finding a way to give people a role, without getting them to commit to a larger role than they are prepared to fill, is important.

I think the whole notion of “geographical area” is becoming dated. There are many technologies for communicating via distance and online available now; fuller use should be made of these, as they not only allow broader participation, but often have the benefit of being fully recordable, meaning they allow some asynchronous participation as well.

I'm mostly interested in training seminars. I want to attend more but found in the past that not much is offered in Calgary.

At some time in the future I will be looking at passing the tests to become certified. Other than that, I am not enough of a social butterfly to want to become involved with organization or meetings or social events.

The people who ran the branch before did a very good job. Evidently they got tired so we need new faces, particularly younger people to take over responsibilities.

Most events are in Edmonton, and I can't travel that far. I have a young family, and I need to attend all events in Calgary. That is my biggest hindrance to attending events. It is also intimidating to join EAC, as I did about two years' ago. I feel like I wouldn't be good enough to help in a meaningful way, but I believe it's important to keep the services going, so am willing to have a try.

Connecting us through the national online training platform to professional development opportunities offered by National and by other branches/twigs.

Comments by recently lapsed members

It seemed whenever I was interested in an event, it occurred either during the work day (e.g., 11 am on a weekday) or at an inconvenient location (e.g., hard to get to, no parking). I think it's paramount that groups leverage technology, especially when serving a large area; robust conversations and relationships can occur online, which eliminates the first two problems.

I've been active with CAFE (Calgary Association of Freelance Editors) and found that, in that group, there is a real schism between long-time practicing editors such as myself and the recent graduates of certificate programs. All the latter folks seem to want to talk about is how to get work—which is understandable, but not that interesting to me since I'm constantly giving advice but getting nothing back. So programming may need to be planned with those two different perspectives in mind, possibly separating out job-hunting activities from editorial-practice activities. I moved away from EAC when I found EFA (Editorial Freelancers Association). Its online list-serv is excellent—very well organized and managed, highly informative—versus EAC's which (the last time I used it, admittedly many years ago) was chaotic and clogged with chatter. Since EFA costs about half as much as EAC, it would take quite an effort by EAC to lure me back.

Target new, younger editors. Start with sessions on how to start an editing career and a discussion of the different styles of editing, how to find clients, technical resources to consult over style questions. Practical basics to improve skills and marketability. For example, I edit for government and journalism, which uses CP Style. I want to expand my horizons to editing creative writing and scholarly publications. Where do I start? What differences are there in style and technique? Make obtaining certification less expensive and provide more incentive - promote certification to the GoA [Gov't of Alberta] and the universities and schedule practice and training sessions for those specific groups. Give discounts on memberships to those groups as well.

My comments were made earlier in the survey. I reiterate: I really like the Edmonton editing community. But I did not see any benefits to the huge fees (membership fees doubled ten years after I first joined).

I am retired so am not prepared to volunteer any longer, and I don't know what other members are prepared to do in order to have a branch or twig. Apparently not very much. I still value knowing other editors, as we have a lot in common. At this point my involvement is only social.

The two most valuable things for me about the branch were the job hotline and the opportunities for professional development. Despite the proliferation of editing and communications programs at colleges and universities, I still think there is a role for the editors' association to play in PD, and especially for the mature, experienced editor, whose job challenges were never really adequately addressed by any PPB EAC seminar I ever attended or heard about. Also, a sharp and on-the-ball person in charge of the job hotline is really essential, because a lot of people join professional associations for career opportunities and development, and with an organization such as EAC, which is loaded up with freelancers, it's really key to offer that as part of the package or I think many people would not bother to join. They don't necessarily want to make friends, they want to make new clients. Thanks for the survey.

I allowed my membership to lapse when the workshops and seminars dwindled; I found those to be most illuminating and useful. It is a lot of work to organize them, and a number of dedicated members put their hearts and souls into making sure we had wonderful events; however, I think that these few hardy souls began to burn out. Being a member was great for socializing and network, but I felt my membership did not provide enough professional support for a freelance editor working in Alberta. The members are wonderful people and supportive of one another, but there is always still that hint of competition between freelancers. I found that the organization worked best for those in full-time positions with larger employers who would cover their membership fees. Recruiting new members, or even students, on limited budgets was difficult once they found out the cost of membership. Perhaps tiered memberships could be a solution.

I have provided the requested information; however, I will be moving to B.C. in the new year. I wish the best for the future of PPB.

I am currently involved in two other boards, and therefore don't see my way fit to volunteering in the next two years. That's a time-management thing, not a lack of commitment.