



annual report

2014-15

About EAC The Editors' Association of Canada (EAC) promotes professional editing as key in producing effective communication.

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 EAC 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.

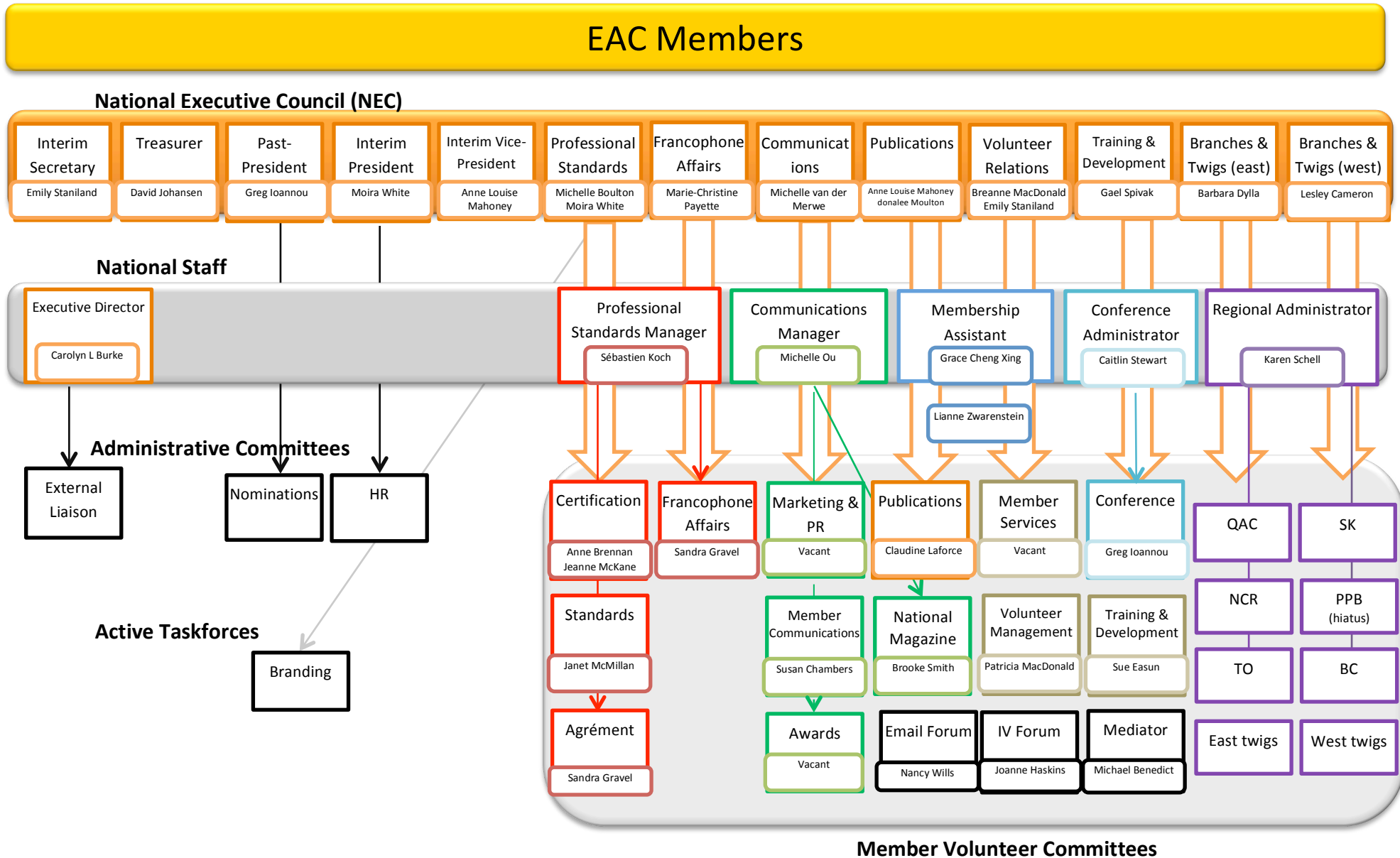
Our Members Our 1,400 members are salaried and freelance. They work with individuals and organizations in the corporate, technical, government, not-for-profit, academic and publishing sectors across the country and around the world in English and French.

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Prepared by the national executive council, June 2015

EAC Organizational Chart 2014 / 2015



President's Message

This has been a tumultuous year for EAC.

It began on a high note, with our members approving a new governance structure required by the *Canada Not-for-profit Corporations Act*. Our rebranding task force delivered on its mandate, on time and on budget. Our new website was well under way. The office worked diligently to ensure compliance with the new Canada Anti-Spam Legislation (CASL).

On a more sombre note, finances showed some gathering storm clouds. Because of major projects in 2013–2014, two of which we had no choice but to comply with (the new Act and CASL), resources were becoming stretched.

When the association started using the new logo and other branding elements on social media in August (a soft launch, as the website was not yet ready), some members objected. They asked that the launch be stayed. The national executive council (NEC) agreed to put it on hold until September. After debating and listening to member input at its September meeting, the NEC voted to halt the rollout while it solicited member feedback.

This was a complex situation. My voice was one of those who wanted to proceed with rebranding for three reasons.

First, we (the NEC) had done our due diligence. Rebranding had been years in the planning. The NEC asked for member participation at the outset, tasked a group of volunteers with overseeing the rebrand and provided previews at various stages prior to the launch, including at the national conference last year.

Second, the process had been timed to coincide with changes to our membership categories, website, publi-

cations and marketing campaign. Delaying any of these would have caused a ripple effect, but sidetracking all of them could have caused a tidal wave.

Third, as elected members of the NEC, we have fiduciary and legal responsibilities that we cannot ignore. We are required by law to take care of the money the association brings in. Being on the NEC means making tough (and sometimes unpopular) decisions for the long-term fiscal health and well-being of the association.

At its November meeting, the NEC received members' feedback on rebranding. It showed that some members were unaware of the rebranding project, objected to how it was rolled out and disliked several aspects of it. The NEC voted to put the rebrand to a member poll in January.

Postponing the rebranding yet again took quite a toll on our resources—financial and human. Between August and January, we lost our web developer, lost the disheartened volunteers on the rebranding task force and had to delay the launch of the online edition of *Editing Canadian English* (3rd ed.) (*ECE 3*).

The January poll results were overwhelmingly positive, with 81% of the members who voted approving the rebranding. Work on rolling out the new brand has now begun again, but it will take much of this year to finish it.

A high point of the year was our January launch of *ECE 3* to members as a sneak preview while we put on the finishing touches. The site went public in February, and the response has been very good. The print edition was launched at the annual conference in June. This project was four years in the making—a complete update

and revision of the second edition, which was published 15 years ago. Kudos to the dozens of volunteers who worked on this massive undertaking!

One of the key tasks of the NEC this year was to find ways to reduce spending until the financial picture improves. When the preliminary 2014 year-end financial report came out in January, we realized that our income had not met budgetary expectations. (The 2014 audit confirmed a shortfall of \$80,000.) The NEC voted to replace its face-to-face March meeting with monthly teleconferences and a three-hour videoconference to ease some of the financial pressure.

Rebranding was but one of the problems on the NEC. Just before our November meeting, Jacquie Dinsmore resigned as president, noting that the NEC was in crisis and unable to move projects forward effectively. Two other board members also resigned. The NEC filled the vacant positions at the November meeting.

We have a culture that rightly expects member consultation and involvement, and yet have a limited pool of volunteers. We have a national office staff that is stretched beyond capacity. Despite these obstacles, we run an amazing number of programs so that we can connect with each other, further ourselves professionally and promote editing. Our national office staff—Carolyn Burke, Michelle Ou, Sébastien Koch, and Grace Cheng Xing—are outstanding. I cannot thank them enough for their incredible dedication to our association.

This is my last year on the NEC. It has been my privilege to serve our members during this and my previous tenure over the past decade. Many thanks to everyone I've worked with, especially the members of the NEC, the national office staff and the many volunteers who contributed their time, energy and creativity to support and promote the association this year.

**Moira White,
EAC Interim President**



Committee Reports **Communications**

(Director) Michelle van der Merwe

Committees

NEC directors oversee portfolios that comprise a number of committees. National committee chairs work directly with staff and member volunteers to help the professional editing community thrive. We are grateful for their energy, enthusiasm and ideas and acknowledge the incredible amount of work that takes place at the committee level.

Marketing and Public Relations (Chair) Michelle Ou

The marketing and public relations committee had a challenging year. It operated without a chair for much of the year, and money earmarked for an expanded “Hire an Editor” campaign was reallocated to enable compliance with Canada’s anti-spam legislation. So, this small but dedicated group of volunteers focused its attention on supporting the rebranding task force. The rebranding project began in November 2013 and is ongoing as the association transitions to the new Editors/Révisseurs Canada brand in 2015.

Among the work undertaken this year:

- planning and executing a national compliance strategy for Canada’s anti-spam legislation
- promoting *Editing Canadian English* online
- growing *The Editors’ Weekly* blog
- continuing the successful partnership with the Translation Bureau (providing quarterly articles for the Language Portal website)
- sharing member accomplishments on the “Member News” page
- supporting the association using social media and exploring how best to use these and other emerging resources to reach new audiences
- providing ongoing promotional support for national programs and services via the website, e-blasts, online advertising and traditional print promotion

Member Communications Committee (Chair) Susan Chambers

Keeping current with members is a priority. This year Dwain Richardson and Noel Grzetic—with our gratitude—stepped forward to help us track, identify and collate discussion themes. This, in turn, helps EAC respond to members’ interests and concerns. The committee also worked with other committees and task forces on various surveys, including the rebranding poll and a needs assessment to gauge members’ interest in a proficiency-based exam. Other initiatives included

- providing the NEC with input on methodology questions and best practices around the use of incentives to encourage survey participation
- auditing the results of the rebranding poll
- reviewing comments from the previous membership survey and using these as a foundation to improve the current version

Francophone Affairs (Director) Marie-Christine Payette

Francophone Affairs (Chair) Sandra Gravel

We were extremely fortunate to have found a chair for the francophone affairs committee this year, and, as a result, many projects are under way. A new energy seems to be emerging from the groups, in spite of the relatively low number of francophone members within EAC.

The first French certification exam, which will be held

The first French certification exam, which will be held this fall, is certainly a long-awaited event.

this fall, is certainly a long-awaited event. The realization of this project is the culmination of a lot of time and preparation from contributing members.

Two sub-committees were created to give more visibility to francophone affairs. The first is creating promotional tools in French and the second is ensuring a permanent French presence on social media.

Professional Standards

(Directors) Moira White and Michelle Boulton

Certification

(Chairs) Anne Brennan and Jeanne McKane

This year EAC was proud to recognize ten new certified proofreaders, nine new certified structural editors and five new certified professional editors. To date, we have awarded 236 designations.

In addition to maintaining the current program, the steering committee established two new task forces. They will resolve outstanding issues for computer testing and pilot computerized testing. Next year, computerized pilot tests will be held for copy editing, structural editing and stylistic editing. The goal is to offer actual computerized tests in 2017.

We also surveyed EAC members to see what they thought about proficiency-based testing. In response to the overwhelming support this idea generated, we established a proficiency-testing task force to explore the next steps.

To maintain their EAC certification credentials, editors are required to log professional development points. For the first time this year, we began periodic reviews of certified members' credential-maintenance logs.

Test registration was down in 2014. For the first time in three years, the certification program did not make a profit. We are, therefore, exploring new avenues for marketing the certification program and increasing registration—and revenues. We intend to highlight upcoming developments in the English certification program and promote the French *agrément* program.

Programme d'agrément en révision linguistique (PARL)

(Chair) Sandra Gravel

EAC was very proud to announce the launch of the first French editing certification program in Canada. The Programme d'agrément en révision linguistique – Réviseurs Canada (PARL) is composed of two exams:

- The *examen d'agrément en révision linguistique générale* will focus on French editing.
- The *examen en révision comparative* will test concordance editing of text that has been translated from English to French.

The exams will be offered on an annual rotating schedule. In November 2015 the *examen d'agrément en révision linguistique générale* will be administered in partnership with Université Laval. PARL is open to all editors, whether they are members of the Editors' Association of Canada or not.

Professional Standards

(Chair) Janet MacMillan

When the current version of our standards, *Professional Editorial Standards (2009)*, was released, the association committed to reviewing the standards every five years. The review process was started two years ago, but was

Because of the international component of this year's conference, the use of social media has been more important than ever.

sidetracked by the governance review, which took priority.

A work plan had been developed, but no progress was made this past year. We have renewed our commitment to completing this task in the next 12 months.

Publications

(Director) Anne Louise Mahoney and donalee Moulton

Publications

(Chair) Claudine Laforce

The publications committee completed *Editing Canadian English* (3rd ed.), which was initially made available to EAC members online for a one-month trial. This gave volunteers the opportunity to test the online process and correct any problems before the general release. The print editions of *ECE 3* and *Editorial Niches*, a companion volume, were launched at the national conference in June.

National Magazine

(Chair) Brooke Smith

Beginning in 2015, *Active Voice* will be published annually each spring, be 20 pages long and be linked to the annual conference. The 2015 issue introduced the new EAC branding elements.

Training & Development

(Director) Gael Spivak

Training and Development

(Chair) Sue Easun

Our focus this year was on the webinar initiative. We explored issues related to online training, needs assessment and measurement instruments. To this end, we convened a focus group of EAC trainers and collected information about recent face-to-face seminars. Using this research, we developed and approved a strategic plan. The first webinars are planned for this fall.

In addition, we are raising awareness and promoting volunteering opportunities to student associations via social media and by contacting school administrators to arrange in-person information sessions. A concerted effort was also made to encourage students to volunteer, most notably for the *Editing Goes Global* conference.

Conference

(Chair) Greg Ioannou

This year's conference, *Editing Goes Global*, was held in Toronto from June 12 to 14 at the Metro Toronto Convention Centre.

The Saturday keynote speaker was Carol Fisher Saller, editor of the online Q&A at the *The Chicago Manual of Style*, blogger and author. The Sunday keynote was delivered by Katherine Barber, award-winning author and former editor-in-chief of the *Canadian Oxford Dictionary*.

Not only was *Editing Goes Global* our first three-day conference, but it was also our first international conference. We featured speakers from Canada, Australia, India,

Posts to the email forum include both professional discussions on a wide range of editing topics and water cooler chat.

Ireland, New Zealand, the UK and the US. The focus of the streams was on self-publishing, networking and working internationally.

The conference involved teaming up with over 20 editing and writing associations from around the world, from the Professional Writers Association of Canada to the Society for Editors and Proofreaders in the UK to the Institute of Professional Editors in Australia.

Because of the international component, the use of social media has been more important than ever. The Twitter and Facebook campaigns, editors' favourite places to edit, were quite successful in drumming up interest.

Volunteer Relations (Directors) Breanne MacDonald and Emily Staniland

Volunteer Management (Chair) Patricia MacDonald

The volunteer management committee tackled four major initiatives this year:

- *Volunteer profiles.* To increase volunteer recognition, we profiled a different volunteer in each e-news update and promoted them on our website and social media.
- *Volunteer directory.* We completed the directory template, which is now in beta testing.
- *EAC handbook.* We are researching and writing the new handbook for volunteers.
- *National volunteer rewards program.* We are investigating options for this program that will enable branches and twigs to use the elements that work best for them.

A special award was introduced that gives 10 randomly selected volunteers named in the previous annual report a \$50 discount off their membership or conference fee.

Member Services

No activities were reported for member service. Plans are in the works to resume work on this portfolio next year.

Other Services

Interactive Voice (IV) Monitor (Joanne Haskins)

The few posts on Interactive Voice throughout the year fell into two key areas: soliciting editorial advice and querying business and association issues.

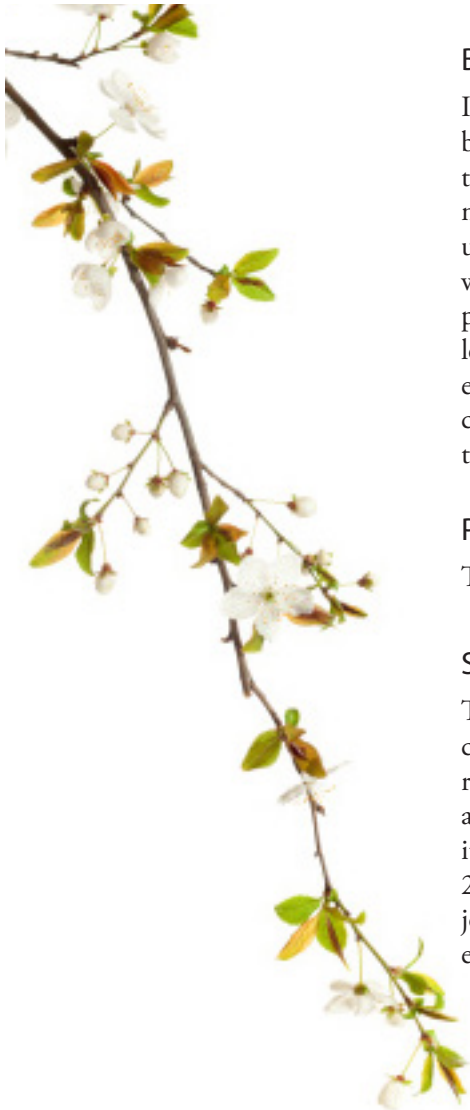
Email Forum (Nancy Wills)

In 2014–2015, more than 450 members subscribed to the English forum and more than 100 to the French forum. Posts included both professional discussions on a wide range of editing topics and water cooler chat. For some members, the email forum is an excellent way to develop and maintain professional contacts and friendships. It is also an invaluable professional resource as subscribers post links to editing-related websites.

Mediator (Michael Benedict)

The past year was relatively quiet, with only four members coming forward with concerns, all about failure to be paid. Three were resolved to the satisfaction of the members, while the fourth sent the disputed payment to a collection agency.

Snapshots from our Branches and Twigs



Branches

Regional directors of branches and twigs:

- West (Lesley Cameron)
- East (Barbara Dylla)

British Columbia

It's been a year of successes and challenges for the BC branch. Membership numbers are static, and in response, the branch has initiated outreach services, including a newcomers' welcome night. The branch is successfully using social media to advertise seminars, explore offering webinars, and work with like-minded organizations to promote local events. *West Coast Editor*, EAC-BC's newsletter, is in its third year as a blog, with a new managing editor and an amazing team of contributing writers and copy editors. The branch is looking forward to hosting the 2016 national conference in Vancouver.

Prairie Provinces

The Prairie Provinces branch has been on hiatus this year.

Saskatchewan

The Saskatchewan branch has had an active and successful season. Of special note, they renamed their fall reception. The Karen Virag Memorial Lecture honours a great friend to the branch: Karen was the presenter at its very first annual reception in 2002; she came again in 2008 and 2012; and she was a frequent contributor to the joint SK-PPB newsletter. Karen was also an exemplary editor and member.

Toronto

The Toronto branch hosted a series of well-attended program meetings this year, including ones on LinkedIn for Editors, Enhancing Productivity and Niche Editing. It also rewarded its volunteers through the my rEwArds Card, offered reciprocal discounts to members of related organizations in exchange for cross-promotion of local seminars and released a well-received promotional video. The branch also held its first-ever movie night in March.

National Capital Region

To address a stagnant membership, the National Capital Region branch hosted a town hall meeting in April to elicit ideas on making the branch more relevant to members. Cuts to public service budgets in the past three years have also had a negative impact on seminar revenues, but the branch has been able to ride out these changes and offer a regular schedule of meetings and a full slate of seminars. The monthly meetings featured a good mix of technical and editing subjects and engaged participants.

Quebec/Atlantic Canada

The Quebec/Atlantic Canada branch is in the process of launching a blog version of the bilingual Ampersand & La Perluète newsletter. To increase its reach outside Montréal, it hosted one of its monthly meetings in Sherbrooke. The branch helped sponsor the 10th Translation Games (Montréal), an annual conference for translation students, and conducted phone interviews with a few lapsed members to find out why they left the association. The branch hopes to continue and expand this practice in the coming year.

Twigs

Newfoundland and Labrador

This small but feisty twig celebrated its first birthday in the fall of 2014. Twig membership remains stable at five, and they hold monthly meetings to foster collegiality and learning.

Nova Scotia

The Nova Scotia twig is thriving. Professional development and networking sessions take place in Halifax. The Wolfville bunch meet monthly at local lunch venues, and a copy editing study group has formed. They are proud to note that several of their members played active roles in the national EAC organization this year.

Kingston

Membership remains steady but meeting attendance has been low due to the cold, dark nights and the travel distances for some members. This year, guests included a local publisher and a member of PWAC. The group remains enthusiastic and members who come out enjoy the meetings.

Hamilton-Halton

In addition to monthly meetings, noon-hour Koffee Klatches, and occasional socials, Hamilton-Halton also hosts an annual Professional MeetUp. Held in November, the event included representation from the local Canadian Authors Association, Professional Writers Association of Canada, Crime Writers of Canada, and Writers and Editors Network.

Kitchener-Waterloo-Guelph

The KWG twig has been fortunate to have EAC members share their expertise and experience at monthly meetings. The discussions covered specialized business considerations for freelance editors. Of great interest was a session that examined the EAC certification program.

Calgary

The Calgary twig is very new (emerged in late 2014). Members are looking forward to plans for the upcoming year, which include both social events and professional development workshops.



Volunteers

It has often been said that EAC is powered by its volunteers. Following are the volunteers who contributed this past year.

Ursula Acton	Mary Anne Carswell	Cindy Elphick	Boyd Holmes	Sharon Lindenburger
Julia Aitken	Nancy Cassidy	Beverly Ensom	Randee Holmes	Doug Linzey
Katherine Akerley	Karin Cather	Marsha Fine	Carole Hubbard	Dawn Loewen
Lil Allain	Susan Chambers	Elaine Firestone	Dawn Hunter	Jennifer Lum
Sue Archer	Emily Chau	Ann Firth	Debra Huron	Kristina Lundberg
Benoit Arseneault	Tania Cheffins	Anne Fonteneau	Roma Ilnyckyj	Stephanie Macaulay
Stacey Atkinson	Iva Cheung	Nancy Foran	Greg Ioannou	Breanne MacDonald
Cendrine Audet	Jodi Cheung	Dominique Fortier	Linda Jenkins	Elizabeth MacDonald
Stan Backs	Marcel Chiera	Jennifer Foster	Anita Jenkins	Patricia MacDonald
Rhonda Bailey	Paul Cipywnyk	Fabiola Fouron	Glenna Jenkins	Elizabeth Macfie
Lyndsay Barrett	Julia Cochrane	Kathleen Fraser	Matt Jennings	Genevieve MacIntyre
Ellie Barton	Barb Crawford	Alison Fryer	David Johansen	Mary Rose MacLachlan
Catherine Baudin	Clare Cruickshank	Susan Glickman	Nancy Johnson	Janet MacMillan
Kim Beach	Louis Crust	Jennifer Glossop	Caroline Kaiser	Anne Louise Mahoney
Christa Bedwin	Anne Curry	Sonia Gluppe	Cherilyn Keall	Christine Mains
Christine Beevis Trickett	Elizabeth d'Anjou	Freya Godard	Karen Kemlo	Louis Majeau
Victoria Bell	Aaron Dalton	Anne Godlewski	Lena Kerr	Jennifer Marston
Arija Berzitis	Donna Dawson	Jenny Govier	Joanne King	Heather Martin
Ilona Biro	Tina Dealwis	Susan Gow	Veronika Klaptocz	Anna-Maria Martinez
Michelle Boulton	Anne-Marie Deraspe	Sandra Gravel	Anne Koenig	Robin Marwick
Anissa Bouyahi	Andrea Di Stephano	Tim Green	Alison Kooistra	Sally McBeth
Anne Brennan	Linda Dietz	Bruno Grenier	Juliann Krushen	Sylvia McCluskey
Micheline Brodeur	Jacqueline Dinsmore	Noel Grzetic	Namita Kumar	Ginny McGowan
Kristina Brousalis	Emily Dockrill Jones	Cat Haggert	Vivek Kumar	Patricia McIsaac
Carolyn Brown	Trudi Down	Marie-Lynn Hammond	Claudine Laforce	Jeanne McKane
Louise Brunette	Jay Draper	James Harbeck	Valérie Lalonde	Liz McKeen
Paul Buckingham	Katherine Duncombe	Christine Hastie	Marie-Ève Laroche	Melva McLean
Lauren Burger	Ryan Dunlop	Andrea Hatley	Jennifer Latham	Jennifer McMorran
Tammy Burns	Bryen Dunn	Pamela Hewitt	Ann Lau	Cathy McPhalen
Lori Burwash	Virginia Durksen	Lenore Hietkamp	Zofia Laubitz	Brad McRae
Laura Byrne Paquet	Janice Dyer	Pamela Hilliard Owens	Krysia P. Lear	Joe Medjuck
Lesley Cameron	Barbara Dylla	Linda Hilpold	Paul Ledoux	Ann-Marie Metten
Christine Campana	Sue Easun	Sherry Hinman	Marie Lesoway	Peter Midgley
David Campbell	Heather Ebbs	Sarah Hipworth	Tilman Lewis	Perry Millar
Pamela Capraru	Abby Egerter	Meredith Holigroski	Ambrose Li	Adrienne Montgomerie
Wendy Carroll	Glen Ellis	Nancy Holland	Caroline Li	Peter Moskos

donalee Moulton	Sven Pinczewski	Heather Roper	Carmen Siu	Julie Wallace
Shruti Nagar	Catherine Plear	Christine Rowlands	Lynn Slobogian	Marianne Ward
Victoria Neufeld	Laura Poole	Carolyne Roy	Brooke Smith	Sharilynn Wardrop
Michael Newkirk	Wilfred Popoff	Spencer Rupert	Marion Soublière	Avivah Wargon
Sandy Newton	Cayla Price	Lynn Sackville	Gael Spivak	Gillian Watts
Riça Night	Tanya Procyshyn	Leslie Saffrey	Erika Steeves	Ken Weinberg
Kathleen O'Hagan	Suzanne Purkis	Jan Safran	Isobel Stephenson	Vanessa Wells
Joanna Odrowaz	Noële Racine	Louise Saint-André	Colleen Stewart Haynes	Moira White
Anna Olivier	Leanne Rancourt	Sasha Saint-Aubin	Cy Strom	Kim Wiegand
Nadia Osmani	Jean Rath	Lynn Schellenberg	Rosemary Tanner	Carolyn Wilker
Dani Pacey	Sabrina Rauscher	Michelle Schriver	Cathy Tell	Claire Wilkshire
Sophie Pallotta	Ashley Rayner	Kristen Scott	Sylvie Theodule	Anna Williams
Marie-Christine Payette	Vanessa Ricci-Thode	Margaret Shaw	Tanya Turner	Chandra Wohleber
Alexandra Peace	Dwain Richardson	Dania Sheldon	Yvonne Van Ruskenveld	Andrew Wright
Frances Peck	Carol Rigby	Linda Sherwood	Christina Vasilevski	
Michael Peebles	David Ritchie	Rosemary Shipton	Leslie Vermeer	
Eleonore Pelletier	Betty R. Robinson	Sylvia Siemens	Stephen Vogan	
Avery Peters	Stéphanie Robitaille	Carole Sigouin	Leslie Vryenhoek	

Lee d'Anjou Volunteer of the Year Award

Michelle Boulton (Saskatoon, SK)

Michelle has volunteered extensively at both the branch and the national level. She has brought an imaginative vision to all her roles and has worked tirelessly to bring the organization to higher, more professional levels in governance, structure and the branding of the organiza-

tion. The importance of volunteering is something that Michelle believes in so strongly that she established the President's Award for Volunteer Service during her tenure as EAC president. She has left us a lasting legacy.

President's Awards for Volunteer Service

Anne Brennan (Richmond, BC)

Anne's tremendous contributions to EAC's certification program have been long overdue for recognition. Since joining the committee in 2011, and becoming a co-chair later that same year, her focus and dedication have served as an inspiration for the rest of her team.

Janice Dyer (Mississauga, ON)

As certification steering committee co-chair, Janice went out of her way to clearly and diplomatically address concerns and misunderstandings about certification tests. Her support of the program made her a superb advocate for the program.

It is often said that EAC is powered by its volunteers.

Alison Kooistra (Toronto, ON)

Over the past five years, Alison has served on the EAC Toronto branch executive as secretary, program chair, vice-chair, chair and past chair. In all of her roles, she has been a strong advocate for EAC and has encouraged others to get involved.

Anne Louise Mahoney (Ottawa, ON)

In 2009, Anne Louise became one of the first four people to earn the designation of certified professional editor. As co-chair of the publications committee, she has dedicated countless hours to revising *Meeting Professional Editorial Standards* and *Editing Canadian English* (3rd ed.).

Naomi Pauls (Vancouver, BC)

Since 1999, Naomi has volunteered steadily at the branch and national levels. For example, she co-chaired the 2011 conference and participated in the 2009 revision of *Professional Editorial Standards*. She has a long volunteer track record and tireless cheerleading spirit.

Karen Virag (Edmonton, AB)

Karen Virag, a long-time member of the Prairie Provinces branch and an active member of EAC, was a phenomenal professional in the editing business. Though Karen died on January 11, 2014, her many years of dedication and volunteer service will never be forgotten by EAC members and non-members in the industry.

Stephanie Watt (Montreal, QC)

Stephanie's remarkable effort in managing Quebec/Atlantic Canada's social media accounts earned her the nomination for this award. Not only has Stephanie taken the initiative to meet specific needs of QAC, she did it professionally, consistently and diligently.

Claire Wilkshire (St. John's, NL)

Without her tireless dedication to the small but energetic Newfoundland and Labrador twig, it would not exist. Claire has been the driving force behind regular workshops, presentations and discussions. She does the lion's share of the work and has even opened up her home to host quarterly meetings.

Operations & Finances

Executive Director's Report

National Office Staff

Michelle Ou, Communications Manager, manages communications and marketing for internal and external audiences and web-related projects.

Grace Cheng Xing, Membership Assistant, handles EAC's membership and bookkeeping and supports the various bookkeeping needs of our branches and twigs.

Sébastien Koch, Professional Standards Manager, looks after all aspects of certification and standards and our francophone affairs teams.

Caitlin Stewart, Conference Assistant, was brought in part-time in April to offer conference support. Caitlin remained in this role until June.

Karen Schell, Regional Administrator, is also Quebec/Atlantic Canada (QAC) administrator. She is part of the national office team to support twig administration.

The past year, 2014–15, has brought unplanned and exhaustive change, and the repercussions continue.

The association overspent and underearned in 2015 and continues to lose money. We saw the resignation of the president and secretary just before the budget meeting in November 2014. The delayed launch of our modernized brand continues to have a huge impact on our budget and marketing, leaving a confusing public image, supplier dissatisfaction, staff dissatisfaction, a huge negative impact on volunteer involvement and reduced membership in its wake.

Meeting federal government requirements to comply with new anti-spam legislation (CASL) replaced plans to ramp up 2013's "Hire an Editor" campaign.

While the heavy lifting is behind us regarding the federal government's new *Canada Not-for-profit Corporations Act*, work is still needed to implement the new bylaw and policies. Another aspect of this governance change that has had a significant impact on office resources is that our audit will now include all the finances of the association—national, branch and twig activities will be audited in 2015—so that all our financial information becomes transparent.

These internal events happened against a similar backdrop in the arts and culture sector in Canada. EAC seems fortunate compared to many others in that our sector council, Cultural Human Resources Council (CHRC), is finding ways to keep its doors open with reduced and changed services. Our sister organization, the Professional Writers Association of Canada (PWAC), partnered with us in our international conference but finds itself chal-

lenged financially and personnel-wise. Many arts-sector organizations were not as well positioned and have closed their doors entirely.

Finally, in the fall of 2014, I chose not to offer my contract for renewal. At the request of the human resources committee, I have stayed on in a more limited capacity to support the transition at the national office. Once the new executive director has settled in, the highest priorities in the national office this coming year will be

- fixing the financial planning and expense approval problems
- managing staffing
- assisting the NEC in formalizing digital meetings and voting
- supporting national committees on projects such as the launch of the Programme d'agrément en révision linguistique (PARL), sales of the francophone study guides, and *ECE 3*, in both its online and print forms
- rolling out our new brand

Thank you to my staff for their dedication and patience, and my sincere thanks to everyone associated with EAC. After more than six years with the association, I wish each of you the best future possible.

**Carolyn L Burke,
Executive Director**

Treasurer's Report

In the 2013 annual report, I said that the first year in a new position always involves a learning curve of unpredictable steepness. Well, the second year (2014) proved to have an even steeper curve as revenues across the board diminished dramatically.

Instead of the predicted rise in membership as one of the anticipated spin-offs from rebranding, the reverse happened and, year on year, the membership fell significantly. In addition, the forecasted revenues from the 2014 Toronto conference came in considerably under expectations, even though the event made a profit. These are the two main sources of revenue for the association and, when they take a hit, we need to be very prudent financially. I would like to commend Carolyn Burke and the rest of the national office staff for their exceptional skill in managing our cash flow during this difficult period.

Other events did not help. There were unexpected costs relating to compliance with the new anti-spam legislation, and the finalization of the new governance regulations continued to be a drain on valuable and scarce resources.

Consequently, every project has to be minutely examined in order to judge whether it is required and profitable or just nice to do. The requisite funding then has to be identified in order for a project to proceed.

There is, however, a brighter side!

The task of rebranding is now going ahead and we are again optimistic that this will encourage new membership. Several initiatives are being considered to promote the benefits of membership in our association; word of mouth is one important element that everyone can be part of.

Also, we had more than 400 people register for the 2015 international conference in Toronto—a new record! Other projects that will contribute to our financial restoration are discussed in the relevant reports from the appropriate directors. Thanks to the members of the national executive council who have pulled together at this difficult time to present a professional face to the association.

**David Johansen,
EAC Treasurer**

Donors

Thank you to all our donors who help fund our work and our three awards: the Tom Fairley Award, the Claudette Upton Scholarship and the Karen Virag Award.

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Financial Reports

Balance Sheet		2014	2013
December 31, 2014			
	ASSETS		
	Current:		
	Cash	\$ 18,754	\$ 61,177
	Guaranteed investment certificates	40,295	75,401
	Amounts receivable	5,939	8,010
	Prepaid expenses	4,330	3,976
	Inventory	208	975
		\$ 69,526	\$ 149,539
	LIABILITIES		
	Current:		
	Accounts payable and accrued liabilities	\$ 28,450	\$ 41,476
	Government remittances payable	7,003	8,334
	Deferred revenues	5,410	3,730
	Award and scholarship funds	3,645	3,613
		\$ 44,508	\$ 57,153
	NET ASSETS		
	Accumulated surplus	25,018	92,386
		\$ 69,525	\$ 149,539

**Statement of
Operations and Changes
in Net Assets**

For the year ended
December 31, 2014

	2014	2013
REVENUES		
Membership fees	\$ 300,392	\$ 331,585
Conference fees	104,193	78,104
Digital product sales	46,333	51,238
Certification	32,274	54,756
Publications	18,668	20,037
Grants	5,000	5,100
Awards	2,000	2,000
Interest and other	1,592	3,150
Donations	962	636
	\$ 511,414	\$ 546,606
EXPENSES		
Professional fees	\$ 173,643	\$ 144,198
Staffing	145,298	156,819
Travel and event costs	110,813	96,098
Administration	72,312	74,554
Regional branches and twigs	31,948	32,416
Rent	21,875	22,700
Printing and design	18,893	27,243
Awards	4,000	4,000
	\$ 578,782	\$ 558,028
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	(67,368)	(11,422)
NET ASSETS, beginning of year	92,386	103,808
NET ASSETS, end of year	\$ 25,018	\$ 92,286

Statement of Cash Flows	2014	2013
For the year ended December 31, 2014		
Cash generated (used in):		
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	\$ (67,368)	\$ (11,422)
Impact on cash of changes in non-cash working capital items:		
Amounts receivable	2,071	17,300
Prepaid expenses	(354)	–
Inventory	767	876
Accounts payable and accrued liabilities	(13,026)	4,457
Government remittances payable	(1,331)	(2,347)
Deferred revenues	1,680	380
Award and scholarship funds	32	(1,169)
	\$ (77,529)	\$ 8,075
INVESTING ACTIVITIES		
Redemption (purchase) of guaranteed investment certificates, net	\$ 35,106	\$ (75,401)
INCREASE (DECREASE) IN CASH	(42,423)	(67,326)
CASH, beginning of year	61,177	128,503
CASH, end of year	\$ 18,757	\$ 61,177



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