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*Heather Buzila:* All right. Well, welcome to this session. My name is Heather Buzila, and I'll be your host. And let me know at any time if you have trouble hearing. I'd like to start with the land acknowledgment: Editors Canada respectfully acknowledges that we are working on the traditional territories of the Musqueam, the Squamish, and the Tsleil-Waututh Nations. We appreciate the opportunity to work and learn on this land. This land acknowledgment is only a first step. We are responsible for understanding our place within the history and the ongoing process of colonialism. Allyship is a status that you earn from your actions and commitment to standing in solidarity. We encourage all attendees of today's session to commit to exploring ways in which they can contribute to Truth and Reconciliation efforts in the lands they occupy.

*Heather Buzila:* We're very pleased to have Patricia Huntsman here with us today to present about the new Editors Canada strategic plan. Patricia is a two-time, nationally award-winning cultural strategist. She has worked across Canada and internationally in senior roles in the creative industry for over 25 years. Her British Columbia-based team practice offers a full roster of arts management, cultural policy, writing and planning, and communication services tailored to building communities through culture. With that, I'll pass it on to Patricia.

00:01:22

*Patricia Huntsman:* Thank you so much, Heather. And thank you to our attendees. Okay. Shout out. I would just love to know your names. And if you're serving on any committees?

00:01:38

*Sara Fowler:* My name is Sara Fowler. And yes, I have been on the Ottawa executive since [inaudible] for seven years now. My current role is treasurer, but I've been vice chair, seminars co-chair, and chair.

00:01:56

*Patricia Huntsman:* Great. And we had Carolyn today participate, Carolyn Brown.

00:02:02

*Sara Fowler:* Oh, yeah. She is today, she's participating?

00:02:05

*Natasha Bood:* She participated in one of our—

00:02:06

*Patricia Huntsman:* In one of our sessions on the strategic plan.

00:02:09

*Sara Fowler:* Oh nice. Yeah. That's great.

00:02:10

*Kristen Hines:* Kristen Hines, I'm the incoming secretary of the Ottawa-Gatineau branch.

00:02:13

*Patricia Huntsman:* Oh, great. Okay. I used to live in Ottawa before I moved out here. Okay.

00:02:18

*Amanda Goldrick-Jones:* I'm Amanda Goldrick-Jones and I'm on the executive for Editors BC.

00:02:21

*Patricia Huntsman:* Oh, wonderful. Okay. Thank you. And I'm joining you today from Thi Skwithe. So if you have taken the ferry to Vancouver Island—

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*Amanda Goldrick-Jones:* I live there.

00:02:32

*Patricia Huntsman:* Okay. All right. So in the middle island language group Thi Skwithe means “Big Island.” So BC Ferries has yet to change it. But there's lots of different language groups of course on the island, but Thi Skwithe is where I live. So near Nanoose Bay and Qualicum Beach, if you've heard of that. It's like a nice little summer place kind of destination, like Prince Edward County or what would be near for Ottawa. A nice little summer destination revealed.

00:03:04

*Sara Fowler:* Wakefield?

00:03:05

*Patricia Huntsman:* Yes.

00:03:06

*Sara Fowler:* Which is where I live now. I'm from Vancouver Island.

00:03:09

*Patricia Huntsman:* Okay.

00:03:11

*Sara Fowler:* Yeah, yeah. I grew up on the island now I'm in Wakefield.

00:03:15

*Patricia Huntsman:* Yeah, Wakefield's lovely. I hope so, and of course, the work of Editors Canada takes place all over Turtle Island, and we've had lots of engagement throughout this process that started in January, and we've always taken the effort to learn more about each land and treaty acknowledgment as we've gone through the process. I will be introducing our strategic planning process to you. What we've heard with the major findings have been from engaging so far. Yeah, it would take us, kind of, the active engagement sort of started in February, but we started the project in January. We're going to look at the draft vision and mission statements. So they are very much, they are a draft. We're not asking you to edit them. We're asking you to understand the intention behind it. Do you think that that aligns with the engagement? That will be the engagement findings that we'll be sharing out, as well as the strategic directions for your plan and gather your input before we leave. If you don't provide your input today, there is a nice little engagement pop-up right by the coffee stand downstairs, and you can leave your comments there today, tomorrow, at your leisure. Everybody's participated in a strategic planning process before. Yes. Mixed success. Happiness with strategic planning.

00:04:42

*Patricia Huntsman:* So in our case, we've kind of done this snowball approach where

we started small with our working group, our strategic planning working group, and we fanned out from there and gathered more and more input. And what we've been doing, starting with that internal engagement with staff and [national executive] council and then branching out from there, we've done branches and twigs, we've done committees, we've done lots of committees. You guys have lots of committees. Working on the francophone session. Yeah. Francophone session as well. Through all of that, we've heard key themes, and these key themes sort of develop into your focus areas of your plan. And basically what we're doing right now is we're coming up with those strategic directions that we've, that have been, that have been validated by the working group. They've been validated by the National Council to, you know, to bring forward today. And so we're just asking for refinement, you know, what should be changed? Do you think they align with the findings that we've heard so far and give further input on the objectives and supporting actions? It's absolutely useless to do a strategic plan if you do not have well-thought-through objectives and supporting actions, otherwise it does not get any traction. So this is sort of where we are in our process. Look at shaping up to be maybe a three-year plan. I'll be sharing what we've heard. And from that I think you'll get a sense that we're in a big period of changes in organization. And so I think you'll probably have two iterations of planning cycles before you probably turn things around to where the membership seems to want to go.

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*Patricia Huntsman:* So for our process, we are right here where we've drafted the strategic directions. We've drafted a new mission statement and vision statement. You didn't have a vision statement before, so it's kind of nice to have a vision as an organization is where you want to go. So that's been great. And we've gotten some feedback this morning on some of the refinement to those statements, which is great. So once we have this, we'll take some time in the summer and deliver in the fall a final version of the plan to you, and we'll have more feedback opportunities in there.

00:07:08

*Patricia Huntsman:* So what we've heard, we've broken it out here. It's two types of engagements and we've done quite a few sessions. So it wasn't like just one session. We've had a few sessions. There is definitely and I know it can be, it can be sort of an overused word, but you'll hear innovation come out quite a lot through the findings. There is definitely an interest for Editors Canada to kind of be thought leaders, champion change, respond to the changes that is happening to the profession. And really be out there and advocating. Right now there you have a huge volunteer-based organization. And as we know, in 2024, it's very difficult to retain and keep volunteers. It's also really difficult to continue to expect people to do things for free and continue to ask people to give their time to the organizations. Our lifestyles, our households, our working life and, and personal lives just aren't set up like that anymore to be able to contribute that time. And this isn't inconsistent with most organizations that really started as grassroots and were all volunteer organizations. They tend to morph into more of a capacity-building phase. And that's exactly where you are as an organization, where you're okay. We need to kind of build some capacity. With respect to our administration, there's some key roles that we know we need. Maybe they're contracted, maybe they're staff roles and starting to resource that and make some decisions through that lens.

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*Patricia Huntsman:* We know from a lot of the input there's quite a lot of burnout from volunteers, but then we can't just simply download everything to staff and stuff. Wave a magic wand and get it all done. Although they do a great job. But so there is, with respect to the current strategic plan, a bit of a disconnect with how does that look and day-to-day operations. And I think that's very reflective of the change process that has started with the organization, where it was like, members are over here talking amongst themselves and then kind of like engaging staff as an afterthought. So the strategic plan and the day-to-day operations kind of weren't aligning. So we'll see that changed.

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*Patricia Huntsman:* I think going forward, in some places in Canada, some of the committees branches and twigs, really well organized, have lots of policies and procedures and things in place. And then in other places it's, you know, a period of change or turnover or, you know, complete reviving of the branch or the twig. So it's quite uneven across the country, But there's been great work on EDI. There's been great financial administration updates that have happened lately. And then the website was a big deliverable that's happened over the last year. It was last year, right. That was national executive council. We've had a couple two sessions or three sessions, I forget with them. But we've had great input across the country. A big takeaway there is the organization is feeling siloed and fragmented. There's lots of governance. But there is, again, that lack of capacity to deliver. There is also the acknowledgment that there's this unevenness in terms of the knowledge that could be within a branch and twig and carrying that forward. So that's a big consideration. Historically and currently Editors Canada is definitely seen as a leader. But what will that look like in the future? How can you kind of maintain that position? There's other organizations coming online. Where do you partner? Where do you collaborate with other organizations with another consideration. But on a cultural level, organizational cultural level, there is also a huge recognition that we need to be a welcoming, inviting, nice to each other kind of organization. A lot of feedback of people who have come into the organization have said that it feels judgmental sometimes, if there's sometimes a lack of support, despite best efforts with staff. So great. Maybe Ottawa's rocking it and you guys are doing great, but then sometimes there'll be feedback where there's like kind of a statement on another part, you know, branch or twig and country that, you know, isn't maybe rocking it as well as you guys are doing a good job. And so there is definitely this shift that's needed in terms of the culture of the organization to make members really feel valued and welcome, and especially if you're a volunteer. Right. Because that's a critical piece of that volunteer recognition piece. So some of the things we've heard from NEC and again, I think it was 2 or 3 sessions. Yeah, it's two sessions. And then we had some jam boards as well.

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*Patricia Huntsman:* Branches and twigs. Again, that unevenness across the country depends on really where you are. Lots of turnover there. Lots of burnout that we're seeing from the overreliance on volunteers. Something there's sometimes a little bit of disconnect between sort of local levels and national. And where could staff help. And just sometimes there's a bit of confusion maybe about roles and, you know, who could best deliver what. So some of the concerns really need for more resources and

capacity, particularly for EDI initiatives. Some specific programming ideas as well. But again, that and we actually had the feedback this morning as well that people coming into the organization, especially if you're coming in as a volunteer, could really use some more in-depth orientation process. So I think some really thoughtful input.

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*Patricia Huntsman:* Francophone membership is, this is a national organization that does receive federal funding. No, no. Okay. It may occur.

00:13:49

*Unknown Speaker:* Could we?

00:13:49

*Natasha Bood:* We have project funding, but it is why we have received project funding.

00:13:57

*Patricia Huntsman:* That was it. That's right. You did tell me that. Sorry. Certainly Francophone membership is feeling a little less included, that there is more of a need to really figure out are we a truly bilingual organization? So that is something that's brought forward in the strategic plan as a draft within the strategic directions. So it is tricky to always be asking those francophone members to like the same francophone members, to always be participating. So that is a that's a concern as well. But you have Suzanne at the national level now, right? So I get just a bit of like lack of consistency. There was one of the feedbacks. Also, there are efforts definitely that are made by national office to get things translated, but not everything gets translated. So, you know, essentially, are we going to be a truly bilingual organization or not? Is a decision point that the organization needs to consider. So, and there is an organization in Quebec that will probably be launching soon for editing because it was feeling that Editors Canada or Editors Quebec wasn't quite filling the gap. So, but, you know, that's, those are the big takeaways. There's, you know, we'll share this with you. There's lots of in-depth pieces there as well. That we can share out.

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*Patricia Huntsman:* In terms of the organizational life cycle. Is everybody familiar with nonprofit organization or life cycle models? No. So this is the work of Susan Kenny Stevens, which I should have there, sourced from Susan Stevens number lifecycle model. And a lot of our funders in Canada, federal and provincial levels do use this model as a way to understand where your position is as an organization and based on our own look at the nonprofit lifecycle and the input that we gathered from every group that we engaged with. You have these characteristics of the startup, growth, mature, decline, and turnaround. And often what happens in various aspects of your organizations, from programming to systems and administration. You're going to be in different quadrants there. So but what we're seeing with Editors Canada is that we're at this sort of turnaround stage. So we have some characteristics of turnaround, some of maturity. In some places we've already restarted on growth because we're building out staff, for instance. So we are in a couple of different sort of stages here.

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*Patricia Huntsman:* But organizational infrastructure systems and resources and knowledge. Those are probably in more of a growth characteristic. Financial picture

is great. But the sustainability of that is quite unclear. Again, going back to that volunteer piece, how are we going to survive as an organization if we can't rely on volunteers at the time? Right. Perspectives and opinions on the future of the organization are a little divergent, but I don't know about that. Based on what I've heard there, you know, I think there's some founders who maybe want to make sure that the organization always has some grassroots characteristics, has some membership, like is membership-driven and certainly membership from programming perspective, members will always drive programming, or drive those content decisions as to what you're doing as an organization. It's just who's going to carry it out and how things could get done. Do you have a question?

00:17:54

*Unknown Speaker:* I do. I'm just wondering if you can paint a bit more of a picture. For me, the difference between a grass, grassroots to the not-for-profit organizational structure.

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*Patricia Huntsman:* Yeah. So that's a great question. So grassroots organizations kind of think like, you know, kind of church basement organization. Everybody's rolling up their sleeves and getting it done and everything's being carried out by volunteers. And you know, maybe you have certainly some policies in place because that requires that, you know, to align with the legal requirement. But once you become a nonprofit organization, when you have staff, just as there is health care administration, or you could do forestry management, there are proven, established ways of carrying out nonprofit administration. So where you are as an organization is you're kind of still, you're sort of in that startup and growth in some things. But then you've had programming for years and years and years. Right? So but some of that program is in turnaround. There's been good feedback. So you've revitalized some of your program. Governance is strong. You've always had like great policies and that sort of thing. But again, are they consistent throughout the organization across Canada? Not quite. Right. So that's sort of a growth characteristics, as you saw in that, in that quadrant. Resources, systems, and administration again, just starting out in, and those are also in growth because, you know, maybe 15, 20 years ago, one chapter or branch had like really good systems and resources. And but that isn't consistent for the whole organization. So that's where we are. We want to see. I mean, most organizations, if they, you know, sort of started in community, they either kind of burn themselves out. Spin the wheels great, or they become some other iteration, or they merge with something else or they establish themselves and work within a nonprofit model and build that out. A nonprofit or charity model. So does that answer your question?

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*Unknown Speaker:* It does.

00:20:16

*Patricia Huntsman:* Okay. So that's kind of where, it's just where we are. There's still a lot of grassroots characteristics for this organization, but some pieces needing to be more established as we go through. So and I have this as a handout for you if you do want it.

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*Patricia Huntsman:* So yeah. Needing more of an organizational structure like, you know, again, not the overreliance on volunteers to be able to carry out the future of work of the organization. So some of the overall sort of key takeaways that we heard. There are multiple audiences that Editors Canada needs to serve that definitely early, mid, and established careers. There is widely different understanding and technical competencies throughout the organization. So again, when you have those committee sort of turnovers or branches and twig turnovers, it doesn't always work based on that. Supporting the francophone editors as well. But it is a period of change and renewal. As I said, I think it's probably going to take you a couple of strategies to work through this, and it would need to really be supported by the leadership of the organization. And we really need to have some kind of change management process. I think supporting those two, those two strategic plans. So you know, not it is kind of big stuff, but it's also, you know, there's good proven models for, for stepping this out and carry out this change. So that's a great thing. Another big piece that came out in the engagement across all of those modes of engagement that we had was a desire for a bit of a shift in organizational culture. Again, going back to being a really welcoming organization, understanding how different generations communicate, want to receive their information, want to participate, that need for real collegial support and addressing divergent values. So yeah, that's definitely going to take some leadership going forward. Any questions on what we heard. Any other questions on here.

00:22:46

*Patricia Huntsman:* So on the current foundational statements, the feedback there was that they kind of felt timid and neutral. They didn't feel compelling. There wasn't like a vision. We don't actually have a vision statement. We've created one for you. There wasn't a vision statement for the organization. So there was something that, there was a desire to see a forward-looking statement that where we can align and where we can work towards and aspire to. There was a need for a community component that understands that, that that is something that should stay and foster that collegial mentality and way of, of being as an organization. And the statements just sort of felt that they weren't current, like they weren't sort of situated in our current reality. And we did a whole thing on context. And what are the trends and editing profession and what are the issues facing there? So you if you see by the coffee station downstairs, there's a little pop-up engagement tables there and you can write your feedback on the drafted foundational statements that we've created through the help of the strategic planning working group. So what we call them the strategic, I think. So that we have created a vision statement, that editors are we actually dropped "Canadian" because we recognized that we wanted it to be more broadly. So you'll see downstairs, it's editors are equipped with the skills and knowledge to innovate and changing profession and advocating for their professional values. And the other one that we had great feedback on, actually on the mission this morning. But Editors Canada champions the interests of editors and drop the "Canadian" and supports excellence in editing by providing professional development and community building opportunities. And a great piece of feedback that we had this morning was to elevate the role of advocacy that the organization needs to do. So rather than saying champions interests Canadian editors, it would be Editors Canada

advocates for editors and supports excellence in editing to the document. So that was a that was a good piece of feedback.

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*Patricia Huntsman:* What I will say overall was the engagement because it was, you know, quite a few people, at the end of the day that we did engagement with, there wasn't. You know, it all seemed to align like people in different parts of the country were saying the same, that very similar things. So that was encouraging to hear. So it's feeling very well grounded in the input of the organization.

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*Patricia Huntsman:* So far, we have five draft strategic directions. What happens when you do strategic directions or priorities. They tend to link with one another. Of course we're trying to get these to be as distinct as possible. The first strategic direction addresses this capacity piece. So the building out of pathways towards organizational renewal and sustainability. And there's a few three or four, I think I've added a fourth, objective to support that strategic direction. The second one creates a more welcoming and exciting community for all members. Those objectives include the EDI pieces truth and reconciliation that organizational culture shift making for a welcoming environment. The third strategic direction encourages change and thought leadership in a shifting professional landscape. Some of the objectives there around innovation are included in that for that strategic direction. Attracting and growing memberships is the, our objectives there and supporting actions are very much the active form of recruitment and what do we need to do as an organization to make sure that we're financially viable through memberships. And continue to grow memberships as it can be a bit competitive in there in terms of how people are participating with their professional associations and memberships. And then the fifth advance the advocacy of the profession. So strategic direction three and five. Kind of a bit of a link there and to some degree strategic direction four too but you'll see with the objectives they are kind of slightly, there's certain focus that is different. So with our first one, oh any questions on those. Do they seem wildly offside with the engagement commission. Okay. They shouldn't because they come out of all of that and leak from that.

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*Patricia Huntsman:* So our first one, which is the big emphasis of the draft plan so far, is the capacity building and focused on sustainability. So the goal there that has been shared with the NEC and the strategic planning working group is that the organization is empowered by a complementary blend of staff and volunteers, where everyone feels supported and collaborative. So it's not simply we're going to create through a magic wand, a whole bunch of staff positions. It's recognized that there's roles and responsibilities that, you know, maybe there are contract or maybe there's some paid work that that can happen at different areas of the organization, the objectives and some of the, and we have a quite a few actions for each objective. Clarify the delegations to the executive director. So a key policy that you want to see in a nonprofit organization is delegation of duties to the executive director of policy. You hire a, you know, when some organization is going to be a CEO, sometimes it's going to be a managing director, executive director, general manager, whatever that title is. But they are responsible for the hiring and firing within the organization to build out the capacity. And that's a really important piece to understand. Okay. What



is the staff responsibility? In terms of the operational implementation and what is a volunteer or higher-level NEC decision?

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*Patricia Huntsman:* Second objective invest in staff and volunteer capacity building and mitigate burnout and cultivate long-term financial sustainability for the organization. So an example of an action that we would have for number two would be to introduce like a knowledge management [KM] function within the organization is like typically an organization of this size would have a KM function, that person who's basically a resource to all the membership saying, okay, here's a great example of a policy that they're using in Calgary. Here it is Montreal or what have you. So there's that sort of, it's the reference librarian for the organization knows where to go to for what and can support volunteers in a more tangible way so that they're not relearning every time a volunteer comes into the organization to fulfill a role. So again, I think sometimes that when an organization's at this stage, one of the concerns that membership might have or a board might have is that, oh, well, how are we going to pay for all these staff positions? They don't have to be staff positions. They can be, you know, maybe start a two-day contract and things work up. But definitely ways to step it out over time. Any questions on strategic direction one.

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*Sara Fowler:* I was touching on the revenue sources. That's where my mind went immediately, because that's where we live up in our branch is we had a paid staff member for about 20 years, but it wasn't sustainable. And we were looking at like just going bankrupt in the longer being viable. So we did offer this person a part-time scenario, which they declined. So then we went to a volunteer run, which really led to some serious burnout, because running the seminars to provide the professional development takes a lot of work. And so we ran that way for a few years, and then we cycled back just in the fall. I actually met with a woman who was interested in perhaps doing it on a part-time basis, cause like an on-call, like, you know, this is going to be a regular gig. And she said, [inaudible]. But then as I was crunching the numbers, I realized, I'm like, this is just going to put us right back to where we were before. So.

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*Patricia Huntsman:* So this is where you see more centralization of Editors Canada because really, you know.

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*Sara Fowler:* Well, that was a difficult experiment too, because we did do a bit of a centralization for our registration and stuff, which unfortunately didn't work out because then it would almost created more work on behalf of the branch for, you know, if somebody needed to cancel and reports weren't coming out properly. So names were being missed. And so like, it was just it became more work.

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*Natasha Bood:* But an example of what worked well is the bookkeeping. So yeah.

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*Sara Fowler:* Oh the bookkeeping's been brilliant. Yeah. Yeah. It's true.

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*Natasha Bood:* Centralizing things like that.

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*Sara Fowler:* Yes.

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*Natasha Bood:* And you know, we experimented with the...

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*Patricia Huntsman:* Yeah. And not to say it's impossible and there's obviously a way to do it. And perhaps it was just unfortunate timing of things. But yes, I do really appreciate and enjoy the streamlining of the finances 100%.

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*Patricia Huntsman:* So I think that's a great example. So shared services models are often a piece of your nonprofit and then build them because again, why would you have a budget request country given the same thing and [inaudible] why it's wildly different effectiveness. Right. So you would see a bit of centralization could certainly help there. More consistency or again, having some way of doing a shared services sort of model would be a good thing. The other thing is the one of the things from the engagement is I'm joining Editors Canada and I want to have those accesses to programing or whatever your motivation is for joining. It does [inaudible] and I want to meet people in my local area, but sometimes there's this weird over expectation of what needs to happen locally. Like, honestly, a branch or a twig could just be people like gathering for coffee once a month and sharing what their concerns are and feeling like just like they have a little bit of a network, right? You can get all of your programing through what is being offered online. Like it's, there's just a misalignment there between what needs to happen, like with Editors BC versus Editors Canada versus like at a city level. So it's, I think that's where you'll find efficiencies, right? Because, you know I'm giving these out to you. Here we go. I do this when you tell me to do that. Yeah, that would be great. That'd be great. I just so there's five of them. I have collated them, but we just... Two more sets? Yeah, that would be great.

00:34:30

*Patricia Huntsman:* So that this is a big area of focus. Certainly for the plan, they're not in a priority order. They all do relate. Obviously, building membership, which is a strategic direction for is critical to funding this over the long-term. Strategic direction two, seeing again, those organizational cultural shifts to the objectives that we have there, looking at a body and taking concrete actions to support Truth and Reconciliation within the organization and its interactions, and the profession can continue to support EDI initiatives and the organization. You guys have been doing a lot of work on that at the committee level. It's really great to see. Foster an environment that welcomes, celebrates, and embraces all members and all types of members and all members who have various levels of interest in the organization and support bilingualism with the organization and the profession at large.

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*Patricia Huntsman:* Strategic direction. We'll go through the feedback on all of them in just a second. I just want to walk through these, strategic direction three encouraging change in thought leadership in a shifting professional landscape. Our goal there being that Editors Canada's position as a leader in the profession,

fostering dialog, cultivating ideas, embracing innovation and around the challenges and opportunities of the industry. So an objective is to again focus on professional development, providing the best professional development programs and services that explore these complex issues, and continuing to strengthen partnerships and collaborations with other editing-related organizations and allied professionals.

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*Patricia Huntsman:* Our fourth strategic direction focuses on growing that membership and making Editors Canada the go-to professional organization, as there's sort of more competition out there in the landscape, and prioritizing membership recruitment and retention is one piece of that. And expanding programs and services for new and emerging editors. And we're still rounding this one out. If you have further ideas, we welcome them on, but we have a number of supporting actions for each of these two objectives. But I suspect a third or fourth objective will probably come out of this process.

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*Patricia Huntsman:* And finally, strategic direction five is advancing advocacy of the profession. So advocating for the rights and well-being of editors in Canada, but also advocating for what do editors do and explaining that because there's widely different understandings and levels of understanding of what you as editors.

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*Unknown Speaker:* I don't know what we do.

00:37:19

*Patricia Huntsman:* I've learned so much by being part of this process of the different types of editors. So I appreciate learning all of this.

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*Amanda Goldrick-Jones:* Case and point I was Googling editing burnout the other day, and it was all about video editing. Yeah, I really had to dig down to find not video editing.

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*Patricia Huntsman:* Oh, right. Yeah. Yeah, I could, I could get that. And then also, yeah. Within that, yeah. Understanding those different types of editing and what they might need for support. But again, we see editing almost being splintered off into different people's roles within an organization when it actually is a distinct and should be a distinct role within a company. And so that can, you know, editing can be parts of somebody's job, but there's that, you know, that often. It's Saturday, so you'll have to excuse me. And it's at the end of our consulting cycle. I was just telling Heather and Natasha that we have one more week of consultations and then research group until September. Identify generative ways to advocate for editors in Canada. That's making the profession more widely known.

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*Patricia Huntsman:* So our next steps in the process are to review, refine the strategic directions and objectives, as well as those foundational statements to the vision and mission. And we're welcoming your input there. We have our little engagement pop-up downstairs. So we would love you to provide your feedback there over the summer. And then we hope for September to have a draft plan ready

for strategic planning working. I keep looking at Heather because she's in that group. Mhm. So she's the person to deliver that to. And Natasha. So we're drafting the plan and then that group will review and refine it. And then we hope to have that finalized sometime in the fall. And then it goes to your AGM. Or you might have a special meeting. Yeah. Special meeting to support that.