Editors' Association of Canada / Association canadienne des réviseurs

STRATEGIC PLAN 2025–2030

EDITORS
CANADA

Land Acknowledgement

Editors Canada respectfully acknowledges that we are on and work on the traditional lands of the Indigenous Peoples (Inuit, First Nations, Métis) in what we now call Canada. We honour the ancestry, heritage, and gifts of the Indigenous Peoples and give thanks to them.

This Land Acknowledgement will be updated with the assistance of the Indigenous Editors Association, in order to better reflect Editors Canada's commitments to Truth and Reconciliation.

What does it mean to make a land acknowledgement in a strategic plan?

> *I think the most important part of this land acknowledgement is for us to be an organization that actively stands with and promotes solidarity with Indigenous Peoples. I think that encouraging people to act and reflect in the land acknowledgement is an important way to move away from giving a standard message at the start of events and toward acting in solidarity.*
>
> —S. ABDUL, EDITORS CANADA

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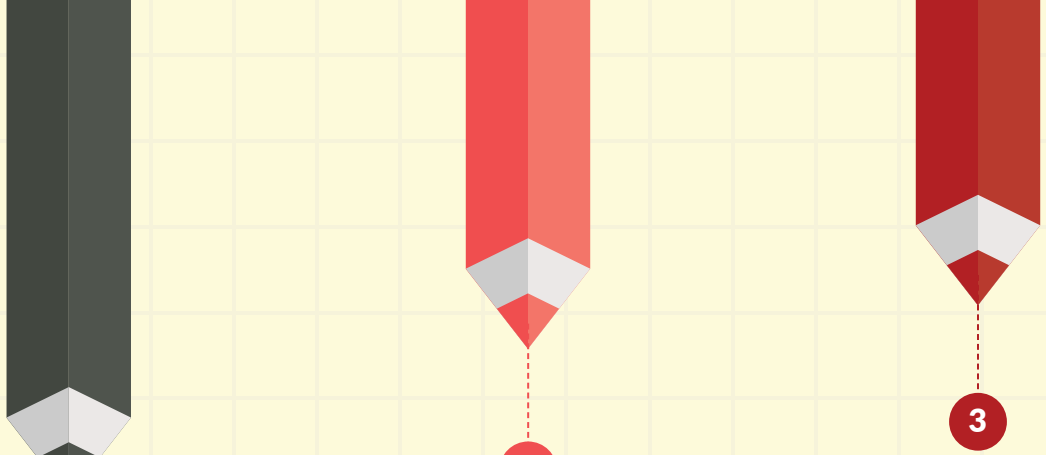
Key Highlights



The purpose of the strategic plan is to assist Editors Canada in fulfilling its organizational mission, while providing a strategic "roadmap" for future decisions and actions over a five-year term. Foundations for the plan reflect Editors Canada's pledge to increase diversity and inclusion, foster editorial excellence and raise public awareness of the value of editing.

Using the Non-Profit Lifecycles Analysis (page 13), a self-assessment tool that helps to identify the areas where development efforts are to be focused, the national executive council (NEC) and staff reviewed the organization's current position: Editors Canada is exhibiting organizational characteristics of growth, decline and turnaround.

An extensive engagement process was led in 2024 with staff, NEC members, volunteers, members and student affiliates* to get the most representative feedback possible.

**Throughout the document, "members" is used as an umbrella term for the desired outcomes for members, volunteers and student affiliates.*

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VISION

Editors Canada aspires to be an inclusive organization that equips our members with the skills, knowledge and supports to adapt to and lead in a changing profession, and advocates for the value of human editors.

5

MISSION

We uphold the interests of editors at all career stages and working in all sectors and genres, and support excellence in editing through our *Professional Editorial Standards*, member resources, professional development and community-building opportunities.

6

STRATEGIC DIRECTIONS

1. Begin to build out pathways toward organizational renewal and sustainability
2. Create a more welcoming and exciting community for all members
3. Encourage change and thought leadership in a shifting professional landscape
4. Attract, retain and grow memberships
5. Advance advocacy of the profession

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IMPLEMENTATION

The Editors Canada strategic plan will be implemented through the organization's annual operating plan, formed using the supporting actions, and will be reviewed annually against metrics for evaluation, resource considerations and timelines.

2 Vision and Mission

Vision

Editors Canada aspires to be an inclusive organization that equips our members with the skills, knowledge and supports to adapt to and lead in a changing profession, and advocates for the value of human editors.

Mission

We uphold the interests of editors at all career stages and working in all sectors and genres, and support excellence in editing through our *Professional Editorial Standards*, member resources, professional development and community-building opportunities.

What are vision and mission statements?

- **VISION STATEMENT**: shares the future in which an organization should aspire to.
- **MISSION STATEMENT**: says what the organization does and how it might achieve its vision.

Through the strategic planning process, Editors Canada chose to update their vision and mission statements to reflect a more forward-thinking orientation for the organization. The previous statements were described mostly as "neutral," "timid" and "not compelling." The new statements aim to capture the organization's desire to lead the conversation on current trends affecting the editing profession, and to be an inclusive and community-centric organization.

3 Strategic Directions Overview

Five strategic directions were identified to build on the key themes and to reflect what was learned from the NEC, staff, key interest holders and membership. The strategic directions serve as guideposts to the organization over the next five years as it fulfills its mission and contributes to the development of the profession.

STRATEGIC DIRECTION 1
Begin to build out pathways toward organizational renewal and sustainability

STRATEGIC DIRECTION 2
Create a more welcoming and exciting community for all members

STRATEGIC DIRECTION 3
Encourage change and thought leadership in a shifting professional landscape

STRATEGIC DIRECTION 4
Attract, retain and grow memberships

STRATEGIC DIRECTION 5
Advance advocacy of the profession

In section 5, strategic directions—directions for growth, on page 19, the strategic directions are expanded and made actionable through goal statements, key objectives and supporting actions. Though all the strategic directions are critical for the future development of the organization, strategic directions 1 and 2 must be primarily addressed, as they affect the overall viability of Editors Canada as an organization.

Strategic directions are the key themes and desired outcomes reflecting an organization's readiness to transition based on engagement throughout the strategic planning process.

Goals set the direction or pathway toward a desired result, in which the organization should aim to achieve.

Objectives are outcome-driven and present how these goals will be achieved and what is expected to be accomplished in the next five years.

Supporting actions are the specific activities the organization and its interest holders will undertake to achieve for each objective.

4 How We Got Here:

Process and Findings Informing the Strategy

Project background

Following the trends affecting the sector post-COVID-19 pandemic, Editors Canada has entered a period of change and renewal. In particular, the landscape of volunteerism has shifted dramatically in recent years. Now, more than ever, fewer people are volunteering, and those who remain are experiencing high volumes of burnout. While the organization's origins are rooted in the invaluable work of their dedicated volunteers, Editors Canada is ripe for a transition from a *volunteer-driven* organization to a *volunteer-supported* organization.

Editors Canada has sought the help of a strategic planning consultant, Patricia Huntsman Culture + Communication, to develop their new strategic plan and, in doing so, carves out a strategic roadmap for the culture and structural changes necessary for the viability and sustainability of the organization. The process has helped to inform the organization's capacity-building needs and to contextualize trends in the broader not-for-profit sector landscape. Foundations for the plan reflect Editors Canada's pledge to increase diversity and inclusion, foster editorial excellence and raise public awareness of the value of editing while also recognizing that its organizational capacity is in varying stages of growth, decline and turnaround. The *Editors Canada Strategic Plan 2025–2030* will help to situate the organization in a better position to make the changes necessary to serve Editors Canada members and the editing profession more generally.

Project goals

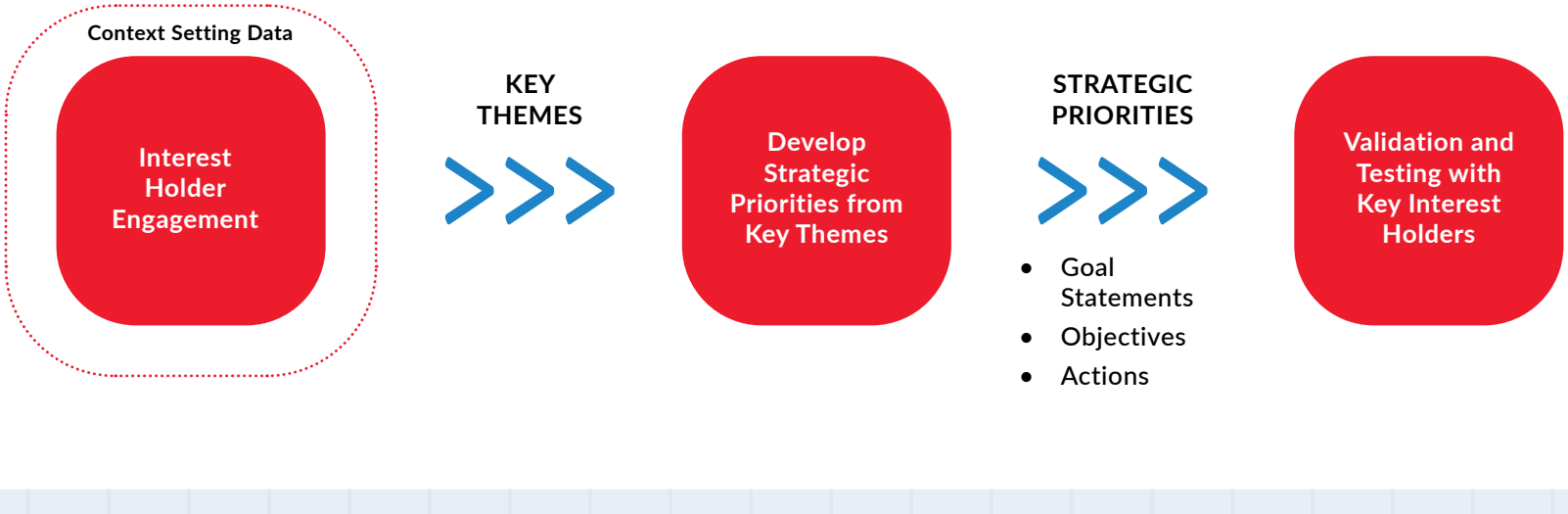
- Complete a summary organizational assessment of Editors Canada and validate the organization's positioning with membership, student affiliates, volunteers, NEC and staff.
- Articulate the organization's core purpose and ensure there is brand story alignment to bridge clear vision and values statements.
- Adjust the priorities and rebalance the work of Editors Canada to the organization's current and evolving capacity.
- Guide the future change efforts and ensure the ongoing sustainability of the organization.

Engagement

Approach and timeline

The approach used to develop the plan centred on internal engagement with Editors Canada staff and NEC members, and externally with interest holders and volunteers, culminating with consultation from Editors Canada's membership at the 2024 Editors Canada conference in Vancouver, and in an online questionnaire. Engagement inputs were blended with sector expertise, resulting in a comprehensive strategic planning tool to guide the efforts of Editors Canada staff, NEC and membership.

Our Strategic Planning Process



PHASE 1

Start-up

February–March 2024

KEY ACTIONS

- project co-design; consultation with staff and NEC
- documents review including reviewing key data sources
- organizational lifecycle analysis and planning context desk research

PHASE 2

Engagement

March–May 2024

KEY ACTIONS

- NEC, working group and staff consultation
- focus groups with branch and twig representatives, committee chairs and francophone membership
- asynchronous, digital sounding boards (Jamboards)
- initial clarity on vision and mission
- specific emphasis on francophone inclusion, volunteer expectations and capacity, succession planning and loss of institutional knowledge and sense of community within the organization

PHASE 3

Synthesis and validation

May–September 2024

KEY ACTIONS

- synthesis of key themes and priorities, and validation session with organization to confirm strategic directions
- identification of goals (or aims), objectives and actions to support the plan's strategic directions
- validation and information session at the 2024 conference held in Vancouver
- member feedback through a survey and sending the recorded conference session to all members
- member feedback discussion via task force and staff, and shared with NEC

PHASE 4

Draft and finalization

September 2024–February 2025

KEY ACTIONS

- draft plan preparation, review and finalization

Engagement activities

Editors Canada embarked on an ambitious strategic planning process in 2024–2025 to get the most representative feedback possible. Below is a list of the engagement activities offered to collect feedback from staff, NEC members, volunteers, members and student affiliates:

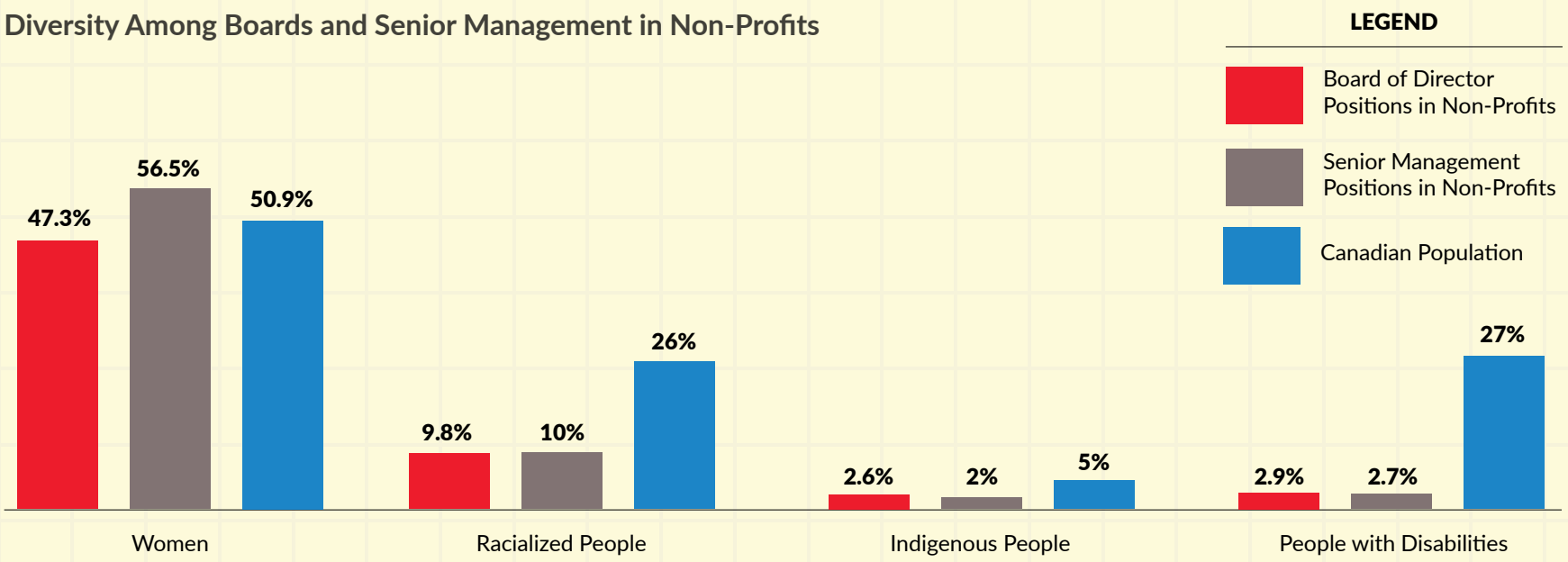
- regular strategic planning task force meetings (multiple)
- consultation with staff (multiple sessions)
- consultation with NEC (multiple sessions)
- consultation with committee and task force chairs (two opportunities to attend a two-hour session)
- consultation with branch and twig chairs (two opportunities to attend a two-hour session)
- consultation opportunity for all members who indicated French as their primary language in our database (two-hour session)
- one-on-one interviews
- asynchronous whiteboard activities available for all above groups
- conference pop-up booth
- conference in-person session
- full membership questionnaire with access to a recording and transcript of the conference session
- draft strategic plan reviewing with task force, NEC and staff
- final strategic plan reviewing with full membership before voting at a special general meeting or annual general meeting

Planning context

Non-profit sector*

Non-profit and not-for-profit organizations have a significant impact on the daily lives of Canadians, and act as vital players in the Canadian economy. In 2022, the non-profit sector contributed $216.5 billion in economic activity, equivalent to 8.2% of the gross domestic product.[1] Since the COVID-19 pandemic, the non-profit sector has been undergoing significant changes; in 2023, 21% of all organizations said the demand for their services increased significantly, while another 25% said it had increased modestly. Some subsectors are particularly squeezed as demand rises and their capacity to meet that demand isn't keeping pace. Loss of donations combined with a dramatic fall in volunteerism[2] have left few organizations in a situation in which they have been able to increase their capacity to meet demand. Diversity among boards and senior management within the sector have also been scrutinized, as compositions do not reflect a representative reality of the Canadian population (see graph below). Non-profit and not-for-profit organizations are therefore at a crossroads wherein they must consider the needs of donors, volunteers and service seekers to help the sector recover.

Diversity Among Boards and Senior Management in Non-Profits

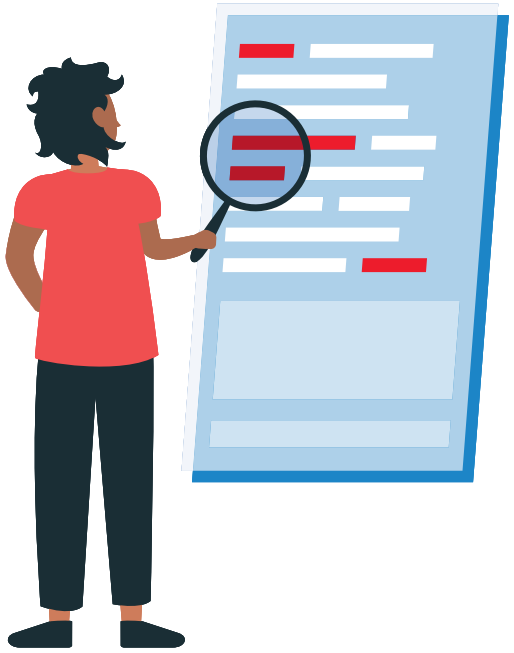


Though non-profit and not-for-profit organizations differ slightly in their goals and legal structure, both types of organizations are part of Canada's non-profit sector.

1 National Insights into Non-profit Organizations, Canadian Survey on Business Conditions, 2023, https://www150.statcan.gc.ca/n1/daily-quotidien/240320/dq240320a-eng.htm
2 Volunteerism: In crisis or at a crossroads, https://thephilanthropist.ca/2023/03/volunteerism-in-crisis-or-at-a-crossroads

Editing profession trends

- **Accessibility**, specifically the use of **plain language**, is an emerging best practice among editors, which increases the inclusion of disabled readers (27% of Canada's population identifies as having one or more disabilities).[3] Plain language communicates the messages of writing to the audience upon a first reading or listening, meaning writing is edited to be clear, concise and well organized.
- **Inclusive language** and **conscious editing** seeks to redress the historical inequities and injustices imbued in language that have been used in writing, including replacing racist and derogatory language and removing biased language that assumes Whiteness as a default. Editors Canada member Fazeela Jiwa writes, "One of the most interesting things about being an editor is making language choices that both prevent harm and affirm the reader, while respecting the author's desired voice and style."[4]
- **Artificial intelligence (AI)** in editing is not new, as tools such as spellcheck have been commonplace within the writing world for years. New concerns about job loss to generative AI tools, however, are not unfounded; with heads of companies openly saying they would happily replace human workers with AI generators.[5] Advocating for the importance of human editors will increase as these technologies become more widely adopted, for AI cannot replace the empathy, intuition and critical thinking skills necessary for the editing process.
- An **outdated Canadian dictionary**, the most recent update being 2004, creates problems for editors as many nuances of the language remain unrecorded in a centralized location. The *Canadian English Dictionary* project is being supported by a team of Editors Canada volunteers and student affiliates, which has now secured a publisher and is underway in its goal to publish digitally and in print. Importantly, the new dictionary will include Indigenous and Inuktitut words in its final publishing.[6]
- **Fact-checking** is becoming a more common task given to editors who have an eye for detail. It is the editorial step between editing and production to determine the factual accuracy of written text, including dates and names of people or places.
- **Remote work** is fairly ubiquitous to editing work, allowing for flexibility in hours and ability to work from distant locales. Paired with the decline of in-house and full-time editors, remote work is also necessary to balance multiple clients or projects associated with **freelancing** and gig-work.[7]



3 Canadian Survey on Disability, 2017-2022, https://www150.statcan.gc.ca/n1/daily-quotidien/231201/dq231201b-eng.htm
4 Editors Advise: Inclusive Language Resources, https://editorstorontoblog.com/2024/05/23/editors-advise-inclusive-language-resources
5 Bosses say they are already replacing workers with AI, https://futurism.com/the-byte/bosses-already-replacing-workers-with-ai
6 At last: Work begins on new Canadian dictionary, https://quillandquire.com/omni/at-last-work-begins-on-new-canadian-dictionary
7 Copyediting in 2023: What has changed? https://www.csescienceeditor.org/article/copyediting-in-2023-what-has-changed

- **Changing media consumption patterns** means that audiences want information as fast as possible, but well edited or proofread content is still required for publications, individuals and organizations to retain credibility. This means there is increased demand for skilled editing professionals to refine texts to create polished, error-free content.
- There are **multiple paths of entry into the profession**, whether through various academic avenues or by transferring skills from another field.
- **Self-publishing/e-publishing** has created pathways for historically marginalized authors to have their works published and viewed by an audience, and editors are still a vital part of this process. Editors can be contracted by self-published authors for content editing, copy editing and proofreading.

Francophone editors and the Québec context

Francophone editors in and outside of Québec have fewer resources available to them in Canadian French. With the expectation to act as translators as well as editors, francophone editors may feel undermined and under-represented within the profession. Franco-Québecois editors have specific opportunities and challenges associated with editing trends and language. The Québec Office of the French Language monitors the evolution of linguistics in Québec regarding the use and status of the French language.[8] Importantly, they have developed a dictionary tool, the ***Vitrine Linguistique***, a search engine with up-to-date terms and definitions. Franco-Québecois editors use such a tool, as well as ***Usito***, developed by the Université de Sherbrooke, to help with editing, especially when they are working with regional French languages. Québecois editors are also responsible for making editing decisions to adhere to either "traditional" or colloquial French (which may include aspects of "franglais"[9]) depending on the audience.

8 https://www.oqlf.gouv.qc.ca/office/mission.html
9 https://globalnews.ca/news/9554937/quebec-takes-aim-franglais-new-campaign

Organization profile

Organization background

Editors Canada is a bilingual and national not-for-profit organization that serves its membership base of editors and those in related professions through professional development, certification and career and community building opportunities. The purpose of Editors Canada is to represent the interests of their membership base by providing sectorally relevant programming and services. Editors Canada was established in 1979 under the name the Freelance Editors' Association of Canada (FEAC).

Today, it is a federally incorporated not-for-profit organization and is governed at the national level by an executive council (NEC). The organization employs three full-time staff, based in Toronto, who provide support to the NEC in operations and decision-making. To help with operations at the local level, branches, twigs and other committees that are volunteer-run have been established across the country.

Organization synopsis

ORGANIZATIONAL ASSESSMENT SUMMARY

After an in-depth assessment of the organization, the following needs and gaps were identified as critical priorities to be addressed through a new strategic plan:

- Post-pandemic and other trends in the editing sector have placed the organization in a **period of change and renewal**
- Members, staff, NEC members and volunteers are **open but cautious to change**
- The lack of continuity in institutional knowledge and siloing of committees and sub-groups has shone a light on the **knowledge management gap** within the organization (knowledge management is the process of identifying, storing and disseminating information within an organization)
- Need to revamp the organizational structure to **meet the capacity of volunteerism** today and reduce volunteer burnout
- Need to **cater services to multiple audiences**
  - early, mid, established careers
  - different technological competencies
  - support and representation of francophone editors
- Overall, the organization is undergoing a **culture shift**
  - changing the organizational culture **from volunteer-driven to volunteer-supported**
  - generational considerations
  - addressing divergent values
  - better representation of diversity in Editors Canada's leadership

NON-PROFIT LIFECYCLES ANALYSIS

All non-profit and not-for-profit organizations will exhibit common characteristics of different stages of development within various domains of work: programs, management, governance, resources and systems. The Non-Profit Lifecycles Analysis[10] is a framework developed by Susan Kenny Stevens, designed to assess a non-profit organization's health and capacity as it moves through various stages of development: idea, start-up, growth, maturity, decline, turnaround and terminal. The assessment helps to identify the areas where development efforts are to be focused.

Using the Non-Profit Lifecycles Analysis, the NEC and staff reviewed the organization's current position. It was determined that Editors Canada is exhibiting organizational characteristics of a mix of three stages—**growth, decline and turnaround**.

Domains of Work	Stages and Characteristics	Corresponding Strategic Direction
Programs	**Turnaround:** evaluation and reflection are needed on services and programs after a period of expansion and growth. Taking decisive action to regain relevance and viability.	**STRATEGIC DIRECTION 4** Attract, retain and grow memberships
Management	**Growth:** perspectives and opinions of the future of the organization may be divergent. Introduction of staff specialists that require competitive compensation.	**STRATEGIC DIRECTION 2** Create a more welcoming and exciting community for all members
Governance	**Turnaround:** a core is ready to do what it takes to restore organization integrity: shifting from entirely volunteer-based/run to non-profit administration organizational structure.	**STRATEGIC DIRECTION 3** Encourage change and thought leadership in a shifting professional landscape
Resources	**Turnaround:** financial picture may lack a long-term sustainable trajectory and clarity, but there is a willingness to cut expenses to reflect reality.	**STRATEGIC DIRECTION 1** Begin to build out pathways toward organizational renewal and sustainability
Systems	**Decline**: information is in disparate places; organizational infrastructure, systems and resources, and knowledge not mobilized and managed.	**STRATEGIC DIRECTION 1** Begin to build out pathways toward organizational renewal and sustainability

10 Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity, Susan Kenny Stevens, 2001, Stagewise Enterprises

Orientation of previous strategic plan

STRATEGIC 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
- **Increased and engaged membership:** Editors Canada will have more members and student affiliates, and they will be engaged

Financial composition

Editors Canada has come out of the pandemic with a secure foundation and accumulated surplus. However, fiscal years 2023 and 2024 have been challenging due to loss of members and student affiliates (due to inflation, retirement and other factors) and lower profit from our conferences, which traditionally earn a good amount of revenue for the organization. It is essential for us to continue to bring in new members and student affiliates and retain them to continue as a financially sustainable organization.

	2018	2019	2020	2021	2022	2023	2024
Memberships Revenue	$ 277,546	$ 277,873	$ 274,121	$ 297,775	$ 258,123	$ 252,143	$ 248,000
Number of Members & Student Affiliates		1,097	1,106	1,215	1,052	1,070	925
Conference Surplus/ Deficit	$ 18,982	$ 16,138	$ 40,233	$ 85,165	$ 35,404	$ 4,788	$ 500

Current operational performance

Programming

RECENT ACHIEVEMENTS

- launch of *Professional Editorial Standards 2024*
- signed partnership with Nelson Publishing for base dictionary—Canadian Dictionary Project
- increased attendance for English webinars

RECENT CHALLENGES

- French programs/webinars
- conference processes ineffective/inefficient
- French certification program on hiatus/preparation guide not for sale

Membership engagement

RECENT ACHIEVEMENTS

- strong relationship to editing schools across Canada (e.g., TMU, SFU)
- new member services such as insurance, Oxford and Canadian Press access
- relaunch of the popular email discussion lists as members-only Google Groups

RECENT CHALLENGES

- volunteer engagement dwindling
- very few Karen Virag Award and President's Award for Volunteer Service nominations
- slow decline of membership since 2021

Marketing and promotion

RECENT ACHIEVEMENTS

- new website
- membership brochure updated/replaced with new web copy and one-page printable format for events
- marketing committee launched a "Meet an Editor" video series and LinkedIn hosting initiative
- launch of the Equity Fellowship

RECENT CHALLENGES

- competing perspectives on online promotion
- brand consistency between branches, twigs and national committees because own assets are made
- members have expressed wanting to connect on new social channels

Finances and operations

RECENT ACHIEVEMENTS

- transition to new website
- bookkeeping under one set of books across the country
- updating tech provider; switching to Google Workspace

RECENT CHALLENGES

- volunteers who struggle with utilizing technology (e.g., folders are deleted)
- coordinating timely communications can be tricky because volunteer translation is slower than paid translation
- volunteer training manuals are nascent and need updating

Personnel

NATIONAL EXECUTIVE COUNCIL 2024–2025

- Kaitlin Littlechild
- Alex Benarzi
- Maria Frank
- Tara Avery
- Lori Perrie *(resigned in December 2024)*
- Ellen Keeble
- Mina Holië
- Suzanne Aubin
- Arija Berzitis
- Błażej Szpakowicz
- Heather Buzila
- El Horner

STAFF

- Natasha Bood
- Michelle Ou
- Sara Abdul

STRATEGIC PLANNING TASK FORCE

- Heather Buzila
- Kaitlin Littlechild
- Maria Frank
- Suzanne Aubin
- Natasha Bood

Organizational strengths and areas for improvement

Using various organization assessment tools and discussion, NEC members and staff identified the following strengths and areas for improvement moving forward that need to be addressed in the strategic plan:

STRENGTHS

- dedicated NEC members and staff
- history of dedicated volunteerism
- healthy intra-/interorganizational relationships (including partner organizations)
- financial stability
- strong staff systems
- good infrastructural foundations
- commitment to staying relevant
- engaged membership who care deeply about the betterment of the field
- dedication to equity, diversity and inclusion

AREAS FOR IMPROVEMENT

- organizational fragmentation
- sustainability
- community communication and outreach
- disorganized systems
- loss of institutional knowledge
- over-dependence on volunteers for core work
- volunteer burnout
- more advocacy work can be done for members/editors

Change management

Change isn't easy. What can be more difficult is making sure we are showing up in ways that create optimal spaces for openness, learning and growth. Given the strategy is a big shift in response to the organization's current context, Editors Canada would benefit from change management support during the implementation of the strategic plan.

Change management coaches or advisors can help organizations manage change by preparing and supporting people, teams and leaders. It's used when organizations (even small ones) are considering major changes, such as restructuring, redefining resources, updating business processes and systems and introducing or updating digital technology. Exploring options for change management support is advised for Editors Canada as it works within its five-year strategic plan and beyond.

5

Strategic Directions—
Directions for Growth

Five strategic directions were identified to build on the key themes, and to reflect what was learned from the NEC, staff, key interest holders and membership. The strategic directions represent the organization's priorities and are titled as such, and to be realized through key objectives and supporting actions. They serve as guideposts to the organization over the next five years as it fulfills its mission and contributes to the development of the profession.

Though all the strategic directions are critical for the future development of the organization, strategic directions 1 and 2 must be addressed primarily, as they affect the overall viability of Editors Canada as an organization.

STRATEGIC DIRECTION 1

Begin to build out pathways toward organizational renewal and sustainability

GOAL

The organization is empowered by a complementary blend of staff and volunteers where everyone feels supported and collaborative.

OBJECTIVE 1

Clarify the responsibilities delegated to the executive director, staff and volunteers, including decision-making processes and operational direction

SUPPORTING ACTIONS

- Establish a "Delegation of duties to the executive director" policy
- Create and implement an annual operational plan to implement strategic directions
- Clearly outline volunteer role expectations, including appropriate time commitments and workloads

OBJECTIVE 2

Invest in staff and volunteer capacity building to mitigate burnout

SUPPORTING ACTIONS

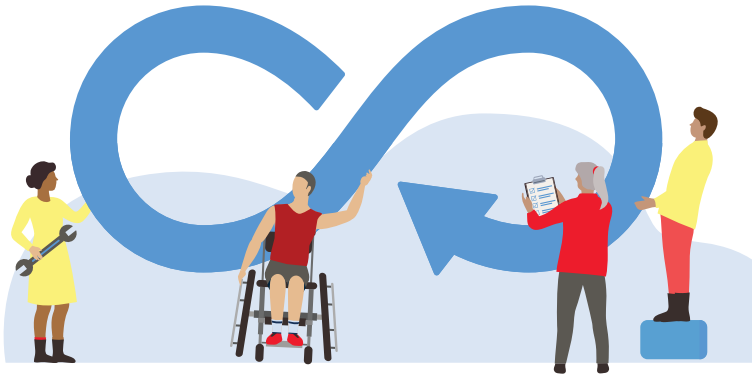
- Hire a knowledge management staff member (a role within an organization responsible for organizing, creating, using and sharing collective knowledge, like a reference librarian) to avoid duplication of information
- Clarify communications and collaborations processes between staff, NEC and volunteers
- Invest in professional development for staff and volunteers
- Identify and clarify where paid/stipend roles are necessary to reflect the scope of work given

OBJECTIVE 3

Cultivate long-term financial sustainability for the organization

SUPPORTING ACTIONS:

- Engage in a multi-year budgeting process
- Evaluate, diversify and strengthen financial streams
- Reinvigorate membership marketing activities and membership retention activities to strengthen our financial streams



STRATEGIC DIRECTION 2

Create a more welcoming and exciting community for all members

GOALS:

- Members understand what Editors Canada is and how to access services, programs and support.
- Members feel a sense of community and belonging and are excited to participate in activities and volunteer.

OBJECTIVE 1

Embody and take concrete actions to support Truth and Reconciliation within the organization and its interactions to the profession

SUPPORTING ACTIONS

- Integrate opportunities to learn about Truth and Reconciliation in services and programs, including the role of editors in the Truth and Reconciliation Commission of Canada: Calls to Action
- Continue to develop and promote Editors Canada's relationship with the Indigenous Editors Association

OBJECTIVE 2

Continue to support equity, diversity, inclusion and accessibility initiatives in organizational processes, programs and services

SUPPORTING ACTIONS

- Invest in an accessibility audit of all services and programs
- Establish an equity, diversity, inclusion, and accessibility (EDIA) protocol/checklist for all services and programs
- Increase EDIA-related professional development and webinar offerings
- Continue and expand ways to reduce barriers to membership and participation for equity-denied groups (e.g., fees exemptions and discounted memberships)

OBJECTIVE 3

Foster an environment that welcomes, celebrates and embraces all members

SUPPORTING ACTIONS

- Engage membership from diverse communities on how to improve programs and services, particularly
  - BIPOC membership
  - neurodivergent and disabled membership
  - 2SLGBTQ+ membership
- Explore social and community-building activities, events and mentorship programming
- Improve communications and outreach methods to engage all members
- Increase representation of people from equity-denied groups in leadership positions to reflect the diversity of the membership and of the Canadian population more broadly

OBJECTIVE 4

Support bilingualism within the organization and the profession at large

SUPPORTING ACTIONS

- Engage francophone membership on how to improve programs and services
- Increase bilingual translation for all programs and services
- Increase support and presence in leadership for francophone membership
- Develop a marketing and communications plan to increase advertising and outreach to attract francophone members inside and outside Québec

STRATEGIC DIRECTION 3

Encourage change and thought leadership in a shifting professional landscape

GOAL

Editors Canada is known as a leader in the editing profession by fostering dialogue, cultivating ideas and welcoming new challenges and opportunities in the industry.

OBJECTIVE 1

Continue to provide exemplary professional development, programs and services that explore the complex issues facing editors today, specifically in the Canadian landscape

SUPPORTING ACTIONS

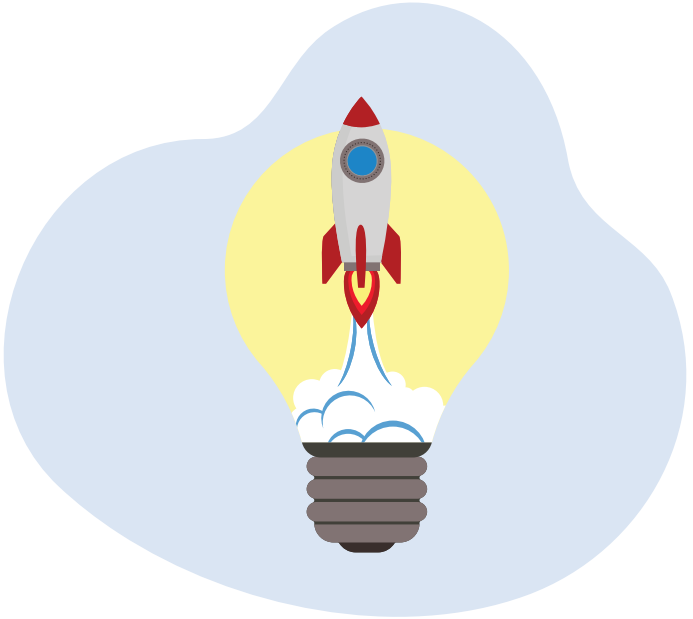
- Engage membership to learn about the pressing issues and topics at the forefront of their profession
- Explore the reorganization of branches and twigs
- Explore more in-person gathering opportunities for members with lower financial barriers to entry

OBJECTIVE 2

Continue to strengthen partnerships and collaborations with other editing-related organizations and allied professionals

SUPPORTING ACTIONS

- Activate existing partnerships with parallel editing organizations
- Establish and build relationships with school institutions, publications and other institutions/organizations that hire editors
- Have representation at sectorally relevant conferences to increase the visibility of the organization



STRATEGIC DIRECTION 4

Attract, retain and grow memberships

GOAL

Editors Canada is the go-to professional organization in Canada for all editors and those in editing-related professions.

OBJECTIVE 1

Focus marketing efforts on membership recruitment

SUPPORTING ACTIONS

- Develop a marketing and communications plan to increase advertising and outreach in post-secondary school programming
- Develop the introductory intake cohorts for networking and community building
- Further development of the mentorship program

OBJECTIVE 2

Expand programs and services for new and emerging editors

SUPPORTING ACTIONS

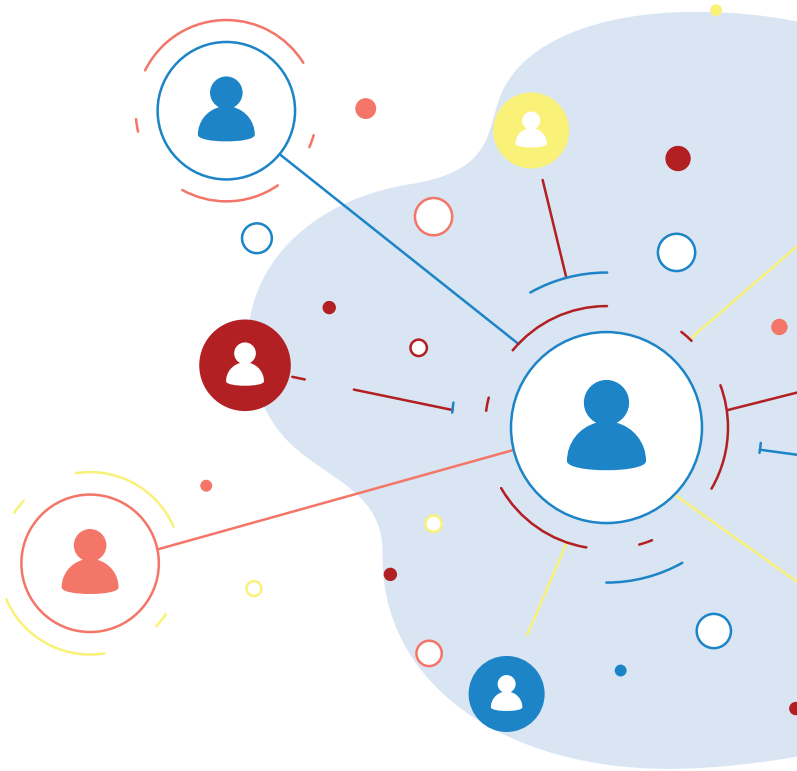
- Improve on-boarding processes and start of membership experience
- Develop marketing and communications plans to increase advertising and outreach for attracting members
- Clearly articulate, promote and position membership benefits to prospective members

OBJECTIVE 3

Continue to support long-term members and volunteers

SUPPORTING ACTIONS

- Engage mid-level and senior-level career editors on how to improve programs and services
- Re-engage people with lapsed memberships on why they left the association
- Explore volunteer appreciation methods



STRATEGIC DIRECTION 5

Advance advocacy of the profession

GOAL

Editors Canada advocates for the rights and well-being of editors at all career stages and working in all sectors and genres.

OBJECTIVE 1

Identify a membership-informed advocacy platform for the organization

SUPPORTING ACTIONS

- Engage membership to understand pressing advocacy topics of the profession
- Create a communications plan to address organizational position

OBJECTIVE 2

Identify generative ways to advocate for editors and those in editing-related professions

SUPPORTING ACTIONS

- Meet and engage with sector leaders and advocates to discuss trends, challenges and opportunities to support the profession
- Advocate to key elected decision-makers at all levels of government (e.g., Minister of Canadian Heritage) on the value of the editing profession
- Liaise with post-secondary editing programs and other editing organizations to coordinate shared advocacy objectives

6 Going Forward

Implementation framework

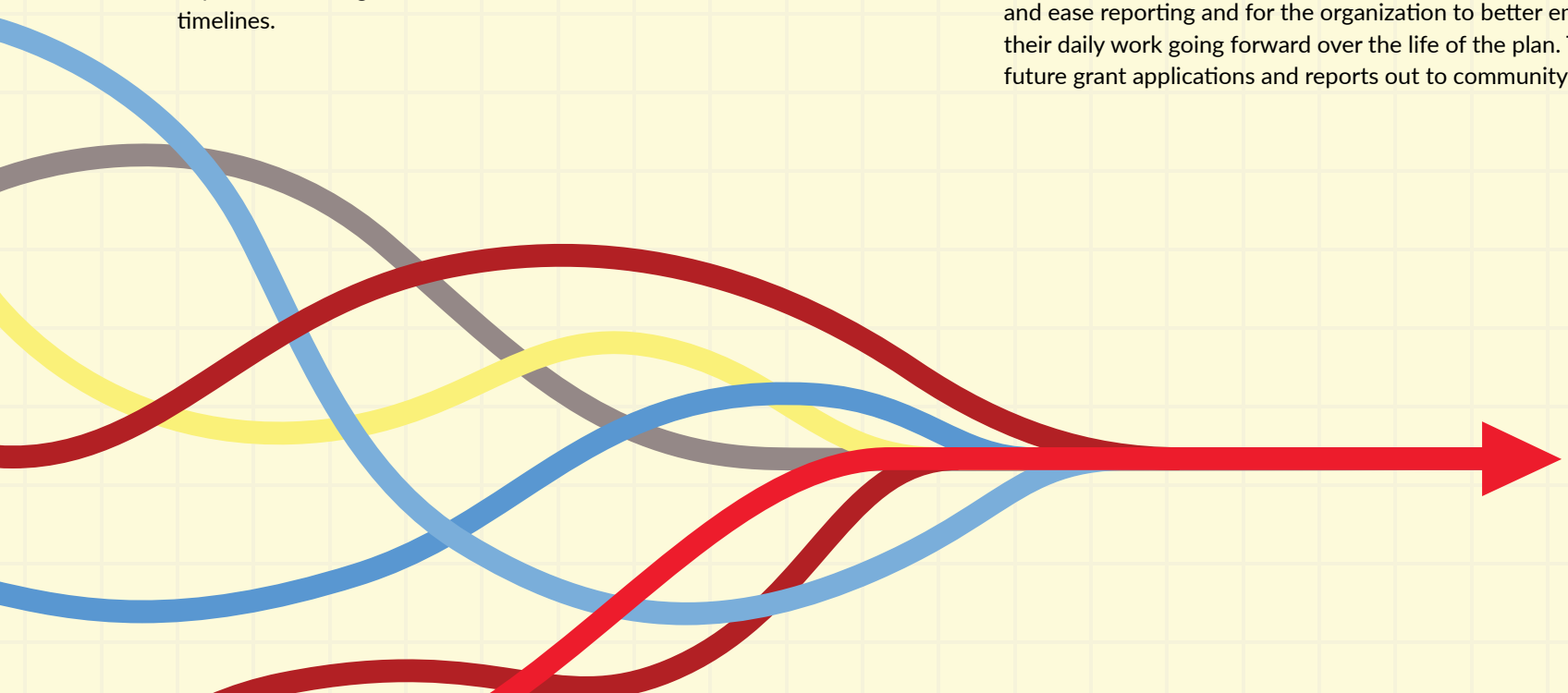
The Editors Canada strategic plan will be implemented through the organization's annual operating plan. The strategic directions will guide decision-making and activities of the organization over the next five years. Some of these strategic directions build on the existing work of the organization, while others express a deeper focus and broader direction.

An implementation framework for measurement and evaluation will accompany the plan for the purposes of tracking its success. The supporting actions will form an operating plan and will be reviewed annually for implementation against metrics for evaluation, resource considerations, and timelines.

The executive director can work with the NEC to establish for each supporting action:

1. Required resources
2. Proposed phasing and timeline
3. First steps
4. Potential collaborations and partnerships
5. Evaluation and metrics
   (how will we know we've succeeded?)

Staff reports to the NEC can be organized around each strategic direction to align and ease reporting and for the organization to better embody these priorities in their daily work going forward over the life of the plan. This will also assist with future grant applications and reports out to community and partners.



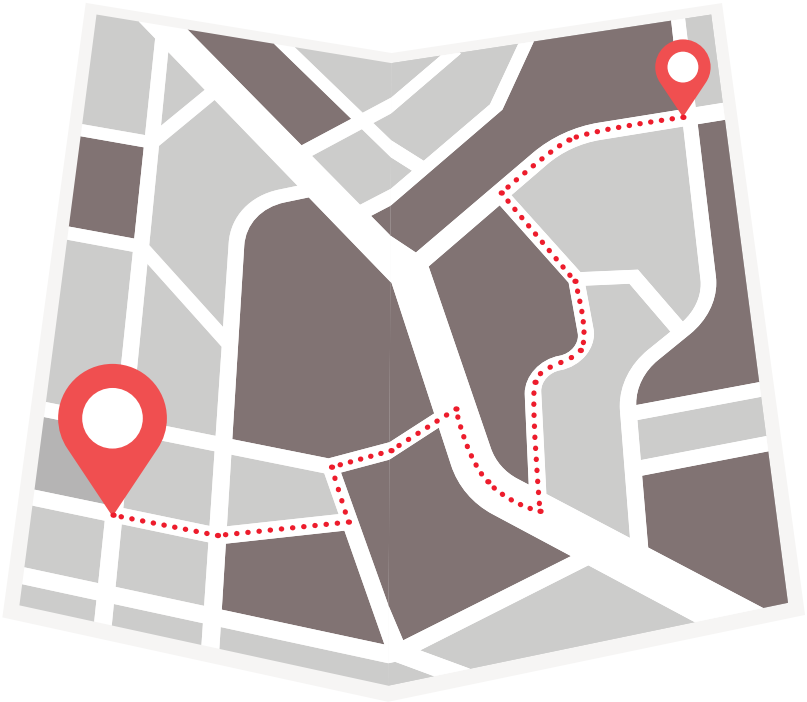
Change management plan

To support the transition to implementation, the delivery of a change impact roadmap is a critical tool for success. The roadmap is meant to help an organization institutionalize change management practices broadly, rather than applying them ad hoc to various organizational domains or systems. Establishing a change team or network within the roadmap is viewed as an important piece in bridging the two phases.

Key components to this plan include

- defined change objectives (articulate what the changes are meant to achieve)
- current state analysis and future state vision (assessment of the current state of the organization and the defined future state after change is implemented)
- change strategy (decide on an approach, timeline, resources necessary to support the change process, and the potential risks)
- monitoring impacts and performance (establish key performance indicators (KPIs) to track the success of the change and regularly evaluate against original objectives)

NEC, staff and member readiness and leadership will be essential to support this transition and the implementation of change. A potential hybrid NEC–staff team, with the support of a change management coach or advisor.



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