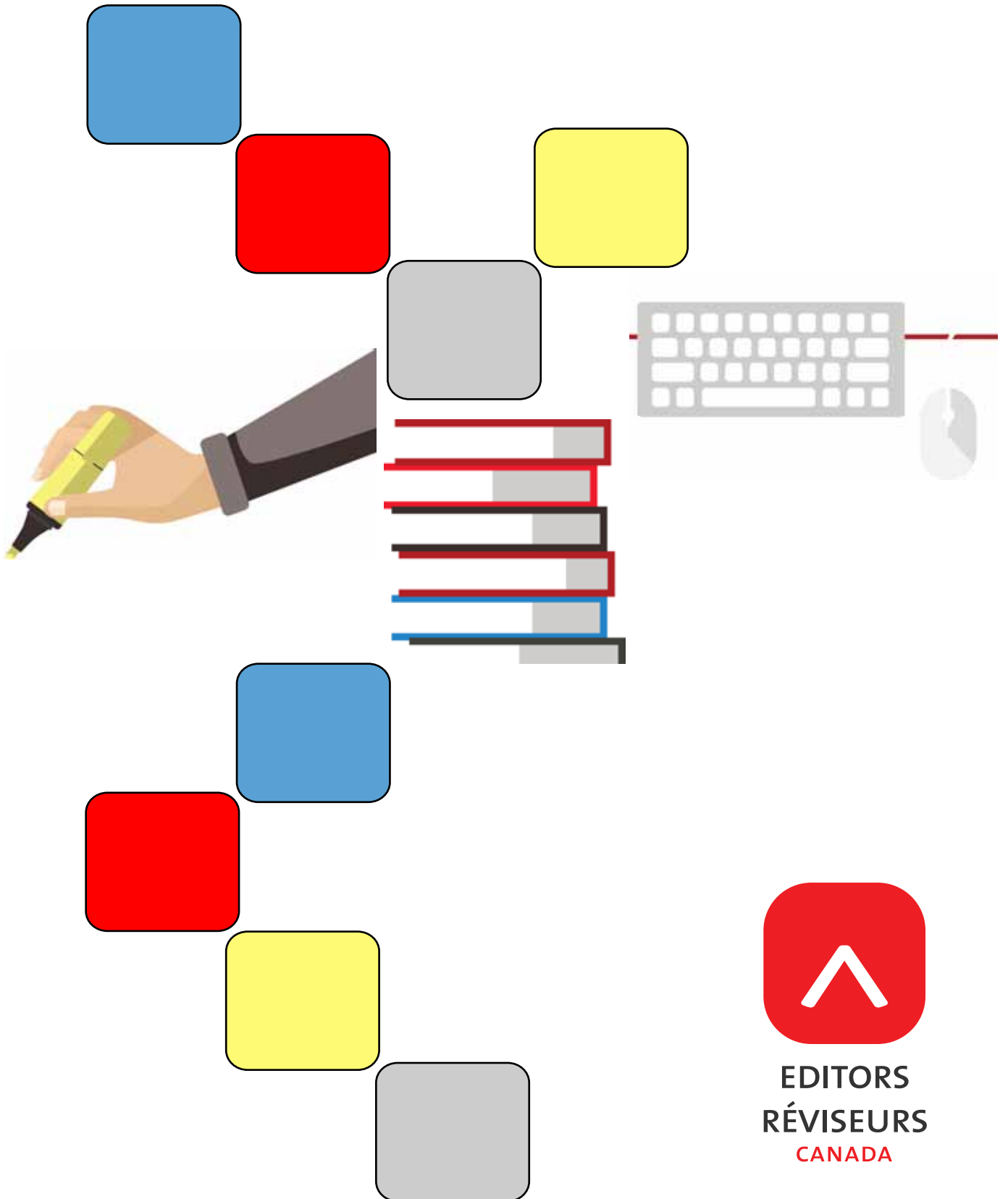


2015

Annual Report



EDITORS
RÉVISEURS
CANADA

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

Annual Report 2015



Prepared by the
national executive council
May 2016

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About the association

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

Our core activities include the following:

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

Our core purpose

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

Our mission

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

Our members

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

Governance and planning

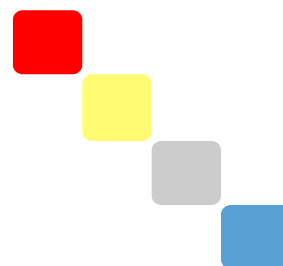
Editors Canada is incorporated federally as a not-for-profit bilingual organization and is governed at the national level by the national executive council (NEC). The association has six branches: British Columbia, Prairie Provinces (on hiatus), Saskatchewan, Toronto, Ottawa-Gatineau, and Quebec/Atlantic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

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

Strategic plan

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

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

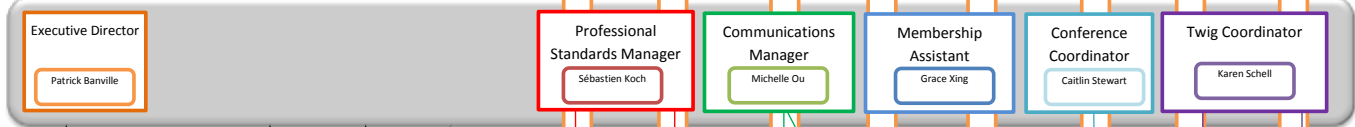


Editors Canada Members

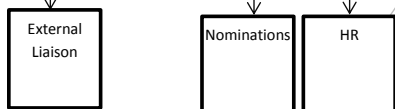
National Executive Council (NEC)

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

National Staff



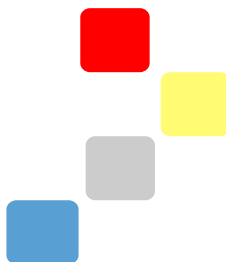
Administrative Committees



Active Taskforces



Member Volunteer Committees



National executive council, committee chairs and national office staff

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

National executive council

President: Anne Louise Mahoney (Ottawa–Gatineau)

Past president: Greg Ioannou (Toronto)

Vice-president: Gael Spivak (Ottawa–Gatineau)

Secretary: Breanne MacDonald (Hamilton–Halton)

Treasurer: David Johansen (Quebec/Atlantic Canada)

Regional director of branches and twigs (west):

Margaret Shaw (British Columbia)

Regional director of branches and twigs (east):

Stacey Atkinson (Ottawa–Gatineau)

Director of communications: Michelle van der

Merwe (British Columbia)

Director of francophone affairs: Marie-Christine

Payette (Quebec/Atlantic Canada)

Director of professional standards: Elizabeth d'Anjou

(Kingston)

Director of publications: donalee Moulton (Nova

Scotia)

Directors of training and development: Gael

Spivak (Ottawa–Gatineau) and Breanne MacDonald

(Hamilton–Halton)

Director of volunteer relations: Patricia MacDonald

(Nova Scotia)

Executive director: Patrick Banville

Committee chairs

Membership

Member services: Abby Egerter (Toronto)

Volunteer management: Nancy Foran (Toronto)

Francophone affairs: Sandra Gravel (Quebec/Atlantic Canada)

Professional development

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

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

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

Mentoring taskforce: Carolyn Brown (Ottawa–Gatineau)

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

Training and development: Sue Easun (Toronto)

Representative, Book and Periodical Council:

Stephanie Fysh (informal) (Toronto)

Representative, Freedom of Expression Committee:

Marg Anne Morrison (Toronto)

Student relations: Wendy Barron

Communications

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

Blog: Anna Williams (Prairie Provinces)

Branding taskforces: Anne Louise Mahoney (Ottawa–Gatineau)

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

Publications: Nancy Cassidy (Nova Scotia)

Administrative

Awards: Tamra Ross (Prairie Provinces)

External liaison: Greg Ioannou (Toronto)

Human resources: Anne Louise Mahoney (Ottawa–Gatineau)

Nominating: Greg Ioannou (Toronto)

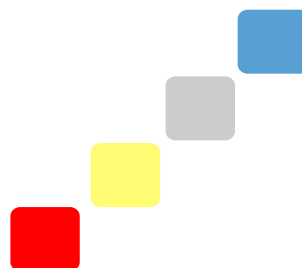
National volunteer positions

Interactive Voice monitor and Facebook group

monitor: Joanne Haskins (Toronto)

List monitor: Nancy Wills (Kingston)

Mediator: Michael Benedict (Toronto)



President's message

When a handful of editors formed the Freelance Editors' Association of Canada in 1979, I wonder if they imagined that 37 years

later, the organization—renamed the Editors' Association of Canada (Editors Canada)—would stretch from sea to sea, have more than 1,200 members and affiliates, and run dozens of projects and programs. We've had our ups and downs over the years, but we're strong and we always bounce back.



We did great things together in 2015.*

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

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

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

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

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

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

Anne Louise Mahoney



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

Operations

Executive director's report

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

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

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

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



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

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

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

Patrick Banville

National office staff

Certification

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

Communications

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

Membership

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

National office support

Conference

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

Regional administrator

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

Committee and taskforce reports

A note about the organization of this report

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

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

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

Member services and volunteer management

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

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

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

Francophone affairs

The committee wrote three new French publications in 2015.

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

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

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

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

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

Interactive Voice and Facebook

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

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

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

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

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

List (email forum)

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

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

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

Mediator

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

Member services

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

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

Welcome kit and new member/student affiliate services

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

Francophone services

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

Discounts on educational materials and online tutorials

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

Volunteer management

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

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

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

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

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

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

Professional development

Agrément/Principes

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

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

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

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

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

Certification

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

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

This year, the committee accomplished the following:

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

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

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

Conference

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

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

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

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

Student relations

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

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

Activities and accomplishments in 2015 included

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

Training and development

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

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

Communications

Active Voice

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



Communications and marketing

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

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

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

Other activities included

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

Blog

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

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

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

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

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

Publications

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

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

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

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

Administrative committees

Awards committee

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

the scope, goals and responsibilities of the committee.

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

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

External liaison

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

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

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

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

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

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

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

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

Taskforces

Branding taskforces

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

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

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

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

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

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

Mentoring taskforce

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

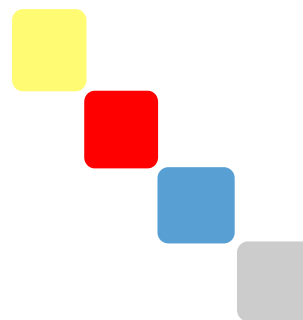
The taskforce will report to the NEC with recommendations for a national program and will seek input from Editors Canada members. It has a target launch date of fall 2016.

Professional editorial standards taskforce

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

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

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



Local groups: branches and twigs overview

News from the branches

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

News from the twigs

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

Work on strategic priorities

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

Support and facilitate services provided by branches and twigs

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

Maintain clear and responsive communication with branches and twigs

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

Foster the development of new branches and twigs

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

Awards

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

Tom Fairley Award for Editorial Excellence

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

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

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

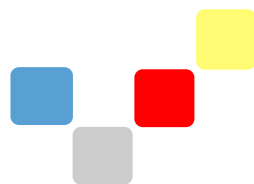
The other two editors shortlisted for their editorial excellence were Sue MacLeod, the editor of *Mending Hearts, Building Bridges: The Story of Save a Child's Heart* by Bernard Goldman (Save a Child's Heart Foundation) and Suzanne Rent, the editor of *Our Children* (Metro Guide Publishing).

Claudette Upton Scholarship

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

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

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



President's Award for Volunteer Service

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

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

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

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

Lee d'Anjou Volunteer of the Year Award

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

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

A note on volunteering

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

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

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

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

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

Volunteers

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

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

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

National volunteers

Annual general meeting

Ellie Barton
Kathleen Gotts

Human resources committee

Greg Ioannou
David Johansen
Anne Louise Mahoney
Gael Spivak
Moirá White

Recording secretary: NEC meetings

Zofia Laubitz
Alexandra Peace

Nominating committee

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

Strategic planning session

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

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

Member services

Facebook and Interactive Voice

Joanne Haskins

Francophone affairs

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

Mediator

Michael Benedict

Member services

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

Sabrina Rauscher
Stéphanie Robitaille

Volunteer management

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

Professional development

Agrément/Principes

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

Certification

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

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

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

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

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

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

Communications

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

Blog
Paul Buckingham
Tanya Procyshyn
Anna Williams

Communications and marketing

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

Publications

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

Twitter chats

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

Administration

Awards

Clare Cruikshank
Alan McAvoy
Betty R. Robinson
Tamra Ross

Claudette Upton Scholarship selection committee

Anita Jenkins
Sue Martin
Daniel Polowi

Tom Fairley Award judges

Peter Midgley
Sandy Newton
Rosemary Shipton

External liaison

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

Taskforces

Branding

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

Mentoring

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

Guests

Pamela Hewitt
Carolyn Leslie

Professional editorial standards

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

Local groups: branches and twigs

Editors B.C.

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

Editors Calgary

Christa Bedwin
David Hedley
Chrissie Mains
Christine Beevis Trickett

Editors Hamilton-Halton

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

Editors Kingston

Ellie Barton
Elizabeth d'Anjou
Nancy Wills

*Editors Kitchener–Waterloo–
Guelph*

Joanna Bandziorowski
Anne Godlewski

*Editors Newfoundland and
Labrador*

Sandy Newton
Kim Northcott
Erika Steeves
Leslie Vryenhoek
Claire Wilkshire

Editors Nova Scotia

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

Editors Ottawa–Gatineau

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

*Editors Prairie Provinces
(on hiatus)*

Emily Staniland

Editors Quebec/Atlantic Canada

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

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

Editors Saskatchewan

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

Editors Toronto

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

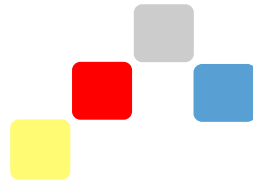
Lisa Laing
Kelly Lamb
Kim Leitch
Ambrose Li
Carolyn Lomax
Janet MacMillan
Robin Marwick
Whitney Matusiak
Sylvia McCluskey
Marg Anne Morrison
Nina Munteanu
Nicole North
Jeny Nussey
Denyse O'Leary
Nicole Osbourne James
Nadiya Osmani
Berna Ozunal
Dani Pacey
Karen Palmer
Sabrina Rauscher
Ruane Remy
Rebecca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

2015 Donors

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

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

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



Finances: Treasurer's report

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



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

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

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

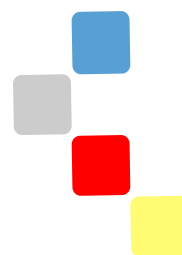
The two principal sources of revenue are membership dues and conference fees. The new draft strategic plan includes several initiatives that should boost membership levels. Conference revenues are also most important to our financial well-being. One of the best ways of promoting this event is through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

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

You can find more financial information in the appendices.

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

David Johansen



Appendix 1: Independent auditor's financial statements

Income Statement Jan 01, 2015 to Dec 31, 2015

REVENUE

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

EXPENSES

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

Balance Sheet As at Dec 31, 2015

ASSET

CURRENT ASSETS

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

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

CURRENT LIABILITIES

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

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

NET ASSETS (DEFICIENCY)

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

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

