# PWAC 36th Annual General Meeting 2012 Report





# Table of Contents

Directory	1
Board of Directors' Reports President Craig Silverman Vice President Doreen Pendgracs	4 8
Regional Directors Reports Atlantic Regional Director Ross Mavis British Columbia Regional Director Heidi Turner Ontario Regional Director Christine Peets Prairies & the North Regional Director Michelle Greysen Quebec Regional Director Bruce Wilson	11 13 15 19 21
Staff Reports Executive Director Sandy Crawley General Manager Margaret DeRosia	24 28
Committee Reports Communications Committee Government Action Industry Relations Committee	31 33 35
Members Benefits and Services Committee National Conference Nominations and Award Policy Manual Task Force	37 40 41 42
36th PWAC Annual General Meet	ting
36th PWAC Annual General Meeting	44

Meetings — PWAC@MagNet 2012 PWAC Annual General Meeting Draft Agenda	45 46
Archive of PWAC Board Meeting Minu June 2011-February 2012	utes
June 13, 2011: PWAC Board Teleconference Call	47
June 19, 2011: PWAC 35th Annual General Meeting	50
June 19, 2011: PWAC Post-AGM Board Meeting August 19, 2011: Conference call meeting of the	56
PWAC Board of Directors	58
September 10-11, Fall Quarter 2011: PWAC	
Board Meeting	62
December 19, 2011: PWAC Board and Staff	
Conference Call	79
January 31, 2012: PWAC Board and Staff	
Conference Call	84
February 11-12, 2012: PWAC Board Meeting	86
Horwood's Rules Of Order	99
PWAC Harassment Policy	103

# DIRECTORY

## Board of Directors Executive

President: Craig Silverman

Vice President: Doreen Pendgracs

Treasurer: Rusti Lehay

Past President: Tanya Gulliver

## Regional Directors

**Atlantic:** Ross Mavis

British Columbia: Heidi Turner

**Ontario:** Christine Peets

Prairies and the North: Michelle Greysen

Quebec: Bruce Wilson

Staff Executive Director: Sandy Crawley General Manager: Margaret DeRosia

## Committees

PWAC committees are groups of PWAC member volunteers the Board of Directors brings together to provide recommendations and information on specific areas of operation including:

- Communications
- Finance & Fundraising
- **Government Action**
- **Industry Relations**
- Membership Services & Development
- National Conference & AGM
- Nominations and Awards

## Chapters |

PWAC has 21 Chapters across Canada, each with its own Executive. Chapters plan and host local professional development activities, networking and industry information sessions, and social events.

Two new chapters will come into being beginning September 2012: the Fraser Valley chapter in the British Columbia Region and the Lethbridge chapter in the Prairies and the North Region.

#### **Atlantic Region**

Atlantic-at-Large

Central New Brunswick

Moncton South West New Brunswick

#### **British Columbia Region**

**B.C** Interior Vancouver Victoria

### **Ontario Region**

Guelph London & Southwestern Ontario Niagara Escarpment Northwestern Ontario **Ontario Outliers** Ottawa Toronto Waterloo Region

#### Prairies and the North Region

Calgary Edmonton Manitoba Prairies and the North at Large Saskatchewan

### **Quebec Region**

Quebec

## **Government Partners**

The Professional Writers Association of Canada would like to thank the following government partners for their continued support in 2010/2011:

- The Department of Canadian Heritage through the Canada Periodical Fund
- The Canada Council for the Arts
- The Ontario Arts Council
- The Ontario Arts Council Foundation

Partners The Professional Writers Association of Canada would like to thank the following partners for their help and continued support in 2010/2011:

- Access Copyright
- Association Literaire et Artistique Internationale Canada
- Association des journalistes indépendants du Québec
- The Book and Periodical Council
- The Canadian Conference of the Arts
- The Canadian Freelance Union

- Canadian Arts Coalition
- Canadian Media Coalition
- The Canadian Media Guild
- Creators' Copyright Coalition
- The Creator's Rights Alliance
- The Centre for Social Innovation
- Cultural Human Resources Council of Canada
- Electronic Rights Defense Committee
- Hebb & Sheffer
- Magazines Canada
- MagNet (with the Canadian Business Press, the Canadian Society of Magazine Editors, the Circulation Management Association of Canada, the Kenneth R. Wilson Awards, Magazines Canada, the National Magazine Awards)
- Marinucci & Co.
- Pro-Bono Students Canada
- Writers' Coalition Benefits
- The Writers Union of Canada



# President's Report 2011-12

# Craig Silverman, President

Fellow PWACers,

It's my pleasure to welcome you to PWAC@MagNet 2012, our national conference and Annual General Meeting!

I encourage all of you to make the most of your time here by meeting as many people as possible, taking in workshops and seminars and, of course, by joining some of our great official and unofficial PWAC social activities. I also ask that you take a moment and introduce yourself to me in person if we haven't already met.

This has been an important year for PWAC. The work done in 2011-12 will position us for an even more successful 2012-13.

This year we faced challenges and met them with passion and creative thinking. We saw new and seasoned members step up to help lead the organization at the local and national level. Though with some delay, PWAC was once again able to bring in significant government funding. We kicked off new initiatives with the goal of positioning PWAC to thrive in the new world of writing and publishing. And we dealt with a financial squeeze by banding together to bring in additional revenue and attract new funds.

None of the things achieved this year would have been possible without our fantastic and committed staff, PWAC's amazing local volunteers, and the leadership of your dedicated and energetic board.

Below is a look at some of the key initiatives and projects from this year.

**Staff:** This year we said goodbye to associate director Lauren Stewart and welcomed our new general manager, Margaret DeRosia. Margaret worked hard to get up to speed and it wasn't long before she was able to take on projects and duties that helped PWAC move forward on key initiatives. This is her first MagNet and AGM so please note it's your duty as a PWACer to make her feel welcome! We're lucky to have her.

Sandy Crawley continues to demonstrate tremendous dedication and innovative thinking as our executive director. It's largely thanks to his hard work and grant-making expertise that we are able to deliver to members a new version of Writers.ca. That's right: it's finally here! (More on that below.)

Sandy has proven adept at working with our sister organizations, and maintaining strong relationships with government funders and agencies. When

challenges arise, he works closely with the board to come up with solutions.

This conference is a great opportunity for you to speak with Sandy and Margaret in person; I strongly encourage you to take advantage.

I also want to recognize the work of the board. As Doreen Pendgracs, the vice president, and others often say, this board has a positive collective energy and we work well together. Everyone steps up to do their part, and the interests of members are always top of mind.

I think the board served you with distinction this past year.

This brings me to some sad news. We are saying goodbye to a longtime member of the board, Atlantic Regional Director Ross Mavis. He is stepping down after several years of dedicated service to PWAC. Ross is a thoughtful, cheerful, experienced colleague who has always offered steady counsel and been a strong advocate for his region. He's also an accomplished joke teller who sports inspired sartorial flair.

As some of you know, he and his wife suffered a devastating fire at their New Brunswick inn this past year. They received much support from their friends and neighbours in New Brunswick and from the PWAC family. Ross has had important matters to attend to at home, yet he still managed to serve PWAC with energy and distinction. To say he will be missed on the board is a vast understatement.

Please take a moment at the conference to thank Ross for his dedication to PWAC and to wish him well.

**Grants/Finances:** Last summer we expected to receive a new grant to help us complete the work needed to re-launch Writers.ca. This was a second stage of funding that would build on the initial grant we received from Heritage Canada, and enable us to bring the project to fruition.

The grant was ultimately approved, but not until early 2012. In the meantime, we invested PWAC funds to keep the project moving, and the delay of the funds meant we also delayed the launch of Writers.ca. This meant we weren't able to market the service to existing and potential members as well as to publishers.

We felt this delay when it came time for membership renewals. We did not initially get the number of renewals we had anticipated, and no new Writers.ca also left us without a key benefit to pitch to prospective members.

At the same time, PWAC did not receive a requested \$7,500 grant for our conference from another source. The departure of Lauren Stewart required additional expenditures to recruit and hire a replacement and, most importantly, to pay Lauren to be available to help train our new staff member.

As a result, we found ourselves facing a disconcerting deficit in early 2012.

At this point, your staff and board acted quickly to engage a membership drive to recruit new members and entice former members back into the fold. As you recall, we offered a special rate that delivered 18 months of PWAC membership for the price of 12. Our partners at MagNet also kicked in a prize of a full MagNet registration package for one new or returning member, and another full pass for an existing member who brought in a new PWACer, among other prizes.

In the end, we brought in 74 new members. As of this writing we stand at a total of 678. We still have a goal to get to 700 members, and I hope you can help us get there by bringing in new blood. Remember that you will receive a \$20 credit towards your new membership dues for each member you bring in.

Also remember we now have a new Writers.ca to help deliver even more value to members!

Along with the membership drive, we kicked off a fundraising effort and tested out a PWAC auction whereby people were able to bid on three prize packages. In the end, we raised almost \$5,000. Sandy also worked hard to bring in sponsorship dollars for MagNet.

One other item of note is that part of the deficit is due to us holding two conferences last year: MagNet in Toronto and a PWAC National Conference and AGM in Montreal. This added thousands in costs.

This is all important background information as you look over our financials and see that we ended 2011-12 with a deficit. The good news is we acted quickly to ensure the organization was not left in a dangerous financial situation.

Treasurer Rusti Lehay has additional details in her report. We believe the organization is posed for a much better year thanks in part to the launch of Writers.ca, a much more affordable MagNet conference, and other measures. If needed, the board will also conduct one of its 2012-13 meetings by video-conference, rather than in person. This will save thousands of dollars.

We also intend to launch another fundraising auction next year with many more items up for bid. Our hope is that this can become an effective annual fundraising effort for the organization.

If you'd like to help, please let me know.

**Membership**: As detailed above, we engaged a novel membership drive that resulted in 74 new and returning members being added to our ranks. We continue to push towards the goal of hitting 700 members and can only make it with your help and support.

**Writers.ca:** Those of you lucky enough to be at MagNet will be among the first to see the new Writers.ca website. This site was made possible by Sandy's grant writing and lobbying expertise. He secured grants of more than \$150,000 from a Heritage Canada program. These funds enabled us to re-imagine and re-launch this service.

At the conference, we will launch the first part of the new Writers.ca. It will have vastly revamped member profiles, more powerful search functions for potential clients, and a new communications infrastructure that will better enable PWAC members to connect and collaborate online.

Later this summer, we will roll out additional parts of the platform, such as the ability for you to resell previous work and negotiate new assignments with publishers, as well as a jobs board.

The new Writers.ca is a powerful new tool for Canadian freelance writers and publishers. It's also a marquee benefit of PWAC membership.

And, yes, it's finally here!

Strategic Planning: We received a grant of \$5,000 this year to finish the strategic planning pro-

cess started three years ago. The current timeline will see us deliver a plan to members in the fall. In the meantime, the process has included participation from several PWAC boards, PWAC volunteers, funders, and members of chapter executives.

We look forward to receiving your feedback on the work and sharing the fruits of what has been a long but productive process.

**Advocacy**: PWAC is a leader in uniting writing organizations. This was especially true this year, as we were at the front of initiatives to lobby the government on copyright and other key issues. We were also party to three Supreme Court cases.

PWAC is active and effective in bringing together voices of Canadian creators and we will continue to show leadership on this front.

**Professional Development:** The board recently created a new task force focused on professional development. The goal is for us to begin offering online professional development that provides equal access for all members, regardless of location. This is an important benefit for members, and George Butters, a Lawrence Jackson Outstanding Achievement Award winner who has helped film PD sessions in the past, has agreed to serve as the member co-chair.

Those are some of the key initiatives and developments at the national level from the past year. My board colleagues will offer more detail in some of these areas in their reports. Most importantly, their reports provide key insight to the activities and initiatives taking place at the local and regional level.

Fantastic work has been done this year in chapters, and it's because of the hard work and dedication of PWAC volunteers. If you haven't already found a way to get involved in your local chapter, I urge you to commit to giving PWAC some of your time in 2012-13. I promise you'll be rewarded exponentially in the form of professional connections, work referrals, new friends, and good times.

I want to again thank the PWAC staff and board for their hard work and dedication. Their commitment and good humor have made it an enjoyable year for me, my first as your president. I look forward to 2012-13, and know we will accomplish great things for PWAC members and Canadian writers as whole.

Finally, remember that this year we've adopted an Atlantic Canadian theme for MagNet. As a native Nova Scotian, I couldn't be more pleased that this new tradition begins with my home region.

I offer a special welcome to our Atlantic Canadian friends – I'll see everyone at the Kitchen Party on Wednesday evening. If only we could have flown in some lobster for all to enjoy...

Sincerely, Craig Silverman silvermancraig@gmail.com



# Vice President's Report 2011-12

# Doreen Pendgracs, Vice President

It has been a very interesting year back on the PWAC board after an eight-year absence. Much has changed, but much has stayed the same. We're still struggling to grow our membership — a perpetual challenge we embraced this year with our special Membership Drive. It's great to see that many former and new members took advantage of the "18 months membership for the price of 12" offer. We're thrilled to have you join/rejoin us as PWAC moves forward into a most exciting stage of our existence.

The new version of Writers.ca is set to launch at this very conference, and we are most excited about the opportunities that this newly revamped and enhanced marketing tool will bring to our members. The raison d'etre of PWAC is to help you move forward in your writing careers, better promote your services to prospective clients, and add to your skill-set with exciting professional development opportunities. The new Writers.ca will help us achieve these goals, as will the efforts of our staff and committees -- which are constantly looking for ways to better serve our members.

Do you currently serve on a PWAC committee? If not, I strongly suggest that you read the various committee reports and see if you can connect with the mandates and projects currently planned and underway. Where will your skillset best match the needs of the organization? Each and every committee welcomes new members on an ongoing basis, so be sure to contact one of the co-chairs of any committee and see if you can lend a hand.

We have an excellent board and wonderful staff that are working hard together to make PWAC the organization that one thinks of when "Canadian freelance writer" comes to mind. I am most encouraged when I think about how we have overcome challenges and found creative and effective ways to deal with obstacles.

Our biggest challenge will now be to promote the new Writers.ca to absolutely everyone in the publishing industry and to affiliate and complementary associations that might be interested in working with or hiring our members. The Industry Relations Committee has begun developing a list of sister/complementary organizations to whom we can market the services of our members, and with whom we can collaborate on initiatives, projects and professional development opportunities.

Exciting times lie ahead for PWAC members. We're glad to have you among us and we welcome your ideas and assistance in making the coming year one of the best in PWAC history.

In closing, I'd like to congratulate Bonnie Zink and the rest of her committee in planning the first-ever Prairies/North Regional Event to be held under the PWAC flag in Saskatoon on September 22nd. I'm excited to be attending this event and look forward to meeting members who were unable to attend PWAC@MagNet this year as well as hopefully, welcoming more new members to the PWAC family.

Sincerely,
Doreen Pendgracs
pendor@mts.net





# Atlantic Region Report 2011-12

# Ross Mavis, Regional Director

This is my final report as Atlantic Region Director. It has been a wonderful three-year experience for me. I am so pleased to have had the opportunity to work with such a talented and devoted group as the PWAC board of directors. I give my sincere thanks to executive director Sandy Crawley and general manager Margaret DeRosia, who lead our Association gently in the right direction. I am proud to be a member of an association that makes freelance writing a rewarding experience.

I know the board will welcome my replacement and give him or her every assistance and guidance in settling into the position of Atlantic Regional Director. The four chapters of the Atlantic Region have members in Newfoundland, New Brunswick, Nova Scotia and Prince Edward Island. It is our intent this year to have this exciting region of Canada represented at the Wednesday evening reception (Atlantic Kitchen Party), PWAC Awards Banquet and the Friday Writers Awards Luncheon. Great hospitality and good food are how we want Atlantic Canada to be remembered.

**Atlantic-at-Large:** Our largest chapter has 25 members, some of whom are located in each of the four provinces. Sandra Phinney of Yarmouth, Nova Scotia is the chapter president, taking over from George Butters. The fact that this chapter is spread over such a large area makes it a challenge to hold regular meetings. Sandra is up for the challenge and does a fair amount of traveling herself holding writing seminars. She in fact is doing a Travel Writing workshop here at PWAC@MagNet in Toronto.

**Central New Brunswick:** Located primarily in Fredericton, this chapter has been relatively inactive this year. Ana Watts was president for several years and was unable to find a replacement when she stepped down. The members have been encouraged to attend either Moncton or South West NB chapters located about an hour away.

**Moncton Chapter:** Deborah Carr is president of this very active chapter. It participates in several community events and is a regular at the Northrop Frye Fest, a unique week and mix of words and music. Readings, roundtables, workshops, evening howls and student writing programs occupy a week each April. Deborah just returned from teaching writing workshops in Haiti. Her local workshops in New Brunswick are centered in Nature. Write from the Soul and Write in Nature are two of these.

**South West New Brunswick:** President Carmel Vivier is actively working with her members to encourage new writers. A very successful regional seminar on Writing Book Proposals and Social Media for writers saw 17 participants

at the Saint John public library. The two presenters were PWAC member Julie Barlow and Corporate Trainer Kim Eagles. The chapter thanked the National Association for its assistance with this event.

Carmel announced that student member Matt Gallagher recently had one of his works published and is very generous in his praise of PWAC. He credits the chapter and the workshops he has attended as providing him with assistance and encouragement with his writing. The chapter thanks PWAC for making this opportunity available to students and hopes this policy will continue.



Matt Gallagher holding his first publication credit!

Chapter treasurer, Trudy Kelly Forsythe, continues to be active in the annual student Short Story writing contest for graduating high school students. This contest annually awards \$1,000 to student winners through the graces of a local Saint John Foundation.

The chapter is also holding a Postcard writing contest in conjunction with Canada Day and Naturefest. Plans for the chapter's annual Summer Social are still to be announced.

In general, a loss of 10 percent in regional membership in the past year indicates that growth and retention still remain the largest challenges facing chapters and their executives.

Respectfully submitted, Ross Mavis ross@innonthecove.com



# British Columbia Region Report 2011-12

Heidi Turner, Regional Director

PWAC British Columbia currently stands at approximately 100 members divided across four (that's right, FOUR) chapters.

PWAC Fraser Valley: I'm so excited to announce the formation of a new PWAC BC chapter: PWAC Fraser Valley. The Fraser Valley chapter was formed to represent PWAC members who live in and around British Columbia's Fraser Valley (including, but not limited to, Abbotsford, Mission, Maple Ridge, Langley, Aldergrove and Chilliwack). Of course, members who do not live in the Fraser Valley are able to join the chapter, but the focus is on writers in the Fraser Valley. The chapter will begin collecting dues as of membership renewal in September 2012. PWAC Fraser Valley has already had a few informal dinners and the formation of the chapter resulted in writers who were not PWAC members joining the organization.

**PWAC Victoria**: PWAC BC's largest chapter, with approximately 50 members, has been active all year. Membership throughout the year has remained fairly stable. The chapter offered a number of programs and social events. Programs included panel discussions and events on book writing, freelance writing, e-publishing and a writers roundtable. Social events included a summer party and Christmas party.

Victoria is currently discussing how to increase participation in programs and how to best use PWAC's regional events fund.

PWAC Victoria will have an almost entirely new chapter executive this year, as many of the executive members will not stand for re-election. I deeply appreciate all the hard work the Victoria Executive put into hosting events, putting panels together, and keeping Victoria an active and stable chapter.

**PWAC Vancouver:** PWAC Vancouver has approximately 30 members (with possibly a few more by now). Professional development has been offered in cooperation with The Tyee's freelancing series, but has not (by my understanding) been well attended. The Vancouver Executive has planned some events, including networking events and the PWAC Vancouver AGM, which were also not well attended. However, it is my understanding that there are a few PWAC Vancouver members who are attending the AGM as delegates, so hopefully that will signal a turnaround in excitement for the chapter.

**PWAC BC Interior:** PWAC BC Interior has approximately 15 members. The chapter is geographically dispersed, so it does not host events. I remain the main communications person for the chapter, which also does not have an Executive.

**Regional Director's Thoughts:** This past year has gone by very quickly. I'm so glad that the term has been extended to two-years because I feel I now have a handle on both my role as regional director and PWAC board member. Now that I have more of an understanding of my role, these are areas in which I would like to improve during the next year:

- 1. Meet with executives and members across the province. Because of my proximity to Vancouver and the Fraser Valley, I have met with members of both chapters. I have not met with Victoria members, and would certainly like to do so. If I have the opportunity, I would love to meet members in the Interior chapter as well.
- 2. Improve communication with the BC membership. One of my goals this year was to start a blog for PWAC BC. Initially, I held off until the new writers.ca website was finished, but until it is up and running, I will provide more reports to the BC membership about what I am up to and what has gone on at National (recognizing that it is important to strike a balance between members receiving too much and too little PWAC information).

Because it also takes some time to understand the issues and discussions surrounding PWAC—when you become regional director, you are often dealing with discussions that started well before you got to the table—it can be difficult to know what information is important and what discussions should be had with members. Now that I better understand how PWAC is governed and the issues we face and how we intend to address them, I think it will be easier for me to generate discussion within PWAC BC about how our members' needs can be met, how I can support our members, and how to balance the needs of PWAC BC members with the needs of the board of directors.

3. Be more of a support for PWAC BC executives. It is a difficult task to be a chapter executive and I hope that in the coming year, I can be more of a support to the people who give their time to volunteer for PWAC, while working to ensure BC's chapters remain active and stable.

My deepest thanks and appreciation to everyone who has helped me transition into my role as British Columbia Regional Director. I appreciate your support, patience, and guidance. I hope that the coming year will be a fantastic year for everyone.

Respectfully submitted, Heidi Turner heiditurner@shaw.ca



# Ontario Region Report 2011-12

# Christine Peets, Regional Director

It's been a busy and interesting time for my first year as Ontario Regional Director. As others have expressed, I am glad this is now a two-year position. Like others, I feel like I'm just getting started.

I've been able to meet with members in Toronto, London, and Ottawa, which was an extremely enjoyable and educational experience for me. I was able to have in-depth conversations with chapter presidents and executive members about chapter activities, challenges, and opportunities. I was also able to meet members in each chapter and get to know them a little better.

I firmly hope to get to visit other chapters in the coming year, as well as continue to meet with members in the chapters I've already visited. Traveling to meet members in northern Ontario is going to be the most expensive trip and the most time-consuming, but I am determined to work out a way to meet with those folks in their part of the province.

There have been challenges within some chapters that were brought to my attention. I thank the chapter presidents, their executives, and our staff for helping me deal with them. I hope I am able to help with any situation needing attention, and that members feel free to contact me anytime.

I thank everyone on the National Board of Directors for their hard work, their advice, and their insights. As mentioned in other reports, we have a great combination of more seasoned and new board members, so there is great context and institutional memory and fresh new ideas that are all coming together really well.

Finally, a special thank you to our staff. Sandy and Margaret have helped me in many ways, which has been very beneficial in this role. Your hard work is so very appreciated.

As of May 15, these were our membership totals:

Ontario total: 349 Waterloo Region: 10 Niagara Escarpment: 18 London & SW Ontario: 35

Guelph: 18 Outliers: 26 Ottawa: 27 Toronto: 207 NW Ontario: 8 Here's a wrap up of chapter activities. A big thank you to all chapter presidents and secretaries for providing such great reports, which I was able to use for these summaries.

**Waterloo Region:** This chapter had a good year. Though they have lost some members they also added, so our numbers are stable. In September 2011, we hosted a very successful public workshop presentation by Nicole Langlois (formerly of Harper Collins) who spoke to a keen group at our local library. Her topic was Getting Non-Fiction into Print: Navigating the World of Mainstream Publishing. Then on May 15th, our members held a members-only workshop with Marjo Johne who is helping them fine-tune their website copy to increase sales. (Report from Heather Wright, chapter president)

**Niagara Escarpment:** It's been a quiet year, but there is hope that things will be a little livelier in the coming year. (Report from Executive member, Kim Arnott)

London & Southwestern Ontario: Partnerships best describe the activities of the London & SW Ontario chapter, according to chapter president Catherine Tovell. They've been successful partnering with the London Arts Council (LAC) to provide seminars, which were well attended. PWAC London & SW Ontario has applied for a grant from the LAC to help with Culture Days events in September. To strengthen ties with other PWAC chapters, members of the L&SWO chapter joined members of PWAC Guelph and PWAC Waterloo region for some activities. Socializing and professional development were combined at monthly "pub nights" and other social events.

Members of the chapter who teach journalism and creative writing at the University of Western Ontario and Fanshawe College helped raise PWAC's profiles among students. The chapter members and executive continues to be strong in their resolve to support writers in the London &SW Ontario area in as many ways as possible, socially and professionally. (Report from Catherine Tovell, chapter president)

**Guelph:** Regular monthly meetings were held, in the words of chapter secretary Jean Mills, "to share information, plan future activities and offer encouragement and advice." The chapter had two guest speakers at meetings, which everyone found beneficial. A fixture of every meeting is the Go Round, which gives members the opportunity to share a highlight from their working life and/or ask for advice about a writing-related issue. They learn about each other's projects and find support and encouragement.

Members have also shared some fun at yoga classes, film screenings, and readings of their work. There've been other social events that get PWACers from London and Waterloo together. The chapter continues to thrive. The executive is working hard to reach out to members who are not able to come to meetings, to be as inclusive as possible. They also plan on updating their blog website more often. (Report from Jean Mills, chapter secretary)

**Ontario Outliers:** Chapter president Susanna McLeod had to step down due to family emergencies, so RD Christine Peets continues to send notes to chapter members with the help of PWAC's general manager Margaret DeRosia. It's hoped that Susanna can resume this duty, or someone else will take it.

While there has been some talk of another get-together in the Belleville-Kingston area, nothing happened this past year. There have been members meeting regularly in the Sudbury area and there is a strong feeling that a Sudbury&NE Ontario chapter will do well if it is started. There may be an opportunity to bring members together via Skype or e-mail if there is enough interest.

The Outliers remains a "virtual" chapter and members continue to be busy with their work—every conceivable type of writing, editing, blogging,--you name it, they're doing it. So if and when they do get together, there will be lots to talk about. (Report from Christine Peets, former chapter president)

**Ottawa (National Capital Region):** PWAC Ottawa held three professional development seminars and two social events over the last year. They currently hold \$2,400 in the bank. The information seminars were based on feedback from a survey to members in the previous year, but very few PWAC members came to the seminars, although they had good attendance from non-members who belong to other writing/editing groups.

There are some struggles in the chapter as current executive members are personally challenged by the demands of individual professional workloads and family. It's hoped other chapter members will volunteer to help the executive. There are plans to hold a social event in June and another professional development seminar for September. (Report from Karen Opas-Lanouette, chapter president)

**Toronto:** Toronto Chapter had a very successful year! Their professional development seminars attracted crowds ranging from 45 to 100. They enjoyed stellar panelists and excellent venues, and feedback has been overwhelmingly positive. They also started live-tweeting, even fielding questions from PWAC members across Canada, and consistently produced audio recordings and provided them to the national office (to be put up in a new area of the website to be developed for professional development recordings).

Toronto also produced two well-attended half-day workshops plus numerous webinars. Turnouts at the popular Cheers with Peers pub nights have been excellent.

They are thrilled that the chapter has grown from 173 members in September to 207 in May, an increase of almost 18%. No doubt the membership promotion offered by PWAC helped. The consistent, organized and frequent use of social media (Twitter, Facebook, posts on external listservs) has also increased the chapter's presence and generated interest in PWAC.

A few more highlights from Toronto: they continue to publish two e-newsletters, Pulse for chapter members and Networds for everyone. They've had a steady stream of engaging posts on the Networds blog. The chapter also collected 400+ signatures for a petition against Bill C-11, which we sent to the bill's committee members. They had a busy day at Word on the Street last September, and once again are hosting an upcoming literary reading event with the Canadian Authors Association.

Last but not least, Toronto has planned an array of Experience Toronto activities for PWAC@MagNet and recruited volunteers to assist with events. PWACers should definitely take advantage of these events when attending MagNet and the AGM. (Report from Jaclyn Law, chapter president)

North West Ontario: Members of this chapter continue to be busy individually and collectively. The book Movers and Mavericks of Thunder Bay written by seven NWO/PWACers and former NWO/PWACers, has sold out! (525 copies.) Orders are already being taken for Volume 2 which isn't scheduled to be released until a year from now. Chapter members have become experts on how to organize, plan, produce, independently publish, market and distribute a best-selling book, and are willing to share that information. Later this summer members will be reading from their work as they are participating in a festival in the Town of Geraldton. (from Elle Andra-Warner, chapter secretary-treasurer)

So, as you can see, there is a lot going on in Ontario. I will continue to do my best to keep in touch with all members throughout the province, and be a liaison between them and the National Board and staff. I appreciate the efforts of the chapter executives to help achieve this goal. As we wrap up the 2011-2012 year, I look forward to exciting opportunities to serve members in 2012-2013 as regional director, and co-chair of the Communications Committee, should that be the will of the members and the Board.

Respectfully submitted, Christine Peets Christine@CaptionsCommunications.ca



# Prairies and the North Region Report 2011-12

Michelle Greysen, Regional Director

As my first year of serving as the Regional Director for Prairies and the North Region comes to a close, I am grateful that the position was newly deemed a two-year term in the changes at the past 2011 AGM. Although so very much has been accomplished this past year, I do feel as though I am really just getting rolling on so many bright ideas and exciting opportunities coming our way as PWAC Prairie members.

The Prairies and the North Region currently encompasses three Prairie Provinces and the Canadian North in five Chapters: Manitoba, Saskatchewan, Calgary, Edmonton and the rural Prairies and North at-large. With continued interest and growth there is solid plans to open up an additional southern Lethbridge chapter this coming fall in time for the annual membership renewals. Our Region has shown some positive growth and our membership is fast approaching the 100-member mark with many members committed to continuing to share information on the benefits of PWAC to a professional writing career path. Our exciting revamp of the new Writers.ca will bring a great benefit to all members across our vast region and the entire country and will further attract professional writers on all levels.

New to our Prairie Region this year has been the regional blog, which I set up and maintain. I am excited to see the hit count rise steadily with many members sharing news around the region and links to dozens of member websites and blogs. The latest changes have incorporated a tab for each chapter where ongoing events and news can be found quickly by chapter, as well as contact information for curious future members seeing what PWAC Prairies has going on. Thank you all for being so supportive of this site and as always I welcome any updates, guest blogs, member promotion and event news. Check it out at <a href="http://pwacprairiesnorth.blogspot.ca/">http://pwacprairiesnorth.blogspot.ca/</a>

If I had to sum up one keyword that best describes the positive energy and success in our region this past year, I would have to say it is "communication," with many chapters making good use of social media and upping the PWAC profile in Facebook, Linked-in, Google+, Pinterest, Twitter and more.

Our national board continues to work hard and often through not only our face-to-face meetings, but also our online message board where constant discussion and lengthy conference calls fill the gaps between. The Board also participated in a strategic planning session this past February while in Toronto for meetings. It was an inspiring full session of a promising future for PWAC with more follow up to come later this fall and another reason the continuity of

a strong overlapping two year placement of select Board members will prove to be invaluable as this information is carried through to long term goals for PWAC.

Through PWAC regional funding, I was able to meet with the Calgary Chapter personally in March. It was a rewarding session that has made me even more committed to trying to get around the Region to meet as many of our members as I can this next year. Through that meeting, the energy and caring partnership we all share was magnified many times over and cemented the drive to hold more small and large regular meetings across the entire Region often. To that vein, there is great news to share with the Saskatchewan Chapter that, under the direction of President Bonnie Zink, are hard at work, along with collaborative efforts from all our region's chapters, and have planned a fall PWAC Regional Event in Saskatoon. This is what Bonnie Zink has shared with us about this upcoming event:

"PWAC-SK has joined with PWAC-Calgary to plan and deliver the first annual PWAC Prairies and the North regional conference. This one-day professional development opportunity is open to PWAC members and professionals working in creative industries across Saskatchewan, our region, and Canada. **Connect, Celebrate, and Collaborate**, will highlight the success of PWAC professionals as they present delegates with expertise on developing best practices and applying them to their own success.

Presenters include Doreen Pendgracs (two-hour travel writing workshop) and Marie Powell-Mendenhall, a successful Saskatchewan professional member. Delegates include PWAC members, professionals working in the creative industries, members of other writing related organizations, and anyone who is interested in learning how to develop best practices and how to apply them to their own success.

**Date:** September 22, 2012 **Location:** The Refinery, 507 & 509 Dufferin Avenue, Saskatoon SK **Early Bird Fees** (available until August 15, 2012): PWAC members \$75; partnering organization members \$100; general public \$120. With the support of PWAC National, this event has the potential to become a hallmark annual event that will encourage membership growth while developing stronger ties between chapters within our region as well as promote PWAC members as accomplished professional writers ready to put their expertise to work for potential clients from local communities and business sectors. Sponsors currently include PWAC National, Saskatchewan Tourism, and the Saskatoon Writers' Coop."

Thank you all for enriching my PWAC experience as both a member and serving you on the Board. I look forward to an equally exciting year ahead.

Respectfully submitted, Michelle Greysen michelle@GreysenInk.com



# Quebec Region Report 2011-12

# Bruce Wilson, Regional Director

When Jenn Hardy announced her resignation from the board last October, the board asked if I'd be interested in replacing her for the remainder of her term. I happily accepted. This is my second stint as Quebec RD, the first being from 2005 to 2007, and I'm delighted to have the opportunity to serve again, especially on such a dynamic board. At this writing, I've decided to run for a second year, in accordance with PWAC's new policy of two-year terms for all members. If elected, I look forward to another exciting term on this dynamic board.

My experience with previous PWAC boards has always been good, but our current board is particularly strong; in fact, I think it's the strongest board I've served on in PWAC. With a wonderful mix of experienced and new board members, we've been able to bring a historical perspective together with the fresh, new ideas of our newer members. As well, we are fortunate to have such visionary and experienced leadership in our executive director, Sandy Crawley, and our general manager, Margaret DeRosia. Most appealing to me is the perfect balance of agreements and differences on this board (and we must always have differences!), the perfect recipe for creative thinking.

The Quebec chapter currently stands at 69 members. We were lucky to gain several new members during our Spring 2012 membership drive, including the return of some valued veterans.

Thanks to the efforts of our three hard-working chapter executives—Ian Howarth, Sarah Sookman, and Olivia Kona—the Quebec chapter put on some interesting events this year. Here is a summary of activities since October 2011.

The annual Pub Night was held on October 26 at the Irish Embassy Pub on Bishop Street. A draw for one free student membership was held and was awarded to Aaron Hackett.

In early November, member Beverly Akerman read from her collection of short stories, The Meaning Of Children. The book was the Eleanor London Cote St. Luc Public library's Book of the Month for October. Beverly gave three other readings last year in Hampstead, Quebec City, and Ottawa.

In mid-November, Wendy Helfenbaum and Marijke Vroomen-Durning led a free essay-writing workshop and shared tips they learned as the only two Canadian authors in the anthology Fits, Starts & Matters of the Heart: 28 True Stories of Love, Loss & Everything in Between. A fellow writer, Sarah Zobel, drove up from Burlington, Vermont, to accompany them. There were about 10 people and the workshop went well with the workshop leader to participant ratio ensuring detail attention on issues.

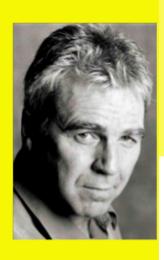
In early December, CBC Radio's David Gutnick, host of In the Field, gave a two-hour workshop on the art of writing the radio documentary. The event attracted a larger than normal number of people, mostly because of the publicity he received on CBC. Even then, there were only about 20 people attending so it was very positive for those participating.

On December 9, Kathe Lieber hosted the chapter's annual Christmas party once again. The turnout was relatively small compared to previous years.

In an effort to learn more about members' needs, the chapter sent out a membership survey in January. The response rate was relatively high and, while turnout to chapter events is low, to our delight, Quebec members seem to be happy with what they're getting from PWAC! A big pat on the back for all those responsible! That said it has been difficult to get members to help with organizing events, a topic of constant discussion at the chapter executive and one that we hope to address in the coming year.

Respectfully submitted, Bruce Wilson bwilson@cgocable.ca





# Executive Director's Annual Report 2011-12

Sandy Crawley, Executive Director

### **Facing Up**

My two years in your service have increased my optimism for the future of the organization. This positive prognosis stems from the vision of your PWAC board of directors to make our way in the rapidly changing environment in which you do your work. The long anticipated launch of the new Writers.ca at our June 8th Annual General Meeting (AGM) is proof positive of their foresight. The completion of a Strategic Plan for September 2012 that sets out a course for the next three years is a further sign that we are moving in the right direction and arming ourselves with appropriate tools to meet the considerable challenges we face.

#### Writers.ca

Renewing PWAC's leadership role in the creative economy has required a conscious effort to grapple with the realities of a burgeoning digital marketplace. Our first move has been to initiate the complete renovation of our online presence. You will be taking the first step in this ongoing process when we throw the switch and bring you all in to our new bundle of services at the new Writers.ca. As of June 8th we invite you to login to the new site to build your new profiles, connect with fellow members, and master the new tools we are offering to support your business.

Over the course of the summer we will reach out to the clients that engage your services to join us in a dynamic new approach to work flow in writing and publishing. At our PWAC Annual General Meeting you will learn much more about the online services we are developing for the industries you serve. By September we will begin a true test of the online marketplace that is the new Writers. ca.

## **PWAC Digital Infrastructure**

A parallel process to Writers.ca began in August 2011 with the self-service model we rolled out at pwac.members.ca — our new electronic membership database (EMD) and internal communications suite, both of which will be fully integrated with Writers.ca. This software, developed without any outside funding, contains an accounting system that increases staff productivity and makes your membership information readily available to you at the click of a mouse.

The next steps in the renovation of our online presence are the transformation of Writers.ca and in the near future, renewing pwac.ca. We hope to include this last step as a goal in our Strategic Plan so that, finally, you will be able to

access all PWAC services and information in one integrated highly usable platform.

### **Finances**

As you will see from our audited statement this work on our infrastructure has come at a cost. In order to secure support from the Department of Canadian Heritage for Writers.ca we had to commit significant resources of our own. The delay in their decision to fund our completion phase set the launch back by almost a year, a year in which we had projected new revenue from the site. This challenge, combined with staff turnover and two back-to-back conferences in 2011, resulted in a deficit.

While it looks like a deep hole to dig ourselves out of we are confident that by carefully controlling expenditures, focusing on priorities, and refining and improving our services, we will see revenue growth that will enable us to retire that deficit. Indeed we expect this goal to be fundamental to the Strategic Plan currently under construction.

### **Industry Partnerships**

Our new online tools are only one front on which to engage our industry partners. Through 2011 and into 2012 we have continued to strengthen our ties with allies and to create more opportunities for PWAC members in the marketplace. As a founding member of Access Copyright we have contributed through our position on their board to mending the relationship with our major licensees, the educational sector, to ensure that vital revenue stream will not diminish.

PWAC served on the steering committee of a large coalition of organizations from the content industries to mitigate the damage of the federal approach to copyright reform and you will find more on this and related advocacy issues in the Government Action Committee report.

The bigger challenge we face is striking new and better deals for writers with our clients and publishing partners. The release of our Best Practices Guide for Writers, Editors and Publishers in the magazine industry is one step in that direction. (Its release was postponed by other urgent matters facing that sector, but is expected this calendar year.)

Many of you have successfully plumbed the mysteries of promoting yourselves and marketing your services online. By summer's end our new Writers.ca will provide tools to communicate directly with your clients. We are still working through a period of adjustment by those in the industry, some of whom are trying to adapt to new business structures. Others steadfastly cling to old ones. We see many fellow writers no longer employed in staff positions and those that are being pushed to their limits by the 24/7 nature of periodicals and newspapers online. In the realm of books, e-publishing is opening up new avenues and many of you are early adapters in self-publishing both as e-books and print-on-demand.

PWAC is researching the possibility of enabling Canadian writers to take advantage of economies of scale in these areas by offering services collectively on a cost-recovery basis. We were successful in securing an organizational research grant from the Access Copyright Foundation to begin this process of researching the viability of co-op models of e-publishing.

At the same time we have joined forces with other groups and organizations to engage some of our traditional clients in discussions aimed at improving their freelance contracts. With the help of the revitalized PWAC National Industry Relations Committee we will continue to seek opportunities to lead the way to improving the terms and conditions under which you work with your client base. In this

way, PWAC reaches beyond our membership to raise standards for all independent writers in Canada.

### **Professional Development**

As President Craig Silverman noted, PWAC has formed a new task force on professional development. Its mandate is to fully exploit our new web services to provide PD wherever and whenever our members need it. We waded into this pond this year in partnership with The Tyee and PWAC Vancouver, and some of you will have taken advantage of this connection through the PWAC Facebook page.

The Professional Development Task Force, working with the Industrial Relations Committee, has begun to dream of bigger things for PWAC. It is early days, but we ask you to stay tuned and watch your bulletins for new offerings as they are created and distributed.

We still recognize that there is no substitute for face-to-face learning and networking. This is underlined by the rich and extensive offerings that our PWAC@MagNet partnership makes possible as our annual conference. Your board has also created a Regional Events program to support such opportunities wherever a chapter or region takes the lead.

Already this year PWAC chapters came together in New Brunswick to hold a mini-conference with support from national. Prairies and the North are planning an event in September that is likely to gain national support. While our fiscal situation prevents "a thousand flowers" to bloom overnight under this program, we expect to be able to support such local events on an ongoing basis with at least one offering outside Toronto every year, depending on the initiative of our volunteer leadership across Canada.

#### **Human Resources**

PWAC is growing. Just witness the overall membership numbers, but perhaps more importantly we have added new chapters in BC and the Prairies. As our members extoll the virtues of PWAC in their communities and our services improve we hope to see this trend continue.

One of our longer term aims since 2005 has been to address the need for greater human resources to support our programs and member services. The fiscal setback noted above has made it unlikely that we will be able to add another full-time position to staff in 2012, but that remains a key short-term goal. It will happen when and if we achieve revenue targets set by the board and the Strategic Plan.

In the meantime we have engaged an intern to take on some of the administrative tasks, Annie Wong. Annie joined us in April and has proven herself adept at many administrative and creative tasks. She is also a published author. She will be with us throughout PWAC@MagNet 2012. We urge you to introduce yourself.

The other new face at PWAC@MagNet 2012 for some of you is our very first General Manager, Margaret DeRosia. Margaret came to us during the hectic period last summer when membership renewals were due and we were adopting our custom-made online tool for the purpose. She has shown remarkable grace under pressure since then and has become an invaluable colleague for both her organizational skills and her creative problem solving.

I hope you agree that our team is achieving a good level of service given the diversity of our tasks and the resources at our disposal. We are always open to constructive criticism. By the same token, we're not too shy to accept positive feedback.

### **Conclusion**

On a personal note and thinking down the road further you may recall from my 2011 report that I entered your service in 2010 with the purpose of bringing about positive growth and change for PWAC. I feel that we are on the way to achieving a new stability along with an improved working relationship between leaders and staff under the policy governance model that current Quebec RD Bruce Wilson brought to the table in his former role as PWAC VP. My longer-term commitment as your Executive Director is to help PWAC reach the identifiable goals of an expanded staff complement, increased financial stability, a cost- and time efficient administrative infrastructure and a healthy and ongoing growth in membership numbers. In the meantime Margaret, Annie and I pledge to provide the best possible service. Never hesitate to provide feedback or seek information. We learn from the membership every day and that helps us do the job.

Respectfully submitted, Sandy Crawley scrawley@pwac.ca



# General Manager's Annual Report 2012

# Margaret DeRosia, General Manager

Before starting this work, I admired PWAC for its tireless advocacy on behalf of Canadian freelance writers. So it's been my pleasure to join PWAC as your general manager eight months ago. The challenge of starting the job in September amid an ongoing technological overhaul certainly was offset by the warm support of Sandy Crawley, Lauren Stewart, PWAC's outstanding board, and indeed, all of you who made me feel welcome. I look forward to meeting many of you in person during PWAC@MagNet.

I echo Sandy Crawley's sentiments that PWAC is in the midst of a dynamic transition. Change is never without challenge, but in my short time with PWAC we have both faced and overcome several significant challenges:

- By late November PWAC faced a 20-25% drop in overall membership. The vast majority of those who did not renew over 90% told me the reason was financial; they simply couldn't afford it. Thanks to the insight and collaboration of your board and staff, the membership drive was launched in February. We were able to return to our numbers of 2010-11, and offer discounts on your next renewal to those who made referrals.
- While some of our funding sources were reduced, PWAC was successful in all but one of our numerous grant applications this year including our biggest achievement, the grant we at long last received to complete Phase II of the new Writers.ca. PWAC's track record with grants this year, and in this economic climate specifically, is worth celebrating. Currently, applications for funding are increasing, funding budgets for granting agencies are being reduced, and all of these actions are occurring against a backdrop of basic maintenance costs for organizations rising (which in turn increases demands for grants and more applicants). PWAC's success in achieving the majority of its grants proves the organization's value remains strong, even in a time of diminishing resources.
- PWAC@MagNet 2012's professional development sessions offer a stun ning array of opportunities for all freelance writers. Our committee based their choices on your feedback and then secured the most knowledgeable speakers. I hope you all will take advantage of the sessions, and for those eligible, the lowest delegate subsidy deductible in PWAC's history to attend. By developing our national conference in partnership, and by having MagNet handle so much, PWAC can do more, like compound the number of professional development sessions. We freed valuable staff resources

for a host of projects: greater lobbying and advocacy, especially for copyright; strategic planning for PWAC's future; vanguard research proposals for research on e-publishing; and the creative project development and management for the all-new Writers.ca.

Lastly, the extended delay in funding Phase II of Writers, coupled with other cir cumstances like staff turnover, did indeed generate a tough time that started last June and continued into the fall of 2011. Yet the board you elected and your PWAC staff responded to these difficulties as merely short-term challenges. In particular, we will meet and overcome them further when we launch the all-new Writers.ca in stages over the summer. This site not only will generate services for our members, but also greater interest in PWAC from prospective clients, publishers, and members. The new version will consolidate and improve the existing structure of a talent directory. We've enlisted the best usability experts and designers to make this site easily usable to different groups. When you update your profile, you'll see a much more contemporary, graphic look, one with extensive social networking components, including members-only discussion forums. Later in the summer we'll add transactional components, places in the site where you can share your work and set up contracts with publishers and clients. We're also adding a jobs board where writers can search for work and make contacts. Last but not least, the new Writers.ca will begin the second stage of a threepart process of integrating the three websites of PWAC: your log-ins will sync for https:// members.pwac.ca, www.writers.ca, and the members-only area of www.pwac.ca. Should you forget your username and password, the solution will be remedied by you simply resetting them. No more needing to wait for me in the queue of 100 messages that on average I get each day. The new site will make more services even more accessible to you, everyday.

The new Writers.ca is a living entity. It's also a good metaphor for PWAC as an organization right now: the site will grow and change as PWAC itself does. Sandy and I welcome your feedback on all matters, including the new site; we will do all we can to make it both user-friendly and beautifully designed. The site couldn't appear at a better time, as we enter an era of new business models in writing and publishing, a world where print and digital interface in ever-more complex and myriad ways. Given my short time with PWAC so far, I see that the faith I had in PWAC before I was hired — that it always has writers' best interests at heart — was not misguided. PWAC has been, and will continue to be, poised to take on challenge and change, because it's a composed of writers who manage these tasks daily. As the worlds of writing, publishing, and business models transform to meet new technological and economic pressures, so will PWAC transform and grow. I look forward to meeting and speaking with you in the future, and urge you all to keep writing.

Respectfully submitted, Margaret DeRosia mderosia@pwac.ca info@pwac.ca



# Communications Committee 2011-12 Report by Co-chairs

Christine Peets, Kathe Lieber and George Butters on behalf of committee members Luigi Benetton, Suzanne Boles, Melanie Epp, Carla Furlong, Veronica Leonard, Ryan Parton, and Angela West.

We could sum up the current state of PWAC Communications as better than they were, but with a lot of work still remaining to be done.

Much of this work is dependent on the completion and implementation of the new Writers.ca database and electronic marketplace, which is being launched at PWAC@MagNet.

Another element that affects an overall communications plan or strategy is the outcome of our recent Strategic Planning exercise. A small group of board members is reviewing recommendations provided by the consultants.

As the new Writers.ca site becomes fully operational, there will be changes made to the current Pwac. ca site. Some of this has already happened. Our staff tries to keep Pwac.ca updated, but the priority is Writers.ca.

Some internal communications documents, such as the New Member Information, have been updated, but here again there is a lot to do. I've spoken with Heidi Turner, who co-chairs the Membership Committee in addition to her work as BC's Regional Director. We both agree that the current package could be modified and sent in two stages rather than all at once, as there is so much information to be absorbed by members who are new to the organization. We will be working with Margaret on this.

These will be the priorities for the Communications Committee, working in conjunction with staff and board members:

- Assist with the promotion and understanding of the new Writers.ca site with PWAC members, our part
  ners, and industry professionals, namely publishers, editors, and corporate clients wishing to hire PWAC members through the Writers.ca site;
- Ensure that all PWAC material, whether to be used internally or externally, is kept up to date, in conjunction with staff;
- Work with staff and board members to ensure that PWAC becomes more widely known within the writ
  ing and publishing community and with the general public as the organiztion working for the protection and promotion of freelance writers in Canada.
   This may be done through media releases and marketing materials. Communications Committee members may assist chapters with this and vice versa;
- Coordinate all PWAC communications tools, e.g. social media (Facebook, Twitter, LinkedIn, Pinterest,

etc.), to make sure that members are aware of them and can access them if they wish.

There may be other projects the Communications Committee will undertake, but these other activities will take priority.

Finally, a word about PWAC Contact. As many of you know, I was the editor from December 2007 and had to step down when I joined the Board in June 2011. The newsletter/blog is currently "on hiatus." There are many decisions to be made as to its future. These could include, but may not be limited to:

- keeping the current format (the blog) that can only be accessed by members through a single password: all material submitted by PWAC members;
- having a blog that can be accessed by anyone who is interested in reading it: material submitted by PWAC members and others;
- having a blog with a "members only" section that is password-protected: material submitted by PWAC members and others;
- producing an online newsletter, not in blog format; this may have a "members only" section, or may just be available to members
- producing a magazine/journal (print) product annually that highlights the work of our writing award winners and the achievements of our other award-winners.
   A sub-committee will need to be struck to take over the production and management of PWAC Contact. That sub-committee will report to the Communications Committee, which in turn reports to the board.

My PWAC work is split between co-chairing this committee and being the Ontario Regional Director. Becoming RD for the province with the most chapters and the most members was indeed daunting, and has taken more time than I'd originally thought, which has not left a lot of time to devote to the Communications Committee. As I go into my second year on the board, I feel that I understand both positions better and will be able to do more work in both capacities.

I look forward to working with PWAC members who have provided input and support for the Communications Committee this year, and with members who may wish to do so in the coming year.

Sincerely, Christine Peets Kathe Lieber George Butters

# Government Action Committee 2011-12 Report

Michelle Greysen, chair (no other committee members this year)

This committee is operating with no other volunteers serving under my role as chair. I would welcome any volunteer members to join with me to support the mandate of the Government Action Committee that "provides suggestions and information to the National Board of Directors on government advocacy and copyright reform."

This past year has taken much effort and hard work on important issues. The advocacy PWAC participates and relates directly to our work as freelancers and we are grateful to executive director Sandy Crawley for all the front line work he undertakes above and beyond his administrative role. We are fortunate as an organization to have him on board.

The Copyright Modernization Act (Bill C-11) has been the policy priority again through 2011 and into 2012 but we also report the following issues involving PWAC and Government Action:

- PWAC has been actively supporting strategic alliances and Ad Hoc coalitions that have formed around issues relating to Freedom of Expression through the good offices of the Book and Periodical Council on whose Executive we sit.
- Likewise we have been amplifying issues related to Access to Information through our relation ship with the CJFE (Canadian Journalists for Freedom of Expression)
- We were party to three Supreme Court cases in 2011/12 1.Our own writers coalition on the Educational Tariff between Access Copyright and the education industry, 2. Crooks vs. Newton on the legal ramifications of hyperlinks (where our side achieved progress for the protection of writers and journalists), and 3. We also had standing in A.B. Vs. Bragg Communications where the issue concerned open information on the identity of an individual bringing a defamation suit without revealing their identity. (PWAC members should know that, except for the first of these three cases PWAC had standing without having to assume any costs due to the recognition of our association as a valuable ally in defending fundamental principles.)

At the end of Sept 2011 the federal government tabled the copyright Modernization Act reform bill, C-11 in the House of Commons. It has exactly the same wording as the Bill C-32 draft that died on the order paper with the spring election including many detrimental implications for creators.

PWAC, along with our writing partners' organizations and publishers' associations, see the biggest threat being the exceptions under Fair Dealing specific to an undefined use of the word "Education." At that time a PWAC members' bulletin urged "... PWAC members to take the time to make a request to the government through your members of parliament to be open to the idea of accepting amendments to Bill C-11 to make it stronger and to help build the digital economy through the industry and entrepreneurial spirit of thousands of small Canadian businesspeople, that is Freelance writers."

By November the Bill was in second reading and heading for Committee, but C-11 as written is so ambiguous on the concept of education that we wanted to see it revised and clarified as a signal to institutional users that they must negotiate fair license arrangements with us when they copy our works. Further information was sent out to PWAC members urging again to contact their MP. I initiated the #BillC11 hashtag and began a twitter campaign, with Sandy directing the tweet content, that later became known as the ground level tweets on what grew into a hot cross country issue for all creators.

Sparking an ongoing awareness of the changes needed, coupled with the #PWAC and #Writers hashtags, repetitive tweets to all committee members were tweeted and retweeting over and over creating a snowball of advocacy and awareness country wide stemming from our active tweeting membership. The tweets lead to blog postings and letter writing with many individual members reporting back their efforts including the Calgary Chapter initiating a letter signed Chapter wide expressing their grave concerns that the proposed Bill C-11 in its current form will undoubtedly have a negative impact on the ability to earn a fair living as a small business owner. Sending their letter off to all the Committee members, and posting to the PWAC Prairie regional blog coincided with the Toronto PWAC Chapter striking up an online petition garnering huge support and eventually filing that petition on the heels of the Copyright Modernization Act going to its legislative committee.

Throughout the process PWAC staff consulted weekly on the steering committee of a coalition of 68 organizations working together to improve the bill. The work with the C-11 coalition was also ably supported by former PWAC Vice-President and current Quebec Regional Director Bruce Wilson who journeyed to Ottawa on your behalf and briefed bureaucrats and politicians on the realities of the free-lance writer, the importance of collective rights administration and the opportunities for new digital business models that several exceptions to copyright protection in the bill put at peril.

The members of the Legislative Committee studying Bill C-11 began the clause-by-clause study of the legislation on Monday, March 12th and had completed their work by 11 a.m. on Tuesday, March 13th. The Conservative majority on the committee rejected all 17 amendments put forward by the NDP members and 15 by the Liberals. They passed 8 amendments of their own. The legislation now returns to the House of Commons for Third Reading and then will go to the Senate. The latest reported current status of Bill C-11 states that, "The Conservative House Leader Peter Van Loan confirmed yesterday that C-11 will be up for Report Stage and Third Reading on Monday May 14 and Tuesday May 15." That should clear the way for the Senate Process to begin the week of May 28th.

While PWAC continues to work in coalition with others through the Senate process, C-11, unchanged, is likely to become the law of the land before the July recess. Despite our disappointment in the politicians inability to grasp the complexities of copyright, there can be no doubt that the 18th month process of working with a broad cross section of content creators and sister organizations has strengthened PWAC and positioned us to lead and participate in advocating for clear and sensible public policies that affect our businesses, not the least of which is the monitoring of this new law's effects on our inter-related industries.

Watch for follow-up PWAC bulletins to report on the final conclusions to Bill C-11 and to engage you in other policy issues such as Access to Information and Freedom of Expression that are under so much pressure in this age of rapidly expanding digital uses of our work.

Sincerely, Michelle Greysen, Government Action Committee Chair

# Industry Relations Committee (IRC), 2011-12 by Co-Chairs

Doreen Pendgracs on behalf of committee members Liz Palmer, Bonnie Zink and fellow co-chair, Elle Andra-Warner

I'm thrilled to report that we've got a terrific group of volunteers to get the work of this revitalized committee in motion. We are working under this new mandate:

The Industry Relations Committee (IRC) will liaise, network and affiliate with our sister organizations on initiatives and projects.

At the Feb/12 board meeting, it was determined that the committee should focus on one project at a time, so it was decided that our first project would be to establish a list of organizations that PWAC may liaise with on various initiatives related to the publishing industry and perhaps cooperate on and cross-promote professional development opportunities for our members.

The committee has pooled our resources and come up with this list of possible organizations and associations that share common goals related to industry practice with that of PWAC. These organizations are also likely to offer programs and professional development that will be of interest to our members.

The list is a work-in-progress. If we have missed any organizations that you know of that are composed of creatives (writers, editors, photographers, videographers, illustrators, technology experts, marketers, public relations professionals and communicators of other types, please do let us know and we will continue to expand our reach.

#### **Canadian National Groups/Associations:**

- The Writers Union of Canada (TWUC): http://writersunion.ca/index.asp
- Travel Media Assn of Canada (TMAC): http://www.travelmedia.ca/
- Canadian Freelance Union (CFU): http://www.cfunion.ca/
- Canadian Media Guild (CMG): http://www.cmg.ca/en/
- Canadian Journalists for Free Expression (CJFE): http://www.cjfe.org/
- Canadian Assn of Journalists (CAJ): http://www.caj.ca/
- InScribe Christian Writers Fellowship of Canada: http://www.inscribe.org/
- Canadian Authors Assn (CAA): http://www.canauthors.org/
- Canadian Science Writers Assn: http://sciencewriters.ca/events/
- Canadian Chapter of the American Medical Writers Association:

http://www.amwa-canada.ca/

- Canadian Chapter of the Society for Technical Communication: http://www.stcwestcoast.ca/index.php
- League of Canadian Poets: http://poets.ca/wordpress/

- Canadian Farm Writers Federation: http://www.cfwf.ca/
- Editors Assn of Canada (EAC): http://www.editors.ca/
- Magazines Canada: http://www.magazinescanada.ca/home?language=en CA&
- Canadian Writers Group: http://www.canadianwritersgroup.com/
- Canadian Assn of Professional Image Creators (CAPIC): http://www.capic.org/
- Canadian Artists Representation (CARFAC): http://www.carfac.ca/
- Canadian Public Relations Society: http://www.cprs.ca/
- Int'l Assn of Business Communicators Eastern Canada Region: http://

www.iabc.com/about/leaders/index.cfm?vch=DR-22

- Int'l Assn of Business Communicators Western Canada Region: http://www.iabc.com/about/leaders/index.cfm?vch=DR-21
- Access Copyright: http://www.accesscopyright.ca/

#### **US/International Groups/Associations:**

- International Association of Business Communicators (IABC): http://www.iabc.com/
- Society of American Travel Writers (SATW): http://www.satw.org/
- North American Travel Journalists Assn (NATJA): http://www.natja.org/
- International Travel Writers Alliance: http://www.itwalliance.com/
- International Food, Wine & Travel Writers Assn (IFWTWA): http://www.ifwtwa.org/
- International Federation of Wine and Spirit Journal-

ists and Writers (F.I.J.E.V.): http://www.fijev.org

- International Federation of Journalists (IFJ): http://www.ifj.org/en
- American Society of Journalists and Authors (ASJA): http://www.asja.org/index5ver.php
- The American Media Photographers, Inc.: http://asmp.org/
- American Medical Writers Association: http://www.amwa.org/
- Society for Technical Communication: http://www.stc.org/
- Toastmasters International: http://www.toastmasters.org/Members.aspx

#### **Provincial Guilds/Associations:**

- Provincial affiliates of the EAC: http://www.editors.ca/branches/index.html
- Provincial Affiliates of the CFWF: http://www.cfwf.ca/about.php
- Federation of BC Writers: http://www.bcwriters.ca/v2/
- Writers Guild of Alberta: http://www.writersguild.ab.ca/
- Saskatchewan Writers Guild (SWG): http://www.skwriter.com/
- Saskatchewan Professional Marketers Association:

http://www.saskmarketing.com/events/calendar/

- Manitoba Writers Guild (MWG): http://www.mbwriter.mb.ca/
- Arts & Cultural Industries Association (ACI Manitoba): http://www.creativemanitoba.ca
- Writers' Community of Durham Region (WCDR):

http://www.thewritersconference.com/About.html

- Superior Scribes of Northwestern Ontario: http://superiorscribes.weebly.com/
- Quebec Writers Federation: http://www.qwf.org/
- Writers Federation of Nova Scotia: http://www.writers.ns.ca/
- Writers' Federation of New Brunswick: http://www.wfnb.ca/
- Prince Edward Island Writers' Guild: http://peiwritersguild.wordpress.com/
- Writers Alliance of Newfoundland & Labrador: http://wanl.ca/

## Members Benefits and Services Committee 2011-12 Report by Co-Chairs

#### Heidi Turner and Trudi Down

The PWAC Members Benefits and Services Committee has been working at completing the Regional Event Guidelines for the PWAC AGM (see below for the recommendations).

The committee is currently small, with only two people. I have talked to a few others about joining but because things have been so busy, I have not had time to follow up. I'm hoping to meet with some people at the PWAC AGM to discuss joining the committee.

I have been working with Carla Furlong on the PWAC professional development blog "Show Me the Money." Although this is not officially under the umbrella of the Member Benefits and Services Committee, it can be considered a member benefit and has taken some of my time, so I'm including it here.

The initial installment of the blog was very well received by PWAC members. We are currently working on the second and third posts to coincide with MagNet/AGM. The goal of the blog is to provide meaty, concrete tips for PWAC members on managing their freelance career. A secondary goal is to increase the profile of PWAC by interviewing high-profile writers for their advice. Carla Furlong has done all of the interviewing and writing while I have been designing the blog, editing and posting articles, and sending invitation letters to potential interview subjects.

Trudi and I have discussed a few initiatives for the committee to tackle in the next year. These include:

- 1. Resurrecting the PWAC mentorship program
- 2. Providing more discounts or benefits at retail stores/service providers
- 3. Offering a supplemental PWAC membership for situations where two freelance writers live in the same residence.
- 4. Changing the Associate Membership (see below)
- 5. Expanding the Emeritus program (to account for time spent volunteering for PWAC, so that it becomes more of a gateway to PWAC while reflecting that Associate Members do not have the same membership benefits as Professional Members. Possible changes might include changing the Associate Membership cost, putting a time limit on Associate Membership status and/or altering the benefits that go with Associate membership.

None of these ideas have been finalized at the committee level. Our goal is to have recommendations for the PWAC Board of Directors by the September 2012 or February 2013 meetings.

#### **PWAC Regional Event Guidelines: Recommendations for PWAC Regional Events:**

#### **Draft Regional Event Criteria**

- 1. To be considered a regional event, the event should meet two of the three following criteria:
- a) Involve more than one PWAC chapter and/or region and/or involve more than one writing-related organization,
- b) Be of interest or relevance to writers in other parts of Canada,
- c) Make allowances for out-of-town writers to attend (such as providing reduced registrations and rates at hotels or billets).
- 2. To be considered a regional event, the event must:
- a) Involve a professional development component,
- b) Include provisions to make the event or portions of the event available online (such as through recordings or live-streaming),
- c) Be of significant time and content to make a trip from "out of town" worthwhile. In other words, a two-hour professional development workshop on a Monday evening is not a regional event, but a one-or two-day series of professional development workshops could be a regional event.

#### 3. Timing:

To be eligible for funding, a regional event must not conflict with the PWAC national conference and annual general meeting. Therefore, to receive funding, the proposed regional event cannot be held within eight weeks before or after the PWAC AGM.

Where possible, the regional event should not conflict with an already scheduled regional event in a different region. PWAC recognizes that this is not always possible, especially in light of participation by other organizations and availability of venues. Organizers should make every attempt to ensure their event does not fall in the two weeks before or after an already scheduled regional event.

As such, it is important that PWAC be notified as quickly as possible when dates are chosen for a proposed regional event, to identify any potential conflicts and to alert members to the event.

#### 4. Funding and Deadlines:

Applications for regional event funding will be considered on a "rolling deadline" basis. Funding will be provided in the form of a loan. Priority in each year will be given to regional events that were not held the prior year except

- a) In situations where there are not other applicants for regional event funding (ie, there is still funding available); or
- b) Where the previous event made money or broke even.

Priority will also be given to events that receive either funding or "in kind services" from other organizations.

#### 5. Follow-Up Guidelines:

As part of the process of obtaining funding for the regional event, the organizer(s) will be required

to provide a follow-up report after the regional event, to provide PWAC with information on how the funding was used and how successful the event was.

Sincerely, Heidi Turner and Trudi Down Member Benefits and Services Committee

## National Conference Committee 2011-12 Report

Ross Mavis, Vice Chair

Sincere thanks to Sandy Crawley and Margaret DeRosia, who have shouldered the burden of the National Conference entirely this year.

I chaired a regional committee with members Tracey Allen of Prince Edward Island, Denise Flint in Newfoundland, Allison Finnamore of New Brunswick and Jim Gourlay of Nova Scotia. The group recommended the guest speaker Lorne Elliott for the Friday luncheon and worked to obtain promotional material and props for these events. Also gift baskets of sample East Coast products for door prizes are being obtained by the committee.

I regret that my personal business concerns with a fire loss early in the year restricted the amount of time I was able to spend with the National Conference Committee.

Sincerely, Ross Mavis National Conference Committee

## Nominations and Award Committee 2011-12 Report by Co Chairs

## Craig Silverman and Alex Roslin

The committee did not have a lot of new work this year. The recently created Editor of the Year award, Short Articles, and Features Articles Awards are up and running, so we mainly focused on encouraging entries for these and other PWAC awards.

It's always a challenge to bring in submissions and nominations, and this year we had to extend the entry deadline in order to ensure we had enough submissions. In the end, we received a record 15 nominations for the Editor of the Year award. This is great, except it required the most deadline extensions yet. So we need members to get these in sooner. We will move the whole process up for 2013 but will still need your responses to be timely.

Submissions for the short and features writing awards were higher this year than last, which is also good news. We received 25 entries for the Short Articles Award and 41 entries for the Features Articles Award. That means a total of 66 entries compared to 57 last year.

There were also 11 entries for the Barbara Novak Award, a good increase from the previous year.

We still need to do a better job encouraging writing awards entries from members and non-members. (The Barbara Novak Award is only open to PWAC members.) This makes for a better competition and brings in more revenue for the awards. We also need to do more to promote these awards and to establish them as prestigious in the minds of Canadian writers and editors.

As co-chairs, we would like to thank all committee members for their work, and especially thank Sandy and Margaret for their invaluable help with the writing awards.

We would also like to welcome to the committee any members who are eager to help with the organization, execution, and promotion of these awards.t

Sincerely, Alex Roslin Craig Silverman

## Policy Manual Task Force Report 2012

By Bruce Wilson

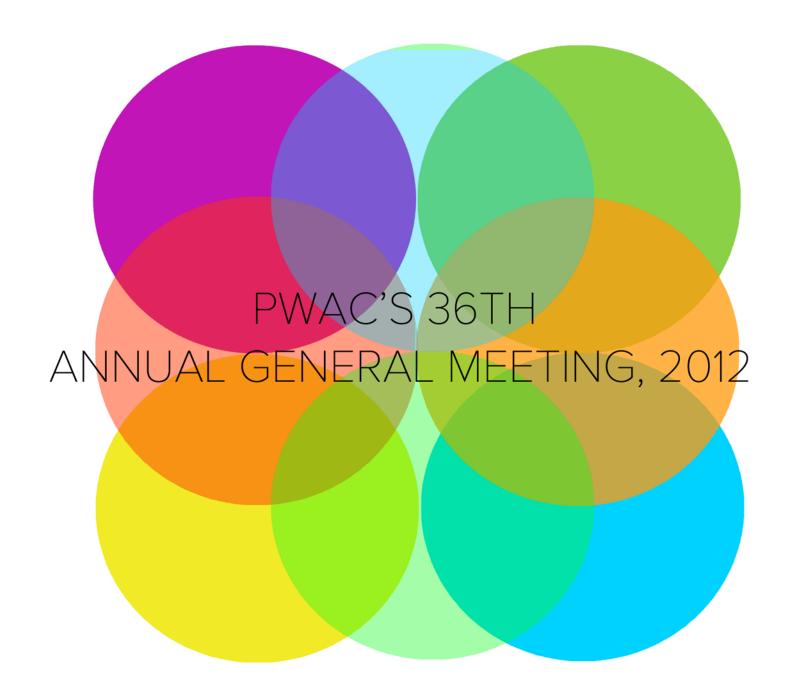
For years, the PWAC board has planned to renew our compendium of written policies outlining how things are done in the organization. This year, I'm glad to announce that we have such a compendium: The PWAC Policy Manual.

This manual is largely due to the work of Tanya Gulliver, who over the past several years has spent countless hours reviewing minutes and other PWAC documents, discarding or updating old policies, writing new ones, and fitting them all within a structure reflecting PWAC's policy governance philosophy. Thanks also goes to the many members who helped with this gargantuan task, including Cynthia Dusseault, Tracey Arial, Liz Warwick, Kim Arnott, Trudi Down, and several others. Forgive me if I haven't mentioned you here, but the work started well back in the middle of the last decade and it's difficult to know all those who have contributed.

When I joined the current board, I accepted the job of updating the manual to reflect PWAC's new bylaw and we created a task force to help with the effort. We got off to a good start in November 2011, after which I was drawn away from the task force in December when I devoted my attention to lobbying for changes to Bill C-11, the Copyright Modernization Act. Early in 2012, there were further delays and it became evident that we would not have a polished, finished manual ready by the 2012 AGM. However, in March, work recommenced in earnest we have been able to produce a good, workable draft.

"Finished" is really a misnomer because to be useful, a policy manual must be a living document. It will be reviewed and updated on an ongoing basis as new policies are created to meet changing demands and administrative techniques and also after each revision of our bylaw. The board is investigating software applications to streamline this process, keeping our manual up-to-date after even the smallest revision. In conjunction with this effort, the board will also be creating a Board Member's Guide over the coming year. This will consist of everything a prospective or current PWAC Board member needs to know to be effective and will serve as an orientation and learning resource for new board members.

Although the policy manual is a working document for the board, it is available to all members who wish to review it and provide feedback. As of this writing, the board is also discussing the creation of a standing committee on Governance that would be responsible for advising the board on policy development in this area. If this initiative goes forward, members with knowledge and interest in participating will be welcome.



# PWAC'S 36TH ANNUAL GENERAL MEETING 2012

- 1. Schedule: PWAC@MagNet 2012 Meetings
- 2. Draft Agenda, PWAC 36th Annual General Meeting
- 3. Archive of PWAC Board Meeting Minutes June 2011-February 2012
- 4. Horwood's Rules Of Order
- 5. PWAC Harassment Policy (Instated 2004)

NB: The Treasurer's Report and Audited Financial Statements will be delivered as hard copies at the AGM. After the AGM, they will be added to the electronic (finished) version of the Annual Report that will be posted on www.pwac.ca.



## Meetings — PWAC@MagNet 2012

#### I. Regional Meetings

Thursday June 7th, 12:30-1:45pm

- British Columbia Regional Meeting Carlton Room
- Prairies and the North Regional Meeting Bay Room

Friday June 8th, 7:45-8:45 am

- Atlantic Regional Meeting Carlton Room
- Ontario Regional Meeting Spadina Room
- Quebec Regional Meeting Bay Room

#### **II. Chapter Presidents Meeting**

• Thursday June 7th, 7:45-8:45am, Carlton Room

#### III. PWAC Annual General Meeting

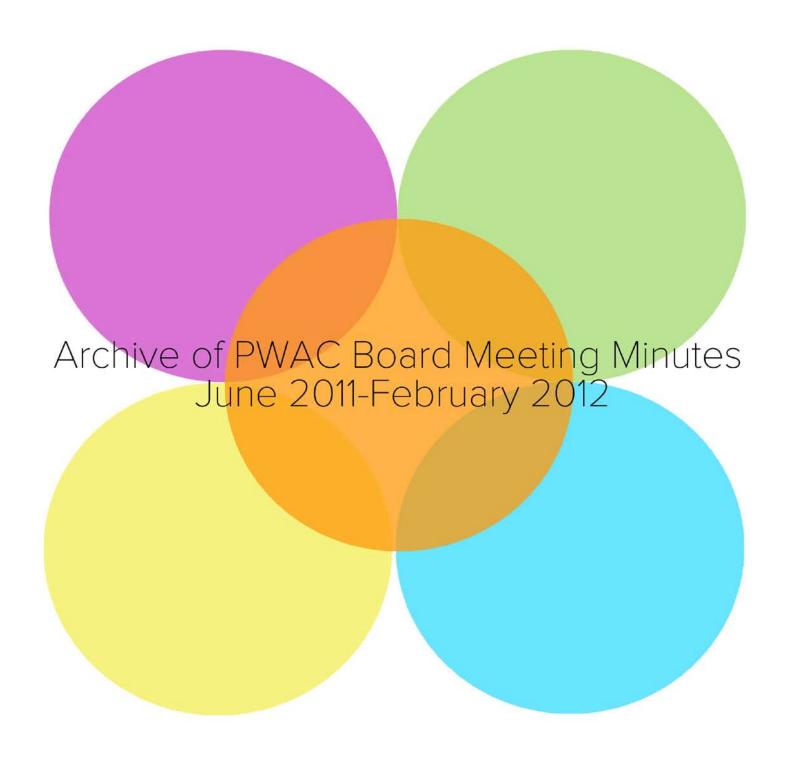
• Friday June 8th, 4:00-6:00pm, Spadina Room



# PWAC Annual General Meeting 4 PM, June 8, 2012 Spadina Room, in the Courtyard Marriott Hotel DRAFT AGENDA

- 1. Call to order
- 2. Rules of order (Sergeant-at-arms)
- 3. Approval of Agenda
- 4. Approval of minutes 2011 AGM
- 5. Presentation of Board Motions for past year
- 6. Discussion of reports in Meeting Kit and approval
- 7. Approval of Audited Statements
- 8. Appointment of Auditor
- 9. Election of Board of directors
- 10. Motions from the floor
- 11. Thanks to volunteers
- 12. Adjournment

After the business meeting is adjourned there will be a demonstration of the new Writers.ca





## PWAC Board Teleconference Call Monday, June 13, 2011 2:00pm Scheduled Start

**Attending**: President Tanya Gulliver Vice President Craig Silverman, Treasurer Rusti Lehay (and minute-taker), Prairies & the North Regional Director Cynthia Dusseault, Ontario Regional Director Nate Hendley, Atlantic Regional Director Ross Mavis, Executive Director Sandy Crawley

**Apologies**: Past President Ann Douglas (AD) Quebec Regional Director Giancarlo La Giorgia (GL) British Columbia Regional Director Kim Lear (KL) Associate Director Lauren Stewart (LS)

President Tanya Gulliver called the meeting to order at 2:06 pm.

#### 1. Approval of Agenda

MOTION 13/06/11: Motion to accept the agenda Moved: Nate Hendley Seconded: Cynthia Dusseault PASSED UNANIMOUSLY

- **2. ED Report** We will speak to our reports at the AGM and can comment on things then re. any corrections.
- **3. President's Report** Craig said everything Tanya said. Tanya wanted to talk about external and internal positioning and the strengths of members and the chapters which is an ongoing
- **4. Vice President Report** Craig has nothing to add.

#### 5. Treasurer Report

- Some revisions made since first sent out.
- Lauren's overview is amazing.
- Sandy hopes to give a Paul Martin approach going for an additional \$50,000 over the original \$70,000 on the PEMDP
- BoD expenses, Craig suggests to add to that line for expenses breaking it out a bit so nobody can assume board are paid. 2. RD Reports
- Ontario: Nate said memberships are still steady. Chapter members are concerned about Mag-

Net and PWAC AGM merger. Concerned about Toronto centricity.

- Atlantic: Ross has nothing to add.
- Prairies: Cynthia connected with the Calgary chapter president to find out about their recent meeting. The chapter president reported that Bob Bott is concerned about the Magnet conference model decision and will likely be addressing his concerns at the upcoming AGM, which he will be attending as a delegate. Cynthia did have a friendly meeting with 4 Calgary members in March and was aware that he has concerns about the decision. 6 delegates from the region will be attending the PWAC AGM. There has been some confusion this year, because of the two conferences—MagNet and PWAC—both taking place and both being promoted by PWAC.
- BC: Two people running for RD so they have their voting this week and confirmed before Thursday.

MOTION 13/06/11.2: To accept the board reports. Moved: Craig Silverman Seconded: Ross Mavis PASSED UNANIMOUSLY

#### 3. Committee Reports - Constitution

Many more hours of work than anticipated but a great document. Sandy mentioned a few changes may be needed. Down the road if amendments are needed, Cynthia is willing to be on that committee. Friday meeting is the information segment and Sunday will be the voting on this constitution. Will the members lead the questioning? Cynthia can go through and highlight the changes and invite questions and discussion. Heard questions from the Waterloo chapter. Quite happy with the responses and the speed of answers to their questions.

#### - Nominations and Awards

The number of submissions are low. We are not getting as many non-member nominations as we would like. The editor reward was given to a worthy recipient.

Tanya heard that the RD was really pleased being nominated and likes PWAC members writing for them.

- GAC: Tracey resigned and Sue Bowness is willing to take this on. Sandy said understanding between copyright law and ... Ross says .... Grand and Toy agreed to offer our members a preferred membership status for reductions on items

#### - Communications

Get rid of the password. Writers.ca will have a micro site and every chapter will have a site. We do need a marketing/communications plan.

MOTION 13/06/11.3: To pass the Committee Reports Moved: Nate Hendley Seconded: Cynthia Dusseault PASSED UNANIMOUSLY

#### **4. Conference & AGM Update**

- Sandy does not have anything new to update. Lauren is on top of things. Everyone has duties and knows what they are. There may be extra strain there with volunteer duties.
- $\operatorname{Air}$  Canada will keep flights running, but there may be customer service issues.
- Have we put on a call for volunteers from outside the chapter.
- Anyone wanting to sell a book needs to take a shift at the book table.
- Who might be a sergeant of arms? Dave Preston, Bob Bott, Kate Merlin Need somebody familiar with Robert's Rules of Orders
- Sandy will ask Marian our constitutional lawyer if she can serve as Sergeant of Arms
- Delegate number is 39 out of 65 attendants.

- Regional meetings must include motions in order, write them down and have them prepared for the AGM as much as possible.
- Craig and Rusti will be roving the Regional meetings and Tanya will chair the BC meeting.
- People running for positions will have a chance to give a 2-minute speech. Does that only apply when there are multiple people running for a position? Yes. Only for people running against other nominees.
- Mention that in each of the regional meetings to have new RDs introduce themselves to members attending. Then a brief hello/wave from the new Board.

#### 5. Adjournment Meeting adjourned at 3:02 pm.

MOTION 05/11/10.4: To adjourn the meeting. Moved: Rusti Lehay PASSED UNANIMOUSLY



# PWAC 35th Annual General Meeting Date: June 19, 2011

**Attending**: delegates and observers (attendance on file with PWAC National Staff)

President Tanya Gulliver (TG) called the meeting to order at 9:53am with another attendance check

Other observers: • Jenn Hardy (QC) • Heather Grace Stewart (QC)

- TG indicated that PWAC follows Horwood's interpretation of Robert's Rules of Order
- Marian Hebb acting as Sargent at arms as an observer
- Trudi down asked for clarification re. abstaining. TG noted that members can abstain and decide to have their name recorded or not.

Addition to the agenda — Motion: Moment of tribute to Hope Spencer to be added Moved: Kathe Lieber Seconded: Pippa Lee CARRIED

Motion: To approve the minutes from the 2010 AGM: Moved: Ben Benedict Seconded: Christine Peets (Kathe to send grammatical error corrections to Lauren) CARRIED w/ 4 abstentions

Motion: To accept the board motions that have occurred over the past year: Moved: Trudi Seconded: Star

#### **Discussion:**

- Mark Kearney: requested clarification on the process coming up to the conference models decision and the process going forward
- Tracey Arial: noted that the list of Board motions includes motions made in camera.
- Membership may not want to approve the motions made in camera.
- George Butters: AGMs should be free. Why connect them
- Diana Ellis: suggestion to separate the motions out

#### **CARRIED UNANIMOUSLY**

Diana Ellis: Moved to divide the question. Seconded: Mark To separate out the in-camera motions and 05/18/11 CARRIED w/ 2 oppositions (Ben Benedict & name withheld)

George Butters: AGM should be free for members. Separate the AGM from the National Conference. Technology facilitates this. TG pointed out that there are technological, constitutional and access (i.e. dial-up) restrictions that must be evaluated before this can be enacted.

Trudi Down spoke to the desire to travel around the country to meet members in, ex. Vancouver, when conferences/AGMS move around

Catherine Cocchio: think hard and consider everything before committing to 3 years of change.

Ann Douglas: centre of industry is in Toronto. ASJA, org closest in mandate and spirit of PWAC, holds their conference yearly in New York, for this reason. Shared her opinion on the quality level of the conference and that it elevates us

Pippa asked about the evaluation process for the next 3 years. CS agreed that evaluating the next 3 years re. surveying the members & MagNet conference attendees is a priority following each,

KL: pursue partnerships with other organizations, such as EAC.

Sue Bowness: went to MagNet personally in 2011 and enjoyed it but has to pass along her Chapter's concerns about Toronto-centricity.

GLG: accusations that this was an easy decision, a fait accompli, etc. wants to correct that. The forums informed the May 18 board motion, consolation with Chapters, etc. If you separate out the AGM and the National Conference, there will be no delegate subsidies to attend the organization's major annual marquee event. Noted that the conference model decision includes support to enable regions to hold regional meetings.

Ben Benedict: ditto to GLG. Toronto is a business centre and why shouldn't PWAC be in the centre of the business that employs us. He is a professional and in a room of professionals who, last year, voted in a Board of their professional peers in to move the organization forward.

TG spoke to the decision to move from 5 years with MagNet to 3 years after the forums, that this was decided after receiving member feedback and the forums.

SC noted that one of the drawbacks was that PWAC would lose its staff. CS said that this is hard to have bearing on members when they vote on the motion but it a reality because staff is dedicating 6 months of time across the 2 positions executing the National Conference and this time could be better spent serving all of PWAC's membership.

RL: Board elected and they are passionate and dedicated to the organization and that this decision was not easy. To vote against this, there could be a compromise to PWAC's clout in the industry, the extra funding and budget relief that this could mean to the

Christine Peets moved to call the question. KL seconded. 27 in favour, 16 opposed MOTION defeated

#### Discussion continued...

Kate Merlin: need to note that many are here because this will be the last rotating AGM. Many will not come to MagNet.

Sandy Greer: pivotal AGM for PWAC, which is why she came. Lots of change coming in the world and at PWAC. Must not lose the soul of the organization, need that face-to-face communication. There is no longer the volunteerism at the local/Chapter level to execute these large-scale National events.

Doreen Pendgracs: could lose "heart and soul" and that's what this issue stands for. Have talked about benefits of working with MagNet but we need to think of the costs. PWAC could lose its soul after 3 years in Toronto. Would support 2 years.

Lauren left at 11:30 and resumed taking minutes at 11:46 am. [ ...]

Amendment to the original motion: ...and within this time, the AGM and National conference will be treated and tracked separately. Carried w/ 4 oppositions, 6 abstentions

Return to the discussion of separating the AGM from the conference (MagNet): technology give us the ability for this Christine Peets calls the question, Virginia Heffernan seconded CARRIED w/ 2 oppositions and 1 abstention

Motion from George: carried w/ 1 opposition, 4 abstentions

Broke for lunch at 12:00 pm Reconvened at 12:51 pm TG called the meeting back to order

Motion: George: move to approve the in camera board motion w/ the addition "as related to annual evaluation and compensation". Seconded by Lorna. CARRIED w/ one abstention

TG spoke to her report: Tracey Ariel led the members in thanking TG for her years of service to PWAC and the Board.

Craig Silverman spoke to his report.

#### **Discussion:**

• Bob Bott asked about chapter involvement. CS said that he hopes the MagNet partnership for the next 3 years will help reinvest money in regional events to reengage regional/chapter membership. Local engagement is necessary to identify those leadership candidates for national committees and the national Board of Directors

Rusti Lehay spoke to her report, referred to the budget document approved by the Board at the May 2011 teleconference call. Discussion of Canada Council unwillingness to provide operational support to PWAC.

Beverly Akerman volunteered to support / volunteer with upcoming messaging with the Council.

**Discussion of 2010 AGM/National conference costs:** RM presented his report, TG presented on behalf of Kim Lear. NH presented his report Suzanne Boles corrected the name of her Chapter to London & Southwestern Ontario. CD presented her report; on page 20 Marie corrected that her chapter was not able to make connections with the SWG but did with the EAC. GLG presented his report No discussion followed the regional reports.

The Executive Director (Sandy Crawley) presented his report. Joyce asked how members & Board can help to define the decision-making process as mentioned in his report.

Bob Bott asked that the policy manual be finalized and presented to the membership and communicated between staff and Board to address some of the issues relating to staff/board relations in the ED's report. Suggested that the Board & staff meet monthly to address issues.

Bruce Wilson spoke to trusting the Board and ED. Tammy Burns left at 2:06 pm

Motion to accept the core executives' report Moved: Ben Seconded: Pippa CARRIED with 1 opposed and 2 abstentions

Motion to accept the regional directors' reports. Moved: Trudi Seconded: Kate CARRIED unanimously

Motion to approve the ED's report. Moved: Kate Seconded: Ben Benedict CARRIED w/ one opposition & 4 abstentions (Bob, Marie, Kathe, Doreen)

#### **Committee reports**

CD spoke to her report. TG spoke to Kim Lear's report, that it doesn't cover all of the great work the committee does. RM spoke to his report

Motion: that the emeritus membership category have a set dues of 75% of the National membership dues of the organization. Moved: Ross Mavis Seconded by Rusti Lehay.

#### **Discussion:**

- this is a fiscally conservative amount that can be revised and evaluated in the future as information is collected.
- TG noted that the only time when dues are evaluated and assigned are at the AGM CARRIED unanimously

GLG presented the NC committee report - thanks to volunteers

CS presented the NAC report

- spoke to the strategic importance of the editors' award and the writing awards in raising pwac's profile
- discussion of the RL presented an oral report on behalf of the communications committee
- Christine Peets, the co-chair of the committee, feels that much of the content in PWAC Contact should be open to the public (i.e. accessible without a password) and members-only information behind a password-protected area
- Currently being used as an internal communication tool, could be much more.
- TG mentioned that a communications plan is on the list of strategic priorities for the 2011/2012 year and this will help pull together a lot of the different threads of PWAC's communications. Broke for 5 minutes at 2:50 pm. Resumed at 2:57 pm

Motion to accept the 2011 audited financial statements: Moved: George Seconded: Ben Benedict. Discussion about the class action settlement. CARRIED unanimously

Motion to appoint Marinucci & co. for 2012 audit. Carried unanimously Board elections

One nomination for Treasurer: Rusti Lehay by Kathe Lieber & Suzanne Boles Call for additional nominations, three times Nominations closed Rusti Lehay acclaimed as the 2011/2012 treasurer

Two nominations for Vice President: Doreen Pendgracs by Virginia Heffernan and Christine Dusseault and Nate Hendley by Tanya Gulliver & Paul Lima Call for additional nominations, three times Nominations closed

Both nominees presented short addresses. Balloted vote

One nomination for President: Craig Silverman by Kathe Lieber & Phillipa Rispin Call for additional nominations, three times Nominations closed Craig Silverman acclaimed as the 2011/2012 president

Kate Merlin / Mark Kearney moved the appointment of the regional directors Carried unanimously The results of the secret ballot for Vice President is Doreen Pendgracs Ross/Kate Merlin moved to destroy the ballots Carried unanimously

#### Motions from the floor

Moment of remembrance from Dave Preston and Star Weiss in honour of the memory of late PWAC member Hope Spencer who passed away earlier this year

Motion: Doreen P moved that PWAC explore the possibilities of partnering with other writers and editors groups with respect to holding joint events, professional development and conferences across the country Seconded by Kathe Lieber Discussion: the partnership with MagNet for the next 3 year gives the opportunity to work on other events. CARRIED unanimously

Motion: Pippa moved that, as described in Board motion 05/18/11.2, the Board examines the benefits and drawbacks of partnering with MagNet for the conference and AGM in 2012 and 2013, that the Board reports its findings each year to the membership and that said reports are delivered at the subsequent year's AGM Seconded by Craig Silverman CARRIED w/ 1 opposed

Motion: Bob Bott moved that a draft policy manual be completed in 2011 and circulate to members for comment and consideration by the Board and ratification at the 2012 AGM and maintained as a living document. Seconded by Doreen Pendgracs (DP volunteered to take that one on) CARRIED unanimously

Motion: Trudi down moved that the nominating officer be required to inform via a Bulletin the membership of all contested positions and provide a short statement from all those running for positions on the Board of directors a month prior to the AGM

Marie Powell seconded Discussion: Marie suggested that the meeting be restructured that the first call for nominations be at the beginning of the meeting CARRIED unanimously

Mark Kearney led the membership in thanks to Nate Hendley for serving on the Board and running for Vice President

Thanks to all PWAC volunteers & outgoing Board members

Ann Douglas led the group in thanking Tanya Gulliver as PWAC's longest serving President in PWAC's history for her contributions

Motion to adjourn: Moved: Doreen Seconded: Diana CARRIED unanimously The meeting adjourned at 3:54 pm



## PWAC Post-AGM Board Meeting Sunday, June 19, 2011 Toronto, Ontario 6:00 pm Scheduled Start

**Attending**: President Craig Silverman Vice President Doreen Pendgracs Treasurer Atlantic Regional Director Ross Mavis Ontario Regional Director Christine Peets Prairies & the North Regional Director Michelle Greysen Quebec Regional Director Jenn Hardy Executive Director

tor Sandy Crawley Associate Director Lauren Stewart (minute-taker)

Apologies: Past President Tanya Gulliver British Columbia Regional Director Heidi Turner

President Craig Silverman called the meeting to order at 4:13 pm.

#### 1. Presentation of Agenda

- The President welcomed all to the meeting and presented the agenda. He called for any changes/additions/deletions. None requested.

#### 2. Appointment of Designated Signing Authorities

- The Board reviewed the role and responsibilities of PWAC's signing officers and the names of the current signing officers.
- Executive Director Sandy Crawley to stay on as a signing officer. President Craig Silverman to serve as a new signing officer if he is not one already

(Lauren Stewart to check with PWAC's bank), replacing outgoing President Tanya Gulliver.

- President to check with outgoing Ontario Regional Director Nate Hendley to determine if he'd be interested and able to stay on as a signing officer.

MOTION 06/19/11.1: To appoint member Nate Hendley as a signing officer. Moved: Rusti Lehay Seconded: Ross Mavis PASSED

#### 3. Appointment of the Secretary

- The Board reviewed the role and responsibilities of the Secretary position. The Ontario RD said she'd be willing to serve.

MOTION 06/19/11.2: To appoint Christine Peets as Secretary. Moved: Doreen Pendgracs Seconded: Rusti Lehay PASSED

#### 4. Consideration of the Past President Position

- The Board reviewed the guidelines in the new governing By-Law document as approved at the special meeting before the AGM.

MOTION 06/19/11.3: That the Board make an exception to 4.01 B and retain Tanya Gulliver as Past President due to the need for continuity with 5 new Board members serving on the Board and for her exemplary knowledge of policy matters to shape the Policy manual (a priority for 2011 as determined the membership at the 2011 AGM).

Moved: Rusti Lehay Seconded: Christine Peets PASSED w/ 1 OPPOSED (Jenn Hardy)

- The Board reviewed the roles and responsibilities of the Nomination Office and agreed that a priority for the 2011/2012 Nominating Officer will be to develop suggested policies in the event of elections for positions on the National Board of Directors.

MOTION 06/19/11.4: That Past President Tanya Gulliver serve as the Nominating Officer Moved: Ross Mavis Seconded: Christine Peets PASSED w/ 1 ABSTENTION (Jenn Hardy)

#### 5. Committee Co-Chair Assignments

- The Board agreed on the following Board Co-Char assignments for National Committees: o Communications: Christine Peets o Finance & Fundraising: Rusti Lehay o Government Action: Michelle Greysen
- Industry Relations: Doreen Pendgracs
- National Conference: Ross Mavis
- Nominations & Awards: Craig Silverman
- Membership Services & Development: Jenn Hardy

#### 6. Scheduling Next Conference Call

- The Board agreed on Friday, July 29th, 2011 at 3:00 pm ET as the next conference call between the Board of Directors and staff.

#### 7. Adjournment

t 06/19/11.5: To adjourn the meeting. Moved: Rusti Lehay PASSED



# Conference call meeting of the PWAC board of directors, August 19th, 2011

#### Agenda

President's report Vice Presidents report Regional Directors reports Committee reports ED report

- i) Staffing
- ii) Admin technology upgrade
- iii) PEMDP Phase 2

Priorities for 2011/2012 PWAC at the Supreme Court Other business Adjourn

The meeting came to order at 3:07 PM

Present in person: Christine Peets, Sandy Crawley (Lauren Stewart in and out) By telephone: Craig Silverman, Doreen Pendracs, RustiLeHay, Tanya Gulliver, Heidi Turner, Jenn Hardy, Ross Mavis (arrived at 3:16 PM)

The Agenda was approved as amended (June 19th minutes were tabled to the September 10-11 meeting and information relating to the September meeting were scheduled under Other Business).

Moved: Christine Peets Second: Rusti Lehay

The **President** briefly outlined his intentions for this meeting, that we expected simple verbal reports with the more codified information coming in September. It was suggested that the President send a message out to members on behalf of the new Board and agreed that this can come out after the September meeting.

The Vice President said she was pleased with board communications. She reminded everyone that

we need to encourage renewals because quite a few people said they might not do so and that we need to tell members about the web enhancement as an incentive.

#### **Regional Directors Reports**

The **BC RD** attended PWAC summer parties in Vancouver and Victoria. In Vancouver 15 out of 40 members attended. She intends to get more people involved in national committees and working with the Interior BC chapter to manage communications. Only 2 members out of 13 voted in a recent process. There may be a possibility of meeting within the Fraser Valley (the RD resides there) even though the members who live there officially belong to the Vancouver chapter. There was a brief discussion of the possibility of forming a separate chapter as members from the valley are sometimes unwilling to go into Vancouver to for meetings. There was a description of the professional development partnership between PWAC national, PWAC Vancouver and the Tyee to present a series of 4 seminars that will be recorded and made available to PWAC to share with all members across Canada. The sponsorship costs for this were shared equally between the chapter and national at \$500 each.

The **Prairies and the North RD** allowed as how her area is the most spread out of any of the 5 regions with just over 80 members (including Calgary and Edmonton) spread over three provinces and a territory. It is a great challenge to make physical contact with a small travel budget. She sent messages to chapters with the potential to make a PWAC presence at Word-on-the-Street sites in Saskatchewan without any volunteer response. She felt it was hard to justify spending the \$100 for a presence in Lethbridge to serve only one member (herself). There is a social event scheduled for Calgary in late August and one in Regina in October but she may not attend. There is a local advocacy issue around rights that has emerged and the RD will work with the ED to contribute to a response from PWAC on that. She has been in communication with the new president in Manitoba, Ann Coté. The VP reported that Manitoba needs enthusiasm as she senses waning interest there. TWUC will be in Regina on October 14th for a Sask.Writers Guild Awards show and the RD will try to involve PWAC members, perhaps by scheduling a meeting to coincide, or perhaps the VP can "show the flag". The RD would love to attend. The ED suggested that she might like to meet chapter executives through a conference call, perhaps when there is an event or a program that might justify an outreach of that kind.

The **Ontario RD** had PWAC meetings and attended social events in Toronto and London in the week of this call. (Some Ontario chapters have newsletters or blogs and she intends to use them to reach out to members.) She introduced herself to about 30 members. She addressed the Toronto meeting in concert with former Ontario RD Nate Hendley and discussed their transition. Sue Bowness, president of the Ottawa chapter was also present and discussed the possibility of the RD attending an event there later this Fall or in the Spring. Sue said she will be stepping down from her position.

In London she attended an executive meeting and a social event. PWAC leader there Ben Benedict has successfully applied for a grant (from OAC?) to establish a London writers conference with support letters from various writers groups including PWAC. The chapter there has developed a post card to promote membership and are engaged in communications and marketing PWAC to the many local writers. They want to promote Associate membership.

A member who lives near Sudbury wants to start a PWAC chapter in Elliot Lake and has asked informally for \$25 to staff a table at a writers festival there in the near future. On further investigation the costs would be more like \$250 - \$300 which may prohibit an initiative that would only benefit one member. The RD wants to investigate convening a meeting in Northern Ontario and to promote the use of the list-serves in such far flung areas of the province.

Here was some discussion of using blogs and newsletters on a regional basis and it was noted that this approach can work well elsewhere across the country. There was some discussion of the possibility of Thunder Bay affiliating with Manitoba in some way although it is not clear how this would work.

The **Quebec RD** confirmed that most of the membership in the region (which comprises one large chapter rather than a number of local ones) resides in or near Montreal. Based on this she felt that she may not need to use much of the RD travel budget and generously offered to put it back into the pool to support RDs in regions that have more need for travel. At the summer BBQ last year only 2 members showed up so it was decided not to hold one this year. A board member observed that the effort put into hosting the AGM and Conference may have contributed to a sense of hiatus in PWAC membership activity over the summer when things are generally quiet in any case. She is attempting to initiate a reading by PWAC members for Culture Days Sept 30 – October 2) that will include a book sales opportunity for the readers. There are 4 professional development activities contemplated this year including a Boot Camp in the Spring and a student membership drive in October.

The **Atlantic RD** reported a pot-luckSummer Social at his wonderful Inn with 30 members attending from Central NB, SW NB including a new member. SW NB has an environmental fair coming up that will include 2 workshops on writing on related issues. PWAC Moncton is also planning a workshop. The region looks forward to participating once again in the Frye Festival in early 2012. He has had no word from Atlantic-At-Large.

#### **Committee Reports**

The **Communications Committee** co-chaired by Christine Peets has been active in recruiting representation from across the country including Suzanne Boles, George Butters, Veronica Leonard, KatheLieber, Ryan Parton, (new member name? w social medias expertise) and Angela West. They are at the investigative stage looking at both internal and external communications issues as well as marketing and hope to have a comprehensive communications plan ready for the board to consider by the second quarter of 2012.

The **Membership Services Committee** co-chaired by Heidi Turner and with Quebec RD Jenn Turner remaining from the last term is still at a recruiting stage and is open to suggestions for representation from various regions ("...the more people the better.").

The **Government Action Committee** co-chaired by Michelle Greysen is also in early stages of this term but will work directly with the ED to re-establish priorities and recruit members.

The **Industry Relations Committee** co-chaired by Doreen Pendracs is in a process of reforming after several years of dormancy. Its focus was on labour relations previously but it may shift tyo be more about partnerships with other organizations. There may be a natural fit with the Communications Committee for some joint work. As with all the committees the time seems right to re-examine and redraft the mandate.

The **National Conference Committee** is co-chaired by Ross Mavis and is also preparing to reform and former PWAC staffer Lauren Stewart has expressed an interest in offering assistance based on her experience working with MagNet. The first item of business there will be the development of subject areas to support the curricula for writers at the next conference, June 5 - 9, 2012.

The **Nomination and Awards Committee** co-chaired by Craig Silverman is on hiatus and will

ramp up for the next season.

There was a brief discussion of the formation of an ad hoc committee or task force to develop criteria to support regional events that will be an item for the September board meeting

#### **Executive Directors Report**

Staffing: The ED reported that there were over 50 responses to the job posting for PWAC General Manager, that 9 initial and four second round interviews were conducted and that the successful candidate was chosen with the enthusiastic support of the President and former Associate Director who participated in the final round of interviews. The ED hopes to process the contract and engage the candidate, Margaret DeRosia, by the first week of September.

Administration technology upgrade: The ED reported that we are on target to launch the new self-service dues process on time for a message to go out to members by late August to meet the September 1st Annual Dues deadline.

PWAC Electronic Market Development Partnership (PEMDP): The ED reported on the application process at the Canada Periodical Fund in the Dept. of Canadian Heritage which has reached its penultimate stage (examination by an internal committee that recommends to the minister). The protraction of the process has led us to reschedule phase 2 of the development of the new writers.ca to a September 15 – December 15 timeframe (our original target was a July – September timeframe).

There was a discussion of the "member benefits card" developed by the previous communications committee and when we might expect it to be produced. This will be reported at the September meeting.

RDs were reminded that PWAC provides for one complimentary student membership for each chapter to use for promotional purposes as they see fit.

#### **Priorities**

As time was getting short the ED will provide the rationale for proposed priorities in advance of the September meeting.

(C. Peets left the meeting at 4:09 in order to catch her train)

#### **PWAC** at the Supreme Court

It was decided that this item, which requires action to meet the intervention deadline in advance of the September Board meeting, will be moved and discussed on the web board.

#### Other business

Details and information relating to the logistics of the September board meeting were shared.

The meeting was Adjourned at 4:19 PM EST.

Moved: Rusti Le Hay Second: Michelle Greysen

(Executive Directors Note: This was a remarkably productive and cost-effective meeting coming in at just over an hour.)



### PWAC Board Meeting, Fall Quarter 2011 Saturday September 10th and Sunday September 11th, 2011 Toronto, Ontario

Attending: President Craig Silverman (CS) Vice President Doreen Pendgracs (DP) Treasurer Rusti Lehay (RL) Atlantic Regional Director Ross Mavis (RM) British Columbia Regional Director Heidi Turner (HT) Ontario Regional Director Christine Peets (CP) Prairies and the North Regional Director Michelle Greysen (MG) Executive Director Sandy Crawley (SC) General Manager Margaret DeRosia (MD)

Regrets: Quebec Regional Director Jenn Hardy

#### 1. Call to Order

At 9:33 A.M. CS welcomed everyone and called the meeting to order. DP volunteered to maintain a speakers' list to encourage timely discussion and fair participation.

Day 1: Saturday September 10th, 2011

#### 2. Approval of Agenda

There was a suggestion made to add an additional item to the existing 12: a discussion of the objectives of the new communications plan.

Motion 09/10/11.1: To approve the agenda Moved: Doreen Pendgracs Seconded: Rusti Lehay All Approved

3a. Approval of June 19th, 2011 Minutes

Motion 09/10/11.2: To approve the June 19th, 2011 Minutes Moved: Ross Mavis Seconded: Michelle Greysen All approved

3b. Approval of August 19th, 2011 Conference Call Minutes Motion 09/10/11.2: To approve the August 19th, 2011 Conference Call Minutes Moved: Heidi Turner Seconded: Rusti Lehay All approved

#### 4. President's Report

CS began by expressing his enthusiasm for working closely with this new Board on PWAC's key projects currently in development, welcomed MD as General Manager, and then solicited questions about his report. There were two questions: to approve the Web Board Motions (not listed on the Draft Agenda), and it was decided to approve them after discussion of the President's Report; and second, that at the end of the regional directors' reports we accept all of them as one group, rather than each individually. The Board accepted this proposal and there was no further discussion.

#### Approval of Two Web Board Motions

MOTION 7/25/11.1: Whereas the proposed upgrade to PWAC administrative processes can be achieved at a cost of approximately \$12,000 and will save up to 25% of staff time in relation to communications processes with members including billing for annual dues, the manufacture of press cards, the efficient delivery of bulletins and, in particular, the financial accounting: be it resolved that PWAC proceed with this project.

Moved: Christine Peets Seconded: Rusti Lehay PASSED UNANIMOUSLY

MOTION 8/23/11.1: That PWAC allocate up to \$7,000 towards the defence of the tariff for the use of authors' works through copying in post-secondary institutions in Canada as proposed by the law firm Hebb and Sheffer in their offer to intervene on behalf of Canadian writers at the Supreme Court of Canada in the appeal brought by the Province of Alberta as represented by the Minister of Education and others (Appellant) And the Canadian Copyright Licensing Agency (defendant) Operating as Access Copyright. Moved: Rusti Lehay Seconded: Christine Peets PASSED UNANIMOUSLY

Motion 09/10/11.3: To approve the Web Board Motion 7/25/11.1 Moved: Rusti Lehay Seconded: Ross Mavis Approved by All

#### 5. Vice President's Report

DP deferred commentary on the submitted report to questions. MG asked a question about sliding over a chapter. CS expressed the Board's thanks to DP for serving as Vice President.

#### 6. Treasurer's Report

There was a question about Line 32 on Executive Director Travel: should we be concerned about the low funds available for this expense and if so, might we borrow from another line to fund it? Low availability now was due to trips to ED Montreal that could be partly recoverable by CHRC would. Otherwise, RL reported that overall things were good but tight financially at PWAC. Indeed, as several reiterated, membership money comes in primarily during September, so we would not have a clear sense of the budget until later in 2011. Also, there were a few general questions/comments:

1. How often are Treasurer's reports generated? Answer: quarterly. 2. Many expressed thanks to RL's decision to highlight the key elements of the report in written form as an addendum to the spreadsheet. 3. What more do we know about the financial aspect of the impending Supreme Court case? Answer: other groups haven't committed funds, but that of the Writers Union of Canada and the Canadian Freelance Union were sufficient. Additional contributions by organizations with fewer resources will be welcome but not absolutely necessary. 4. Any other red flags? The PWAC Electronic Market Development Partnership (PEMDP) grant will help offset a current apparent shortage — but only if we get it. PWAC has a tendency to be perceived by governmental funding bodies as leftist in sympathy; while this could be a challenge, it could also work to our advantage by emphasizing small businesses and entrepreneurship, all the more so now that we also have the support of Magazines Canada — clearly seen as a business. If SC can effectively market the new service, we will see more

funds be made available to hire consultants and generate ad copy — projects for which we are looking for another \$93,000 from government sources.

ACTION: Staff will ask Lauren Stewart when chapter dues have been collected and transferred in recent years.

At this point DP suggested that we add an item to the meeting's "Other Business": to discuss the Public Lending Right (PLR) mandate. This suggestion prompted brief discussion on how PWAC is redefining as a place for entrepreneurs. A potential problem may be that the PLR favours more literary material — a problem consonant with other major writing grants in Canada. CS suggested we could continue this discussion in Other Business, and thanked RL for her very helpful report.

#### 7. Regional Directors' Reports:

CS determined that we would discuss the Regional Directors' Reports in alphabetical rather than geographical order.

#### 7a. Atlantic Regional Report: Ross Mavis

RM began by stating that there was not much of concern in his report. The most active places are Moncton and St. John. Central New Brunswick is nearly defunct. Atlantic-at-Large is working with George Butters to build. They haven't had a formal meeting, but Treasurer David Wimsett has asked for a letter from PWAC National to state that the Chapter Treasurer establish a credit union account (i.e., because the Royal Bank wants to charge \$14 a month for the existing account — quite steep).

Another point of concern expressed was that with the departure of Associate Director Lauren Stewart, some members might need more personal contact to be "encouraged" to stay in the organization. Several replied that Regional Directors could take a more active role in providing personal contact, as well as advocate members' individual personal responsibility to renew.

A wider issue raised here: how to target specific Chapters by email. The new post office system should allow the national office to send out material crafted by RDs. Also, new and returning members could be announced in chapter newsletters, for example.

DP suggested that one shouldn't necessarily worry too much about chapters' lack formal meetings and on a regular basis. Some groups don't like to meet, or they may prefer virtual meetings. The key thing is to stay connected as the director. The lack of feedback could be cause for concern, to which DP wondered whether there was a way to know who opens and reads emails.

ACTION: Staff will determine whether new system can cost-effectively facilitate DP's request CS advised RDs to incorporate the benefits of the new system into Regional Director communications. Deliver national office a ready-to-go email and it can be formatted with the standard national logo but maintain your more local voice. This can help give all PWAC communications a greater consistency.

#### 7b. British Columbia Regional Report — Heidi Turner

Victoria Chapter appears to be active. Vancouver held two executive meetings with new and enthusiastic members. They also have established Facebook and Twitter pages. HT is still trying to get a handle on the Interior chapter and what they are; they're not engaged, at least in a traditional sense. HT asked whether she should do more outreach?

The Tyee workshops have been a success; some suggested it might be valuable to get a PWAC member as a panelist at them. HT also will be meeting with a Vancouver member to develop some professional development workshops.

CS asked whether HT had any questions for the Board, as a new Board Member? HT would like to gather PWAC promotional materials for taking to post-secondary visits. We discussed how the PWAC rack card is in production and expected to be ready by the end of September; chapters don't need to make their own. Many expressed excitement for this new material.

ACTION: HT will send someone to the next Tyee event with PWAC promotional materials

ACTION: Staff will send HT a PWAC logo for producing copies of these materials in the interim, before the rack card comes out.

#### <u>7c. Ontario Region Report — Christine Peets</u>

Waterloo chapter information was initially sent as an addendum but added in by MD to the final report. Waterloo does two workshops a year and has one scheduled this month. CP had difficulty contacting the Niagara chapter, but historically they tend to want a less formal structure.

North West Ontario chapter expressed a wish to move out of the Ontario region to the Prairies and the North, a geographical area with which this chapter's members have a greater affinity. Question: should this request should be treated as a formal motion or could be discussed at a web board meeting? Answer: this Chapter must provide a formal request in writing and consult with the region they'd be joining. It seems that informally so far, according to correspondence between DP and one of the NOW members, Elle Andre-Warner, that Manitoba members are in favour. The Board did not foresee a problem with the switch, but need to get the Chapter's formal request in writing and see more clearly some of the reasons. Also, this move could result in the alignment of a new pocket geographically in the organization, but also generate similar moves by other chapters. That could produce an unwieldy realignment of chapters in other parts of the country.

ACTION: CP will approach the Ontario and the North Chapter and ask them to generate a formal request for this change of affiliation and to clarify whether they wish to retain chapter status. The letter should be submitted to the National Office and ideally be signed by as many of the members as possible.

#### 7d. Prairies and the North Regional Report – Michelle Greysen

The Saskatchewan Chapter has picked its student member, a fourth-year journalism student about whom they are excited. Question: do other chapters pick a student member? Manitoba started the student member and scholarship program, now four years running, and MG could approach the chapter president for further information on their approach. Otherwise, MG had not much to report, probably because of the summer season hiatus, except for an upcoming event in Saskatoon on September 17th that was not included in time for the report (a PWAC-sponsored one on relevant professional development).

#### ACTION: MG will email info on the event to MD

Another event of interest in the region is Word on the Street. Normally held in Calgary, this year it will be in Lethbridge and Saskatoon. They would love to have PWAC as sponsor; SC will investigate. Currently, PWAC pays for Toronto chapter's participation, but as Word on the Street grows nationally chapters may need to take on costs in their specific cities. Word on the Street is experiencing some

growing pains, but has lots of potential in terms of great events. MG says region members want to see concrete results from the financial benefit from MAGNET, and Word on the Street in smaller towns, could encourage more regional involvement.

ACTION: After the 2011 event SC will arrange a meeting with the Word-on-the-Street National Office to investigate a further collaboration with PWAC or PWAC sponsorship of Word on the Street.

Many expressed their congratulations on the region's new blog. The design here and, for another example, London blog builds community and consistency to communications.

Members link their blogs to regional blogs, and could assist in furthering the national organization's mission.

Question: what are the possible advantages and disadvantages to a newsletter versus a blog? Answer: a blog is more user-friendly and newsletters not always read (i.e., they can take too much time); one can always send a "go to blog" update on email instead of a newsletter. Here and in other parts of the meeting, it seems many of the day's conversations lead back to the question of communications. Some members express frustration; there's too much being sent out. Then equal numbers say there's too little. This confirms that we are in a period of culture change and provides further impetus for a clear communications plan and protocols.

#### 7e. Quebec Regional Report: Jenn Hardy (emailed, presented in absentia)

In the absence of a new RD for Quebec, CS suggested that if we had any questions, we pass them to JH. Everyone on the Board expressed strong support and admiration for JH's difficult decision to step down. They appreciated her thoughtfulness and honesty, and believed that at a future date JH might return to the board or serve the organization in another capacity.

The only two questions were: first, when exactly she would step down, and second, who might be appointed to replace her and what the procedure might be.

ACTION: CS will ask JH if she will continue to serve as Quebec Regional Director until a replacement can be appointed.

Answer to part two: a strong prospective candidate, Bruce Wilson, would be approached. The Constitution says the Board can appoint. In the meantime, CS reassured the Board that they would all do their best to ensure that Quebec is being well served, and that the Board should follow up with JH on her report if there is anything specific they wish to address.

Motion 09/10/11.4: To accept the Executive Council and Regional Directors' Reports Moved: Christine Seconded: Heidi Turner Approved by All

11:22 A.M.: one ten-minute break. 11:37 A.M.: Meeting reconvened

ACTION: After the 2011 event SC will arrange a meeting with the Word-on-the-Street National Office to investigate a further collaboration with

ACTION: CS will ask JH if she will continue to serve as Quebec Regional Director until a replacement can be appointed.

Motion 09/10/11.4: To accept the Executive Council and Regional Directors' Reports Moved: Christine Seconded: Heidi Turner Approved by All

- 1. Drop in Membership Renewals Thoughts and Strategies
- Normally we would have sent out second notice for renewals and threatened to cut people off membership services by November 1st, with December being the month these cuts were enacted (TG). However, due to various factors (changes in technology, staff, press cards, and grants/strategic plan), we are about a month behind, so there was discussion of how best to proceed, and what the cut-off date should be.
- Before cutting anyone off of the listervs or writers/pwac.ca, MD will send a renewal notice out solely to unpaid members, and then chapter executive and regional directors will follow up, based on membership lists released this week? As much as no one wants to put an onerous burden on board/chapter exec, the personal touch of being contacted by someone more locally can be advantageous to having National staff be the lone voice making a request.
- We will start outreach at chapter level, then move to RD outreach Cut-off date: Dec 31st. Definitely stress the urgency and payment options/flexibility

Action Item: MD has crafted a second notice. Will send to board before sending to membership. It will stress flexible payment options, as well as the value (and urgency) of committing to PWAC by renewing.

#### II. Check-Ins

- 1. CS: in activity report he will cover more; good year, looking forward to 2012
- 2. DP: informal liaison on industry liaisons, sense of dissatisfaction with Access Copyright payback system; membership organizations having a bad time all around, so our situation at PWAC is not unusual in this respect
- 3. RL: Nothing new to report until next treasurer's report
- 4. TG: nothing to report except is sick

#### III. RD reports

1. Atlantic (RM): Biggest concern is membership drop. Chapters healthy as one might expect. SWNB attracted new members; CNB virtually inactive; Moncton lost some; Atlantic-at-Large lost a lot. He needs to get in touch with George Butters (who has not renewed).

Generating interest in MagNet. Sandra's workshop was completed and well received. Allison Finnamore and Trudy Kelly Forsythe did a successful media workshop.

- 2. Quebec (BW): Not much to report, got update from Ian. David Gutnik gave a workshop on HT do radio documentaries, was well received. Also had fun small holiday party. Have some new members who seem excited. Julia Gideon outreach?
- 3. Ontario (CP): Ontario active chapters, especially London and SW Ontario. Gathering books for children, also "From Pitch to Paycheck" workshop coming up in February. Ben Benedict organizing "Wordfest" (arts groups in London, in Nov 2012). NW Ontario active as well, core of a Northern Literary Festival being revived in Geraldton for town's 75th anniversary.

#### 8. Committee Reports

Committee Reports are verbal only at this meeting; by February we will have written reports for all to read in advance of the meeting to make more efficient use of our time.

#### 8a. Communications Committee — Christine Peets, Chair

CS suggested that we include this discussion in the Strategic Plan discussion tomorrow instead; everyone agreed. In the meantime, CS inquired as to whether any action had been taken toward the Communications Plan, or whether the committee had any questions for us.

CP responded that some committee members think the committee should be called "Communications and Marketing," or that "Marketing" should be a subcommittee. Furthermore, internal and external communications issues can divide. We at PWAC need a more consistent brand umbrella, but also maintain local flavour and avoid being top-down.

Response from board: "Marketing Tools" might be better choice than "Marketing" alone. Second, some chapters have waited for something to come top-down and when it didn't, went ahead and did their own materials for themselves. No one wants to discourage local initiative; they can be the most effective. But if the PWAC logo is on a card, then whatever comes out of that person's mouth can becomes associated with PWAC. We're keen on copyright protection for authors, and should be for our organization, too. That's why we need a comprehensive strategy with philosophical underpinnings to recommend to the board. Committees also must be realistic for us to develop and implement. Many hope for a brochure to be designed and distributed (perhaps with space for individual chapters to brand), and currently the PWAC media policy is that only the President and ED or their delegates speak for PWAC officially.

#### 8b. Finance and Fundraising Committee: Rusti Lehay, Chair

Key question: are we a professional or charitable organization? The bigger question: how we want to present ourselves? Both speak to, and need, a strong strategic plan to guide the Finance and Fundraising Committee.

Question: is fundraising ever done regionally or by chapters, or only nationally? Answer: local chapters certainly could raise funds and seek grants if they wished; as RL added, one role of her committee could be to communicate to local chapters how to raise funds for themselves. RL in particular could be a liaison to regional and provincial area, though it can be difficult to get funding outside of Ontario. Also, it was noted that chapters used to do more fundraising in past, including donations (such as through the mentoring program, or giving Access Copyright 10% back). One successful example of local chapter initiative that CP mentioned was Ben Benedict in London when winning a \$3,000 grant to form a cultural committee investigating a Word on the Street-inspired festival of their own. This was not money to run the event, but rather, to conceive it.

Another tactic/question offered: when chapters are successful in raising money, their region could earn some incentive, such as an extra delegate or regional chapter award.

Another question needing clarification on two points: first, do Ontario grants not have fundraising potential for PWAC? Answer: they're the only place we receive operational funding at present. Second, why not remove the \$25 individual incentive for member referrals and instead have it benefit the region more broadly? Answer: while it had potential, we shouldn't remove the personal incentive.

Another suggestion: we develop this idea as a winter competition, like the pitch challenge where the

member who won the most number of pitches and assignments got a bottle of wine. It could be an experiment rather than a policy, to see how it goes.

ACTION: CP and RL will investigate the Writers Guild in Alberta member drive, as a possible successful campaign model for PWAC to explore.

#### 8c. Government Action Committee: Michelle Greysen, Chair

The Board discussed an advocacy issue at this point; one that had been brought initially to MG and then SC was involved. He is working with the member, someone who has experienced difficulties in getting remuneration and at this point, at least, informal and internal mediation with the organization rather than more overt or other public action.

The question of this particular committee's mandate likely rests, too, on a larger discussion: do our committees work in their current configuration or do they need to be restructured? The strategic plan will assist us in answering it.

#### 8d. Industry Relations Committee: Doreen Pendgracs, Chair

DP deferred action on this committee until more discussions have occurred re: the Strategic Plan tomorrow. The Committee has been dormant and without a mandate but waiting for more direction. The Committee wants to align with other key players in the industry and form alliances.

#### 8e. Membership Services Committee: Heidi Turner, Chair

Originally HT was co-chair, but now seems likely to be the sole chair, if JH is stepping down. This committee might overlap with communications, and will keep that in mind in the coming year. Question regarding Staples, a request from them for us to become one of their preferred members for which we'd have to give them \$2,000 a year to access their discounts. They seemed to misunderstand our request as one for individual member benefits, rather than organizational ones; indeed, members as individuals would likely spend far more than \$2,000!

ACTION: RM will send material on this matter to HT.

ACTION: SC, who says we have a similar Grand and Toy discount program, will check costs.

Question: while the Press Card program exists, might it be useful to consider having a PWAC membership card for discounts? Its implementation would be a longer-term process, but this is something the Membership Services Committee could reflect on (i.e., the Press Card is an opt-in only, not handed out automatically to all and offers no discounts per se).

Question: should the Associate Membership offer a lower fee for this level? Answer: If PWAC were to consider a lower fee, then it could only be for a finite period of time; otherwise everyone would opt to be an Associate. This move would not require a constitutional change; the Board can set and change dues.

ACTION: CP will go back to the London chapter and ask them for more info on this request, and then communicate again with the Board on the Web Board before HT explores it further. Depending on the reply, the Board may consider some financial modeling to determine the value of implementing this change.

#### 8f. National Conference Committee: Ross Mavis, Chair

RM has not done anything on this committee yet but will arrange a conference call with himself, SC and MAGNET.

#### ACTION: RM will arrange a conference call with himself, SC, and MagNet

Request: provide earlier notification of the exact conference date, accommodation recommendation and rate, as well as details of the programme. Part of the problem was that last year MAGNET's info was out early, but Montreal's couldn't be. This year's conference —June 5-8 at Courtyard Marriot on Yonge Street — was noted in the meeting. National we send out a "save the date" bulletin.

ACTION: CS will put out the bulletin

ACTION: Staff will send out timely reminders on the date of the conference, accommodation recommendations/rates, and other conference program details to keep members

#### 8g. Nominations and Awards Committee: Craig Silverman, Chair

This Committee will be starting to look at awards soon. The calls for nominations will go out in early 2012. We revisited the idea of a regional growth award here. Although we have regional member awards, we don't have regional chapter awards. This kind of award should probably occur on the level of the region itself rather than national, because as great as awards are, they take up valuable staff time and labour that could be better spent elsewhere. CS noted that his committee and PWAC need to grow the two newest writing awards open to everyone, not only members; the original hope was that they could attract people to PWAC to become members. The committee must do a better job of marketing these awards.

## ACTION: CS will contact DP for help when it comes time for the Committee to discuss strategies for growing these two awards

Question: should we give out awards if there's only one contestant? Answer: no. The recipient's win depends on a strong nomination letter. The existing process: anyone nominated is eligible, but people can't be considered if not nominated. The Board is encouraged to try and spot people throughout who might be worthy of nominations. It is a valuable award and well received, so it's worth pursuing.

12:49 P.M.: Meeting paused for lunch break

1:37 P.M.: Meeting recommenced

#### 9. Executive Director's Report — Sandy Crawley

CS explained that SC would first go through his report. We would have a discussion on it, and then pass a motion for the priorities.

The report began with good news, especially regarding the Supreme Court case, about which copies of the memo laid out a good overview of some of PWAC's sister organizations. This case could generate opportunities for PWAC to work with other writers' organizations — something that could prove useful to the Government Action Committee in particular. Indeed, the Writers Union of Canada's recent strategic plan shows potential areas of overlap with PWAC. PWAC's main issue is acquiring funding and overseeing the developers to get writers.ca fully functional and user-friendly.

The big job this year will be to actively market the new writers.ca to members, potential members, subscribers, and clients. This critical mass of publishers and corporate clients especially can grow the organization and increase revenues. The deeper challenge is to induce our client base to adopt the contracting and negotiation tools within this service.

Another site of growth? PWAC is beginning to get more requests for mediation, not only in periodicals, but also online infringement and failure to honour contracts for books. The ED needs to make

time to research solutions to these challenges.

Extensive questions from members remain an ongoing source of work for staff. Lauren Stewart has been answering them during the staff transition, and MD will begin to take on more as she gains knowledge and experience.

Our main promotion to renew memberships will become the new writers.ca. One value here is that there are no extra fees for PWAC members to experience its benefits. SC wants to launch it without ads to create a clean professional online environment and avoid being perceived as competing for scarce advertising dollars. The question of putting sponsors on the site is difficult: would these be seen as sponsorships or ads? We want B2B and Magazines Canada to become subscribers, as well as non-publishing clients for corporate writing. We need to get people in those contexts. Also, one representative of major educational publisher McGraw-Hill loved the demo; her question to PWAC was whether it would generate hundreds or thousands of dollars?

Right now the notional one hundred dollars, but consider the possibilities if we have a thousand companies at one hundred dollars each. After all, writers and hirers need each other: without both, there's no market. We need a low rate to get in for much benefit, but each side will sell the value to the other.

Two questions: first, would there be any criteria for qualifying and inclusion, and second, should we demand decent payment rates? O-Desk, for example, doesn't have that, but is a potential resource. Answer: these questions still need to be explored and answered. Best practices will be there onsite, and we may discourage those who don't want to pay, but there is no way to enforce at this point. Freelancers and their clients will be able to name their own terms and conditions, including rates. The concept of a scale agreement for writers would be great, but it won't be there for the next few years. We don't want to give the impression that PWAC is working with the industry if it's not in members' interests. Rather, we want to build this partnership to our advantage. SC, for example, has a meeting with the ED of Magazines Canada next week to build on his verbal commitment to push his members to subscribe to writers.ca. The idea is to build a market. While we've had online directory for years, we are in a much better position to build and expand our markets, for example, by including mixed media in our talent directory profiles.

Some people were hoping for a demo at the most recent AGM, but Concordia would have required a large fee for audiovisuals equipment. The demo has been sent out as a sample to the Board. SC will ensure the next demo will be enhanced, a more complete training tool, once the service has been refined to its final, pre-launch form. SC's big task is to make sure this site is a huge success. More money, more members, more markets — these are the goals.

The vastly improved writers.ca will give the organization better infrastructure, for writers.ca and pwac.ca can be integrated. On a related note, CS brought up the example of how CUP created a forprofit subsidy in terms of national-level advertising. CUP's idea was to build a business out of an alliance. At PWAC, our funders are not currently as reliable as they used to be, so this could provide some financial stability and sustainability. In this respect, CS notes that marketing and building writers.ca is going to require a lot of SC's time. For CS, that's an important and unquestioned issue. For the rest of the Board, that means offering a lot of strategic support, so the Board may need to step up.

SC notes that except for one widget, which stores and retrieves material in Access Copyright, the rest of the site's intellectual property is on open-source software in a licensed design to us. A feature of the business model is that we can offer it as a platform to other member organizations to develop their own sites as a talent directories or internal communications tools. That's where we'd need to do seri-

ous market research.

We do need to recover some of our own investment, and as it grows, we can.

The completion of this project is based on a grant we have not yet received. If we don't get it, he asks, what will we do? SC responds that its implementation would proceed and refinement and visual enhancement would be much slower. If we don't get our grant, all options would have to be on the table, but SC is confident we'll get something. We were to learn the outcome originally in June with a September launch; now the window is September-December. It took so long time to process the grant after its announcement that we got our first cheque on March 27 — days before the projected end of Phase 1, which therefore required negotiating an extension. A similar result may occur in Phase 2. This program is called the Collective Initiatives Program, and next year it won't be a two-stage process like this year has been.

# ACTION: SC will set up a meeting with the Ontario Media Development Corporation to explore ongoing support for the dissemination of writers.ca

SC hopes we can launch ourselves as leaders in the widespread for quest digital new business models. We can influence publishers to adopt new business models that better address our members' needs. In theory, authors don't necessarily need publishers anymore; all you need now may be a good editor and designer. So PWAC can aid in putting pressure on publishers. This point leads to the next logical step for the site: a self-publishing technology. If we get there, we could adopt stronger compensation and rights management models. The private/for-profit sector has been thinking of these matters long prior, but we have a chance to get ahead of the game with a cooperative not-for-profit publishing model.

#### Questions or Comments on the report?

1. Question: there was one point near the bottom of the Report's overview, the use of the phrase "from internal preoccupation to active engagement with industry": what are these "internal matters" being referred to here?

Broadly speaking, at PWAC historically committees and volunteers have been expected to do too much; hence the need to professionalize, define the organization's goals, then have or build a staff big enough to deliver on these goals. While there has been some progress towards a more professional approach, we need to continue the direction. Let's move past a cozy feeling of "We're us, we're PWAC" to focus on business and public policy more. At PWAC we are poised to shape economic justice for the self- employed. Creative people like our members are on the cutting edge of a freelance labour force, one rising as a more traditional model shrinks due to corporations in all sectors downsizing staff. We at PWAC can play a leadership role, not simply vent and complain about internal matters. We must be careful not to once more return to relying on volunteers to take on staff functions. With board guidance and direction, staff needs to take the lead and manage affairs. Having hired part-time staff member for bookkeeping is a good start, but SC wants to create another position full- or part time. Also, RDs can ease the flow of questions into the National Office. Volunteers have wonderful intentions, but not always the time or ability to follow through in action. Without staff support and institutional infrastructure, projects get lost.

2. Comment: the value of action assignments in the Board Meeting Minutes.

Action Assignments offer a concrete way in which both board and staff can stay on top of tasks, make sure they get raised and then implemented. The board or volunteers shouldn't be responsible for completing staff projects. The past tendency at PWAC to demand a lot of volunteer labour can discourage members from participating and joining. While some may reject us as we build this new model for our organization, we need to recognize that we're at a crossroads: we can either go back to volunteer- ex-

ecuted projects or move forward to elected leaders overseeing and directing staff to execute programs.

3. Question/Comment on PWAC's resource allocation — where can volunteers be more useful? This is a question that our Strategic Planning session can address. How to get people involved but not drained by our organization? We want to bring in high profile writers; they may be in a position to give back more, especially professional development. More broadly, one key priority for us is bring in new people, to be implemented over months, and indeed, years. We don't want to send any message to our members about being overloaded, but what about the status of other projects while SC is engaged in promoting and developing writers.ca? Despite having full faith in SC and MD, she also doesn't want to discourage qualified people from providing their aid as volunteers nor see other projects suffer.

Time spent training volunteers to execute projects is lost staff time. This will hurt the organization. Even if only administrivia were the site of board member volunteer labour, the board shouldn't be dealing with administrivia. The board has a much bigger role to play given their valuable expertise. He encouraged the board to search pwac.ca and you'll have answers to many questions already. It's appropriate for members to contact staff, and no one wants to alienate anyone who wants to help/volunteer, but appropriate areas of responsibility must be recognized and respected. Furthermore, if the board grows too involved in staff administration it can project an unprofessional image. Also, how do you fire a volunteer when you need to? PWAC board can be of more assistance by guiding and directing staff.

Synthesis of the discussion thus far. First, the board asked: how can we help? As much as we can, the board should learn answers for themselves at pwac.ca and conserve time for staff. Second, the best way for the Board to serve is as a board. The board must give direction to staff by defining priorities; then staff knows how to prioritize. If staff flags an issue to us, then the board can deal with the problem. This report/discussion then segues well into our priorities discussion next.

#### 9b: Priorities for 2011/2012

Review the supplied list: are these the key areas on which we should focus? The priorities listed on the ED report were not in order of importance; each equally important as the other (see June 19 minutes re: this point).

A "blunt" question to start: does this board have we got full confidence in our ED that the priorities will be implemented? Yes, especially given the role of Action Items that can be aligned with proposed priorities. At the next meetings, look at your action items and note their status updates. This is a process that previous boards came up with to get us all focused, both for staff and the board.

Key PWAC priorities in 2010/11 were: get a grant to develop the website upgrade; lobby actively on proposed copyright law; develop a chapter handbook (a board task); maintain our presence at MagNet; and produce a bang-up conference in Montreal. All were delivered.

It also was noted that RDs should share their monthly reports with the membership so that we can better define the priorities for them. CS will extrapolate regional report issues in his President's Report. The more our members know what's happening, the less anxious they'll be and the fear of the unknown reduced. SC and MD let us know when things are getting hard to handle at the Staff level, and action items as a checks and balances system offer a useful reminder. The President can help enforce action, too.

CS asked for a motion to endorse the proposed priorities in the Executive Director's Report?

Motion 09/10/11.5: To endorse the proposed priorities in the Executive Director's Report Moved: Ross Mavis Seconded: Rusti Lehay Approved by All

At this point, CS asked if there was anything else in Executive Director's Report to discuss? RL asked if there was any place in weekend meeting to discuss MagNet? CS offered for RL to discuss it now, but RL decided not to bring anything up at that time.

Motion 09/10/11.6: To accept the Executive Director's Report Moved: Christine Peets Seconded: Ross Mavis Approved by All

Day 2: Sunday September 11th, 2011

9:30 A.M.: Meeting called to order

10: Membership Services Committee and Regional Events Sub-committee

Suggestions of people to approach for this Committee? Currently it's RM, JH, and Trudi Down. Trudi may be willing to sit on it, as might JH.

What would be of benefit for the membership? what member benefits should we seek? Discount at Stratford is a good one. This committee, it was clarified, will be a sub-committee of Membership Services, which HT is chairing. Should it be kept as a sub-committee?

The choice of words is important. "Web task force," for example, was extremely effective. There are differences between a "sub-committee" and a "task force." Calling it a "Regional Events Criteria Task Force" sounds like we're going to get a job done and then move on. "Subcommittee" sounds more involved and drawn out. What should this task force accomplish? We need representation from all regions, which will be a challenge. What kind of resources will be available? Should it be a task force of the Membership Services Committee or of the board? Regional events benefit members, but is this a benefit to all members? If we want regional representation, then we need to show regions money and have a person from each region invited, the latter of which could curtail complaints later.

ACTION: each Regional Director will call for one person to sit on this as-of-yet unnamed entity. (ED note: name and mandate to be determined on the web board?)

We will find passionate members on this issue, and it will offer a concrete benefit as an effect of Mag-Net, perhaps two members from Ontario (no need for one from Toronto... though having a Toronto person could be good for generating ideas for other region)s. One of the biggest issues will be deciding on a budget for these events. The Regional Development Fund is only \$1000 a year; \$200 per region, not much.

Question: will there be a fund for it and how will it be divided? Answer: regional events need financial support, and we need to know what people in each region need. Potentially \$1K per region could be consolidated into a multi-region fund... though we'd need to be careful this task force doesn't develop in reaction to MagNet. We should be building on MagNet, not working against it or to take it down. Still, we should support what people want to do rather than directing top-down. Another issue: can regional events make a profit to recover costs? No reason why not.

These are the larger questions facing this sub-committee/task force: What is its focus (and how does it fit in relation to the committee's mandate)? Namely, what kind of events, money spent, and consistency of events across country are we talking about? What should HT do with this information?

What kind of deadlines should be in place to get action? Heidi doesn't want this to go on forever as merely a debate or possibilities.

Developing criteria would be the first job, and no more. Let things grow organically.

Also, there would be no reason not to partner with other organizations when planning events. HT stated that if she and her sub-committee members come up with criteria and if events met criteria, then PWAC would fund it.

Two related questions. First, members are curious about how much savings is actually occurring, so we need a quantifying amount to convey to members. Second, there might be a dilemma based on active versus inactive chapters: will there be a deadline of some sort? Otherwise, certain more active chapters might get more money, even though a smaller chapter might propose a great event, albeit too late.

ACTION: Each RD should reflect on successful regional events in her or his region and send a short description to HT as she and her sub-committee develop criteria.

Another issue here is the issue of regional events accounting. Can a regional event be done without a regional bank account? We will have lost considerable money doing two conferences instead of one last year, so there will be a lag before the money from combining forces kicks in. There will need to be some sort of reporting and accountability structure, such as a follow-up report after the event (as with grants) — a good starting point for developing criteria. Also, should a goal of these regional events should be to gain members? Answer: maybe, maybe not; the events could draw people in.

One idea: certain regions of the country are centres for excellence for certain kinds of writing — build an event around the region's excellence. For example, medical writing in Quebec is strong. Taking this approach could facilitate travel and encourage cross-pollination. The downside would be that if a member didn't live in the region where the event occurs, she or he would need to travel to it. Another option: splitting up resources in a region according to size of region as a percentage. Then smaller groups could pool events and money, which may be more democratic. If we have \$5,000 a year for the first year it could be divided symmetrically, which could counterbalance the "I- have-to-go-to-Toronto "groan. We might have a major regional event outside of Toronto every year even, one we could really sell. The concept of sharing resources and responsibility between national and a chapter/region might work best.

Question: should HT come up with recommendations and the board then vote? Answer: yes. The Member Services Committee will come up with criteria for a regional event strategy. Some sample questions to keep in mind: How does this event look? What makes something a regional event? What are its criteria? What kind of application process will there be for receiving national funding? How will groups establish and provide a budget?

When HT approaches people for involvement on this committee, the board recommended she make sure they know it will be for a finite time, not ongoing and draining. The Communications Committee, for example, is going to be very task-specific: develop recommendations for a communications plan. Perhaps we will do a regional event every other year instead, lest the committee to be too much in competition with the national conference. It's important that no regional event be held either prior to or after MagNet; fall or spring would be preferable, especially fall.

ACTION: HT will draft a document that will be submitted to the board for their feedback in advance of soliciting members

ACTION: RM will send Heidi regional conference information that he gathered.

The goal of subcommittee should be clear: "How PWAC should structure its support for regional events?" HT will solicit more than 5 or 6 people tops. Question: should these events be new or could events that had been occurring be eligible? New events preferred; older ones only if they offer a new element to encourage people not only within, but also beyond their region. One possible strategy: have two separate application processes on one form, one for new events and another for already established events. And another aspect to consider: a live web-streamed event becomes not just a regional event but also a national one.

10:30 A.M.: CS ended discussion on this item. Break commenced 10:45: Meeting recommenced

#### 11. Strategic Plan: identify objectives and note points for RFP

This item of the agenda was a brainstorming session for the Board. Confidential.

12:30 P.M.: CS ended meeting; lunch break recommenced

1:07 P.M.: Meeting Recommenced

#### 12. Self Publishing and Its Variants

CS began by saying that actually we have two items in this section to deal with: Regional Development Travel Fund and Self Publishing. We could begin with one and develop the other. The former overlaps with the questions and tasks for the Regional Events Sub-Committee, so we began.

#### 12a. Regional Development Fund and Travel

CS began the discussion by pointing out that we have regional development funds, and asked what the board thought might be the best way to allocate them?

Question: how does the travel subsidy work? Answer: a few years ago, PWAC established \$1000-1500 as funds to subsidize travel, but that we didn't use up these funds. There was then some discussion that the RDs should get together to decide how to spend these monies. RD travel might include travel to a relevant meeting, but the RD should prioritize for themselves how to allocate best. It's a small amount of money and relates to regional development; if someone wants to start a chapter, then this fund can help them. It's an open concept right now, as to what "regional development" means.

It was also noted that Quebec, which has only one chapter, does not need RD travel funds. Yet the job descriptions on writers.ca for all RDs state that travel is required to each chapter at least once and as many times as needed — a policy that may need to be reconsidered. One option could be a Skype contact, which would allow, for example, HT to "visit" the Interior Chapter.

Question: what events may be considered relevant? For example, the Elliot Lake Writers' Workshop as one possibility. Has value, but may not be worth full expense?

Question: what the budget for the coming year was and how best to divide it between regions? Doing so now would make fund availability clear for the year. There is \$1500 available total, but some of it has been spent; about \$500 was left. Is this money is about regional travel within a region, and not to

other regions? Ultimately board members can help represent each other.

Delicate issue: how to distribute funds regionally. One proposal: take the whole and divide it by the number of regions (5). Although again, we would take Quebec out. All three Quebec RDs never used the fund because Quebec is a unique region with only one chapter. Another proposal: try to make it \$1600 and divide it equally by 4 regions. An additional option was to assign \$300 for four regions, and an extra \$400 on a case-by-case basis based on specific region need. For this year, the remaining amount would be divided evenly by four with receipt submitted in support of claims.

Question: would it need to be spent that year or could it be rolled over into the following year? The consensus was that it needed to be used each year, not carried forward.

Question: should someone on the board propose a motion at this stage? Answer: many were reluctant to pass a motion that would affect Quebec when there was no Quebec RD present. The motion is tabled.

ACTION: Motion to be tabled for the web board when the Quebec Regional Director is present for a vote

— The amount for regional travel will be divided by four between the Atlantic, Prairies, British Columbia and Ontario regions, excluding Quebec, and any claims will require the submission of receipts to be submitted to National Staff.

ACTION: Staff will report to the board by the end of September the precise amount left in the budget for Regional Development Travel for this year.

2:05 P.M.: Meeting paused for a short break

2:20 P.M.: Meeting resumed

#### 12b. Self-Publishing and Its Variants

CS began the discussion by saying first that our discussion in person today would end at 5:00. Next there were a couple of points to know upfront.

- 1. When we updated the Constitution, there also was an update to criteria. Self-publishing used to be stigmatized, but now quality is improving. Current PWAC language states that a member must have at least one professionally published book. This approach doesn't reject self-published works outright, but reserves the right for PWAC to exclude members who may not be as clearly professional. To be clear, then, our existing criteria do NOT exclude self-published authors (but they MAY be excluded if necessary).
- 2. For people who aren't our members, it's becoming more common to self-publish. As a result, should we at PWAC be doing more to attract members who self-publish? Also, should we be doing more to help with professional development around the issues of self-publishing?

Responses: quality is paramount here. It's great if we have more members, but we must keep the quality high. Yet PWAC hasn't set itself up as an aesthetic judge. One suggestion: ask for proof of the self- published book having made money and generating a sales record, or perhaps having a strong distribution?

This topic is going to increasingly arise. We need to look down the road at how we will qualify these is-

sues, and whether we might want to be at the forefront. TWUC screens but does not exclude self- published books, and it would be sad at PWAC for us to start penalizing authors who change their writing paths. Because we do offer a possibility of self-published authors joining PWAC, we have a body of individuals who would accept such applications, and if turned down, could have the option of taking their case before the board.

The way we qualify membership now means in theory that it's supposed to be the board's responsibility, though in practice Staff executes it and ratified by the Board. This discussion is valuable so that Staff knows what to do regarding the process with clear criteria.

Remember, we don't need to change criteria to not exclude: we already have grounds to exclude in the "professionally published" language. Yet here is the place where more work needs to be done for the benefit of staff. One possibility would be to suggest that applicants meet two out of three prospective criteria. And here, knowing TWUC's criteria would be beneficial. No one wants to open up the issue of changing the

Constitution on this front yet again.

We shouldn't try to be arbiters of taste. Possible strategy: a point system with a qualifier on our website: "If you don't think you fit this criteria, please contact us for clarification." Create clear criteria for Staff to follow — that is the main directive.

- The Board returned to the question of coming up with five sample criteria, and a candidate would need to meet at least three of these:
- The book would need to be professionally edited, with a letter attesting to the editor's certification and professional association;
- The author would need to provide evidence of a certain number of copies sold, and therefore not merely printed (and not sold to one person only!)
- The author would need to provide evidence of distribution with Indigo and at least one major retailer, or reputable professional independent booksellers
- The author must provide a review of that work by at least one publication that pays its writers, or achieve some degree of notoriety within its particular region

The author must provide an endorsement by more than one existing PWAC member

ACTION: First, CS will raise this point on the web board in September to gain greater insight into how this approach might hold up in practice, and Second, SC will informally approach a few members this month to get their take on the issue. Third, DP will approach Elle Andre Warner, a member of TWUC, and someone who is also a publisher and may have some insight. All three will report back to the Board in one month.

#### 13. Other Business

#### 1. Public Lending Right (DP)

There was a discussion of the pros and cons of PWAC contacting TWUC over the PLR, which resulted in the following action:

Action: DP and SC will work on a letter to the PLR Commission, and run it by the Board before making anything public. Then we can determine if it's useful to take further.

#### 2. Board Member Guidelines

It would be useful to generate a binder what new board members are to expect, what will be paid for, what to do. Bruce Wilson was working on a policy manual; this could be a part of that. Also, keep good notes for yourself to pass on to your successor when you depart.

#### Action: create a binder for new board members

#### 3. writers.ca

Action: everyone should log in and start using writers.ca right away so that we can test it properly Action: Keep the last weekend in January and first week in February (we will need a full day Friday, Saturday, Sunday) and let staff know if any conflict with one or both of these dates arises in the next month. Staff will set dates for next in-person board meeting.

Motion 09/11/11.1: Motion to adjourn Moved: Ross Mavis Seconded: Christine Peets Approved by All



# PWAC Board and Staff Conference Call (Check-in) 3:00 PM ET, December 19th, 2011 Agenda

- 1. Call to order
- 2. Overview (C.Silverman)
- 3. Check-Ins
- President (C.Silverman)
- Vice-President (D.Pendgracs)
- Past President (T.Gulliver)
- 4. RD reports
- Atl. (R.Mavis)
- Que. (B.Wilson) ON (C.Peets)
- P&N (M.Greysen)
- BC (H.Turner)
- 5. Activity report
- Membership renewals (M.DeRosia)
- Advocacy (M.Greysen, B.Wilson, S.Crawley)
- PEMDP (S.Crawley)
- Strategic Plan decision process (Core board)
- MagNet (S.Crawley, R. Mavis)
- 6. Membership candidate for special consideration
- 7. Other business
- 8. Adjourn

#### Present at Call:

• Craig Silverman, President (CS) • Doreen Pendgracs, Vice President (DP) • Tanya Gulliver, Past-President (TG) • Rusti Lehay, Treasurer (RL) • Ross Mavis, Regional Director (RD) for Atlantic-at-Large (RM) • Bruce Wilson, RD for Quebec (BW) • Christine Peets, RD for Ontario (CP) • Michelle Greysen, RD for Prairies and the North (MG) • Heidi Turner, RD for British Columbia (HT) • Sandy Crawley, Executive Director (SC) • Margaret DeRosia, General Manager and Minutes Taker (MD)

#### I. Call to order (CS), with Membership Report here (MD)

This is informal call, check in on things in general, with an emphasis on the following:

NW Ontario – 2 issues, both remain unresolved:

- 1. chapter dues
- 2. move to Prairies

In terms of moving to the Prairies and the North region, TG suggested that perhaps there be a conference call Michelle, Doreen, Christine Lorna and Elle. National will set up call

Toronto, as usual, has lots of events, 3 successful PD events. Also went to rare book library. More than 50 people came to holiday party, and running a petition to changes to Bill C-11.

Waterloo hosted 4 workshops since Sept 2009, beginning members meetings and work- sharing/reading

There is hope that a chapter in Sudbury may start soon, but it's on hold for now because they only have three people so far (Heather, Laura, Scott, possibly Gordon; Angie would make 5 but she didn't renew)

#### 4. Prairies (MG):

Blog went up, well received, 1000s of hits. Vibrant PWAC place. Advocacy issue went off well thanks to Sandy (Three-time award winner). Calgary = most active, Edmonton is quiet. Andrea (Calgary chapter) deserves special thanks.

#### 5. BC/Heidi:

Good and bad news. Victoria very active, 2 events, and held a small holiday party as fundraiser, won \$500. Vancouver is quiet and disconnected, however, with people not responding to email or attending events. Vancouver exec is going to regroup in January. HT is enhancing PWAC profile, such as visiting Professional writing program at Douglas College. Interior is quiet but new chapter in Fraser Valley = exciting. Has 5 members, 4 expressed interest, and now Robyn Roste would be 5th.

Enhancing personal contact by HT is rewarding; MG echoes this sentiment in her region. DP suggests the blog creates a platform for those conversations. Vancouver holiday party, for example, only had 6 attendees. HT has asked for reports from those who went to Tyee event, but she hasn't heard back from them.

#### Action Item: HT will push partnership there at Tyee

#### **IV.** Activity Reports

a. Membership — already discussed; see addendum at the end of these minutes

<u>b. Advocacy</u> MG tagged on to SC and BW's advocacy issue. Strong snowball effect with tweeting, blog traffic, Facebook. SC hasn't seen this much engagement in an advocacy issue in a long time. MG discussed how much this issue has created connection in and among the PWAC group nationally.

BW described his Ottawa trip briefly. The Parliament visit was an eye-opener. One could really see how partners work on this, what they're thinking. Lobbyists know every intricate piece. As several noted, BW's memo (sent out as a PWAC bulletin) = excellent and personal contact can have impact on MP and the political process. Parliament sits on the 30th, we should push for that. SC: the judges themselves asked key questions pertinent to our side. Also, this work has strengthened our relations with our sister organizational partners.

DP asked what the next key date to watch out for would be. BW said they haven't finished second reading, and will continue on January 30th — gives us time to build interest. Also, we don't know whether they'll make progress ON the 30th. They won't re- see witnesses, but our partners like TWUC will go forward then. Our partners have a common cause and unified message.

Action Item — Forum in January? Hold a general education session with MG, BW, and SC on Bill C-11; maybe add copyright lawyers to join in on the call.

<u>c. PEMDP</u> SC provided an update on still waiting on \$, and how frustrating it's been in terms of how long it's taking. We may have to pursue other sources of \$. We're not keeping up with new technologies. SC will push in January, may go to head of program. There is a good alternate contact at OMDC, but SC had wanted to keep that contact in reserve to help with refining/marketing it instead. Nothing else to report?

MG noted there is dissent over the delay on the listservs. Don't ignore it.

CS: end of year thing – SC will craft a bulletin and address this issue, as well as trace the recent advocacy work. Also will bring in stuff on MagNet, including some PD/ DP: supports that. There are a lot of people asking. Convey that information to members

SC: now the minister must review every application. Also, Canadian Periodical fund has had major challenges, Mark Jamison at Magazines Canada w/publishing industry taking response for Blue Box campaign.

#### d. Strategic Plan

SC described process. Allan and Diane = dream team formed for us, highly motivated, going to be strong. CS gave a brief history for the full board (already known by the core board) about the multistage process. SC has followed up with finalists.

<u>e. MagNet:</u> RM/SC RM described Allison, Tracey Allen, Denise Flint, Ross = committee. They've had teleconference meetings re: reception/"kitchen party" (reception = too stodgy a term; we need more

music and food!). They are still looking for a speaker for writers awards luncheon on Fri June 8. Had some people bow out (budget of \$500 is a liability... most speakers' fees are \$5k, not \$500). Other ideas: Russell Smith, Calvin Trillin – summer home in Nova Scotia?... SC notes that our AGM will be on Friday at the end of week, after MagNet.

<u>Membership candidate for special consideration</u> (confidential): person looks promising, we'd love to have this person, but needs to build one pub first. Doesn't yet meet requirements. X should encourage this person to attend as a non-member and make connections with PWAC, perhaps to build leads for writing. [name withheld from notes for confidentiality].

#### V. Other business

- SC: could we honour Heather Robertson? Maybe at Kitchen party (MG) or as speaker? Or February w/board?
- BW: policy manual task force (BW): Google docs... moving forward well. SC: mediation service is heating up, even internationally.

#### Call adjourned at 5:05pm



# PWAC Board and Staff Conference Call (Check-in) 3:00 PM ET, January 31st, 2012

Attending: President Craig Silverman (CS)

Vice President: Doreen Pendgracs (DP)

Treasurer: Rusti Lehay (RL)

Atlantic Regional Director: Ross Mavis (RM)

British Columbia Regional Director: Heidi Turner (HT)

Ontario Regional Director: Christine Peets (CP)

Prairies and the North Regional Director: Michelle Greysen (MG)

Quebec Regional Director: Bruce Wilson (BW)

Executive Director: Sandy Crawley (SC)

General Manager: Margaret DeRosia (MD)

Regrets: Past President: Tanya Gulliver

#### **Agenda**

- 1. Call to order
- 2. Snapshot of current financials (Sandy/Rusti)
- 3. Discussion of proposed measures & new suggestions
- 4. Discussion of next steps
- 5. Adjourn

Meeting commenced at 11:00 A.M.

#### #2-4. Current possible measures to address financial crisis

- reduce staff time
- defer large payments/expenses as much as possible (also: extend time frame for strategic plan so

that it's announced in Fall 2012, not at June AGM as originally planned)

- develop an early renewal incentive package
- develop campaign for a "come (back) to PWAC" incentive package for new/returning members (possibly by targeting other writers organizations' lists?)
- a donations drive
- attract sponsors, generate bridge funding, and explore other funding options for phase 2, such as OMDC, given ongoing delay

PWAC will focus its energies this remaining year on:

- 1. Reducing/eliminating the deficit
- 2. Make MagNet and AGM outstanding
- 3. Improve and expand internal communications and services to members

Responses to the possible strategies for addressing the fiscal crisis now

- Some questions were raised about early renewal option. It likely would not net significantly greater revenue, even with incentives (maybe 100 people max). Also might cause us problems for next fiscal year.
- Staff time reduction averted for now by donations by Sandy and Craig.
- Donation drive for existing members and others shows promise
- After a lengthy discussion, a straw poll was taken to begin work on encouraging new/returning "come back to PWAC" membership drive, which would offer new/returning members some sort of discount package as an incentive. Current members would be eligible for referral discount (\$25), and if bringing in enough new members, could conceivably get a free membership come September 2012.

Two options were proposed for new/returning member incentive plan/membership drive:

Option 1. Pay for 12 months and get 18 (or more, depending on when they join).

Option 2. Get a percentage of their dues discounted if they join now. Could make this discount contingent on joining now-Sept 2013.

Call adjourned at 12:30 P.M.



## February 2012 PWAC Board Meeting Held at PWAC National Office in Toronto, Ontario February 11-12, 2012

Attending: President Craig Silverman (CS)
Vice President Doreen Pendgracs (DP)
Treasurer Rusty Lehay (RL)
British Columbia Regional Director Heidi Turner (HT)
Ontario Regional Director Christine Peets (CP)
Prairies and the North Regional Director Michelle Greysen (MG)
Quebec Regional Director Bruce Wilson (BW)
Executive Director Sandy Crawley (SC)
General Manager Margaret DeRosia (MD) – Minutes Taker
Regrets: Atlantic Regional Director Ross Mavis (RM)

Day 1: Saturday February 11th, 2012

#### I. Call to Order

Meeting called to order at 9:38 A.M.

#### II. Approval of the Agenda

Motion 02/11/12.1: To approve the agenda

Moved Rusti LeHay

Seconded: Christine Peets

All approved

#### III. Approval of the Minutes and Web Board Motions

Minutes were submitted for approval of the September 11<sup>th</sup>-12th, 2011 in-person board meeting and the January 31<sup>st</sup>, 2012 full board Conference Call; the minutes for the December 19th, 2011 full board check-in conference call were also submitted for consideration. Minor errors were noted and would be amended by MD before public posting.

Motion 02/11/12.2: To accept both sets of minutes as amended

Moved: Rusti LeHay

Seconded: Doreen Pendgracs

All Approved

Motion 02/11/12.3 (Web Board Motion): That PWAC support the initiative to establish a Writer's Co-op (as outlined in the 2012 document prepared by Bill Freeman) for the purposes of assisting authors to publish their own books.

Moved: MG Seconded: RL All Approved

#### IV. President's Report (CS)

Yesterday's first face-to-face strategic planning session was excellent and showed real unanimity among the group for PWAC's future. We have much work to do between now and MagNet in June: revamping writers.ca; writing the board policy manual; sustaining the member/donations campaign, for example. CS invited questions and comments. No discussion.

#### V. Vice-President's Report (DP)

Invited questions/comments. No discussion, except the update on the writers co-op was useful.

#### VI. Regional Directors reports

1. British Columbia Regional Director's Report (HT)

HT invited questions and comments. There was a brief discussion of \$250 being offered as start-up funds for a new chapter, but that means the new chapter will need a bank account; and letter from PWAC's national office.

HT Action Item: Investigate starting the approval process for a new chapter in the Fraser Valley

MD Action Item: Get HT the chapter handbook

#### 2. Prairies and the North Regional Director's Report (MG)

There will be an upcoming regional TWUC/PWAC at the Saskatchewan Writers Guild – a good ally of PWAC for e-publishing – and that event likely would be held in October. MG thanked staff for their diplomacy over a recent chapter mediation issue. There was a brief discussion on what a great collaborative regional event this could be, precisely the kind being proposed as a model for PWAC's future in the strategic planning session. MG noted that the Calgary chapter remains strong though small in numbers. Several noted the value of this region's blog. Staff reminded regional directors that we can target communications to a particular chapter or region through bulletins in our new post office system.

MD Action item: Send the latest chapter lists to each RD in Excel

3. Ontario Regional Director's Report (CP)

CP began by noting a few of the North Western Ontario chapter's issues. First, President Lorna Olsen has stepped down. William Hyrb has offered to serve as the new chapter president. Second, there remain two unresolved issues: the chapter's desire to move to the Prairies' region, and the issue of chapter dues for 2011-12 and the future. Both issues have some difficulty of resolution regarding the lack of formal minutes kept by the chapter. Although they are frustrated, board and staff cannot act in cases where there is bad governance (a lack of a formal request recorded in minutes). We need a formal motion on both matters — first, to move the chapter to the Prairies and the North, and second, to eliminate chapter dues (to start for the 2011-12 year) — if we are to act according to policy outlined in the by-laws. Another option would be to dissolve the chapter and have its members choose between joining the Prairies in the North chapter or the Ontario at Large chapter. For any move to occur, the board needs to follow procedure with a formal motion. A web board motion can be sufficient. Lastly, there was a brief discussion of a new chapter forming in Sudbury. The chapter is about one member shy of forming.

CP Action Item: Contact William Hryb re: the board's need of these two motions and a thread to capture chapter discussion of these various options

BW action item: Contact Gordon Graham and Angie Gallop to see if they might join it (and Angie rejoin PWAC)

#### 4. Quebec Regional Director's Report (BW)

One common problem has been low turnout to events; perhaps more publicity and PWAC's new mail service can help. BW has been engaging in the new membership drive, and there has been some discussion of a possible Eastern Townships chapter, but that hasn't materialized. Two main regions of activity outside of Montreal: Eastern Townships and North, where more Anglophone writers reside and work. PWAC attracts mostly Anglophone writers; Francophone writers have their own organizations, are less interested in PWAC. Also, Quebec recently did a member survey, mostly about types of professional development to offer; 20 out of 70+ members responded

#### 5. Atlantic Regional Director's Report (CS, for RM in absentia)

RM has expressed privately to SC that he would like to step down. A new member, Stephen Kimber, may be interested, if only unofficially. Many offered to assist RM in planning for the MagNet regional event. We have Lorne Elliot, who will be great speaker. Everyone said to convey to RM: don't worry about MagNet event, just come! In terms of the fire at RM's inn, many expressed sadness and DP was curious as to why they had not learned about the fire at the time it occurred; SC said that RM has expressed a desire that others <u>not</u> know.

SC <u>Two Action Items</u>: Follow up with RM to stay on as regional director through MagNet, bring new member (Stephen Kimber) and have him run as new RD.

Motion 02/11/12.4: Motion to accept all the regional directors' reports as a group

Moved: DP Seconded: RL All approved

10:57 A.M.: meeting paused for bio break // 11:10 A.M.: meeting reconvened

#### vVII. Committee Reports

#### 1. Membership Services Committee (HT)

The <u>BC regional blog</u> is almost done with editorial schedule set. It will showcase PWAC to outsiders/ prospective new members, ideally to attract high profile folks. Every posting offers concrete questions and answers as practical advice.

One idea/question raised was whether to <u>change the date at which membership fees are collected to June?</u> Logistically, however, this will be too difficult given that staff could not possibly organize and run MagNet as well as handle the volume of member requests re: renewals. Also, the expense of MagNet <u>and</u> membership dues could be too onerous and discourage membership.

Another prospect discussed was that of a <u>discount for the Associate membership</u>. Perhaps it could be developed, but with a reduction in services or time limitation. An alternate issue might be that of adopting a family discount, though that would require a change in the bylaw (but note: a change in fees alone would not – it's a change in membership category that would require a change in the bylaws). On the issue of membership categories, MD noted that retention of student members remains an issue for PWAC. Although the London chapter offered to pilot a discount for the associate level for a short term to see if it influenced membership, CS noted that we cannot change these categories/dues for only one chapter; only chapter dues can be (re)set by the chapter.

HT <u>Two Action Items</u>: look into how to proceed with changing fees/structure of benefits for associate membership, and perhaps approach Mark Kearney)

It's likely we will attract new people to PWAC — Writers.ca can be a Trojan horse — and target our exmember database. Will also send follow-up email mid-way through the membership drive to continue targeting new members.

<u>Regional Events criteria</u> was another point of discussion in this report. Some of the preliminary criteria being proposed by the committee specify that no events conflict with MagNet, use the PWAC logo within usage guidelines, and ideally, not be scheduled to conflict with another regional event. Also, accounting reports should be produced and returned to national office.

<u>Some questions/comments on regional events.</u> First, how to provide online access? Should it be during or right after (and not a year later). Second, the accounting report should be mandatory. Third, funds can't be applied for twice in a row unless no one else is applying (although if it's successful, perhaps it could or even should recur). Definitely there is support for not conflicting with MagNet. Board and staff cannot be involved directly, only as the follow-through of funds; an application form with clear criteria should be made available online. Some of the criteria currently listed as optional [NOTE" review September 2011 board meeting minutes for specific criteria] should perhaps be recast as mandatory (items D, E, F); D, E, and F are essential. Items A, B, and C = bonuses on your application. Lastly, perhaps we can broaden what constitutes an event to include online-based gatherings/ webinars.

MD Action Item: Get more information from MG re: the PayPal system/set-up she discussed

HT and Committee <u>Three Action Items</u>: first, investigate other festival organizations' criteria as a model. Second, produce a new draft of criteria and application form and send to web board for discussion/approval.

HT raised one last point: re-explore formal possibilities of mentorship? Discussion after lunch.

Meeting end for lunch break at: 12:10 P.M. // Meeting recommenced at: 12:51 P.M.

We began by returning to the HT's issue of <u>mentorship</u>. This is an important benefit we should offer, one that can engage our more seasoned members. The difficulty is that the federal government used to fund this sort of program, and we had a deal set up, but the funding was eliminated. This climate is not conducive to it now. Also, we should be paying our PWAC mentors, which is simply not likely for the next couple of years.

Another option might be adopting a <u>buddy system at MagNet</u> (Kathe Lieber's idea), or having a member referral as a buddy? Important to remember that a new member doesn't necessarily mean a new writer. Also, we often think of members as experienced writers, but younger folks are often more experienced in technology: we could have younger mentors program in technology. If we can't afford a mentor program, could there be volunteer incentives? For example, if you do X amount of hours, you get Y incentive, such as a discounted membership or magazine subscription). Also, could we partner with another organization to share resources? Funding for training might be more likely thru provincial than federal routes.

Action Item - ALL: Keep national office informed on any provincial funding and partner organization-related opportunities, and talk with members at MagNet re: mentorship/buddy system benefits.

#### 2. National Conference Committee (SC, for RM in absentia, verbal only)

SC may work on the committee that RM established and help insure an Atlantic presence remains central. We still need a speaker for the awards dinner; maybe Stephen Kimber? MagNet is assisting with issue of dinner sponsorship

#### CS: Action Item: Approach Stephen Kimber as a prospective speaker.

SC is investigating raising extra money, as we didn't get Access Copyright funding. He has prospects, but we need some qualified leads. Otherwise, all going ahead as planned, and proceeding well. Definitely, we have a good deal for PWACers; Magazines Canada has been generous, especially with our membership drive. We want to encourage East Coast members to attend, sell their books/writing, to celebrate their work as part of that. Writers Reception, Luncheon, and Banquet = 3 key areas.

Briefly, board meeting scheduling around the AGM was discussed. Historically the board meeting has occurred both pre- and post-AGM. The post-AGM meeting would be on Saturday, and a possible problem. Likely board members, especially those farther away, will need to commit a week to PWAC, including travel time, because of the strategic plan before and post-AGM meeting after, which perhaps can be held on Friday night. We also need to get PWAC board members to introduce MagNet writing sessions. Lastly, the board decided to table the motion to determine delegate subsidies until tomorrow, as part of the budget discussion.

#### 3. Nominations and Awards Committee Report (CS – verbal only)

There is some dissatisfaction with how the volunteer awards are chosen, with the regional director's feedback disallowed. Currently the committee cannot account for a regional director's vote/preference; a winner must be chosen on strength of the application alone. Problem is, a RD often knows

best. Perhaps RDs should send out communications calling for nominations for this award (keeping in mind that you can't be on the national executive to be eligible; your RD can't be regional volunteer awardee). And even if you don't vote, get them to be at MagNet!

CS agreed: regional directors should be allowed to contribute to the decision on their volunteer awards. Because this matter is a merely procedural one, it does not require a formal motion.

#### 4. Government Action (MG – verbal only – with input from BW)

The petition is ready to roll with 215 signatures so far and not yet closed. Tweeting, Facebook, Linked-in – all have built community and connection. From Twitter side there is a snowball effect; MG alone has over 2500 re-tweets, which indicates a strong PWAC presence. People have approached MG with a "What/who's PWAC?" question as a result. Some stated that anything you can measure and share with membership, especially concrete numbers, will be good.

BW described his recent trip to Ottawa with the Canadian Council of Arts (CCA) lobby group and how his resulting bulletin made a plea for other members to craft personal letters (member Fred Desjardins wrote his own letter). This campaign has produced an unprecedented coalition of creators and publishers, and we remain waiting on the Supreme Court case decision.

What is fair dealing? That is the key issue here. We as creators are focusing on education because it's a huge market for us. SC can provide a template for crafting a personal response.

#### SC Action Item: Provide template for personal letter on this issue

Crafting, collecting, and perhaps blogging the stories — all can make clear to legislators the real-life effects of Bill C-11. If Stephen Harper wants a new "self-sufficient Canadian," then we should use this language as a model to argue our point here. Soon we'll know whether they are or are not open to amendments. If so, we have some strong arguments in place. On education, we broke the taboo of University of Toronto and Western, even with a strong lobby teachers (CAUT), who historically have been more anti-copyright.

DP Action item: Investigate if there are provincial sources putting seed money into programs for selfemployed people to improve their income capacity

#### 4. Communications Committee (CP – verbal only)

After October's conference call, CP communications committee imploded. Also, the newsletter Contact is dead. She has gotten more marketing (external communications) suggestions. Another project by member Harry Von Bommel, Canada 150, wants communication committee to promote it, perhaps through a bulletin.

CP Action Item: Go back to some of the committee members who left and ask them to help with a specific task, rather than being on the committee.

In terms of publishing, there were a series of options discussed, including a print directory that was again declined — writers.ca 2.0 must be our only directory. It was suggested to the committee that it regroup and adopt three timelines: short/medium/long term projects

- Long-term: once a year, maybe two years ideas?
- Medium-term: communications plan by September

• Short-term: communications focus – the PD blog. Launch in advance of MagNet, can be good advertising.

An annual publication (print) looks like a good idea in the long run. Even to get at 2013 MagNet is aggressive. 2014 would be our third MagNet, could be a good launch date.

Meeting ended for 10-minute break: 2:22 P.M // Meeting recommenced: 2:35 P.M.

#### **Industry Relations Committee and Mandate (DP)**

Discussion of this committee began with a focus on the draft mandate. Some fear it might overlap with other committees. Industry Relations used to examine working conditions. This new mandate overlaps with work in other areas (i.e., communications plan). Its language is project-specific, and should have more general language about working conditions, perhaps be less specific to initiatives and more to the overall thrust of the committee. This is in keeping with the move a few years back to have committees make suggestions but not execute programming (that is staff and board's job). More often the problem has been in the past that committees haven't been able to deliver. Could change rule on a case-by-case basis. Another approach is to have a <u>task force</u>, a small committee struck to do a particular task. We'll need a policy manual, one that keeps this history alive to avoid institutional amnesia.

We might consider thinking in terms of activities versus a mandate. We don't want to fall back into the habits of committees doing all the work, but committees can act with direction, as the Awards Committee demonstrates. In light of yesterday's strategic planning, which activities might be useful? The existing draft of mandate is more one of activities, and so perhaps the committee should choose one of those activities as most important. Take an existing mandate in industry relations, link to and through the emerging strategic plan, and pick one activity. Don't give more than one thing at a time to the committee. Also, "advocacy" is the word in the existing mandate that needs to be changed; focus instead on "liaise with other writing organizations" — we know this is something we want to do more of.

DP and Industry Committee <u>Three Action Items</u>: one, get grid/calendar of events at sister organization; second, edit and redraft the mandate; and three, return to the board with new draft.

#### 5. Ad Hoc Policy Manual (BW – verbal report with draft of manual distributed)

BW and committee will get a first draft ready for this year's AGM. One of the committee former members disagreed with BW about the manual needing the same intensity of work after TG's initial draft. The committee will not be able to write the policy and board manual both before the AGM, so will focus on policy manual first. There were some questions on how in-depth do we want to get; we want it to be clear but not overwritten. For example, the way the responsibility of chapters to national is described, it could seem too involved and even intimidating.

BW <u>Two Action Items</u>: first, BW will approach Tracey Arial to see if she'd be willing to replace the vacated position; second, BW will get a draft of the policy manual to the board for review by the end of February

Policy does not need member feedback like bylaws do. Key question: is this manual for staff and/or board? Staff need it for direction in daily practice, but both staff and board will benefit. Staff procedures follow the policies outlined in the manual and by the board. It should be simple and short. Ours

is long because we have so many policies. Indexing would be useful; then we know where to look. It's more about compiling than creating. This was BW's impression: organize it to make it clear and insure it dovetails with the bylaws and chapter handbook. This manual is and will be a living document, but we need to get it done. It shows concrete progress. And it will serve us well at board meetings in the future as a reference tool.

Motion 02/11/12.5: Motion to accept all the committee reports as a group

Moved: RL Seconded: DP All approved

VIII. Executive Director's Report (SC): 2 parts

1. Membership and Donations Campaign

2. writers.ca 2.0

The written part of this report documents an intensive work plan for the next months. Writers.ca must be impressive. We will need more rigorous testing, and not only by board members. Another project is the self-publishing co-op, for which staff will need to pursue grants, as well as the issue of whether to collaborate with TWUC or work more independently. Right now we are at research stage only. Policy manual, new writers.ca, best practices, and Atlantic-themed event — what we'll deliver

Motion 02/11/12.6: That PWAC staff pursue grant applications for projects that assist in our mandate to create new services for PWAC members and Canadian freelance writers, subject to board.

Moved: RL Seconded: MG All Approved

SC reported on some <u>aspects connected to the new writers.ca 2.0</u>. One of the ways we justified getting 70K was by getting some of this <u>money in kind</u>:

- 1. We want very good advertising copywriters, but only have notional value of 5,000 allotted; can only pay \$1500.
- 2. Webinars for early adopters would be good, too. \$2,000 allotted in staff training and \$5,000 in-kind on webinar, so everyone can learn. Luigi offered to write a no-cost training manual. Give him part of that money for doing it. This would mean setting aside policy of offering this work to all of our members.
- 3. Staff needs input on advertising. Are Google ads a good choice? What are the publications that writers go to and likely would read/see ads in?

Some board members were uncomfortable about not putting out a call to the membership for these services needed for writers.ca, so we will put out an RFP with quick turnaround time and call for specific skills. Board can aid staff on vetting applications, and anyone we'd like to be sure be considered should be asked personally to apply. As for ads, if the amount of money is small, online ads would be best bang for the back. Google keyword ads and targeted places like Storyboard or J-Source could be best. Also, for the future, perhaps PWAC could create a pre-qualification/preferred supplier list. Put out a call once a year for resumes, and have a file on hand for jobs that arise throughout the year (i.e., and in this case no RFP would need to be generated). Conference fund: trade fair was lucrative. Some won't do grants (money with no return). J-Source, DB Scott — advertorial.

Next SC reported on some <u>recent mediation issues in two chapters</u>, and reiterated that if you are aware of any problems in your chapters, to not hesitate to call upon SC to mediate conflicts. Another chapter with some potential problems discussed was <u>Vancouver</u>, though at this point SC will not intervene. Vancouver needs greater leadership and member involvement, though the chapter is not dropping members. Perhaps HT can investigate if there are other kinds of PD or events that might attract more. The regional blog in the prairies has generated enthusiasm; perhaps the BC regional blog will have a similar effect on Vancouver.

SC also asked the board if there was anything staff and board should do for the current membership and donations campaign? Regional directors have sent out their own letters. We've emphasized this is a one-time deal, not likely again. The possibility of an auction or donation drive was explored, in which high profile members might donate an hour of their services to PWAC while an online auction occurred.

CS/MD Action Item: Send out another bulletin calling for membership and donations at end of February/beginning of March (midpoint of current drive)

MD Action Item: Investigate whether Peppertag has a report on bounce backs of member email addresses.

CS Action Item: Investigate doing a Youtube ad for PWAC as "Crazy Craig Silverman"

Meeting suspended: 4:50 P.M.

Day 2: Sunday February 12th, 2012

Meeting began: 9:00 A.M.

IX. In-Camera Session (staff not present; no minutes)

Meeting commenced with staff present at 10:34 A.M.

X. Treasurer's Report: 2012-13 Draft Budget (SC and RL)

At least in this draft we no longer have a deficit because of monies reallocated to the project. As with last year the project will straddle two fiscal years (which doesn't affect the bottom line).

Projected donations initially were set at \$10,000; now we've put it down to \$5,000. Donations can continue past March 31, but the new member offer will cease. Indeed, we discussed getting an ongoing fundraising campaign started so as to be better able to predict and budget donations in the future. For example, the possibility of auctioning off services for future fundraising could easily occur once a month/year.

SC <u>Two Action Items</u>: discuss current draft of budget with Kinga to make sure calculations are accurate; second, send revised draft budget by the end of February for board review

Some asked what the <u>riskiest areas are for revenue in the budget</u> — membership revenue and writers. ca subscriptions. Right now it's an inexpensive service for Magazines Canada. We are hoping to iden-

tify corporate clients; 150 clients would give us the projected \$15,000 revenue. We could also consider charging more than \$100. For now we will start with Magazines Canada (loyal from start), but could go higher, as we will need other kinds of subscribers beyond magazine publishers. \$15,000 is conservative; \$50,000 was projected last year.

Another issue we returned to here is how — or whether — to offer limited access to writers.ca, something to promote your career to non-PWAC members, something cheaper but not full-service and for a specific period. We also could — maybe should — allow other kinds of creative personnel (photographers, designers etc.), but not with the same full access that a PWAC member gets. Another option: have an opening price for writers.ca point to get people to buy in quick, then after six months bump the price up. In terms of corporate clients, send a bulletin asking them for possibilities. Also send enhanced bulletin about enhanced features.

<u>Two questions raised</u>: first, whether the industry side would have different levels of access equivalent, and second, if a publisher client was of poor quality in terms of paying a writer or treating writers well, would we keep them on writers.ca?

<u>Answer</u>: there could be differential levels for the industry, and second, we can't tell publishers who to hire. We want to keep it open and keep people findable. Professional Members designated as such, but we need to figure out levels of subscription, and need board feedback.

Member revenue for writers.ca was based on 688 members paying \$240/year (including chapter dues). We could lower subscription revenue to \$10,000 to project a break-even year and manage expectations. Getting to \$15,000 is relatively realistic.

Ultimately we cannot decide on structure today. For \$100/year someone gets a profile, but becoming a full PWAC member you get X, Y, Z (access to PD, have your profile come first/at top etc.). Ultimately, writers.ca is a gateway to PWAC membership. We need writers.ca to access new members as well as retain others — can't degrade the writers.ca membership to the point where it degrades the PWAC membership. Also, we need clear concise online marketing to effectively sell the tool. In terms of bad clients, perhaps there can be a member-specific area of rating clients— which clients cannot access or see. Could be an element of the design.

SC Action Item: Send videos of tools writers.ca to board

MG Action Item: Create hashtag of writers.ca to help make it public. Let's create that hashtag now

Last item raised on the budget — delegate subsidy issue:

Motion 02/12/12.1: That April 5, 2012 be set as the cut-off date to determine delegate numbers for chapters, and that the delegate subsidy deductible limit above which approved expenses can be reimbursed, for the 2012 AGM be set at \$175.00.

Moved: RL Seconded: MG All Approved

Action item: MD will check if this is the lowest deductible/highest delegate subsidy

<u>Budget: where do we stand now in terms of cash?</u> We have \$85K now, but will be totaling \$135K in a few weeks. Ultimately we'll have a small loss or break even. SC will try to avoid deficit, but we want to avoid a deficit next year. Kinga will provide more accurate estimations/actuals.

#### Motion 02/12/12.2 to accept the Treasurer's Report

Moved: HT Second: DP All Approved

#### XI. Other Business (given timing before lunch)

HT raised the issue of the <u>Tyee offer of sponsorship</u>, and whether this could be an ad for writers.ca. SC discussed the history some, and offered involvement. This could aid in getting the leadership energized in Vancouver. [GAP in minutes here while MD set up lunch.]

#### SC Action Item: SC will come back to group with a TYEE budget deal.

Another Business Item was raised by CP about <u>PWAC reserving a booth at Ontario Writers Conference</u>. The question is: would it be for PWAC TO or PWAC national. PWAC national pays for WOTS, and PWAC Toronto staffs it. This is really about TO, not PWAC National, but is better done out of chapter dues, not even regional development (is also too close to MagNet, would not fit the new criteria HT and membership services are developing).

#### CP Action Item: CP will get further information on the event

Meeting ended: 11:55 A.M.

Meeting Recommenced: 12:35 P.M

#### X. Self-Publishing /e-publishing Co-op

Historically this topic has always been a part of the vision of PWAC. Now the time is right to act. PWAC would do so in an arms-length manner and could provide editorial support, too. Heather Robertson spearheaded this idea but was reluctant re: TWUC taking it on with PWAC. Now we're in a different world with TWUC, who has a stronger and more compatible ED. The key question? Do we do this project with TWUC or on our own?

Note: Heather Robertson (HR) offered the services of her rights lawyer, and Bill's estimate was \$20,000, but we could probably do this project for half that price. Of course, we need to do research — lots of similar enterprises are springing up every day — and we don't want to duplicate something, especially something good, already out there. There are lots of writers like HR who need to launch e-books of prior works (though we'd want new works too)

Even Access Copyright, perceived as run by publishers (which is wrong; we've got board presence), will be offering their affiliates a certain amount of technical access to store e-files. We need to do one, or more than one (if we add in print as well). What we need is the infrastructure of editorial and legal advice, as well as marketing and other communications.

<u>Another key question</u>: what is the purpose of this project? Is it for PWAC to make revenue, or to promote our members/writers? <u>Answer:</u> More to promote good will in the writing community. It helps

freelancers get control over their own works. We can open it up beyond our members — but that's up for discussion. If we're investing time and energy, then we should give preferred rates to members. Here, PWAC could have leadership role. It can generate a sharing of skill sets, and be linked in to writers.ca. We can have different packages for sale.

Question: Are we going to a not-for-profit publisher or a service provider to writers? <u>Answer:</u> we are still investigating. It's too hard to make assumptions without data. The time scope of this project is likely three years. It's also important to note that the co-op is not the publisher (as outlined in Bill's paper). We're probably not creating a publishing company. It's a co-op that offers services. It will be hard to do as a just-services enterprise, though. We won't be able to hugely reward writers because it's a risky business. Again, the ones who have the most success will benefit with others will success. E-books have a very different model.

Question: at PWAC, has anyone been eliminated as a purely self-published author who applied for PWAC membership? <u>Answer:</u> no. It's worth revisiting these criteria discussed at the fall board meeting. A change in the bylaw isn't necessary; it's procedural. That way staff has better direction. Existing criteria is biased against e-publishing.

#### BW Action Item: Talk to Harry von Bommel as a successful example to get feedback

Questions: are we ready to announce that we're doing this project, and what about criteria? Answers: Only non-fiction (not poetry). We could amend criteria to include blogging, only "Online Publications." We could adopt something in draft form and send to members who have significant self-publishing history. After we can get feedback, and then put motion on it. In terms of membership, we can add a bullet item "online (publication) articles." Also, to make any more significant change for membership criteria outside of the self-publishing issue would require bylaw changes. Let's not advertise a change, only give clearer direction to staff.

Currently, TWUC criteria are explicitly opposed to self-publishing. We can take the lead. TWUC is wrestling with a change behind the scenes. The PWAC board could adopt self-pub criteria and add "web content" to the "major writing projects" section in terms of membership. Despite opening up to this direction, we're still a professional organization. A publisher and payment shows you've already jumped through hoops. The professional side of things is taken care of, but that's not necessarily clear in self-publishing, so we need additional criteria.

#### MD Action Item: add web content to "Major Writing Projects" on PWAC website

We will give sample criteria to be distributed to 3-5 knowledgeable members for feedback, and then consider cases as they arise in the meantime. As we develop this project, know that our timing is strong: PWAC is really taking the lead here by moving forward now.

Meeting ended: 1:36 P.M.

Meeting recommenced: 1:46 P.M.

#### Other Business: two items

- 1. reduce number of in-person board meetings
- 2. motion to approve the budget)

Reduce in-person board meetings from 3 to 2 per calendar year: This would be a challenge, but the

cost of in-person meetings for PWAC is onerous — and cost is the only reason national is arguing for this change. It costs about \$6,000 on average to hold an in-person board meeting; most recent one with strategic planning will be more expensive. Many organizations simply cannot do this work, especially given that web conferencing exists. We would need more frequent and shorter-duration meetings as a result, then, because to meet by phone or video conference would be impossible for a two-day stint.

Hopefully we would simply reduce for this year only as a cost-cutting measure, and the reduction would not be permanent. Question: eliminate the September or February board meeting? On the one hand, more critical decisions come up in February's meeting (as the example of this one can attest), but many things were tabled from September until February, so perhaps they would not be if we were meeting in September and June only. Note: also (and perhaps obviously, given this discussion), a board retreat will also not be possible now.

#### Another few options proposed:

- 1. Hold a one-day in-person meeting instead of a two-day one.
- 2. Hold monthly or bimonthly check-in calls (but this could make consistent attendance, and therefore clear communication, difficult if not everyone attended/participated).
- 3. Test Google hangout, perhaps as a test at our April conference call. See how this one goes and take matters from there.

Action Item-ALL: Mon April 16 at 3pm (Eastern time): Conference call on Google Hangout; set up Google account if you have not already done so

Action Item – SC and ALL: make a decision on the budget through a web board motion after SC sends the board a revised draft budget reviewed by bookkeeper Kinga Wnuk, a budget generated after February revenue tracking is complete.

Motion 02/12/12.3 To adjourn the meeting Moved: CP All Approved

Meeting ends 2:23 P.M.

# Horwood's Rules Of Order

## A Very Brief Treatment of the Common Problems Arising When Parliamentary Methods Are Applied to Meetings

# By Harold Horwood (reproduced with the permission of The Writers Union of Canada (TWUC)

Note: PWAC meetings follow Robert's Rules of Order, summarized here by Harold Horwood of TWUC. Members interested in Robert's Rules of Order can visit the official Robert's Rules Association Website at www.robertsrules.com.

Rules of order are intended to expedite the business of meetings. They are not sacrosanct, and should not be used to impede business. Each body should decide how strictly it wants the rules enforced. A meeting run too strictly may become formal and subject to minority control. One run too loosely often becomes chaotic and boring.

#### **DUTIES OF CHAIRMAN**

The term "chairman" has no gender, regardless of its derivation. The chairman must keep order, see that discussion remains relevant, and enforce the rules to the extent that expedition of business requires. Members should rise or raise their hands when wishing to speak, and the chairman should assign the floor to one member at a time.

#### **MOTIONS**

In general, random discussion should be avoided. If there is no motion on the floor, the chairman should then read out the motion as to make the business orderly. No discussion should take place until the motion is seconded.

All motions should be recorded as part of the minutes of the meeting with the names of the mover and seconder. The chairman should then read out the motion: "It has been moved and seconded that...is there any discussion?"

If the mover of the motion has not spoken to it, the mover has the right to do so immediately following the reading of the motion by the chairman and before there is any other discussion. Each member may then speak to the motion once, and once only. The commonest way in which meetings degenerate into repetition and chaos is by disregard for this rule. When all debate on a motion, it is concluded then the mover may speak a second time, closing debate.

If it is anticipated that a motion will cause much debate, a time limit may be assigned to each speaker, in which case the chairman should time each speaker, and inform him when he is nearing the limit,

with some such expression as "you have one minute more." The chairman may take part in the debate on any motion before the meeting at any time, but there are a whole range of subsidiary motions: (a) to amend the motion; (b) to amend the amendment (c) to lay the motion on the table; and (d) to adjourn, either to a fixed time or indefinitely.

Each subsidiary motion must be seconded before it can be entertained. Motions to amend are debatable under the same rules as a main motion. The others are not debatable.

#### **AMENDMENTS**

Should the motion fail to express the will of the meeting exactly it may be amended before bring voted upon by adding a qualifying term, or adding or deleting words. Any amendment the nullifies or destroys the principal intent of the main motion, is out of order, and should be ruled out of order by the chair.

An amendment is treated exactly like a main motion. Its mover has the first right to speak, and the right to speak again, closing debate upon it. All others have the right to speak once. No debate of the main motion may be entertained while an amendment is being discussed.

After an amendment is passed or defeated, debate on the main motion is resumed, and any number of other amendments may be offered, one at a time. Two amendments at a time are, of course, out of order.

#### AMENDMENT TO THE AMENDMENT

This is a rare motion, and should not be used to replace a subsequent amendment, but solely to refine the meaning of the amendment itself. Though strictly speaking the rules provide for the same debate on this motion as on more substantiate ones, as a rule it should occasion little debate. If an amendment is so substantiate as to occasion much debate, it is probably better offered as a subsequent amendment to the main motion.

#### VOTING ON AMENDMENTS AND MOTIONS

The correct procedure is to vote first on the amendment to the amendment, if there is one, then on the amended motion, and finally the motion. Some organizations follow another procedure, whereby, if the amendment passed, then the motion passes with it, and so on. This, however, is not parliamentary practice, but an effort to introduce a short cut. In the parliament of Canada and the parliament of Great Britain the procedure is to vote separately on each amendment or amendment thereto, and finally on the amended motion. It is unfortunate that this logical, orderly and correct procedure has been abandoned by many bodies so that a state of confusion on this simple matter is now prevalent. Let us repeat: the amendment to the amendment, the amendment and the motion are put to vote in reverse order of their proposals. Carrying an amendment does not nullify the motion.

#### TO LAY A MOTION ON THE TABLE

This is simply a method of postponing a decision on the motion. Any member, at any stage of a debate, may rise and say, "I move that this be tabled," either to a specific time, or indefinitely -- for example, "until tomorrow morning" or "until the next annual convention."

A motion to lay on the table is not debatable. If it is seconded, it must be put to the body at once. If passed, the motion lies on the table until the time specified when debate is resumed, or if no time is specified, then until a motion is passed to take from the table is not debatable either.

#### THE PREVIOUS QUESTION

The discussion on any motion or amendment may be ended by a member saying, "I move the previous question." If seconded, this motion must be put at once without debate. If the motion for the previous question is carried, that ends the debate on the motion, and the chairman must then state the motion and call for a vote.

A motion for the previous question should be considered when debate has proceeded for a long time, become repetitious and when it seems probable that further debate will not alter the decision on the motion.

The previous question is equivalent to the closure in Parliament. The principle is very simple: the majority has a right to decide that debate has gone far enough, and that the motion should be put at once. If the majority decides that it wishes to hear further debate then the motion for the previous questions will be defeated.

#### POINT OF ORDER

A member may always interrupt a speaker by rising and stating, "I rise a point of order." This should be done only when the speaker is irrelevant or violating the rules of procedure. The chairman says: "State your point of order." The member then explains why he thinks the speaker is out of order. The chairman then says, "Your point of order is well taken" (or is not well taken, as the case may be), and then invites the speaker to proceed, instructing him as to relevancy or the rules of procedure, if he has been in violation of either.

#### POINT OF PRIVILEGE

Except in Parliament or a Legislature, there is no such thing as point of privilege or "point of personal privilege," as some speakers phrase it. Chairmen, except those chairing legislative bodies should refuse to recognize anyone rising to such a point.

#### POINT OF INFORMATION

Strictly speaking, there is no such thing as a point of information, either. But it has become customary to permit questions to be inserted by this procedure while a speaker has the floor. It is highly out of order to interrupt a speaker on a "point of information," and then apply for the information from some third party so as to create a debate on some point that the speaker is making.

#### MOTION TO ADJOURN

A motion to adjourn is always in order and is not debatable, provided no other motion is before the chair.

A motion to adjourn may also be accepted while a motion is before the chair. If so, the chairman must explain the import of the motion to adjourn. If passed, the motion to adjourn should have a qualifying clause: "I move we adjourn until tomorrow at 9am." or "I move we adjourn until the call of the Chair."

If the intention is not to defeat a motion then before the chair, the motion to adjourn should be preceded by a motion to lay on the table until the meeting is resumed.

#### POWERS OF THE EXECUTIVE

The executive has no powers except those delegated to it by the membership. Nothing should be

handed down without a vote. If, for example, a time limit is to be placed on debate, the executive should first ask the membership for a vote. If for any reason the ordinary rules of procedure are to be suspended, again the membership should vote for or against such suspension.

#### ORDER OF BUSINESS

There is no specific framework in which anybody must conduct its business, but the following is suggested, with notes giving the reasons for the suggestion.

- 1. Meeting is called to order.
- 2. Minutes are read. At an annual meeting or convention the minutes are those of the last annual meeting or convention. At a general meeting, those of the last general meeting, and so on. Business arising out of the minutes. First, any errors or omissions should be considered and corrections made if necessary. Next, specific instructions in the minutes for action to be taken at the current meeting should be dealt with: e.g. tabled motions.
- 3. New business. Matters of great urgency, requiring immediate discussion, should be introduced early in the meeting, not left to the last minute.
- 4. Committee reports and debate on the same.
- 5. Agenda of business prepared by the executive.
- 6. Unfinished business and further new business.
- 7. Notices of motion.
- 8. Election of officers.
- 9. Adjournment.

# PWAC Harassment Policy (Instated 2004)

In continuing its leadership in the recognition of the dignity and worth of each person, the Professional Writers Association of Canada has adopted this Human Rights and Harassment Policy to ensure ethical and respectful service and employment practices which incorporate equitable treatment for all members and employees.

The goal of the Policy is the creation of a climate of understanding and mutual respect where each person feels a part of the community and is able to contribute fully to the development and well-being of the Professional Writers Association of Canada.

The Professional Writers Association of Canada will not tolerate, ignore, or condone any form of discrimination or harassment. All members/employees are responsible for respecting the dignity and rights of their co-members/employees. Discrimination and harassment are serious forms of misconduct, which may result in disciplinary action up to and including cancellation of membership or discharge of employment.

Members and employees of the Professional Writers Association of Canada are expected to adhere to this Policy, including refraining from harassment of members/employees. If such harassment occurs, the Association will take any steps available to ensure a harassment-free association and workplace.

#### **HARASSMENT**

Harassment means improper comment or conduct that a person knows or ought to know would be unwelcome, offensive, embarrassing or hurtful. Harassment may result from one incident or a series of incidents. Examples of harassment include, but are not limited to: derogatory remarks; threats; inappropriate jokes, innuendos and teasing; insulting gestures; practical jokes which result in embarrassment; displaying pin-ups, pornography, or other offensive materials; actions that invade privacy; spreading rumours that damage one's reputation; refusing to work with; condescending or patronizing behaviour; abuse of authority; unwelcome touching; physical assault or sexual assault.

#### WORKPLACE HARASSMENT

The workplace includes all locations where business or social activities of the Association are conducted. Workplace harassment can also include incidents that happen away from work (e.g., inappropriate phone calls or visits to an employee's home) or harassment from clients and service recipients.