



Crime Writers of Canada

The write kind of crime since 1982

Five-Year Strategic Plan (2024 – 2029)

This Plan documents Crime Writers of Canada's mission, vision, and values, strategies and objectives, priorities and action plans, budgets, and timetables for the next five years.

The Plan also provides a detailed framework for accountability via regular review of tasks and deliverables and approval of departures from the Plan as well as outlining the responsibilities of contractors, directors and the Board to guide programs and projects for each year.

A strategic plan is a living document subject to changes in policy, legislation, and most critically, human resources and finances.

Acknowledgement:

This Crime Writers of Canada Five-Year Strategic Plan has been prepared with the input and assistance of the Board of Directors, Regional Representatives, Committee Chairs and CWC contractors. Their efforts are greatly appreciated by the organization and all members of CWC.

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Signed:

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Mandate and Mission

Crime Writers of Canada (CWC) is a non-profit organization for Canadian mystery and crime writers, associated professionals, and others with a serious interest in Canadian mystery and crime writing.

Our mission is to promote Canadian mystery and crime writing and to raise the awareness of Canadian mystery and crime writers with readers, reviewers, librarians, donors, booksellers, publishers, and media.

Land Acknowledgement

Crime Writers of Canada, a national organization, acknowledges the 634 different First Nations, Inuit communities and Métis settlements that have a unique historical, cultural, spiritual and environmentally sustainable connection to the land that their people and ancestors have inhabited since time immemorial.

We recognize the contributions of all Indigenous peoples to the land, we commit to respecting the lands on which we live, and we recognize the contributions and historic importance of Indigenous peoples. We also share in the collective commitment to continued dialogue in pursuit of Truth and Reconciliation in our communities.

Statement of Purpose

As stated in our articles of incorporation:

The purposes of the Corporation are to promote crime writing in Canada on a nationwide basis by providing a forum for members to network, conducting crime writing competitions, issuing awards for crime writing excellence, publishing a newsletter, conducting workshops, and by conducting mentorship programs aimed at nurturing and encouraging developing Canadian writers of crime and mystery fiction and non-fiction.

Objectives:

1. to encourage the writing, publishing and promotion of Canadian crime and mystery short stories, fiction, non-fiction and screenplays,
2. to actively raise the profile of Canadian crime and mystery writers and Canadian crime and mystery writing both nationally and internationally,
3. to provide virtual and in-person forums for Canadian crime and mystery writers to network and share their knowledge, ideas and experience in writing, publishing, and marketing their work.



Scope

CWC activities include but are not limited to:

- providing public forums such as podcasts, webinars and speaking opportunities to writers to promote their work and the CWC brand,
- delivering professional and craft development to emerging and experienced writers,
- providing information to members about writing-related events,
- managing writing contests and the annual Awards of Excellence,
- publicizing professional author member publications and activities on our website and in social media,
- producing regular internal and public communications containing relevant information,
- fostering online and in-person member interactions and networking within the literary community and with relevant professional organizations,
- coordinating and promoting events such as festivals, readings, and similar book-related events to enhance engagement with readers, fans, genre supporters, and industry professionals.

Proviso

While Crime Writers of Canada actively supports the interests, legal rights and intellectual pursuits of members and will continue to inform them of relevant developments, emerging issues, and potential threats, we are not an advocacy organization. While not taking specific positions, we will continue to work closely with agencies and other professional bodies to share perspectives on behalf of our members.

Values

Crime Writers of Canada is committed to representing crime and mystery writers from all regions of the country and to fostering an organization characterized by professionalism, diversity, inclusivity, accessibility, and equity within its membership and supporting that diversity within the larger Canadian crime and mystery literary community and related professional industries.

We define diversity to include people from different Canadian geographic locations, faith and cultural backgrounds, ages, physical and mental abilities, languages, races and ethnicities, nationalities, gender identities and expressions, sexual orientations, family, and socio-economic status.

We believe that support, professional development, and promoting opportunities for diverse and under-represented writers within the scope of our mandate will ensure our sustainability and success as a professional organization.



History

Crime Writers of Canada was established in June 1982 as a professional organization by Derrick Murdoch, the Globe and Mail's crime fiction reviewer at the time, and other writers interested in the quality of Canadian mystery and crime writing.

The following year, the national Arthur Ellis (AE) Awards for excellence in crime writing in Canada were launched.

In 1984, an award of merit was named after Derrick Murdoch. The award, issued every other year in rotation with the Grand Master Award, recognizes a member of Crime Writers of Canada who, over time, has made significant contributions to the English or French crime/mystery genre in Canada.

In 2005, a written constitution formalized the rules and principles of CWC. In 2006, the organization was federally incorporated as a non-profit corporation by the Canadian Ministry of Industry. A board of directors is elected at an Annual General Meeting every year and includes a chair, vice chair, regional representatives, treasurer, and members at large.

In 2020, the majority of CWC membership voted to change the historic name of the Award, removing any reference to Arthur Ellis, acknowledged as the last official hangman in Canada. The name selected to replace it is the current Awards of Excellence, which reflects the actual purpose of the contest. The vote also included approval to retire the previously awarded statue depicting a puppet-like hanged man, in favour of a neutral image.

Structure and Organization

Crime Writers of Canada is structured as a professional organization and operates as a not-for-profit corporation. In late 2023, CWC was designated by Heritage Canada as a National Arts Service organization (NASO).

This positioned us to apply to Canada Revenue Agency for designation as a charitable organization. Once this designation is confirmed, we will be in the position to solicit government and other grants, solicit donations and bequests provide receipts for income tax purposes.

As a non-profit organization, administration is carried out by contract staff that include an Executive Director, Program Manager/Awards Manager and Social Media Coordinator. Each of those contractors works on a part-time basis. These individuals also contribute to various committees as well as attending board meetings. In 2023, CWC contracted for the services of a professional bookkeeper, Megan Pan.

Our writing-related activities across Canada are made possible by the contributions of hard-working volunteers and committees. The primary source of CWCs income is membership fees.

An elected Board of Directors is the governance authority for CWC. The Board consists of the Chair, a Vice-Chair, a Treasurer, Regional Representatives and Members at Large. Directors are elected in May of



each year, at the Annual General Meeting, to which all members are invited. Under the corporation bylaws, only Professional Author Members may vote.

An Executive Committee comprised of the Chair, Vice Chair and Treasurer, with the advice of the Executive Director, operates on behalf of the board to deal with day-to-day governance matters. CWC also has standing committees for Jury Selection, Awards, Marketing and Membership.

Membership

Membership is open to persons interested in furthering the objectives of Crime Writers of Canada, anyone whose application for admission as a member has been approved by the board or designate of the board and who has paid the required fees in full to remain in good standing during a membership year.

There are three classes of members: Professional Members, Associate Members and Supporters. The annual membership fee structure is outlined on the website. Effective in February 2024, memberships renew on a rotating basis, on the anniversary of the date the individual joined.

CWC currently has a membership of about 400 members across Canada, distributed by regions. The majority of CWC members reside in Ontario and British Columbia.

There is also a small cadre of lifetime members who have been honoured for their contributions to the organization.

Director & Officers' Roles & Responsibilities

Individuals involved in Crime Writers of Canada governance and decision-making are held to high standards of professionalism, collaboration, consensus-building, and confidentiality in the exercise of their duties. Prerequisites include excellent communications and organizational skills, good judgment, ability to function effectively as a team member, and creativity. Directors are elected by the membership at the Annual General Meeting held in May each year.

There is no remuneration provided to directors, although reimbursement will be provided for pre-approved expenditures.

Unless otherwise specified by the board (which may, subject to governing legislation, modify, restrict, or supplement such duties and powers), the offices of the Corporation, if designated and if officers are appointed, shall have the following duties and powers associated with their positions:



Chair

The chair, a Professional Author Member (PAM), shall be a director.

The chair shall, when present, preside as chair at all meetings of the board of directors and of the members.

The chair shall work with directors and contractors to develop strategic and fundraising plans, set goals and responsibilities, monitor operations and financial administration, serve as an ex-officio member of committees, poll the directors on major decisions, keep members informed, engage in partnership-building, and serve as spokesperson for the Corporation. The chair shall have such other duties and powers as the board may specify.

Vice-chair

The vice-chair, a Professional Author Member (PAM), shall be a director.

If the chair is absent or is unable or refuses to act, the vice-chair shall, when present, preside as chair at all meetings of the board of directors and of the members and perform all the duties usually pertaining to the office of chair.

The vice-chair undertakes individual projects on behalf of CWC, participates in the work of committees, and shall have such other duties and powers as the board may specify.

Executive Director

The executive director, who works on a contract for services basis for the board and reports to the Chair, is an officer of the board but not a director.

The executive director shall be the chief executive and administration officer of the Corporation and shall be responsible for implementing the strategic plans and policies of the Corporation, developing policies and procedures, liaison with professional writing organizations, managing records retention and website administration, and reporting to the board. The executive director shall, subject to the authority of the board, have general supervision of the day-to-day administrative, operational, and financial affairs of CWC.

Secretary

The secretary may, but need not, be a director and shall attend and be the recorder of all meetings of the board and, on request, committees of the board. A professional author member or an associate members may act as secretary, who is an officer.



The secretary shall, in consultation with the chair and executive director, prepare meeting schedules, draft agendas and meeting minutes. Following approval, the secretary shall enter or cause to be entered in the Corporation's minute book, minutes of all proceedings at such meetings.

The secretary shall distribute on request, notices to members, directors, the public accountant, and members of committees; the secretary shall be the custodian of all books, papers, records, documents and other instruments belonging to the Corporation and shall ensure that all necessary books and records of the Corporation required by these bylaws or by any applicable statute or law, including the Act, are regularly and properly kept.

Treasurer

The treasurer, a Professional Author or Associate Member, shall be a director and shall have such powers and duties as the board may specify, including financial planning and budgeting expertise, providing oversight over the financial affairs of the Corporation and the keeping of proper books of account as required by the Act and Regulations from time to time.

More particularly and without limiting the generality of the foregoing, the treasurer shall:

- a. lead the Finances & Fundraising committee in the development of fundraising strategies, preparation of grant applications and preparing required reports to funders, the board and the membership;
- b. provide assistance and oversee overall financial duties and issues relating to the Corporation as performed by the Corporation's bookkeeper and/or accountant;
- c. consult with the executive director and program manager to ensure that financial information is being recorded in a standardized accounting system;
- d. assist the chair, executive director, and/or the accountant in the preparation of an annual budget for presentation to the board;
- e. assist committee chairs with budget preparations, expense projections and/or approval of expenditures as appropriate;
- f. ensure annual financial statements are prepared, presented at the annual members meeting, and filed as appropriate under the bylaws and the Act.

Regional Representatives

As a national organization, CWC relies on coordination carried out by ten regional representatives who are elected at the Annual General Meeting.

- BC/Yukon



- Alberta/Northwest Territories
- Saskatchewan
- Manitoba/Nunavut
- Ontario: Southwest/North/Greater Toronto Area
- Ontario: Central/East/Ottawa
- Quebec
- Atlantic Provinces
- International
- Director at Large

Members of the Executive and Regional Representatives work with members to create a vibrant community of crime writers.

The Regional Representative is the first point of contact for members who reside in their region. The Regional Representative can choose to work alone, with another person elected to the Board from within your region, or with members who are not directors, but who volunteer to work with you on an ongoing basis or for specific tasks such as scouting for activities of interest to our members.

RRs have several key responsibilities:

- Welcoming new members – based on notices of new member signups as well as updated regional member lists. Making members feel part of the organization is important for purposes of retention as well as establishing the RR as the go-to for information about CWC.
- Ongoing engagement with members. Encouraging members to send updates on their activities in the writing/publishing world – news about work in progress, good news stories (getting an agent, having a short story or book accepted for publication, independent publishing a book, book launch, media appearances, local events, etc.)
- Sharing member concerns, updates, and other relevant information with CWC staff. A quick email or telephone call to provide background or context is all that's needed. We want to celebrate achievements. We also want to deal with issues expeditiously. If the matter is complex, you may be asked for additional details.
- Liaising with other RRs to share information, brainstorm initiatives, etc. We have a corporate Zoom account that has been used by RRs for get-togethers.
- Promoting CWC, safeguarding and building the CWC brand as a CWC Director in your region, nationally and internationally.



- Initiating communications with local media or taking part in interviews such as the monthly CWC spot on The Breakdown, hosted by Allison Dore on SiriusXM radio.

Past Chair

The past chair, a Professional Author Member who may but need not be a director, shall advise the board and the executive director on various matters, participate in special projects, program or policy development, provide the benefit of past experience and shall have such other powers and duties as the board may specify. If the immediate past chair is unable or unwilling to serve, the board may appoint, in its discretion, another person to serve.

Finance and Administration

The CWC budget is determined at the beginning of each calendar year and is based on a review of historical expenditures and receivables and a projection of expected revenues.

Revenues are about 85% from PAM memberships, 5% from Associate members, 5% from sponsors and donations, and 5% from entry fees to our annual Awards of Excellence. Expenses are about 60% for administration staff and expenses, and the remainder for expenses related to marketing and communications, and activities and events, which vary significantly from year to year.

There is increasing competition from other professional groups and online program offerings at a lower cost. In the long term, retaining members will require expansion of CWC programs and services.

With most funds derived from membership fees, we must embark on a strategy to contain expenditures or generate additional income to meet our expanded program goals. In 2024, fiscal prudence requires that we limit expenditures by ensuring that all projects and programs are self-supporting, break even or result in a profit to CWC. Alternatively, we will need to solicit significant financing from other sources to fund the skilled resources we need to deliver the desired additional member craft development initiatives and support services.

In 2023, CWC underwent significant upheaval with respect to staffing the executive director position as well as turnover and a subsequent vacancy in the Treasurer role. The website renewal was desperately needed; however, the complexities of the old site hosted on an outdated platform and the sheer volume and complexity of data to be updated and transferred to the new platform turned what was to initially be a three- or four-month project into a seven-month marathon.

CWC is indeed fortunate in having three dedicated, competent contractors who managed the day-to-day operations and administration of the organization with energy, professionalism and creativity amid their own challenges. In addition, the steady commitment and expertise of the volunteer directors across the country meant that CWC survived despite those issues. They lead committees and propose initiatives, energize the regions on CWCs behalf, carry out their fiduciary responsibilities and contribute to CWCs successes as prudent, thoughtful members of the board.



Moving forward, any new program or project will be presented with a rationale, resources, timelines, deliverables/projected outcomes, a comprehensive budget with identified funding sources, a revenue generation plan and accountability framework.

Consideration must also be given to the domino effect of each proposed project or strategic initiative and how it will affect the rest of the plan.

Activities and Events

Awards of Excellence

The marquee event for CWC is the annual Awards of Excellence (AE), open to members as well as non-member contestants. The AE recognizes and celebrates excellence in crime and mystery writing in ten fiction and nonfiction categories. What we look for is quality and originality of the premise and writing, regardless of subgenre.

The submission process is managed by the Awards Manager, who supports the Awards Committee and Jury Selection Committee. Thirty jurors/judges and five alternate jurors who are passionate about the crime/mystery genre and willing to contribute to the success of the Awards of Excellence are recruited each year. We continue to benefit from a diverse pool of enthusiasts that ensure broad cultural, ethnic, gender identity and geographic representation (English and French) from across Canada.

In 2023, the Awards Committee conducted a review of contest processes used in similar writing organizations. They determined that, for cost savings and ease of administration, CWC would follow the lead of those organizations and only receive submissions from publishers and authors in PDF format.

Judges are drawn from a pool of writers, reviewers, booksellers, librarians, and academics across Canada who volunteer as a way to 'give back'. Judges are selected by mid-November and begin their adjudication by the end of November. Sitting on a three-panel team, judges choose the AE finalists in ten (10) categories. The winners will be announced in May 2024.

The Awards of Excellence attract readers', media, and critics' attention. Finalists, as well as winners, recognize the Awards' exceptional promotional value. Being named a finalist or winner, particularly in the Unpublished category, has resulted in the launch of several careers.

Crime Writers of Canada Website

Completely revised and launched in February 2024, the website is a key portal for members and non-members. The new site is clean, informative, and easy to navigate. It presents a unique opportunity for cataloguing and promoting member crime fiction and non-fiction and the Awards of Excellence, and for promoting writing resources, social media presentations and the ongoing professional development of members.



Monthly updates feature recent releases. News and photos about regional and national events are featured regularly.

“Members Only” area of website

Only members in good standing who have a username and password can access this private area of our website. The following services are available:

- access to CWC members newsletter and archives
- access to governance, legal, and corporate documents
- member uploads into the events calendar
- creating and updating author profiles
- uploading descriptions and graphics about new releases into the online catalogue
- database of contact information where those members can connect with each other
- professional development resources, such as webinars, interviews with writers and writing and publication tips for members from members
- links to discounted services, memberships, and benefits.

The public uses the website to access a unique searchable database of members’ publications and information about the Awards of Excellence as well as upcoming and past events. Organizations seeking speakers at events, panelists or workshop participants and media outlets also use the online directories.

Publications

Crime Beat is an informative newsletter delivered to an extensive list of members of the public: genre supporters, editors, publishers, librarians, and others.

The members’ only *Inside Scoop* contains articles and information from Canada and around the world for emerging and experienced crime and mystery writers about upcoming contests, calls for submissions, opportunities for appearances, etc. Members also contribute to the newsletter, sharing their experiences.

Participation in Regional, National and International Events

CWC members are regular attendees, panel members, book sellers, and presenters at events such as When Words Collide, Toronto International Festival of Author's (TIFA) MOTIVE Crime and Mystery Conference, Montreal Mystery Festival, "You're Killing Me", a Crime Writers & Writers Federation of Nova Scotia event, Word on the Street (various cities across Canada), Left Coast Crime, and Bouchercon.

Our members benefit from being part of a larger, recognizable group and networking with industry professionals and other authors at all stages of their careers. We have a longstanding relationship with



the Ontario Library Association (OLA) and participate in their annual winter Super Conference held at the Toronto Convention Centre.

Social Media

CWC maintains social media accounts and regularly posts news and updates on Facebook, Twitter, Instagram, and YouTube, along with weekly podcast series available on www.crimewriterscanada.com.

To support new writers and established authors, CWCs Social Media Coordinator invites members and guests to share their knowledge about the business and creative aspects of researching, writing, and publishing. There is an archive of YouTube videos on the website. Going forward, our focus will be on building an audience for the new podcast and increasing engagement between members and audiences.

Activities & Events Under Development

- development of a policies and procedures manual/guidelines to capture the administrative, legal and financial management requirements to ensure the smooth operations of the organization.
- strategic targeted regional events and networking opportunities for members to meet other writers and to expand their exposure to new readers (local, national, online, and in person?)
- initiating coaching or mentoring for new and inexperienced writers
- delivery of a broader array of workshops, webinars, and other learning experiences offered by industry experts – some will be exclusive to members without any extra charge and others will also be open to non-members, who will pay a fee
- initiatives to raise CWC and member profiles, and enhance interaction between readers, writers and fans to promote our members and increase book sales
- outreach to organizations and agencies serving diverse populations of potential writers and members, as well as schools and libraries, bookstores, and other retail channels.

Strategic Planning Elements

SWOT Analysis:

An assessment of the Strengths, Weaknesses, Opportunities and Threats for CWC is summarized below:

Strengths

- International recognition of the CWC as a reputable professional organization for the support of Canadian crime writers with a prestigious history going back to 1982.



- A strong core of internationally recognized authors who have achieved commercial success in publishing and associated media.
- Widely known for its annual Awards recognizing excellence in crime writing and for the many well-known, bestselling award winners.
- Dedicated to Canadian crime writers, emerging and experienced, traditionally or independently published, in all genres and formats – cozy mysteries, thrillers, police procedurals, noir, historical, spy novels, true crime, short stories, French and English.
- There are reasonable annual fees to become a professional, associate or supporting member and reasonable criteria to confirm Professional Author Member status.
- As part of the website renewal project, the Mega list of over 2000 public subscribers was vetted and inactive accounts deleted. The remaining ‘clean’ contact list is a valuable asset for communicating with the broader public, publishers, editors, agents and fans of the genre.
- Our enhanced social media presence and frequent postings and communications from CWC are of significant promotional value to most author members.
- Our unstoppable energy and ability to pivot to online delivery of member services have allowed us to survive two years of pandemic restrictions on social gatherings and live events and become accustomed to virtual events, including the Annual General Meeting.

Weaknesses

- Our purpose, value proposition and benefits to members have not been well articulated, when compared to the marketing efforts of other writing associations in Canada including Sisters in Crime, The Writers Union of Canada, Canadian Authors Association and with other international organizations for crime writers.
- CWC relies on volunteers to participate on committees, the board of directors and coordinate external activities. Recruiting qualified volunteers who are team players continues to be a challenge.
- Most members do not participate in activities and events or connect with other member writers, not do they understand the value of volunteering with CWC or networking on a broader scale.
- Our internationally recognized members could be more robustly promoted.
- Membership fees have remained unchanged for many years; however, raising fees will require additional member offerings to deal with competition from other professional writing agencies who charge less or have a different focus, e.g., advocacy along with professional development.
- Compared to better-resourced writing organizations, CWC does not have the funding to compensate professional presenters of workshops, seminars, etc.
- The value-added aspects of *Cool Canadian Crime* and *Crime Beat*, CWCs digital publications that promote our authors and CWC, have not been evaluated on terms of reach, raising CWC profile or national media attention, in the context of the amount of contractor hours to



produce the publications.

- Our membership is over-weighted in Central Ontario and British Columbia. Attracting member representation and participation in other regions of Canada, particularly those with sparse writer populations, has been a challenge.
- No survey has been completed to identify the numerical breakdown of members and publications by genre and province, giving rise to concerns that CWC may not be appealing to writers and readers in other popular crime genres.
- The board is prepared to embark on an ambitious agenda of program development, new offerings such as mentoring and contests to attract emerging writers and delivery of professional craft training. Those enhancements will require the administrative and operational management work of additional competent staff like Publicity and Membership Coordinators and a permanent secretary to the board of directors.
- CWC currently has insufficient funding to expand programs or adequately fund enough hours to fulfill the responsibilities carried out by hourly-compensated contractors like the Executive Director, Program Manager and Social Media Coordinator at rates comparable to other organizations and of the position.

Opportunities

- Enhance and communicate member benefits and the value to members from promotional activities, events, and connections with other writers, without increasing member fees.
- Advertise and actively promote CWC activities to attract more professional and associate/emerging crime writers from all regions of Canada and in all crime fiction and non-fiction genres and formats – novels, short-stories, digital, audio, journalism, and screenwriting.
- Explore how to enhance the prestige of achieving CWC Professional Author Member status.
- Pursue reciprocal memberships and working partnerships with national and provincial writer organizations.
- Promote the benefits of joining organizations that support writers, e.g., Access Copyright
- Explore opportunities to regularly recognize and promote our well-known, established writers. Ask them for input on what CWC can offer them and how they can be more proactive with promoting CWC.
- Create criteria for special award/recognition categories such as a CWC Hall of Fame to leverage participation by multiple commercially successful or internationally recognized members.
- Add to the attraction for individuals considering joining as Associate Members, e.g., students, new writers, friends, readers and fans, reviewers, booksellers, librarians, teachers, book clubs, creative writing schools by offering tailored programming, access to published authors via social media events, mentorship programs, special access podcasts, etc.



- Outreach with clear enunciation of benefits to attract more sponsors, advertisers and donors from our supporters, agents, publishers, and others selling services to writers.
- Invest in and expand marketing communications and public relations campaigns to promote author members and the CWC.
- Offer a writing contest for emerging mystery/crime writers with a view to making it a revenue generating proposition linked to our mentorship goals.

Threats

- CWC membership tends to skew to an older demographic.
- Competition from other national and international professional writing organizations for members.
- The unknown impact of new/alternate technologies on protection of intellectual property, writers, readers and publication streams; economic constraints potentially leading to reductions in book sales.
- Potential loss of members to other writer organizations that offer broader range of programs and services or who are perceived to offer better value for their membership fees.
- The absence of new volunteers for key roles has led to over-dependence on a few hard-working volunteers who receive limited recognition for their efforts and who often burn-out or resign.
- Lack of documentation, policies and procedures for onboarding new contractors and board members to ensure their orientations are seamless and the rewards of their efforts are clear.
- Members may lose interest in renewing if their active participation is not encouraged or promoted and there are limited opportunities for them to build their network of writing colleagues.
- Economic challenges across the writing and publishing sectors have impacted many writing organizations, with the result that the number of active writers willing to invest time and money in any writing organization has dropped.
- Lack of effective promotion of the Awards of Excellence writing content could mean a reduction in entries and a loss of profile for the initiative.



Next Steps

Primary Strategic Goals and Objectives

1. Enhance the value proposition of joining the organization for prospective members and retaining existing CWC members.
2. Initiate strategies to increase membership and increase member engagement online and in person.
3. Pursue working partnerships and cooperative arrangements with relevant professional organizations.
4. Appropriately compensate contractors for the scope and complexity of duties performed.
5. Explore new sources of financing to support professional development and additional services, events, and activities, as well as enhancing organizational stability with respect to administration and finances.
6. Raise the public profile of CWC in the regions, nationally and internationally as the premier organization for Canadian mystery and crime writers.
7. Promote CWC and the broad spectrum of its members nationally and internationally, to traditional and social media, media, booksellers, libraries, industry professionals, writers, related writer organizations and professional partners, and the public.

To be developed:

- Coherent policies and procedure handbooks to facilitate day-to-day business as well as transitional phases, position descriptions and succession planning for contractors and the board.
- Updated by-laws, e.g., updating content and language, Privacy Policy, a Code of Conduct, Conflict of Interest, Consent to Act (as directors), retention and destruction of financial and records – Example: PayPal and Square process payments that contain personal information.
- Terms of reference to act as the roadmap for each committee roles and responsibilities, posted on the website with an encouragement for members to join and get involved.
- A risk assessment process so that CWC is positioned to manage what is manageable, anticipate shifts and be adequately prepared for exigent circumstances.
- Robust marketing and promotion/publicity strategies for the organization and author members
- Financial plans and forecasts that incorporate investment in human resources, programs, services and operational costs.
- Clarifying the style of governance for the CWC board along with realistic performance and accountability measures for records retention and secure storage in accordance with legislated requirements.
- Code of ethics/conduct for CWC members, directors, and contractors.



Recommended Action Plans: 2024-2029

The following tables outline proposed actions and timelines for implementation. It should be noted that completion will be dependent on adequate funding and human resources.

#	Action Item: Description	Priority: 1-2-3	Due date	Responsible	Resource Implications
1	<p>Mission, Vision and Values:</p> <ul style="list-style-type: none"> a. Review/update CWC Mission, Vision and Values statements. b. Define our strategic positioning relative to other national and international writing organizations. c. Clarify our value proposition for Canadian writers. 	1	September 2024	Board of Directors & Contractors	Contractor time
2	<p>Organization & Staffing:</p> <ul style="list-style-type: none"> a. Assess the effectiveness and efficiencies of the current organization structure in the context of current program and administration needs: Executive, Board of Directors, Regional Directors, and Standing Committees. b. Compare to similar professional organizations for writers and adapt for CWC. c. Examine the longer-term administrative, operations, financial management and program demands to achieve proposed strategic objectives and better support active volunteer members and broader membership: <ul style="list-style-type: none"> i. Document anticipated impact on contractors and professional service providers. i. Review task assignments and division of duties, update position names and descriptions for contractors. ii. assess future requirement for full-and part-time contractors. iii. Develop robust succession plans for contractors and directors. 	1	June 2024		Objective will change with official designation of CWC as a charitable organization issuing tax receipts



#	Action Item: Description	Priority: 1-2-3	Due date	Responsible	Resource Implications
3	<p>Financing:</p> <ul style="list-style-type: none"> a. Update Memoranda of Understanding with existing sponsors, promote value propositions, and request additional supports. b. Identify contractor skills and expertise required to work with grant applications for public and private funders. c. Research new sources of financing: <ul style="list-style-type: none"> i. Provincial, federal government and private sector grants consistent with CWC mandate. ii. recommend amendments to mandate or existing programs and services to align CWC activities with grantors’ eligibility criteria and facilitate receipt of funding for new initiatives. iii. Seek individual donations and bequests linked to initiatives. iv. solicit additional sponsorships to support organizational development and additional services, events and activities. v. Develop a draft template with commonly requested information requested by funders. vi. Research and submit applications for grant funding. vii. Review documentation and changes to ensure that CWC remains in compliance with Innovation, Science and Economic Development, Corporations Canada, Canada Revenue Agency and funders’ reporting requirements 	1	September 2024	<p>Executive Director</p> <p>Chair</p> <p>Board</p>	<p>Start date may be accelerated once designation of charitable status is received</p> <p>Human resources and existing position descriptions will need to be reviewed and tasks identified to ensure CWC has the appropriate contractor staff to manage grant applications and subsequent processes</p>



#	Action Item: Description	Priority: 1-2-3	Due date	Responsible	Resource Implications
4	<p>Membership:</p> <ul style="list-style-type: none"> a. Review membership categories, eligibility criteria, costs, and benefits for Professional Authors, Associates and Supporters. b. Examine membership fee structures of similar professional organizations and consider whether CWC fees should be changed. c. Explore opportunities for cross-promotion of memberships and financial implications. d. Communicate updated information to members and promote benefits of membership via social media and the website. e. Consider re-establishing a standing Membership committee. f. Update, clarify and communicate criteria for honorary/lifetime achievement, Derrick Murdoch and Grand Master categories. 	2	September 2024	Executive Director & Board	<p>Report</p> <p>Liaison with Awards Committee</p>
5	<p>Infrastructure:</p> <ul style="list-style-type: none"> a. Develop operating guidelines for ongoing management of the new (2024) CWC website. b. Document webmaster arrangements with SmartyPants (contract, services list and delivery timelines, costs) c. Develop a simple to use, secure file management system that complies with standard industry practices, safeguards important corporate records and ensures the confidentiality of critical organization and member information. d. Review corporate documentation and information on record to ensure that contact names, emails and addresses are consistent. e. Ensure that documentation required by Corporations Canada and other legal entities remains updated and in compliance. 	1	April to June 2024	<p>Executive Director and webmaster</p> <p>Executive Director & Chair</p> <p>Executive Director</p>	<p>Clarify & communicate budget requirements for initial website development and ongoing maintenance costs</p>



#	Action Item: Description	Priority: 1-2-3	Due date	Responsible	Resource Implications
	f. Establish a secure system for retention of mission critical data relating to CWC logins, passwords and other credentials.				
6	<p>Communications & Technology:</p> <p>a. Review and conduct regular evaluations of performance/value-for-money status of CWC social media channels.</p> <p>b. Develop standard formats and inventories for documenting service providers, CWC assets like domain name, hardware and software, maintenance contracts, renewal dates, security credentials, etc.</p> <p>c. Establish terms of reference for a revitalized Marketing & Communications Committee to:</p> <p>i. review CWC internal and public newsletters to determine formats, content and frequency,</p> <p>ii. review all communications, internal and external,</p> <p>iii. develop strategies for developing and maintaining mailing lists,</p> <p>iv. prepare options for enhancing promotion of and engagement with established, internationally recognized authors and professional author members,</p> <p>v. prepare annual communications plans for board review.</p>	1	April to September 2024	<p>Social media coordinator and Executive Director, with report to the board on completion</p> <p>Marketing Committee & Executive Director</p>	
8	<p>Awards of Excellence (AE):</p> <p>a. Review the Jury Selection Committee and AE Committee membership criteria, roles and responsibilities, and succession planning.</p> <p>b. Update juror selection and judging processes.</p> <p>c. Review scheduling of various contest elements scheduling; revise related documentation.</p>	1	September	<p>Chair</p> <p>Awards Manager</p> <p>Awards Committee</p> <p>Jury Selection</p>	Included in operating budget.



#	Action Item: Description	Priority: 1-2-3	Due date	Responsible	Resource Implications
	<ul style="list-style-type: none"> d. Develop plans for increasing the reach of promotional activities and increase the number of revenue-generating submissions. e. Explore options to increase contest revenue, reduce administrative demands and make the Awards self-supporting. 			Committee	
9	<p>Activities & Events:</p> <p>Member, Public & Media Engagement:</p> <ul style="list-style-type: none"> a. Ongoing outreach to relevant local organizations to build networks, engage in event planning (festivals, workshops, conference panels, etc.) and other promotions for members. b. Collate and post an inventory of contents and literary events to the Members Only section of the website, c. Establish a schedule of podcast interviews with CWCs internationally recognized/ commercially successful authors across genres and deliver as a members-only benefit. d. Support national and international events and raise the profile of CWC and author members with active participation and promotion of those events. e. Send notices of upcoming events and photos of past events for posting to the website 		May 2024 to March 31, 2025	<p>Regional Reps</p> <p>Executive Director</p> <p>Social Media Coordinator</p> <p>Marketing Committee</p>	
10	<p>Annual Review of performance & results, plan for improvements in efficiency and effectiveness – Action Items 1-9</p>		February 2025	<p>Executive Director</p> <p>Chair</p> <p>Board</p>	Report



Appendices (Previously Submitted)

The Strategic Planning Process, from Del Chatterson

The Five-Year Strategic Plan for Crime Writers of Canada was prepared for the period 2024 – 2029 using the following process. The objective was to deliver a document that defines the mission, vision and values, goals, objectives and action plans of CWC and allows for annual review, revision and approval by the Executive and the Board of Directors prior to each year.

Process:

Preparing a Strategic Plan for 2024-2029 started in October 2023 and was expected to be completed with delivery of a final draft plan by March 31st, 2024, submitted to the Board for review, revision and approval before May 31st, 2024.

An update on the planned process steps follows:

A Strategic Planning Committee was initiated in October 2023 with a mandate to research the issues of concern to CWC members; assess ideas and alternatives for potential response to the issues and to deliver improved services to members; choosing projects and priorities and recommending action plans for the next five-years consideration of the available resources, budgets and time frames.

An initial Strategic Plan Outline was accepted in September and a list of the strategic issues, questions and concerns raised in prior surveys of CWC Members and the Board was submitted for Board review on November 18th. Feedback and additional commentary from interested CWC members were also reviewed. Other writers' organizations with similar issues, obstacles and challenges were presented for consideration of what works well for them and might work for us.

An assessment of our current strengths and weaknesses, threats and opportunities in all areas was documented in the strategic plan and submitted for review.

Brainstorming: Any and all ideas for improvements were considered before assessing viability and the pros and cons of each. The Strategic Planning Committee evaluated and selected recommended action items with initial estimates of priorities, budgets and timetables for the five-year plan and for the next year 2024-25.

A complete draft of the Five-Year Strategic Plan was submitted by the Strategic Planning Committee for review by the Board in February 2024 to evaluate and confirm the initial conclusions and recommendations on action plans for the next five years. Edits were made by the Project Lead based on input from the directors. Further edits, formatting and detailing of tasks were contributed by the Chair, Vice Chair and Executive Director.

The Five-Year Strategic Plan is to be revised for final presentation to the Board in March 2024 to conclude on an agreed and accepted Five-Year Strategy for the Board Meeting of April 2024.



Strategic Planning Committee Notes – 2023-2024

CWC Strategic Planning Committee – Notes for Discussion & Review

December 12, 2023

CWC Strategic Planning Committee - Zoom Meeting

Del Chatterson is inviting you to a scheduled Zoom meeting.

Committee Members:

CWC 2023-4 - Strategic Planning Working Group	
Members	Contact Info
Del Chatterson - Lead	del.chatterson@gmail.com
Winona Kent – Vice Chair	winonakent@gmail.com
Zana Gordon – Treasurer (resigned Dec 23)	treasurer@crimewriterscanada.com
Cathy Fynn– Executive Director	ed@crimewriterscanada.com
Katherine Walker – Member at Large	kw@katherinewalker.ca
Bob Harris – Associate member	harrisbobh@hotmail.com
Julie Hiner – Regional Rep - Alberta	powerpuffjd@gmail.com
Ludvica Boota – Program Manager (Corporate memory – Advisor to the WG)	aed@crimewriterscanada.com
Hyacinthe Miller – Chair - Observer/resource	Board-chair@crimewriterscanada.com

Mandate:

The CWC Strategic Planning Committee has been asked to prepare a 5-Year Strategic Plan for Crime Writers of Canada with recommendations to the Board on the most important issues to be addressed and the priorities and action plans for the next few years.



Strategic Planning Process: (revised and updated- January 2024)

Preparing a Strategic Plan for 2024-2029 started in October 2023 and should be completed with a final approved and accepted plan before the AGM in June of 2024 through the following strategic planning process:

1. Organize a Strategic Planning Committee to research the issues of concern to members; develop ideas, options and alternatives to achieve improvements; assess current priorities, budgets and timetables; recommend appropriate action plans for the next five-year period; and provide monthly progress reports for review by the Board. The important milestones are to submit a draft Five-Year Strategic Plan before March 31st for the Board to review, accept and approve the final plan by May 31st, 2024.
2. Review and update the current key issues, questions and concerns and assess the potential solutions to improve performance in meeting the expectations of members. Consider current strengths and weaknesses, threats and opportunities in all areas – Membership, Financing, Organization, Marketing, Administration, Communications, Operations, Events and Awards Programs.
3. Compare CWC strategies and operations to other writers' organizations with similar issues, obstacles and challenges. What do they do that works well for them and might work for us? Should we avoid doing what they already do better than CWC?
4. Brainstorming: Solicit any and all ideas for improvements, consider all the options and alternatives before assessing viability and the pros and cons of each.
5. Start evaluating the action items in terms of the resource implications and our current capabilities in order to assign priorities, budgets and timetables.
6. Prepare a first draft Five-Year Strategic Plan document for review of the scope and direction and the initial conclusions on priorities, budgets and timetable for each year.
7. Revise the document for final presentation to the Board for review and approval before March 31st and conclude on an agreed Five-Year Strategic Plan accepted by the Board before May 31st, 2024.

Progress to date:

1. The Board approved in October the mandate, the process, and the outline of a draft Five-Year Strategic Plan.
2. The issues, questions and concerns provided in surveys of members and the Board were summarized and presented for further comments in November.
3. The Planning Committee is now brainstorming other ideas and options and researching alternative solutions and action plans to be considered for CWC.
4. The finalized report will be presented to the Board at the March 21st meeting.



Research Notes:

List of Other Writers Organisations

1. Canadian Authors Association - Writers helping writers since 1921

Canadian Authors Association provides writers with a wide variety of programs, services, and resources to help them develop their skills in both the craft and the business of writing, enhance their ability to earn a living as a writer, and have access to a Canada-wide network of writers and publishing industry professionals. We are a membership-based organization for writers in all areas of the profession— aspiring, emerging and professional—in every genre and across all writing-related professions.

As a not-for-profit national arts service organization with charitable status, much of what we do benefits all writers, whether they are members or are affiliated with us as partners or through other writing groups.

What We Do

- Advocate for the protection of rights and equitable treatment for writers
- Help members promote their work through a members' book catalogue, online directory, advertising opportunities, book fairs, readings and touring support
- Provide writers with up-to-date information on awards, contests, opportunities, calls for submissions and writing conferences and retreats via monthly national bulletins, branch newsletters, and the website
- Provide learning opportunities for writers at every stage through webinars, podcasts, and CanWrite! —our national conference
- Showcase Canada's incredible literary talent through our literary awards, ezine, website, social media, conference—and whatever other media we have at hand

Our Mission

Canadian Authors Association (CAA) is a national organization with a local presence dedicated to promoting a flourishing community of writers across Canada and to encouraging works of literary and artistic merit. We do this by

- providing opportunities for professional development
- promoting the fair and equitable treatment of writers
- increasing public awareness of Canada's writing and publishing environment

100 Years of Accomplishments

Founded in 1921 by Stephen Leacock, Pelham Edgar, B.K. Sandwell, John Murray Gibbon (who became its first president), and other prominent writers of the time, to lobby for the protection of authors'



rights, the Canadian Authors Association has continued to pursue this objective to this day. Instrumental in the 1924 copyright legislation, the Association began pressing for a new *Copyright Act* in the 1980s.

Some 25,000 writers have been active members including, in the early days, Stephen Leacock, Nellie McClung, Bliss Carman, Robert W. Service, Ralph Connor, E.J. Pratt, Mazo de la Roche and Sir Charles G. D. Roberts.

2. [The Writers' Union of Canada \(writersunion.ca\)](http://writersunion.ca)

The Writers' Union of Canada (TWUC) is the national organization of professionally published writers. TWUC was founded in 1973 to work with governments, publishers, booksellers, and readers to improve the conditions of Canadian writers. Now over 2,600 members strong, TWUC advocates on behalf of writers' collective interests, and delivers value to members through advocacy, community, and information. TWUC believes in a thriving, diverse Canadian culture that values and supports writers.

3. [Sisters in Crime \(International\)](#)

[Sisters in Crime Toronto Chapter](#) [Canada West](#)

Sisters in Crime is the premier crime writing association focused on equity and inclusion in our community and in publishing. Founded in 1986 to represent and advocate for women crime writers, we celebrate and honor this history with our name while we continue to work for all who share our commitment to and love for a vibrant, inclusive community. Our 4,500+ members enjoy access to tools to help them learn, grow, improve, thrive, reinvent if necessary. They also gain a community of supportive fellow writers and readers, both peers to share the peaks and valleys of writing, and mentors to model the way forward.

4. [ITW - International Thriller Writers](#)

ITW represents professional thriller authors from around the world.

The International Thriller Writers is an honorary society of authors, both fiction and nonfiction, who write books broadly classified as "thrillers." This would include (but isn't limited to) such subjects as murder mystery, detective, suspense, horror, supernatural, action, espionage, true crime, war, adventure, and myriad similar subject areas.

ITW's mission is "To bestow recognition and promote the thriller genre at an innovative and superior level for and through our Active members; to provide opportunities for mentoring, education and collegiality among thriller authors and industry professionals; and to grant awards for excellence in the thriller genre." ITW By-laws: Article II, Purposes, Section 2.

One of the main purposes of the organization is to provide a way for successful, bestselling authors to help debut and midlist authors advance their careers. To that end, ITW has designed numerous, effective programs and events which promote debut and midlist writers and their work, sometimes in partnership with bestselling authors. In addition, ITW promotes literacy, gives money to worthy organizations, supports libraries, and advances the genre. Finally, it brings together almost a thousand writers, readers,



publishers, editors and agents at its annual conference, ThrillerFest, as well as at CraftFest, a writing workshop program, and PitchFest, where aspiring authors can meet and pitch top literary agents.

[Click through](#) to read about membership qualifications and find out how to apply.

5. MWA - [Mystery Writers of America](#)

Mission Statement

Mystery Writers of America is the premier organization for mystery writers, professionals allied to the crime-writing field, aspiring crime writers, and those who are devoted to the genre. MWA is dedicated to promoting higher regard for crime writing and recognition and respect for those who write within the genre. We provide scholarships for writers, sponsor MWA Literacy programs, sponsor symposia and conferences, present [the Edgar® Awards](#), and conduct other activities to further a better appreciation and higher regard for crime writing.

Additional Information

MWA also works to educate writers and those who aspire to write regarding their rights and interests, and to make writers and readers aware of matters which may affect crime writing through legislation, publishing industry practices, judicial decisions, or in other ways. Our [membership](#) includes writers of books, short stories, plays, and screenplays; publishers, editors, agents, librarians, booksellers, and other in allied fields; aspiring writers and others devoted to crime writing.

Membership is open to the public, and you need not reside in the U.S. to join. MWA is a non-profit organization described in Section 501(c)(3) of the Internal Revenue Code.

MWA has eleven [regional chapters](#), ranging in size from one state (Florida) to thirteen (Midwest). Any member of MWA is automatically enrolled in the appropriate regional chapter. All chapters have a newsletter and most have regular meetings; increasingly, chapters also have an online presence. Many MWA meetings are open to non-members.

4. CWA-UK [The Crime Writers' Association \(thecwa.co.uk\)](#)

The Crime Writers' Association was [founded in 1953](#) by John Creasey (pictured). Our overall aim is to support, promote and celebrate this most durable, adaptable and successful of genres. The CWA's everyday aim is to [support writers](#) of every kind of crime fiction and non-fiction and to promote their work.

The CWA is a thriving, growing community and a broad church. Its membership encompasses writers of all kinds of 'crime' – embracing procedural, psychological, all types of thrillers, cozy, noir and even supernatural and fantasy cross-over. Writers of all crime-related non-fiction, including true crime, are welcome too. Writers of crime for children and young adults are also welcome to join as are authors of crime novels on graphic platforms.

CWA authors are of all ages and at all stages of their careers, from young debuts to established veterans, and while the CWA is UK-based, it attracts many members from all over the world.



In addition to authors, the CWA has [associate and corporate members](#) drawn from literary agents, publishers, reviewers, bloggers and editors who specialise in crime fiction and non-fiction.

A Guide to Canadian Writing Groups

Posted: Jan 04, 2018 11:45 AM EST | Last Updated: January 27:

The groups listed here are a sampling of what the Canadian literary community has to offer. Are you part of a writing group that is open to new members and want to be on our list? Email us at cbcbooks@cbc.ca.

[British Columbia](#) | [Alberta](#) | [Saskatchewan](#) | [Manitoba](#) | [Ontario](#) | [Quebec](#) | [New Brunswick](#) | [Prince Edward Island](#) | [Nova Scotia](#) | [Newfoundland & Labrador](#)

British Columbia

[Christianne's Lyceum of Literature and Art](#)

What: An inclusive set of programs and writers' workshops

Where: Vancouver, B.C.

Who: Writers of all ages

[Comox Valley Writers Society](#)

What: Supports writers in the development of their craft. General meetings monthly, small writing critique groups, monthly Prose and Poetry at the Courtenay Library, annual community outreach literary event – the North Island Writers Conference.

Where: Courtenay, BC

Who: Writers of all ages

[Kelowna Writers' Group](#)

What: Writers meet the first Tuesday of every month at the Kelowna library.

Where: Kelowna, B.C.

Who: Writers of all genres

[Kelowna Word Guild](#)

What: Monthly meetings to provide support to writers who are Christians through workshops, critique circles, skill building exercises and other areas of need. Also host events to showcase the writers, regional one day conferences, and writer retreats.

Where: Kelowna, B.C.

Who: Christian writers

[New West Writers](#)

What: Writing critique group

Where: New Westminster, B.C.

Who: Writers of all genres

[Sooke Writers' Collective](#)

What: A writers group offering support, feedback, an annual anthology, workshops and mini-retreats.



Where: Sooke, B.C.

Who: Writers of all levels and genres

[Sunshine Coast Writers and Editors Society](#)

What: An inclusive group of writers and editors that meets monthly and has community-minded projects.

Where: A combination of Zoom and various venues on Sunshine Coast, B.C.

Who: Writers and editors of all levels of experience, ethnicities and is inclusive of the LGBTQ2 community

[Surrey Libraries writing groups](#)

What: Writing groups for adults and teens

Where: Surrey, B.C.

Who: General public

[Vernon Critique Group](#)

What: A group of fiction writers offering critique and feedback on each other's work on the third Saturday of each month.

Where: Vernon, B.C.

Who: Fiction writers

[Victoria Writers' Society](#)

What: Participate in small, informal groups where writers present their works in progress and receive critical feedback. There are currently groups focused on short stories, novels, general fiction and creative nonfiction.

Where: Victoria, B.C.

Who: Members of the Victoria Writers' Society

[British Columbia Association of Travel Writers](#)

What: A group for B.C. travel journalists and writers

Where: British Columbia

Who: Meetups are open to the public

[The Grind Writers' Group](#)

What: Writers of all levels and genres

Where: Vancouver, B.C.

Who: General public

[Heart & Mind Writing Group](#)

What: Writers of all levels and genres

Where: Sicamous, B.C.

Who: General public

Alberta

[Alexandra Writers' Centre Society](#)

What: Community of emerging writers of all ages

Where: Calgary, Alta.

Who: General public



[Edmonton Writers' Group](#)

What: Informal group of aspiring and published writers

Where: Edmonton, Alta.

Who: General public

[Imaginative Fiction Writers Association](#)

What: Critique of written work, marketing advice, writing games and exercises

Where: Calgary, Alta.

Who: Members of the Imaginative Fiction Writer's Association

[Parkland Poets](#)

What: Community of poets who share their work

Where: Stony Plain, Alta.

Who: General public

[Strathcona County Writers](#)

What: Writers of all levels and genres

Where: Strathcona County, Alta.

Who: General public

Saskatchewan

[Saskatchewan Writers Guild](#)

What: Professional organization that offers development and workshops for all genres

Where: Saskatchewan

Who: Members

Manitoba

[Brandon Writers' Collective](#)

What: Writing group for all genres

Where: Brandon, Man.

Who: General public

[Interlake Writers Guild](#)

What: Writing group for all genres

Where: Selkirk, Man.

Who: General public

[Manitoba Writers' Guild](#)

What: Professional organization that offers development and workshops for all genres

Where: Manitoba

Who: Workshops are open to both members and the general public

Ontario

[Immigrant Writers Association \(IWA\)](#)

What: Programs, activities, and services that empower and support immigrant writers in their journeys. Our mission is to encourage immigrants to express themselves through writing.



Where: Toronto, Ont.

Who: Canadian immigrant writers

[InkWell Workshops](#)

What: Drop-in creative writing workshops

Where: Toronto, Ont.

Who: Adults with mental health and addictions issues

[Firefly Creative Writing](#)

What: Writing workshops, coaching and retreats

Where: Toronto, Ont.

Who: General public

[KW Writer's Alliance](#)

What: Organization helping to connect and develop writers of all genres

Where: Waterloo, Ont.

Who: General public

[London Writers Society](#)

What: Organization helping to connect and develop writers of all genres

Where: London, Ont.

Who: General public

[Memoirs Writing Group](#)

What: Group discussions to help writers develop their writing voice with feedback to assist with the editing process

Where: Brampton, Ont.

Who: Adult writers

[Ottawa Independent Writers \(OIW\)](#)

What: A gathering place for people with a passion to weave fiction and non-fiction stories, write poetry and plays and string words together in a variety of other formats.

Where: Ottawa, Ont.

Who: Adult writers

[OUTwrites Queer Writing Collective](#)

What: queer-positive, sexually diverse group for all levels

Where: Toronto, Ont.

Who: General public

[Sudbury Writers' Guild](#)

What: Community-based writing group for all levels and genres

Where: Sudbury, Ont.

Who: General public

[Toronto Public Library](#)

What: Various groups and workshops focused on a variety of genres, including memoir, fiction and poetry.

Where: Toronto, Ont.



Who: General public

[Toronto Science Fiction and Fantasy Writers](#)

What: Group group for science fiction and fantasy writers

Where: Toronto, Ont.

Who: General public

[Toronto Writers Collective](#)

What: Free writing workshops for underserved communities

Where: Toronto, Ont.

Who: Adult writers

[Writers' Community of Durham Region](#)

What: Professional organization that offers development and workshops for all genres

Where: Durham region

Who: Workshops are open to members and the general public

[Writer's Community of York Region](#)

What: A collective of local authors, poets and industry professionals who endeavour to build a supportive and encouraging framework for writers and their craft.

Where: All communities and localities within York Region.

Who: WCYR members and registered members of the general public.

Quebec

[Shut-up & Write/Tais-toi et écris Montréal](#)

What: Community of writers who share their work, in any genre.

Where: Montreal, Que.

Who: General public

[Quebec Writers' Federation](#)

What: Professional organization that offers development and workshops for all genres

Where: Montreal, Que.

Who: Workshops are open to members and the general public

New Brunswick

[Writers' Federation of New Brunswick](#)

What: Professional organization that offers development and workshops for all genres

Where: New Brunswick

Who: Members

Prince Edward Island

[PEI Writers' Guild](#)

What: Professional organization that offers development and workshops for all genres

Where: P.E.I.

Who: Workshops are open to members and the general public



Nova Scotia

[Evergreen Writers Group](#)

What: Creative writing group comprised of poets, short story writers, novelists, and playwrights

Where: Dartmouth, N.S.

Who: General public

[Word Nerds Teen Writing Group](#)

What: Teen-oriented writing group

Where: Colchester-East Hants, N.S.

Who: Teen writers

[Halifax Public Library Writers' Circle](#)

What: Weekly meetings for support and inspiration at various library branches

Where: Bedford, N.S.

Who: Adult writers

[Yarmouth Write Away Group](#)

What: Monthly writing group that welcomes all genres.

Where: Yarmouth, N.S.

Who: General public

[Writers' Federation of Nova Scotia](#)

What: Professional organization that offers development and workshops for all genres

Where: Nova Scotia

Who: Members

Newfoundland & Labrador

[Writers' Alliance of Newfoundland & Labrador](#)

What: Professional organization that offers development and workshops for all genres

Where: Newfoundland & Labrador

Who: Members