

Be Heard™



2008 ANNUAL REPORT

IABC INTERNATIONAL ASSOCIATION
OF BUSINESS COMMUNICATORS

TORONTO



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PRESIDENT'S MESSAGE

I am pleased to present IABC/Toronto's annual report on our achievements and financial results for the 2007/2008 board year (July 1, 2007 to June 30, 2008).

A solid plan and strategic focus were at the core of all chapter activities this year. As we did in 2004, the year started with a strategic planning session to map out our objectives, tactics and targets for the next three years. Looking forward three years allows the board to take a more strategic, big-picture approach in planning activities and setting goals.

In a nutshell, our strategy zeroed in on two objectives which provided your chapter leaders with a way to evaluate which programs and tactics could best meet our goals.

First, we wanted to improve retention by:

- focusing on the member experience
- paying attention to each member encounter
- reaching out to renewing (not just new) members.

Our second objective was to increase the number of IABC/Toronto members. Membership growth ensures we have the means and economies of scale that make our chapter strong. To achieve that, we resolved to:

- raise awareness of IABC professionals
- increase marketing and public relations activities.

To achieve these goals, we set these guiding principles that apply to all portfolios:

- know and respond to member needs
- run a solid operation.

In the following sections of this annual report, you'll read about some of the highlights of the past year and some of the key activities that led to a very successful year in bringing value to our members and recognition as the 2008 large chapter of the year award winner by IABC.

I would like to acknowledge and thank our many volunteers (listed at the end of this report), including the members of the 2007/2008 board. With their enthusiastic and professional support, we developed a strategic vision and created and implemented numerous programs.

Lastly, I'd like to thank you, fellow member, for participating in chapter activities, sending us your feedback and your help in providing stewardship of this chapter.

THE NEW BRAND

Bringing the new IABC/Toronto brand to life and aligning it closely to the international brand and the “Be Heard” tagline was a key goal for 2007/2008. First, it was important to add a personal touch to all interactions with members and this meant asking board members to regularly attend events and speak with members, to properly address concerns when sending personal responses to members, and to reach out to various member segments when special opportunities arose.

Once the chapter’s brand guidelines were established, the web support team refreshed the look of the website without a technology re-work. This saved the chapter considerable effort, time and expense. In addition to the website, all of the chapter’s communication vehicles (*Communicator*, e-Lerts, flyers) were successfully updated with the new branding that was reflective of the global brand.

The branding effort brought positive results in a number of areas such as: increased web traffic to event descriptions (hitting a record in January 2008 of 512 unique visitors), significant reduction in returned emails and favourable member feedback.

Feedback – members being heard

While the Member Communications team took the time necessary to integrate the new brand into chapter communication materials, the chapter also took the opportunity to explain the branding process to members which helped sensitize members to the changes. In the process of talking about the branding initiative every sort of communication channel was employed: face-to-face, email, mailings, surveys and the website.



Dialogue between members and the chapter board was enhanced through regular and improved e-Lerts, the first chapter Annual Report (2006/2007), web-based program evaluation surveys, online polls, and new social media tools such as IABC/Toronto’s Facebook and eXchange sites, and the Alliance of Independent Practitioner’s wiki.

REACHING OUT TO MEMBERS

Social media

Placing more emphasis on employing social media tools provided a fresh means of connecting with members—the Member Communications team established a Facebook group that already has more than 400 friends, and the launch of a wiki¹ by one of IABC/Toronto’s special interest groups, the Alliance of Independent Practitioners (AIP), are prime examples of embracing new approaches to building dialogue. A “Stay in Touch” message on the website helped to bridge the gap in member contacts during the summer by promoting these tools as ways for members to keep the dialogue going.

Volunteers and succession planning

The ultimate expression of member engagement is in the chapter’s ability to recruit volunteers. For the most part, key board portfolios were successful in developing a volunteer force that implemented programs with nominal oversight from the portfolio vice president. Instead, capable, dedicated volunteer directors lead teams to implement programs such as: OVATION awards, judging programs, advocacy, website development, and the newsletter, *Communicator*, to name a few.

Solid succession planning by each board member resulted in increased interest in serving on the 2008/2009 board in comparison to years prior.

¹ <http://independentstoronto.x.iabc.com>

Volunteer facts:

- 79 volunteers attended September’s volunteer recruitment night
- 70 volunteers applied for open positions with the majority successfully placed with portfolios
- More than 100 members were recruited as volunteers in various capacities
- More than 10 key volunteer positions were posted using IABC/Toronto’s CareerLine (job service)
- A mid-year volunteer experience survey told us that their expectations as a volunteer were met:
- 86 per cent of volunteers rated their IABC/Toronto volunteer experiences (past and present) as good or excellent
- 92 per cent of volunteers felt that the portfolio VP or project leader was considerate of their time
- 82 per cent volunteers said our ability to communicate with them was good or very good



MARKETING THE ASSOCIATION AND MEMBERSHIP GROWTH INITIATIVES

Chapter visibility was heightened by advertisements in Marketing magazine and the Human Resources Professional Association of Ontario newsletter, collaboration on events with high profile organizations such as ALI conferences, Ragan Communications, Disney Keys to Excellence Conference, the Professional Writers Association of Canada.

Membership statistics continue to be positive. Total membership grew by 11 per cent to 1,555 members, surpassing our goal of 1,530. We achieved a membership retention rate of 87 per cent, or 2 per cent above our objective. We established a 13 per cent benchmark for converting students to transitional status, and then exceeded that target by 4 per cent.

Many activities that built on the “knowing and understanding member needs” theme contributed to this successful result. One new initiative in that regard was a personal email to each renewing member from the chapter president. The email highlighted some less familiar chapter benefits, information about the chapter’s special interest groups, upcoming events, and invitations to volunteer. The responses to this campaign ranged from appreciation to offers to volunteer with the chapter.

A new full-colour, eight-page brochure is now the core of recruitment and new member kits. Last year, 135 prospect kits were sent to non-members who attended events or made enquiries about the IABC/Toronto.

Advertisements in two industry publications were used to garner brand recognition for IABC. Some old-fashioned direct marketing at events supplemented PR efforts, such as distributing brochures, member kits and branded notebooks at the Ontario Government Communications conference.

MEETING THE DIVERSE NEEDS OF A DIVERSE MEMBERSHIP

The chapter has a mature program for nurturing special interest groups and has developed a white paper to ensure these are developed in a consistent manner. The Alliance of Independent Practitioners currently boasts about 81 members and is generating positive cash flow for the chapter. The group has introduced innovations such as a referral service for independents, passing on contract leads and recommending qualified consultants for freelance work.

It may not be apparent to members that the Toronto chapter of IABC spans more than the Greater Toronto Area. Despite the proximity of several chapters in the immediate area (Grand Valley, London, Golden Horseshoe), New IABC members from North Bay to Belleville are assigned to IABC/Toronto by IABC headquarters. Meeting the needs of a geographically disperse membership introduces challenges that are best addressed by members already active in those regions. This is why the chapter is supportive of grassroots programming for and by local members.



The varied interests and specializations of members was recognized with the creation of guidelines for establishment of communities of interest (Special Interest Groups). IABC/Toronto already has two thriving groups: The Alliance of Independent Practitioners and Westend group.

The chapter’s Westend special interest group’s survey was presented to the board in the fall of 2008, indicating strong interest for attending events in the west end of Toronto. The results were also shared with our neighbouring chapter, IABC/Golden Horseshoe.

A member in northern Ontario has expressed interest in forming an informal special interest group and the chapter is ready to provide its support based on the guidelines in the white paper.

RECOGNIZING EXCELLENCE

The chapter's recognition programs complement those at the international and regional level. By recognizing communications and professional excellence of our members, we provide all members with local expressions of best practices and personal achievements that are an inspiration to all practitioners. Listed below are some of the chapter's activities in recognizing members' achievements.

- **Accreditation** – nine chapter members earned their Accredited Business Communicator (ABC) designation in 2007/2008. The expertise of accredited members is one of the value propositions highlighted in much of the chapter's marketing efforts to external associations and organizations.
- **Philanthropic works** – the chapter recognizes members who make a difference in their community in honour of Bobbie Resnick, ABC, APR, MC and IABC Fellow and a public relations pioneer who helped found the Toronto

chapter of IABC. The chapter bestows a philanthropy award to a member or team that demonstrates outstanding leadership, contribution to the profession and service to the community or not-for-profit sector.

- **IABC/Toronto's MAVERICK PR Student of the Year** – each year the chapter recognizes an outstanding student in the field of communications or public relations with an award of \$500.
- **Kay Staib Memorial Scholarships** – a \$500 award in honour of IABC member and sponsor Kay Staib is available to participating schools in the Toronto area with communications programs. The scholarship is available to six educational institutions. In 2007/2008, IABC/Toronto added the University of Guelph-Humber to the list of educational institutions eligible for the Kay Staib Memorial Scholarship.
- **Communicator of the Year** – (COTY) award recognizes a Toronto-based leader who strategically demonstrates excellence

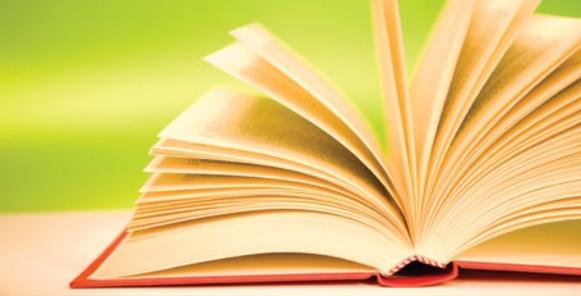
in communication. In 2008, IABC/Toronto bestowed its Communicator of the Year award to Philip Blake, President and CEO of Bayer Inc.

- **Member surplus initiatives** – in years where a surplus fund is available, the chapter will consider and fund proposals from members. This practice recognizes members with funding for well-developed innovative ideas. In 2007/2008, two initiatives were completed that were awarded in prior years: an OVATION award research study and sponsorship of Talk is Cheap, an unconference on social media.
- **OVATION gala** – the annual OVATION gala recognizes the best work of communications professionals in the Toronto area. In total, 29 awards of excellence and 34 awards of merit were presented in May 2008. This year's event broke attendance records with 285 guests at the gala dinner.

Other unique recognition programs in 2007/2008 included:

- Awarding our 1,500th member with a free professional development event.
- A one-time donation to a scholarship established by Centennial College for promising writers in recognition of Gary Schlee, ABC. Gary Schlee is a former IABC/Toronto president (1977/1978), active volunteer and has worked as an educator of communications students, introducing many of our existing members to IABC.
- Providing each 2007/2008 volunteer a voucher allowing them to register for a future chapter event for only \$10.





COMMUNITY

In addition to the recognition programs mentioned above, IABC/Toronto supported worthy charitable causes, sought strategic partnerships that support member development and advocated on behalf of the profession.

Donations

- Donated proceeds from all registration receipts at a member appreciation event and chapter matching totaled \$1,900 to ABC Literacy Canada.
- Donation of \$2,000 to IABC Research Foundation.
- The Christmas Wish Foundation received two large bags of toys as a result of the Holiday Munch 'n' Mingle drive.

Partnerships

- In 2007/2008 the chapter took advantage of co-sponsorship opportunities with: ALI Conferences, Ragan, Disney Keys to Excellence Conference, and the Profes-

sional Writers Association of Canada to broaden the range of professional development options for members while earning brand recognition for the chapter at these events and member discounts on registrations.

- Sponsoring “Talk is Cheap” positioned IABC/Toronto as an active participant in social media.
- Since the Media Ratings Points standard was first launched in 2006, IABC/Toronto has supported efforts to make members aware of the system as a Canadian standard. To ensure that future boards provide a consistent level of support, the chapter president worked with the system sponsor to develop a memorandum of understanding (MOU).

IABC/Toronto's involvement with the community has been strengthened by new initiatives such as Centennial College's "Talk is Cheap" social media unconference, a donation of a complete set of IABC Knowledge Centre books and reports to the Toronto Public Library, expanding the Kay Staib award to now include Guelph-Humber university, a \$2,000 donation to the IABC Research Foundation, the Bobbie Resnick Philanthropy award, and a one-time kick-off donation to Centennial College's new Gary Schlee scholarship fund for promising writers.

Our professional development program focused on and succeeded in bringing high-level speakers to Toronto: Shel Holtz, Tudor and Ryan Williams, Jerry Stevenson, Gerard Braud, Kellie Garrett, Roz Usheroff, Eric Bergman, Suzanne Stevens and Carol Kinsey Gorman. Though overall attendance decreased from last year, the member:non-member ratio increased from 0.98 to 1.26:1, and the average satisfaction rating for events was 8.2/10.



PROGRAMMING

Professional development and networking programs form the core of how the chapter interacts with members. Here are some of the year's programming highlights:

- The chapter hosted 12 professional development seminars or miniconferences; 10 seminars produced by the independents group; 2 webinars organized by the West-end group and a student career clinic.
- Total event attendance for all professional development events was 766—down 30 per cent from last year. However, the overall member/non-member attendance improved 26 per cent.
- In 2006/2007 the non-member event pricing rate ranged from one third to two times the member rate. In 2007/2008 the differential was roughly 40 per cent higher for non-members.
- Six networking events were held in various locations in the city. Feedback was enthusiastic and very positive from many of these outings.
- Unplanned visits from Rob Briggs (IABC/UK) and Gerard Braud (IABC/New Orleans) presented opportunities to schedule a couple of extra events. For Rob Briggs, a lunch with about a dozen

members to discuss internal communications was very well received. With Gerard Braud, IABC/Toronto partnered with IABC/Grand Valley to fund a breakfast in Toronto's west end and an evening session for Grand Valley members.

Immediately following an event, a feedback survey is sent to all attendees. This year, questions were modified to include more member demographic information in order to better ascertain how different membership groups respond to various topics, formats and presenters.

GOVERNANCE

With a solidly-run operation, the chapter can succeed in delivering member value. Strong governance practices bolstered by leadership development opportunities for board members ensure that the focus of all activities is on the big picture of delivering member value and, by extension, membership growth. The chapter board:

- Produced a formal annual report for the previous board year.
- Reviewed and updated the board manual in advance of the board's orientation session.
- Collaborated on a three-year strategy that addressed the needs and values of the chapter. All board members developed portfolio plans to support the three-year strategy and prepared interim reports with progress against objectives.
- Sponsored six board members to attend IABC's Leadership Institute in 2008.

Continuous improvement

Analysis of data gathered throughout the year helps the board understand what works (or not) and provides timely indications of emerging trends. Regular monitoring allows board members to adjust their plans and respond to changes in interests.

Several recommendations from the previous year's OVATION Awards research study were implemented including a return to a formal gala dinner and extensive rewrites to the Call for Entries. Recommendations for judging and internal communication of the program are expected to be implemented in the coming year.

Thinktanks have become one of the chapter's standard tools for exploration of new ideas. The executive (incoming) vice president held a thinktank session with senior members to solicit ideas for a mentorship program, resulting in an action plan for the next year.



2007/2008 FINANCIAL REPORT

Carrie MacAfee

Vice President, Finance

Each year IABC/Toronto provides its members with a statement of revenue and expenses for the previous board year. In this report, we provide a summary of the 2007/2008 year that ended June 30, 2008. There are notes explaining some of the major items and each revenue and expense item is compared to the past two previous years – 2006/2007 and 2005/2006.

Overall, the chapter continues to be in a strong financial position. At the end of the 2007/2008 year, our total expenses were under budget and lower than our revenue. That resulted in a surplus of \$41,886. I'd like to highlight a few reasons for this positive outcome:

- **CareerLine** – our online job listing, did very well and produced higher revenues than expected. We estimated \$90,000 in our budget at the beginning of the year, but the actual income from CareerLine was \$128,315. While this amount was impressive, CareerLine revenues can vary from year to year, depending on the general economy and job market. When developing our annual budget, we are cautious in our expectations for CareerLine revenue.
- **IABC/Toronto membership is higher than ever** – at the end of the 2007/2008 board year, the chapter had grown to more than 1,500 members. We expected \$85,000 in revenue from membership fees, but earned \$89,106 instead. Note that IABC/Toronto only receives a portion of membership fees.
- **Alliance of Independent Practitioners (AIP)** – one of our special interest groups did very well in 2007/2008. The \$5,529 revenue they earned was double the \$2,000 they expected.

The initial steps to refresh Toronto's mentoring program will occur in 2008/2009, based on recommendations from a think tank held in November 2007.

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2007/2008 FINANCIAL REPORT

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• **Sponsorship support** – IABC/Toronto is extremely lucky to have financial support from our sponsors. In 2007/2008, our sponsors provided nearly \$30,000. Sponsor contributions benefit our members directly because it allows us to lower event costs.

In years where the chapter has a surplus, we have a surplus policy that specifies how those funds should be allocated in the following board year. As a non-profit organization, it is our goal to distribute the surplus in a manner that benefits members and ensures the chapter's future financial health.

In addition to our solid financial position, IABC/Toronto undertook some special initiatives this year. As some background, IABC/Toronto has two types of reserves. First, our designated reserves are set aside to cover one year of membership dues. The unrestricted reserves are the chapter's savings over and above the designated amount.

In 2007/2008, we reviewed our reserve amounts in light of our three-year strategic mandate to provide members with a valuable experience. The amounts were quite high: \$85,000 in designated reserves and over \$130,000 in unrestricted reserves. To help draw down our reserves, the board voted to approve the following three initiatives:

- 1 Allocate a larger amount to the restricted reserves, to account for the increase in membership. We increased the amounts from \$85,000 to \$100,000.
- 2 Contribute \$2,000 to the IABC Research Foundation – donating to the foundation is a practice that we have followed for a few years.
- 3 Allocate \$5,000 toward a member appreciation event. This successful event was held on June 11. Members paid a \$10 registration fee that was donated to ABC CANADA Literacy Foundation and IABC/Toronto provided a matching donation of \$950 for a total of \$1,900.

In the future, we will continue to monitor our reserves and look for opportunities to add value to our members.

As we move forward in the current 2008/2009 board year, we have developed a budget to support new events, programs and communication resources for our growing membership. With contributions and input from our membership, volunteers and sponsors, we predict a stable financial outcome.

IABC/Toronto appreciates the support provided by our 2007/2008 sponsors:

Official Printer

Brown Book Company Limited (BBC)

Designer of Record

Fusion Design Group Inc.

Official PD Sponsor

CNW Group

OVATION Judging Sessions Sponsor

Cramer & Company Ltd.

Student of the Year Sponsor

MAVERICK Public Relations

OVATION category sponsor

Pollstream

OVATION category sponsor

Mercer

OVATION category sponsor

Grand & Toy

OVATION category sponsor

News Canada

OVATION category sponsor

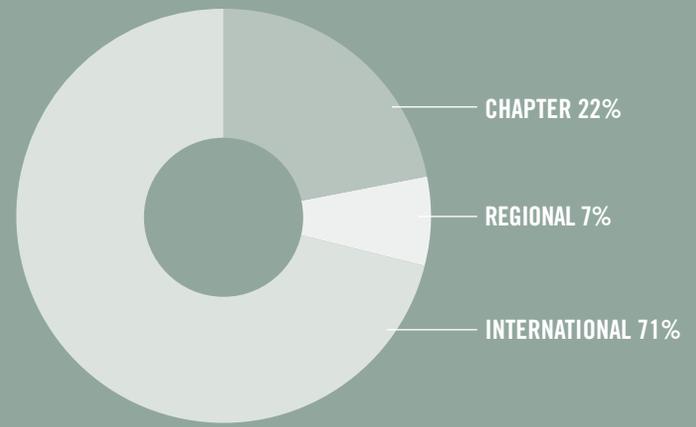
Toronto Hydro

How your membership dollars are distributed

Chapter receives \$65 per full member, \$0 per student member

Regional board receives \$20 per full member, \$0 per student member

International retains \$211.12



REVENUE	2008	2007	2006	EXPLANATION
Membership Fees	89,106	81,324	75,629	Membership fees are allocated to local, regional and international levels of IABC. IABC/Toronto receives \$65 for each full member, but nothing for student members.
Events/Programs Income (Excludes Awards, but includes Professional Development, Munch 'n' Mingles, student event, Accreditation College, Westend and AIP events)	50,539	72,209	36,501	Registration fees are the main source of revenue from programs and events. Events include professional development events, networking and special events, as well as events organized by our two special interest groups—the Westend group and the Alliance of Independent Practitioners (AIP). Financial support provided by our sponsors is included in the revenue of each specific program/event. Thanks to our sponsors, the chapter subsidizes a large portion of event costs. This helps minimize registration fees and provides opportunities for the sponsors to gain exposure to a targeted audience.
Awards Income	60,925	61,989	31,210	Awards income is driven by the OVATION awards – award entry fees, event registration fees, extra statues/certificates and sponsorships.
Advertising and CareerLine	143,106	132,855	175,892	Advertising includes e-Lerts, <i>Communicator</i> , web directory, CareerLine and flyers. CareerLine boasted particularly high revenue in 2007/2008 – \$128,315.32. This was more than \$38,000 above our estimate of \$90,000. Each year the CareerLine revenue will vary, depending on the economy and related job market.
Miscellaneous Income	200	73	170	Amount received from Canada East Region to cover Silver Leaf award support.
Interest Income	7,543	8,888	3,276	Operating surpluses are deposited into an interest bearing account until needed.
TOTAL REVENUE	\$351,419	\$357,338	\$322,678	

DIRECT PROGRAM EXPENSES	2008	2007	2006	EXPLANATION
Membership and Accreditation	2,131	3,066	1,275	In 2007/2008, the majority of this expense funded the Kay Staib award, an award donated to communication programs at four colleges in the GTA. It also helps fund the chapter's accreditation college program and advocacy of accreditation, including support for ABC candidates and ethical standards.
Events/Programs	43,937	63,683	30,014	Most of these expenses are related to venue and catering costs. Events/programs include professional development programs, Munch 'n' Mingles, AIP, student and Westend events. When pricing events, the chapter aims for cost recovery.
Surplus Initiatives	2,252	36,270	-	As reported last year, surplus funds generated during the 2005/2006 board year were allocated in 2006/2007. One of those initiatives was not fully paid for in the 2006/2007 board year. An expense of \$2,252 was carried forward to the 2007/2008 records. The 2006/2007 board year did not produce a surplus.
Marketing, Advertising and Sponsorship	7,052	15,460	378	The marketing budget in 2007/2008 focused on advertising in some trade publications and promoting IABC/Toronto at external events.
Member Communications	23,363	21,848	22,360	Production costs for <i>Communicator</i> , as well as website hosting and maintenance costs.
Executive Services	21,111	15,224	12,016	When possible, the chapter underwrites travel and registration expenses for the president, executive vice president and immediate past president to attend regional and national meetings and conferences, as its representatives. Part of the increase shown here was due to the annual report. For the first time, the report was printed as a separate document in 2007/2008, rather than part of the <i>Communicator</i> . This expense falls under the immediate past president's budget.
Awards	50,216	65,327	52,255	The costs associated with IABC/Toronto's OVATION and Communicator of the Year awards include: venue, catering, audiovisual services, judging, awards and printing.
Volunteer Services	7,551	3,623	2,419	In 2007/2008, the volunteer budget supported the volunteer recruitment night and a free professional development event pass for the 2008/2009 year, as well as volunteer recognition incentives/tokens throughout the year.
TOTAL DIRECT PROGRAM EXPENSES	\$157,613	\$224,501	\$120,717	

ADMINISTRATION EXPENSES	2008	2007	2006	EXPLANATION
Management Fees	97,921	95,314	83,280	To support its large membership base and provide continuity of service, IABC/Toronto has contracted administrative support through an association management firm that provides various services including: website content management, event registration processing, mailing services (for <i>Communicator</i>), CareerLine advertisement postings, e-Lert preparation, financial administration, bookkeeping, and telephone and email support for members.
Stationery	17,302	3,506	6,392	The increase in stationery costs in 2007/2008 was due to current supplies being depleted and replenished with supplies that reflected our new branding.
Postage/Courier	19,295	21,786	23,404	Mailing costs are primarily for regular <i>Communicator</i> mailings.
Printing	2,752	2,280	1,720	
Insurance	2,431	1,578	1,578	Directors and officers liability and commercial general liability insurance premiums.
Meetings Expense	3,066	3,353	2,912	Expenses for monthly board meetings and the annual general meeting.
Telephone	883	976	935	
Bank Charges	5,526	5,155	3,292	
Professional	2,745	2,471	867	Review of the financial statements by a chartered accountant.
TOTAL ADMINISTRATION EXPENSES	\$151,921	\$136,419	\$124,380	
EXCESS (DEFICIT) REVENUE OVER EXPENSE	\$41,885	(\$3,582)	\$77,581	The 2007/2008 board year resulted in a substantial surplus, well above the loss projected in the original budget.

2007/2008 CHAPTER BOARD

President

Janet Comeau

Immediate Past President

Felicia Shiu, ABC, APR

Executive Vice President

Leslie Hetherington, APR, MBA

Vice President, Accreditation & Standards

Vice President, Membership

Brigette Kocijancic, ABC

Vice President, Advertising & Sponsorship

Shelley McKay

Vice President, Association Management

Brent Carey, ABC

Vice President, Awards

Sara Feldman, APR

Vice President, Finance

Carrie MacAfee

Vice President, Marketing Communications

Anna Relyea, BA, MA

Vice President, Member Communications

Sarah Twomey

Vice President, Networking & Special Events

Natasha Renaud, MBA, MS Mass Comm

Vice President, Professional Development

Michael Miller

Vice President, Volunteer Services

Trell Huether

VOLUNTEERS

Denny Alexander
Qyreenia Ancajas
Sonja Andic
Christine Andrew, MBA
Linda Andross, ABC
Shirin Ansari Tadi
Iliana Arapis
Scott Armstrong
Jennifer Arnott
Farzana Azam
Sonja Banic, ABC
Shemariah Beans
Sharon Beattie
Lisa Bednarski, ABC
Eric Bergman, ABC, APR, MC
Alison Bing, ABC
Liz Borowiec, ABC
Amanda Brewer, ABC
John Bromley, ABC
Tanya Bruckmueller, ABC
Abigail Bueno
Brent Carey, ABC
Jonathan Carson, ABC
Ken Cherney, ABC, APR, MC
Karen Christensen
Suzanna Cohen
Georgina Collymore
Janet Comeau
Sheila Corriveau
Roxanne Cramer
Jacqui d'Eon, ABC, MC, P. Eng.
Jessica Davidson
Maricel Dicion
Alix Edmiston, ABC
Russell Evans
Maggie Fairs
Morag Farquharson, ABC
Randal Fee
Sara Feldman, APR
Heather Ferguson, ABC
Selena Fiacco
Marie Fitzpatrick-Hall, ABC

Cheryl Fletcher
Jayne Flinn-Burton, ABC
Amanda Flude
Jennifer Garland, ABC
Varugis George
Bill Gillies
Marianne Gobeil, APR
Martelle Gray
Jessica Hatheway
Angela Haynes
Leslie Hetherington, APR, MBA
Nandy Heule, ABC
Crystal Hopkins
Sue Horner
Mary-Ellen Hynd, MBA
Erin Jennison
Jane Kidner
Leah Kirkpatrick
Brigette Kocijancic, ABC
Corinne LaBossière, ABC, APR
Jo Langham, ABC
W.D. Lighthall
Carrie MacAfee
David Magil, APR
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Annette Martell, ABC, MC
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Carl Mavromichalis, ABC
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Shelley McKay
Teri McMahon
Michael Miller
Maria Morra
Laura Noel Garcia
Mark Nusca
Kathleen O'Dell
Deanna Pagnan
Donna Papacosta
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Krista Pawley
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Sabita Singh, ABC
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Michelle Smith
Susanna Smith
William Smith
Orsolya Soos
Kevin Spikes
Nancy Stevenson
Margaret Tanaszi, Ph.D, B.A. (Hons), M.A.
Allison Needham
Sarah Twomey
Kate Vickers
Vivian Voo
Robert Walker
John Watkis
Lee Weisser, M. Ed
Paula Whitmore
Noemie Wiggett
Janet Wile, ABC, APR, MC
Gary Williams, ABC
Lauren Wilson
Lynn Woods
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