

YEAR IN REVIEW

Dear OCNA Members,

Welcome to the holiday season! At OCNA, that means year-end financial and performance reviews, closing the books on our 71st year, and establishing our objectives for next year.

This year continued to be a challenge, as it was for so many businesses. Our office space remained closed, our advertisers stayed quiet, and events had to be conducted virtually until towards the end of the year when we could consider in-person events, carefully constructed to be safe. But we survived! Thanks mostly to government messaging on COVID, our Ad*Reach sales generated \$3.7 million in revenues. Financially, we finished well, with a small surplus.

Our 2020 BNC Gala was held virtually, as were our quarterly Independent Publisher sessions and other webinar and training opportunities. Your Board continued to work on your behalf, also meeting virtually and regularly. In early November, we held our annual Independent Publishers Retreat in person, and it was wonderful to see and talk to members again. We all had to be fully vaccinated and masked when not at our table or in our room, but we had a great session that included talks with the OPP on communications, expert advice on investigative journalism from Kevin Donovan and Randy Richmond, insights from Tom Silvestri at The Relevance Project, updates from Paul Deegan, the new CEO of News Media Canada, and many other discussions, sharing of ideas, conversations and of course fun times over food and drink.

December marks the opening of a new fiscal year which we have mapped out financially and strategically.

We believe that Ad*Reach print revenues will be down in FY22, due to all the issues around COVID, the supply chain, advertising trends and the overall economy. We have hired expert consultation to evaluate and recommend best practices for our digital advertising network, which should result in improved digital sales levels. Our events are in the budget as “live and in person”, but we are prepared to revert to virtual at any time. And our strategic plan, which your board worked on over several weeks, outlines four key priorities for OCNA over the next three years:

- Strong Journalism: nurturing and strengthening our core value
- Membership Growth: establishing alliances and expanding connections
- Ad*Reach revenues: diversification and sustainability
- Government funding: maximizing effectiveness and access

More details on our framework for FY22 and beyond will be shared shortly.

Overall, we plan to remain of value to our members for many more years to come.

Thank you all for your support and great work. Without you, we of course would be nothing at all.

I hope you all have happy holidays, with good food, some relaxing times, and as much family fun as you can handle.

Caroline

**WHAT'S
INSIDE:**

**ONTARIO JUNIOR
CITIZENS**

Nominate someone today!

[See Page 3](#)

**INDEPENDENT PUBLISHERS
RETREAT**

November 5 & 6, 2021

[See Page 4](#)

**CATCH MORE CUSTOMERS
FOR YOUR ADVERTISERS**

It pays to make a fresh offer

[See Page 8](#)

MARK YOUR CALENDARS

Association Events

December 10, 2021

Aid to Publishers Application Deadline

The 2022-2023 Applicant's Guide for the Aid to Publishers component of the Canada Periodical Fund (CFP) is now available online at:
<https://www.canada.ca/en/canadian-heritage/services/funding/periodical-fund/community-newspaper>

December 23 at noon, 2021 - January 2, 2022

OCNA & Ad*Reach office will be closed for the Holidays.
 We wish you all the best this Holiday Season!

February 14, 2022

BNC Awards Finalists Announced

Check out the OCNA Website to see the finalists announced in alphabetical order

March 4, 2022

Independent Publisher Virtual Get Together

An informal, virtual get together, just to talk and share experiences

April 2022

Spring Convention, BNC Awards Gala, Hall of Fame Induction & Ontario Junior Citizen Awards

Join the OCNA for a jam-packed day of industry-focused sessions and networking opportunities. This event will also include the BNC Awards Gala, our Hall of Fame inductee ceremony and the presentation of the Ontario Junior Citizen Awards. More information to follow.

NEWSCLIPS VOLUME 10, ISSUE 02

37 Front Street E, Ste 200
 Toronto, ON M5E 1B3
 P. 416-923-7724
 w. www.ocna.org
 e. newsclips@ocna.org

OCNA BOARD

PRESIDENT	Alicia McCutcheon
VICE PRESIDENT	Darren Murphy
SECRETARY/ TREASURER	Gordon Cameron
PAST PRESIDENT	John Willems
DIRECTORS	Dave Adsett Stewart Grant Colleen Green John Hueston Terry Myers Ray Stanton Gerald Tracey Heather Wright



IN THIS ISSUE...

3	MEMBER SERVICES SPOTLIGHT - PRESS CARDS
4	INDEPENDENT PUBLISHERS RETREAT
6	RETURN TO WORK... OR NOT???
10	NEW YEAR ADVICE

OCNA STAFF

EXECUTIVE DIRECTOR	Caroline Medwell
CONTROLLER	Corey Blosser
MEMBER SERVICES	Karen Shardlow
ACCOUNTING	Lucia Shepherd
AD*REACH	Charlene Bickerstaffe Lindsay Miller Carolyn Press Erica Leyzac



Ontario Junior Citizens

Help Us Recognize The Youth In Your Community

Help us recognize the incredible determination, imagination, and spirit of outstanding young citizens between the ages of 6-17 who are bettering our communities. If you know someone who is involved in worthwhile community service, is contributing while living with a limitation, has performed a heroic act, demonstrates individual excellence, or is going above and beyond to help others, then please nominate them for a 2021 Ontario Junior Citizen Award. To help recognize as many of the best and brightest of Ontario's youth we would respectfully ask that you consider spreading the word amongst your network of contacts.

All information about the program, including the nomination forms, will be available at www.ocna.org/juniorcitizen beginning January 3, 2022. The call for submissions will be from January 3, 2022 to February 11, 2022. The Ontario Junior Citizen Award is coordinated by the Ontario Community Newspapers Association (OCNA) on behalf of its 215+ members. It provides the weekly publications with the opportunity to showcase the contributions of young people in their own communities. A committee of newspaper editors and publishers will then select up to 12 individual award winners. Every nominee will receive a certificate of recognition from their local community newspaper, and the final recipients will be invited to a special ceremony at the OCNA Spring Convention.

For more information please contact jr.citizen@ocna.org

Help us celebrate the young people in your community who are making a difference!

Thank you for supporting the 2021 Ontario Junior Citizen Awards.

MEMBER SERVICE SPOTLIGHT

PRESS CARDS

Are you sending a reporter to cover an upcoming event? The OCNA can provide you with laminated, business card-sized Press Identification Cards with photos and authorization. Purchase the first three for \$10 and pay \$5 for any additional ones after that.

The OCNA offers a wide variety of services to its members, including events, awards, and training courses.

Visit www.ocna.org/press-cards to download the Publisher's Authorization Form, or contact Karen Shardlow at 416-923-7724 ext. 4432, k.shardlow@ocna.org for instructions

INDEPENDENT PUBLISHERS RETREAT

Independent Publishers gather for first retreat since 2019

After a two-year break, 36 publishers, staff, guests, and members of the Ontario Community Newspapers Association welcomed the chance to gather in-person at the Hockley Valley Resort near Orangeville November 5-6 for the OCNA's annual "Independent Publishers' Retreat".

Previously held each fall since 2012, the retreat was the OCNA's first live event since the outbreak of the world-wide COVID-19 pandemic in March 2020.

With COVID protocols in place, the publishers of more than 25 independent community newspaper titles across the province met to discuss common issues and the future of community news in an increasingly digital world.

OCNA past-president John Willems kicked off the Friday afternoon sessions by introducing Paul Deegan, the new president and chief executive officer of News Media Canada (NMC), who took over the role from past president John Hinds earlier this year.

Deegan said the two issues that have dominated his time at NMC so far are ones he had not been aware of before taking on the role: continuing problems with service by Canada Post, and the move to Producer Responsibility Organizations (PROs) under new recycling regulations.

In the face of some pushback stating that NMC seemed to focus on the interests of Canada's daily newspapers, Deegan assured the independents that the needs of smaller, community publishers are very much at the top of his priority list.

Next up was a delegation from the Ontario Provincial Police. Commissioner Thomas Carrique, Deputy Commissioner Chris Harkins, and Kim Daynard, the organization's new director of corporate communications and strategy management, listened to publishers' concerns about how police were providing information, and promised to work towards better quality and more timely releases.



Paul Deegan, President & CEO of News Media Canada presents updates.



Kim Daynard, Corporate Communications and Strategy Management, OPP Commissioner Thomas Carrique and OPP Deputy Commissioner Chris Harkins answer questions during the Opening up Communications Session. Gordon Cameron, Managing Editor, Hamilton Community News, The Sachem and Glanbrook Gazette moderates.

Final speakers of the day, Kevin Donovan of the Toronto Star and Randy Richmond of the London Free Press, spoke about their experience in investigative journalism and urged independents to dedicate time and resources to in-depth stories in their own communities.

Saturday sessions kicked off with an update from outgoing OCNA executive director Caroline Medwell on the association's strategic planning initiative, based on four areas of focus: strong journalism, growing income from Ad*Reach, expanding membership, and maximizing access to government grants and funding.

Continued on page 7

UPCOMING WEBINARS

The OCNA has teamed up with the Online Media Campus and Newspaper Academy to help the association fulfill its mission of providing affordable and relevant training to members.

Online Media Campus

Mastering the Top Critical Sales Questions

Friday, January 7, 2022

1-2pm (EDT)

\$35 USD

Presented by Ryan Dohrn

We all know we need to ask questions to understand our client's goals, but what are the best questions to ask? What questions make clients mad? What questions do Millennials hate? What questions are over-used and a waste of the clients' time? Ryan Dohrn will break down the 10 critical questions and explain the purpose behind each one in vivid detail. Then you will have the opportunity to share your best questions for us all to discuss as a group. This is a mission-critical workshop for sales reps – even those that have been selling for years.

[Click here to register](#)

To view more information and archived webinars hosted by OnlineMediaCampus go to: www.onlinemediacampus.com

Newspaper Academy

Learning to Create and Export Tags in InDesign

Thursday January 6, 2022

2:00 pm - 3:00 pm (EDT)

\$89 USD

What are tags in InDesign?

A tagged PDF is a PDF document that contains tags, that add behind the scenes coding to a PDF.

Each tag identifies the type of content and stores some attributes related to it. In addition to that, tags also arrange the document into a hierarchical structure. This adds order to the content of the PDF (like headings, paragraphs, lists, footnotes, images and tables).

One big advantage of a tagged PDF is that it makes the document accessible to people with vision impairment. AT tools (like a screen reader) reads the information from the tags. Therefore, if a PDF isn't tagged, there's basically nothing to read.

Tagged PDF files have many other advantages. For example, the content of a tagged PDF reflows seamlessly on devices with smaller screens, like smartphones and tablets.

A tagged PDF helps keep track of where items are in a particular document. This simplifies the review of workflows in documents.

Tagging is one of those skills most InDesign users never learn. Now you will.

[Register HERE to save \\$20.](#)

Other upcoming Newspaper Academy webinars:

[From Zero to Hero! Become a Photoshop Guru - February 4, 2022](#)

To view more live and archived webinars hosted by Newspaper Academy, go to: newspaperacademy.com

RETURN TO WORK - OR NOT???

By: Ron Guest, Senior Partner www.twogreysuits.com

Ok, recently I have talked about how the pandemic has changed our employee-employer work relationship for good in many cases. Those employers who think they can gradually get back to 100% pre-pandemic in terms of employee work arrangements are in for a shock. You don't have to look hard to see employee surveys and opinion polls all indicating a marked shift in employee mindset when it comes to a hybrid type work models post pandemic. Many employers are sitting on the sidelines now in the midst of a 4th wave here, trying to figure out what a return to work will actually look like. Many other employers I see are being proactive and have already re-designed offices for a much smaller on-site presence.

The myth of low productivity associated with work from home has unquestionably been shattered. In fact the opposite has proven to be true. Companies and managers that require an old fashioned 5 days a week office presence are either tone deaf or in denial of the monumental shift in how we will work going forward. Hiring good people will be in some ways made easier by these companies because their employees will not want to stick around after having experienced a long work from home trial brought on by the pandemic.

Company cultures will play a significant part in employee hiring decisions. I am seeing this already, prospective employees demanding that their offer letters contain descriptive language that describes the work from home arrangements post pandemic. I am personally seeing more applicants asking about the company culture even in a first screening interview.

Here's what I see the progressive/smart companies doing now:

1. They are talking 1:1 with their employees about their views on WFH going forward. In some cases they are already re-configuring offices for more transient work stations and overall less space. They are trying to find the right balance per employee per job.
2. They are defining best practices of how management of work from home employees should work going forward based on 18 months of recent experience now.
3. They are being pro-active in recruitment ads by outlining the company policy on work from home.
4. They are carefully "weeding out" managers in some cases for not being supportive of WFH initiatives and policy.
5. They have put specific team-building and communication systems in place to keep employees properly connected.
6. They are offering WFH office expenses as incentives to continue to work from home.
7. They have very specific WFH agreements in place specific to each job which is eligible.

In short, our work life has undergone an unprecedented/unpredicted monumental change and the need to be aware of this in all aspects of the effect on employees and businesses is in many ways about business survival itself.

The TGS System is a one-of-a-kind product that includes:

The HR Power Centre for implementing professional people management practices, and helping you deal with the day-to-day people management issues that inevitably arise

24/7 HR Hot Line answered within 24 hours (but usually within 1 hour!)

Topical regular Blogs suitable for reprinting (permission required if not a website user/customer) TwoGreySuits is a leading-edge provider of on-line human resource management information, processes, tools and forms servicing the global market. We have integrated the HR practices associated with the key drivers of Employee Engagement within the well-organized information on the website.

Our website is built on the premise that if you truly see the value and want to manage people professionally, using our tools and information, you will see increased employee engagement levels over time, a win for everyone!

INDEPENDENT PUBLISHERS RETREAT cont'd



Retreat Attendees during the Opening Up Communications with the OPP Session

Former OCNA president Rick Shaver, as well as other board members and staff, provided a touching tribute later in the morning about how much Medwell has meant to the association and what a pleasure she has been to work with. The well wishes came with a floral bouquet and gift certificate for a future spa stay at the resort to enjoy following her retirement.

Guest speaker Tom Silvestri gave a virtual overview of The Relevance Project, asking the independent publishers to add up their “relevance score” and urging them to grow or regain their relevance by adopting the “community forum” strategy of hosting public meetings on issues vital to their local readers.

Closing out the weekend sessions, Drew McLaren of McLaren Press Graphics presented an eye-opening report on the pressures faced by those in the printing business, including shortages of all grades of paper, from newsprint to magazine quality, and several publishers outlined “success stories” they have enjoyed during the pandemic.

Gerald Tracey of the Eganville Leader presented several magazine-style publications he was able to sell; Irene Adeney of the Ayr News spoke about her efforts to tell the story of Henry “Buddy” Maracle, the first Indigenous player to play in the NHL in 1931; and Stewart Grant outlined the growth of his publications in St. Mary’s and Tavistock, including the launch of two new newspapers - The Wilmot Post and the Stratford Times.

Along with the Friday and Saturday sessions, publishers enjoyed time for round table discussions, a reception, dinner and social evening on Friday night, and a lunch before traveling home on Saturday afternoon.

With more than 75 independent publishers among its members, OCNA would love to see more participation in the annual retreat. Watch for details on the 2022 event next fall.



**COMMUNITY
NEWSPAPERS
RECIPROCAL
INSURANCE
EXCHANGE**

*Affordable
media insurance
for Canadian
Community
Newspapers*

Service includes:

- *Libel*
- *Invasion of Privacy*
- *Plagiarism*
- *Piracy*
- *Infringement of Copyright*
- *Pre-Publication Hotline*

**CALL:
416-923-7724
ext. 4423**

Catch more customers for your advertisers

By John Foust
Raleigh, NC

My friends Mark and Sandy invited me to spend a couple of days in a vacation beach condo they had rented, about a month before their first child was born. Mark and I decided to do some fishing, so we bought some shrimp to use as bait and waded into the ocean, which was unusually calm and flat that day.

We stood there for several hours in waist-high water. Mark knew a lot more about fishing than I did, but neither of us caught a fish. He may have had a nibble or two, but I ended up with nothing but a bad case of sunburn. When we sloshed our way back to the shore, I still had my original shrimp on my hook. Mark told me that even though the fish weren't biting that day, my odds would have improved if I had kept fresh bait on the hook.

It was a little embarrassing, because I should have known better. If I were a fish, I certainly wouldn't be interested in a shrimp that had been hanging around that long.

That lesson applies to advertising, as well as fishing. It pays to make a fresh offer to your target audience.

Imagine how your newspaper might deal with the problem of long-time advertisers who run the same ads in every issue. They are loyal to the paper, but it doesn't help them at all to let their ads get stale. It's the advertising version of Groundhog Day, without the classic Sonny and Cher alarm clock song.

Let's say that one of those advertisers is a hardware store which has been running the same small ad for several years. The headline simply reads, "Big discounts on hardware." There is no illustration, just a logo and contact information at the bottom.

To remedy the staleness, the account rep could suggest a series of ads, with each one featuring an offer on a specific product. This creates an opportunity for seasonal offers. In the Spring, a sequence of ads could feature a lawnmower and various gardening tools. In the Fall, there could be a leaf blower. Since each ad spotlights one product, an illustration would be a natural fit. And along the way, there is a possibility of co-op money from individual manufacturers. That would increase the hardware store's budget, which would allow them to run larger ads.

Or how about the vacuum cleaner store which runs the same small ad with a generic headline in issue after issue? You could use the technique here, too. Just create a series featuring an offer on one type of vacuum in each ad. The cumulative message would be what the advertiser intends – "we're your local source for vacuum cleaners" – but the delivery would be more effective.

Everybody wins. Advertisers get more business. Readers learn about good deals. Manufacturers benefit from the publicity. And your paper creates happier advertisers and better looking pages.

It all adds up to quite a catch, doesn't it?

(c) Copyright 2021 by John Foust. All rights reserved.

John Foust has conducted training programs for thousands of newspaper advertising professionals. Many ad departments are using his training videos to save time and get quick results from in-house training. E-mail for information: john@johnfoust.com

**WE WANT
TO HEAR
FROM YOU!**

*The OCNA would like to feature your
success stories!*

*If you've recently tried a new innovative idea that helped boost your newspaper's
success, tell us about it!*

Contact newsclips@ocna.org

WELCOME TO THE TEAM... LINDSAY MILLER

Joining the OCNA/Ad*Reach team as National Account Manager, Lindsay started Nov 3rd, 2021.

She began her journey in the print media industry 16 years ago coordinating newspaper ad campaigns for Postmedia (and a short time for Torstar). She moved on to the agency side for 4 years and worked on clients such as Honda, Nissan and Scotiabank. After spending a year selling flyer distribution for TC Transcontinental, she most recently worked with an advertising agency where she managed clients such as Ministry of Health, Cartier, Molson and Pfizer.

Based in Mississauga, Lindsay lives with her husband and 2 children, 11 year old son and 5 year old daughter.

Fun Facts:

- * Huge fan of camping and working towards a goal of visiting every Ontario Provincial Park
- * Loves to swim and fish... anything to be in and around water
- * In-laws live in Jamaica, so that is where you will find her on vacation

MEMBER SERVICE SPOTLIGHT

QUILL AWARDS

Quill Awards are presented by the Canadian Community Newspapers Association to community newspaper owners and employees for long time service to the industry.

Recognize someone today!

BRONZE QUILLS

Are given by the newspaper publisher to employees for their many years of dedicated service to the industry.

SILVER QUILLS

Are presented for 25 years of service to the industry. Silver Quills are often presented at the OCNA's Annual Spring Convention.

GOLD QUILLS

Are often presented at the OCNA's annual convention and recognize employees for more than 50 years of service to the industry.

The OCNA offers a wide variety of services to its members, including events, awards, and training courses.

Contact Karen Shardlow at k.shardlow@ocna.org for more information.

Slimp's New Year Advice

Kevin Slimp offers advice to newspapers as we enter 2022

By Kevin Slimp

kevin@kevinslimp.com

After so many years of consulting and advising newspapers, it still never ceases to surprise me when I find questions from publishers in my email. Still, when I click on Apple Mail, there are questions concerning circulation, design, business practices, and more.

As we begin a new year, let me share some of my best advice that might just improve your business in 2022:

Put serious effort into growing readership

Two months ago, I wrote a column that included ideas from Tony Cox, a publisher in Tennessee. Tony's newspaper in Clinton, Tennessee, has been growing, in both readership and advertising revenue, in no small part because the staff puts serious effort into growing circulation. Tony mentioned that a redesign three years ago seemed to "kickstart" a season of growth.

Get training for your staff, and get free on-site training

I still do a lot of online consulting and training, but I don't do nearly as much on-site consulting and training as I did a few years ago. The reason is apparent: the ability to get training online cuts the expenses involved significantly. With no travel, hotels, and rental cars, the cost of a day or two of training is a lot more affordable than it used to be.

Still, I get requests to visit newspapers for two or three days to provide on-site training. And lately, I'm finding that a good bit of this training is being underwritten by state grants. In several states where I've worked over the past couple of years, the entire bill, including my travel, hotel, and training fee, was paid for by a grant from the state.

Many states, maybe most, offer grants to locally owned businesses providing training for their staffs by "experts." It seems grants often require the business to be locally owned and operated, that training is provided for all staff members, and that the training benefits the business in the future.



I would suggest contacting your state Small Business Administration to learn what is available in your area.

Redesign to keep your readers interested

When I visit with non-newspaper readers, and sometimes even people in the newspaper business, they are surprised there are newspapers growing in readership and advertising. One factor that correlates among most growing papers I hear from is design. Most papers I've run into who are growing redesign their pages every five to seven years.

Do not believe that print is dying

Most of my income comes from a book publishing business I began four years ago. This year, we've published about a dozen best sellers among the 30 or so titles our company has released in 2021. I'm not sure why people are so surprised when they ask how much of our book sales come from digital books. Even though most of our books are available in Kindle and other digital formats, the income derived from digital books sales is less than 5 percent.

Book publishers know that the number of sales via digital and audiobooks is tiny compared to printed books. Don't let anyone convince you that people have quit reading print.

Experiment with colour

It's easy to fall back on old habits, and updating colours used in ads and on pages is vital in keeping readers interested. Stay abreast of the latest in colour by checking out the most popular colours at www.pantone.com or by keeping an eye on what national advertisers are doing with colour. You'll notice that clothing, paint, carpet, cars, and just about everything else correlate with the colours Pantone reports are most popular each year.

Update your hardware regularly

Last month, I wrote about the difference adding more large monitors made in my design efforts. Even so, I still seem to replace my monitors about once a year with bigger, higher-resolution monitors. I update my computers about every other year—the payback: increased speed and output. And let's face it, time is money.

Kevin Slimp was working in InDesign before it even had a name. He taught a large group of designers to use the application the week it was first released.

Since developing what is now known as the PDF Remote Printing Method back in the early 90s, Kevin has been at the forefront of newspaper technology and is a popular speaker and trainer in the magazine and advertising worlds as well.

THE REVENUE GENERATOR Newspaper Toolbox

Need help
**GENERATING
REVENUE**
for your
newspaper?

**WE CAN
HELP!**

newspapertoolbox.com



WWW.OCNA.ORG