

**Where We Are:**

The Canadian newspaper industry is represented by a combination of national and regional associations. Nationally a joint management structure was adopted in 2008 for operation of Newspapers Canada. Under this structure operating costs are shared while maintaining separate boards of directors for both Canadian Newspapers Association and Canadian Community Newspapers Association. Nine associations, including Association de la press francophone (APF) and Les Hebdomas du Quebec, operate regionally. Collectively, associations employ almost 50 people and deliver a variety of services to their membership. There is significant duplication of services between our associations.

**One Association:**

All regional associations operate under increasing financial pressures due in part to a decline in blanket classified and national advertising revenue and industry consolidation. A proposal was brought to both national boards to create a single national association. In October the proposal was adopted in principle by both the CNA and CCNA boards.

Alan Allnutt, former Publisher of the Montreal Gazette and a founding member of the Joint Management Committee, and Paul MacNeill, an independent community newspaper publisher and past President of CCNA, are tasked with engaging CCNA and CNA membership on possible paths forward. They will deliver a report and recommendations to both boards by February, 2016.

The proposal presented this fall calls for creation of a single board consisting of directly appointed corporate members and elected independents from across the country. Regional associations would cease to operate in their current form. The new association would deliver core services to all members. Non-core services will be offered on a fee-for-service basis.

Driving the proposal is an understanding that the newspaper industry is evolving and our industry association governance must evolve with it. It is an issue that impacts both large dailies and small independent community newspapers. It is envisioned a new governance model will allow for priority services to be sustained and enhanced while reducing membership fees.

**The Opportunity:**

What would a newspaper association look like if it were created today? At its core this is the question we must collectively answer. But as we engage the membership there are other questions we would like you to focus on:

**Core Services:**

What do you expect from your association? How much are you willing to pay for those services?

What are the core services that you require?

Sales

Promotion

Government lobbying/advocacy

Verified Circulation

Better Newspaper Competition/recognition

Annual Conference/networking

Training

Other?

**Regional Input:**

Many publishers have long and trusted relationships with their regional association. Under a new governance model how can we best maintain the regional voices that have acted as a catalyst for many unique initiatives while respecting the budgetary pressures our industry faces?

What is the best way to ensure the voice of independents, which account for 40 per cent of our membership is respected and heard?

If regional associations are wound down, what is the process that will be followed and what will fill the void?

What is the right balance between regional and corporate representation and efficient board size?