



PROGRAM

SEPTEMBER 11 AND 12, 2025

MARRIOTT HOTEL DOWNTOWN
100 KENT STREET, OTTAWA ON

PRESENTED BY



CONSORTIUM

des médias communautaires
de langues officielles
en situation minoritaire

of Official Language Minority
Community Media



A MESSAGE FROM THE CONSORTIUM'S BOARD OF DIRECTORS

Dear colleagues and allies of local media,

On behalf of the Board of Directors and the entire team of the Consortium of Official Language Minority Community Media, it is our great pleasure to welcome you to the **2025 Local Voices Forum**.

Your presence reflects a clear commitment: **to work together to ensure the future of local media in Canada**.

While the starting point of this forum is the White Paper on Official Language Minority Community Media, our discussions will go beyond that framework.

Over two days, we will have the opportunity **to reflect and act on a wide range of issues that affect the entire Canadian local media ecosystem**.

As managers and practitioners of community media, associative partners, researchers, public decision-makers, and allies, we share a collective responsibility: **to lay the foundation for a more united, resilient, and sustainable local media ecosystem, deeply rooted in our communities**.

The program in your hands reflects this ambition. Each activity in this forum has been designed to:

- stimulate collective intelligence,
- bring together our diverse expertise, and
- generate concrete ideas and solutions for action.

This forum is only a first step. It opens the way to the implementation of a collective action plan that will enable the official language minority media sector to move from reflection to action, in constant dialogue with our public, community, and media partners.

We invite you to participate fully, to share your ideas, and to actively contribute to this common endeavour.

More than ever, the future of our local media depends on our ability to join forces, to innovate, and to affirm—loud and clear—the essential role of local news and information in the democratic, cultural, and social life of our communities.

Thank you for accepting our invitation in such great numbers.

Enjoy the forum!

Brenda O'Farrell, President

Gary Ouellette, Vice-President

Hugh Maynard, Secretary-Treasurer

François Carrier, Director

Linda Lauzon, Coordinator and Authorized Representative

WIFI

Network:
MarriottBonvoy_Conference

Password:
Conf_2025!

FORUM ACTIVITIES OFFERED IN BOTH OFFICIAL LANGUAGES

Forum activities will be offered in either of Canada's official languages.

Participants are encouraged to express themselves in the official language of their choice.

MEMBER ORGANIZATIONS OF THE CONSORTIUM



With the support of:



This forum was made possible through the support of the Government of Canada.



DAY 1

THURSDAY, SEPTEMBER 11, 2025

7:30–8:30 am **BREAKFAST****CARTIER 1 & 2 ROOMS (LL LEVEL)**8:00–8:45 am **REGISTRATION****LOBBY (LEVEL 2)**8:45–9:15 am **FORUM KICKOFF****VICTORIA ROOM (LEVEL 2)** **Allocutions****Isabelle Mondou**, Deputy Minister, Canadian Heritage**Brenda O'Farrell**, Chair of the Board, Consortium of Official Language Minority Community MediaHost: **Linda Lauzon**9:15–10:15 am **PRESENTATION OF KEY FINDINGS AND DISCUSSION**
VICTORIA ROOM (LEVEL 2)**WHITE PAPER: TRUTHS, CHALLENGES, OPPORTUNITIES, AND PATHWAYS FOR TRANSFORMATION**
Presentation of the methodology, consultation results, key findings, and recommendationsBy: **Benoît Hubert** and **Andrée Myette**, PGF Consultants10:15–10:45 am **NETWORKING BREAK**
LOBBY (LEVEL 2)**ISABELLE MONDOU**

Isabelle Mondou holds a Bachelor of Law degree (1989) and a Master of Law degree (1994) from the Université de Montréal. She was called to the Barreau du Québec in 1990. She first practiced law in the private sector, with a focus on administrative, environmental and municipal law.

In 1994, she joined the federal public service at the Ministry of Revenue. Over the course of her career, she has held various positions related to Intergovernmental affairs, Machinery of Government, and Senior Personnel sections within the Privy Council Office.

As of September 2016, she was appointed Assistant Secretary to the Cabinet (Priorities and Planning) at the Privy Council Office. Prior to that, she was legal counsel to the Clerk of the Privy Council and Assistant Secretary (Democratic Reform).

In October 2018, she joined the Department of Canadian Heritage as Associate Deputy Minister. From April 2020 to April 2021, she was on assignment at the Privy Council Office as Deputy Minister for the COVID-19 Response (Communications). In May 2021, she was then appointed Deputy Minister of Canadian Heritage, a position she continues to hold.

**BRENDA O'FARRELL**

Brenda O'Farrell is a journalist and former senior news editor with *The Montreal Gazette*, where she also served as National editor. She is now president of Brenmar Media Inc., which publishes two community newspapers – *The 1019 Report*, which covers the 1,019 square kilometres of Vaudreuil-Soulanges, and *The 1510 West*, which covers the West Island. She serves as editor-in-chief of both newspapers.

She has worked for an international media network, specializing in business and stock market news, where she was published around the globe; and has written for *Maclean's* and *Home Canada* magazine.

In 2019, she was named to the federal government's Journalism and Written Media Independent Panel of Experts. And is the recipient of the Quebec National Assembly Medal of Honour.

She is currently president of the Quebec Community Newspaper Association, president of the national Consortium of Official Language Minority Community Media, and last year was appointed by the Governor General as a special adviser to the federal Minister of Revenue and a member of the Independent Advisory Board on Eligibility for Journalism Tax Measures.

**BENOÎT HUBERT**

Benoît Hubert is the President of PGF Consultants. He has more than 20 years of experience in consulting, as well as in the management of Canadian and international organizations and projects. He specializes in organizational development, partnership building, change management, strategic planning processes, and governance. His approach emphasizes strengthening clients' capacities in every mandate he contributes to.

Benoît is recognized for the quality and effectiveness of his interventions. Relying on proven analytical tools, he ensures that the human dimension remains at the heart of the dialogue and planning processes he facilitates.

**ANDRÉE MYETTE**

Andrée Myette is a seasoned consultant and experienced facilitator with more than 25 years of experience in the education sector. She has led major pan-Canadian projects, working with a variety of francophone and bilingual institutions and stakeholders.

Recognized for her strong communication skills, she excels at engaging audiences, building trust, and tailoring her messages to the needs of each group. Her expertise includes the design and implementation of strategic projects, participant recruitment and retention, and the enhancement of user experience. Fully bilingual, analytical, and results-oriented, Andrée brings rigour, creativity, and commitment to every facilitation or consulting mandate.

10:45–12:15 pm **2025 NATIONAL NANOS
VICTORIA ROOM SURVEY**
(LEVEL 2)

**Engagement Insights: How OLMC
Audiences Connect with Official
Language Minority Community Media**

Presentation (in English only):
Nik Nanos, Chief Data Scientist and
Founder, Nanos Research

Comments (in French only):
Linda Cardinal, Professor Emerita,
University of Ottawa

Comments (in English only):
Elyse Amend, Concordia University

Host: **Mélanie Tremblay**

Presentation of the highlights from the national survey conducted in Spring 2025 on the media consumption habits of Canada's official language minority populations.

It will highlight the perspectives of these populations, their engagement with their local media, and situate them within a contextualized socio-demographic framework.

12:15–1:30 pm **LUNCH**
VICTORIA ROOM (LEVEL 2)



NIK NANOS

As the Chief Data Scientist at Nanos Research, Nik has led thousands of research projects in Canada and around the world, ranging from market studies, customer satisfaction tracking, creative testing, program development and reputation management.

He is the Chief Data Scientist and Founder of Nanos Research, the 13th Chancellor of Carleton University in Ottawa, and a research adjunct professor at the Norman Paterson School of International Affairs.

Nik Nanos is the official pollster for *The Globe and Mail*, Canada's national newspaper, CTV News, Canada's largest private broadcaster and Bloomberg News in Canada. He has a regular column in *The Globe and Mail – The Nanos Data Dive* and CTV's *Trendline* podcast, which are destinations for the latest economic, social, and political trends.

Nik Nanos is a member of the Order of Canada.



LINDA CARDINAL

Linda Cardinal is Professor Emerita of Political Science at the University of Ottawa and Director of the journal *Enjeux et société*. Her research focuses on comparative language regimes, the Francophonie, and minority communities. She recently co-edited *States of Language Policy*, published by Cambridge University Press. She also has recognized expertise in university governance. From 2021 to 2025, she served as Associate Vice-President, Research, at the Université de l'Ontario français (UOF), where she notably established the Observatoire en immigration francophone au Canada. Since 2024, she has co-chaired the External Advisory Panel on the Creation and Dissemination of Scientific Information in French in Canada.



ELYSE AMEND

Elyse Amend is an associate professor in the Department of Journalism at Concordia University in Montreal. She is a former Montreal-area English-language community newspaper journalist and holds a Ph.D. in Communication Studies from McGill University.

Her current research projects focus on the impacts of access to information on journalism in Canada, trauma-informed journalism education, digital multimedia storytelling techniques and tools, science and health journalism, and digital lifestyle journalism with a focus on food and gastronomy.

EXPLORATION CIRCLES

WHAT IS AN EXPLORATION CIRCLE?

Designed to stimulate collective intelligence, exploration circles are open, inclusive, and participatory spaces for discussion and dialogue where everyone can propose, deepen, and debate topics related to the issues at hand.

This format fosters active listening, co-construction, and free movement between the themes being discussed. It enables participants to explore concrete courses of action, share their on-the-ground expertise, and develop shared, context-sensitive solutions.

OBSERVANCE OF THE CHATHAM HOUSE RULE

To foster an atmosphere of trust, openness, and candour during discussions, the Chatham House Rule will be observed in all exploration circles.

This means that participants are free to use the information shared during the discussions, but neither the identity nor the affiliation of those who speak may be disclosed.

The purpose of this rule is to encourage participation without fear of repercussions, enable honest conversations on sensitive issues, and promote a culture of mutual respect and dialogue.

BLOCK 1

EXPLORATION CIRCLES

1:30–2:45 pm

CARTIER 3 ROOM (LL LEVEL)

THE FAILURE OF DIGITAL FOR LOCAL MEDIA: PROMISES, ILLUSIONS, AND REALITIES

- Refocus digital strategies so they genuinely meet the needs, capacities, and missions of local media, by identifying the structural, financial, and technological conditions necessary to make digital a lever rather than a burden.

ALBION ROOM (LL LEVEL)

FROM ZAPPING TO SCROLLING: ATTRACTING YOUNG PEOPLE TO LOCAL MEDIA

- Explore concrete strategies for adapting local media practices to the habits of young people, strengthening their engagement, and ensuring better representation of their realities in the media landscape.

YORK ROOM (LL LEVEL)

AI AND LOCAL JOURNALISM: CHALLENGES AND OPPORTUNITIES

- Analyze the risks and opportunities of AI for local media by identifying concrete use cases, accessible tools, and ethical guidelines for responsible integration.

ALBERT ROOM (LL LEVEL)

REFINING ENGAGEMENT: ANALYZING THE 2025 NANOS SURVEY DATA TO BETTER REACH TARGET AUDIENCES

- Deepen the interpretation of the 2025 Nanos survey data in order to identify concrete strategies to better reach, engage, and retain the various audience segments.

LAURIER ROOM (LL LEVEL)

FUNDING THE IMPACT OF LOCAL MEDIA: TOWARD A NEW DEFINITION OF RETURN ON INVESTMENT

- Explore ways of recognizing, measuring, and valuing the real impact of local media on their communities—beyond traditional quantitative indicators—and to adapt funding approaches to the specific realities of community-based media.

2:45–3:15 pm **NETWORKING BREAK**

LOBBY (LL LEVEL)

BLOCK 2

EXPLORATION CIRCLES

3:15–4:30 pm

CARTIER 3 ROOM (LL LEVEL)

COMPLEMENTARITY – PUBLIC BROADCASTERS AND LOCAL MEDIA: TOWARD MUTUAL RECOGNITION



Foster mutual recognition and collaboration between public broadcasters and local media by identifying concrete avenues for complementarity and sustainable cooperation in support of local news and information.

ALBERT ROOM (LL LEVEL)

GRANTS: FROM CRUTCH TO LEVER TO SUPPORT A HIGH-PERFORMING BUSINESS MODEL



Move beyond a survival mindset toward a long-term investment approach in the future of local media.

YORK ROOM (LL LEVEL)

INCLUDING ALL VOICES: DIVERSITY AND TRANSFORMATION IN LOCAL MEDIA



Explore models that promote the representation, participation, and meaningful influence of Indigenous peoples, racialized communities, members of 2SLGBTQI+ communities, people with disabilities, and religious, linguistic, or cultural minorities in local media—not merely as audiences to reach, but as full-fledged actors in the media ecosystem.

LAURIER ROOM (LL LEVEL)

REINVENTING LOCAL JOURNALISM IN 2025: INDEPENDENCE, COLLABORATION, AND RELEVANCE



Explore the foundations of local journalism adapted to the realities of 2025: rooted in community proximity, supported by collaboration, and grounded in expertise, trust, and editorial independence.

ALBION ROOM (LL LEVEL)

WHAT IS A “REAL” JOURNALIST IN 2025? REDEFINING PRACTICES IN A LOCAL CONTEXT



Explore the evolving notion of what it means to be a journalist in the era of social media, citizen journalism, and the decline of specialized training, in order to better define the contours of credible, relevant, and accessible journalism within local media.

4:30–5:15 pm **FREE**

5:15–6:00 pm **COCKTAIL**

VICTORIA ROOM (LEVEL 2)

6:00–7:00 pm **DINNER**

VICTORIA ROOM (LEVEL 2)

7:00–8:30 pm **CONFERENCE**

VICTORIA ROOM (LEVEL 2) **START WITH WHY?**

Keynote Speaker: **Stephen Shedletzky**,
Speaker, Coach and Advisor, Simon Sinek’s
Optimism Company

Why are some organizations more inspiring and more successful than others?

Anyone—an individual or an organization—can explain what they do.

Some can even justify how they stand out or what makes them better.

But very few can clearly articulate WHY.

The WHY is not about money or profit; that is simply the result.

The WHY is about what drives us, what we are passionate about, and what inspires those around us.

Through Simon Sinek’s Golden Circle model, this talk invites us to reflect on what truly motivates us—the “Why.”

Far beyond outcomes, the “Why” unites, mobilizes, and gives meaning.

A pivotal moment to rethink one’s leadership, and commitment to their mission.



STEPHEN SHEDLETZKY

Stephen “Shed” Shedletzky is a sought-after speaker, coach, and author of *Speak-Up Culture: When Leaders Truly Listen, People Step Up*. A leading voice on psychological safety at work, he has delivered hundreds of keynotes, workshops, and leadership programs around the world. Inspired by Simon Sinek, Shed became the fourth member of his team and spent over a decade at The Optimism Company, where he served as Chief of Staff and Head of Brand Experience, Training & Development. He led a global team of speakers and facilitators and continues to collaborate with Sinek’s team while leading his own practice.

DAY 2

FRIDAY, SEPTEMBER 12, 2025

7:30–9:00 am **BREAKFAST**

CARTIER 1 & 2 ROOMS (LL LEVEL)

9:00–9:15 am **RECAP OF DAY 1 OF THE**

VICTORIA ROOM (LEVEL 2) FORUM

9:15–10:00 am **FIRESIDE CHAT: AT CENTER**

VICTORIA ROOM (LEVEL 2) ICE – FRANCOPHONES, ANGLOPHONES, AND THE STORY OF A PEOPLE

Guest: **Brendan Kelly**, Columnist, *The Gazette*

Host: **Mélanie Tremblay**

Through his book *Le CH et son peuple: une province, une équipe, une histoire commune* (The Canadiens and Their People: One Province, One Team, One Shared History), Brendan Kelly, columnist at *The Gazette*, offered an original perspective on the relationships between Anglophones and Francophones in Quebec and, by extension in Canada.

By retracing the evolution of the Montreal Canadiens over the past five decades, he presents a socio-demographic reading of the province's recent history, marked by the transformation of identities, the rise of new voices, and the tensions, but also the bridges between the two main language communities.

This conversation explores how a sports team can become the living reflection of a society in transition, and how hockey, beyond the game itself, can serve as a bridge to better understand the dynamics of coexistence, the challenges of mutual recognition, and the opportunities to reaffirm linguistic duality in a spirit of respect and dialogue.

10:00–11:00 am **EXPRESS INSPIRATIONS**

VICTORIA ROOM (LEVEL 2) FIVE BRILLIANT MOVES IN 7 MINUTES

Five fast-paced presentations to spark innovation reflexes and inspire the courage to take bold action.

Five leading figures from official language minority community media will take the stage one after another, each with exactly seven minutes.

Five real-life stories from those who dared to think differently, seize opportunities, or shake up their practices in order to stabilize and grow their community-based media outlet.

1 – THE COURAGE TO REINVENT

Sharon McCully (*Sherbrooke Record*)

2 – THE COURAGE TO THINK OUTSIDE THE BOX

Hugh Maynard (*The Gleaner*)

3 – EDITORIAL COURAGE

Nicolas Jean (*Le Courrier de la Nouvelle-Écosse*)

4 – THE COURAGE TO SEEK COMMUNITY SUPPORT

Nikki Mantell (*The Low Down*)

5 – ENTREPRENEURIAL COURAGE

Mathieu Manning (*GO FM*)

Host: **Martin Caron**

11:00–11:30 am **NETWORKING BREAK**

LAURIER ROOM (LL LEVEL)

BRENDAN KELLY



Born in Glasgow, Scotland, and raised in Montreal, Brendan Kelly was one of the founders of the alternative weekly *Montreal Mirror*. He worked at the late *Montreal Daily News* and hosted a music show on CBC Radio for over 30 years. He is the author of the weekly *Montreal Gazette* column *What the Puck*, in which he takes an often controversial look at the latest news involving the Montreal Canadiens. Kelly has been writing for *The Gazette* since 1996. He is frequently heard on Radio-Canada as a commentator. He is the author of the books *Le CH et son peuple* and *Habs Nation: A People's History of the Montreal Canadiens*, the latter of which will be released in October 2025.

BLOCK 3

EXPLORATION CIRCLES

11:30–12:45 pm

LAURIER ROOM (LL LEVEL)

(In French only)

FIERTÉ ET PRÉJUGÉS – LA RELATION ENTRE LES MÉDIAS LOCAUX FRANCOPHONES EN SITUATION MINORITAIRE ET LEURS COMMUNAUTÉS



Clarifier les rôles et renforcer la confiance entre médias locaux et milieux communautaires francophones en situation minoritaire.

ALBION ROOM (LL LEVEL)

PRIDE AND PREJUDICE – THE RELATIONSHIP BETWEEN MINORITY ENGLISH-LANGUAGE LOCAL MEDIA AND THEIR COMMUNITIES



Clarify roles and strengthen trust between minority English-language local media and community-based organizations.

CARTIER 3 ROOM (LL LEVEL)

RUNNING MY LOCAL MEDIA OUTLET LIKE A BUSINESS



Explore levers of governance, management, and human resource development that can strengthen the viability of local media and equip them to build a business model aligned with their mission and capacity.

ALBERT ROOM (LL LEVEL)

FROM ZAPPING TO SCROLLING: ATTRACTING YOUNG PEOPLE TO LOCAL MEDIA



Explore concrete strategies for adapting local media practices to the habits of young people, strengthening their engagement, and ensuring better representation of their realities in the media landscape.

YORK ROOM (LL LEVEL)

AI AND LOCAL JOURNALISM: CHALLENGES AND OPPORTUNITIES



Analyze the risks and opportunities of AI for local media by identifying concrete use cases, accessible tools, and ethical guidelines for responsible integration.

12:45–2:15 pm **LUNCH**

VICTORIA ROOM (LEVEL 2)

2:15–3:30 pm

VICTORIA ROOM (LEVEL 2)

FROM THE WHITE PAPER TO ACTION: MOVING FORWARD TOGETHER

Closing session to bring ideas together, align efforts, and outline a roadmap for pursuing concrete, collaborative, and sustainable transformation.

A structured recap of the White Paper's recommendations, the exploration circle discussions, and other key moments of the forum.

Presentation of a summary of the main findings, as well as the common levers identified.

At the heart of this session: transforming the White Paper into a mobilizing action plan to equip the sector to move forward, in dialogue with public partners, media partners, and community and institutional partners.

Facilitation: **Andrée Myette** and **Benoît Hubert**, PGF Consultants

