

Appendix F: Spacing Media Inc. Business Plan

Spacing Media Inc.

BUSINESS PLAN

February 2007

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EXECUTIVE SUMMARY	3
BUSINESS OVERVIEW	5
HISTORY	5
COMPANY PROFILE	5
MISSION	6
PRODUCTS AND BUSINESS ACTIVITIES	6
OBJECTIVES AND GOALS	7
MAGAZINE OVERVIEW	8
MANDATE	8
EDITORIAL CONCEPT	8
SECTIONS	8
THEMES	9
PAST ISSUES	9
ART DIRECTION AND PRODUCTION	11
MARKET ANALYSIS	12
MARKET	12
AUDIENCE	12
COMPETITION	12
ADVERTISING	15
PHILOSOPHY	15
ADVERTISERS	15
SALES PROJECTIONS	15
OPPORTUNITIES AND CHALLENGES	15
DISTRIBUTION AND CIRCULATION	16
OVERVIEW	16
PUBLISHING HISTORY	16
CIRCULATION HISTORY	16
SUBSCRIPTIONS	16
SINGLE-COPY SALES	17
CIRCULATION PROMOTIONS	18
MARKETING AND PROMOTIONS	20
OVERVIEW	20
SPACING.CA	20
SPECIAL EVENTS	21
MEDIA ATTENTION	22
AWARDS	23
SUBWAY BUTTONS	24
HOLIDAY GIFT PACKS	24
CALENDARS	24
MANAGEMENT & OPERATIONS	25
STAFFING	25
COMPENSATION	26
FINANCES	27

EXECUTIVE SUMMARY

Spacing Media is a registered Ontario corporation based in Toronto, Ontario, Canada. The company's mission is to draw attention to the importance of public space in urban environments and to increase appreciation among urbanites of the endless possibilities cities possess. Spacing Media's primary business is publishing *Spacing*, a thrice-yearly paid-circulation magazine on urban issues in Toronto, which is produced by an editorial collective made up of the company's six owner/directors and four additional staff members.

The founders of *Spacing* felt that Toronto needed a publication that would discuss metropolitan issues like cycling, transit, pedestrianism, public art, city-planning, and development, which they felt were not being given the media attention they deserved. They also strongly believed that there were other Torontonians who felt the same way. It turns out they were right on both counts: the first primarily black-and-white issue of *Spacing* sold out its entire 1,500-copy print run within a month of being published in December 2003.

Today, *Spacing* is an award-winning, full-colour magazine with nearly 800 subscribers, who pay \$15 for a one-year, three-issue subscription or \$29 for two-year, six-issue subscriptions, which they have purchased at special events or through Spacing Media's secure online store. *Spacing* also sells incredibly well on the newsstand, with an unheard-of 98% sell-through rate in Toronto and 87% nationwide. Total paid circulation for *Spacing*'s most recent issue (Issue #7, published in September 2006), was just under 4,000 copies. However, newsstand copies outsell subscription copies by a ratio of 3:1, and a further several hundred copies of each issue are sold at launch parties and special events, so there is a huge potential to grow subscriptions simply by converting single-copy buyers to subscribers. In doing so and by also initiating other circulation-marketing strategies, Spacing Media should be able to achieve its goal of *Spacing* having 4,000 subscribers within three years.

Advertisers have also embraced the magazine, and with every issue, more advertising is being sold. Since the hiring of a dedicated ad salesperson (paid on commission), the value of ads sold has more than tripled from its previous high of \$1,950 for Issue #6 to a projected \$6,935 in ads sold for Issue #8, forthcoming in February 2007.

Magazine publishing is not the only source of revenue for Spacing Media. A series of ancillary products have also been very popular, in particular a series of iconic one-inch buttons representing Toronto's 73 subway stations and Scarborough RT stops. Designed by *Spacing*'s creative director, they have been called "the civic pride fashion statement of the year" and, as of December 2006, over 62,000 of these buttons have been sold, representing nearly \$40,000 in revenue for the company.

Spacing Media markets *Spacing* and its ancillary products through a variety of means, namely through the organization and sponsorship of special events, and through its multi-faceted website, Spacing.ca, which is quickly becoming a hub for information about public space issues unto itself due to its hosting of the increasingly popular *Spacing Wire* and *Spacing Photos* blogs (the website receives some 90,000 unique visitors a month). Since the first issue of *Spacing* was published in December 2003, the magazine has been recognized again and again as playing a key role in initiating discussions about the issues defining Toronto's urban landscape. *Spacing* continues to attract new readers, media attention, and critical acclaim as it raises awareness of the importance of public space to public life.

Currently, Spacing Media pays all staff a small per-issue honorarium, with the exception of the ad sales person who is paid on commission; *Spacing*'s contributing writers, photographers, and illustrators are also all paid for their work published in the magazine. Spacing Media's primary objective for 2007 is to maintain its current revenue levels of approximately \$75,000 to fund its magazine-publishing activities and also cover the cost of rent for the new office it takes occupancy of in February. However, the company would like to increase its revenues this year so that by the end of December, it could afford to pay a small salary to at least one full-time staff member and up to three part-time staff. Within three years, Spacing Media would like to move *Spacing* to a quarterly publishing schedule and, pending the receipt of funding to do so, establish an internship program that would see *Spacing* editors instructing and mentoring program participants in the coverage of City Hall politics and municipal issues. The company would also like to increase the rates payable to *Spacing* contributors and to be able to pay all editors working on the magazine a small salary.

BUSINESS OVERVIEW

History

Spacing magazine was conceived in Fall 2002 by a group of young activists, then-members of the Toronto Public Space Committee (TPSC), who felt that Toronto needed a publication to address urban issues like cycling, transit, pedestrianism, public art, city-planning, and development, which they felt were being repeatedly overlooked or insufficiently addressed by local media. Over the following year, Matthew Blackett, Dale Duncan, Lindsay Gibb, Todd Harrison, Todd Irvine, Micheline Lewis, Dave Meslin, and Dylan Reid developed the magazine's editorial concept, defined their roles, recruited contributors, and organized fundraising events. Their efforts culminated in the publication of the first issue of *Spacing* on December 3, 2003.

Following the release of that initial issue, *Spacing*'s masthead changed somewhat as certain individuals chose to discontinue or limit their editorial involvement with the magazine and new editors came onboard. Therefore, for historical purposes, *Spacing*'s "founding editors" are considered to be: Matthew Blackett, Anna Bowness, Dale Duncan, Lindsay Gibb, Shawn Micallef, and Dylan Reid. *Spacing* is now produced completely independently of the Toronto Public Space Committee and the company that publishes the magazine has no affiliation with the TPSC, though it remains on friendly terms with the organization.

Company Profile

Spacing Media Inc. grew out of the magazine-publishing collective made up of the six founding editors of *Spacing*: Matthew Blackett, Anna Bowness, Dale Duncan, Lindsay Gibb, Shawn Micallef, and Dylan Reid. The partnership was registered as a business and incorporated in the province of Ontario in July 2006, with the aforementioned individuals recognized as its legal owners, issued shares according to prior agreement, and installed as its directors.

BOARD OF DIRECTORS AND OWNERSHIP BREAKDOWN

- Matthew Blackett, *President (Chair)* 30 shares
- Dale Duncan, *Secretary/Treasurer* 14 shares
- Anna Bowness, *Director-at-Large* 14 shares
- Lindsay Gibb, *Director-at-Large* 14 shares
- Shawn Micallef, *Director-at-Large* 14 shares
- Dylan Reid, *Director-at-Large* 14 shares

LOCATION AND FACILITIES

Spacing Media is based in Toronto, Ontario, Canada. On February 1, 2007, the company will take occupancy of a small office in the Centre for Social Innovation, on the 4th floor of 215 Spadina Avenue. This office will serve as its main base of operations, providing workspace for editors and interns and housing all company records, however some off-site storage for back issues of *Spacing* will be retained.

Mission

The mission of Spacing Media is to draw attention to the importance of public space in urban environments and to instill in city-dwellers worldwide—and in Toronto in particular—an appreciation of the endless possibilities that cities offer so that they will be compelled to take ownership of the urban landscape that surrounds them and inspired to participate in city life.

Products and Business Activities

SPACING MAGAZINE

The primary “product” of Spacing Media is an award-winning, glossy, full-colour, paid-circulation magazine published three times a year since December 2003. Seven issues have been published to date, with Issue #8 forthcoming in February 2007. Single copies sell for \$6 and one-year subscriptions are \$15. Distributed across Canada, *Spacing* sells extremely well on newsstands in Toronto, and also hundreds of dedicated subscribers (797 and growing). The revenue from newsstand, subscription, and special event sales, combined with a moderate amount of revenue from ad sales, has meant the magazine’s production costs have been covered since the first issue. In addition, *Spacing* has been recognized with several awards, including a 2005 National Magazine Award for “Best Editorial Package.” (For additional information on *Spacing*, please see the “Magazine Concept and Editorial Structure” section of this business plan.)

SPACING.CA WEBSITE

The online companion to *Spacing* promotes awareness of the magazine and helps to extend its brand presence. Host of the *Spacing Wire* and *Spacing Photos*, two daily blogs added in June 2005 that provide news, links, analysis, and photography tied to urban issues in Toronto and around the world, the website has quickly become one of the most popular online destinations for Toronto residents. During the 2006 municipal election, the *Spacing Wire* spin-off blog *Spacing Votes* became a central source for campaign coverage and discussion of election issues. At the end of December 2006, Spacing.ca was attracting nearly 90,000 visitors a month, averaging nearly 250,000 page views in that same time period. (For additional information on Spacing.ca, please see the “Marketing and Promotions” section of this business plan.)

SUBWAY BUTTONS

The 73 one-inch buttons in this collection visually capture the iconic and distinctive tiles of each of Toronto’s subway stations and Scarborough RT stops. Since being launched in December 2004, nearly 62,000 buttons have been sold just through select Toronto stores and Spacing.ca’s online store—and thousands more at special events. Prices range from \$1.00 for a single buttons purchased at an event to \$49 for a set containing all 73 buttons. Having generated upwards of \$40,000 in revenue for Spacing Media, these buttons remain the company’s most successful ancillary product to date. (For additional information on the subway buttons, please see the “Marketing and Promotions” section of this business plan.)

2007 SPACING CALENDAR

In December 2006, Spacing Media printed a small calendar featuring original photography from *Spacing*. Copies were put on sale for \$7.99 at three Toronto stores, and for \$10 (including postage) through Spacing.ca’s online store; a copy was also included in each Holiday Gift Pack. Extra copies remaining at the end of January 2007 will likely be given away or sold at a discounted rate at upcoming events. (For additional information, please see the “Marketing and Promotions” section of this business plan.)

HOLIDAY GIFT PACKS

In December 2005, and again in December 2006, Spacing Media packaged together several issues of *Spacing* in a Toronto Transit Commission route map and sold these “gift packs” for \$18 and \$20, respectively, at Pages Books & Magazines. The 2005 edition contained four issues of the magazine, while the 2006 version contained three issues plus a *Spacing* 2007 calendar. (For additional information, please see the “Marketing and Promotions” section of this business plan.)

EVENT ORGANIZATION AND SPONSORSHIP

Special events in Toronto organized or sponsored by Spacing Media not only raise awareness of *Spacing* and the issues it covers but also often generate revenue for the company through cover charges and/or magazine and button sales. Organized events have ranged from art shows to film nights to parties, while sponsored events have included film festivals and urban conferences. (For additional information, please see the “Marketing and Promotions” section of this business plan.)

Objectives and Goals

SHORT TERM

Spacing Media’s primary objective for 2007 is to maintain its current revenue levels of approximately \$75,000 to fund its magazine-publishing activities and also cover the cost of rent for the new office it takes occupancy of in February. However, the company would like to increase its revenues this year so that by the end of December, it could afford to pay a small salary to at least one full-time staff member and up to three part-time staff. In order to do so, Spacing Media hopes to sell more advertising in *Spacing* (possibly increasing our ad rates, which the magazine’s ad director has advised us can be done without losing advertisers), to sell more subway buttons (especially retail sales, which will likely mean expanding distribution to more stores), and to undertake a direct-mail campaign to increase the number of subscribers to *Spacing*. Spacing Media also plans to apply for the Department of Canadian Heritage’s Publications Assistance Program in 2007 in order to reduce the costs associated with mailing *Spacing* to subscribers by approximately 70%. In addition, the company hopes to submit grant applications to the Department of Canadian Heritage, the Toronto Arts Council, and the Ontario Media Development Corporation to potentially secure additional funding for *Spacing*’s editorial content and/or business development projects, as applicable. (For the last two years, *Spacing* has received \$10,000 in funding through the Ontario Arts Council’s Grants to Periodicals Program, and an application to renew this funding for *Spacing* issues published in 2008 will be submitted in June 2007.)

LONG TERM

Within three years, Spacing Media would like to move *Spacing* to a quarterly publishing schedule and, pending the receipt of funding to do so, establish a hands-on, education-driven internship program that would see *Spacing* editors instructing and mentoring program participants in the coverage of City Hall politics and municipal issues (the working name for this program is “Hall Monitor”). The company would also like to increase the rates payable to *Spacing* contributors and to be able to pay all editors working on the magazine a small salary.

MAGAZINE OVERVIEW

Mandate

Spacing endeavours to be an integral, independent, and unique voice that brings to life the joys and obstacles surrounding the Toronto's public spaces, which encompass its historical and modern built forms and an array of natural environments. The magazine aims to help its diverse readership understand and take ownership of the city's urban landscape by providing them with the tools, information, and inspiration needed to engage with its public spaces and to combat their privatization and their co-option by corporations.

Editorial Concept

Through compelling journalism and thought-provoking essays that are complemented by original illustration and striking photography, *Spacing* explores Toronto's architectural, cultural, social, political, and environmental past, present, and future, and covers all of the associated issues that concern life in the city's public realm. Written for and by those who are passionate about Toronto's public spaces, *Spacing* contains an eclectic mix of well-researched history, ruminations on the present, and visions of what the future could be.

Sections

Each issue of *Spacing* is divided into four sections: *The Curious City* and *Inner Space*, which make up as *Spacing*'s "front of book"; the cover section; and *Back Space*, the magazine's "back of book."

THE CURIOUS CITY

Following the issue-opening two-page photo essay, *Spacing* is filled with short pieces collected under four sub-section umbrellas: *Infrastructure Fetish* focuses on the history and function of the industrial items that keep the city running; *Come+Go* is a two-page feature highlighting local projects and initiatives that are noteworthy (for good or ill); *Hidden Gems* uncovers the often-overlooked small parks and green spaces that offer a quiet reprieve from the hustle and bustle of city life; and *Escape Routes* explores the ways people can navigate the city without travelling on streets, following routes that typically incorporate laneways, hydro fields, and/or ravines.

INNER SPACE

This part of the front section provides room for *Spacing*'s writers to contemplate their unique (and often whimsical) experiences and interactions with the city in a series of personal essays and literary journalism pieces. Previous subjects addressed are the chess players outside the Metropolitan United Church, the railway tracks in Parkdale, the forgotten items left behind on park benches and at the side of the road, and the heyday of Etobicoke's motel strip.

COVER SECTION

As mentioned previously, this section collects together all of the issue's theme-related content, which typically includes several longer feature articles, in addition to some shorter pieces and a number of informative sidebars.

BACK SPACE

This section of *Spacing* houses five repeated features: *The Toronto Flaneur*, in which *Spacing* associate editor Shawn Micallef writes about a part of the city he has wandered through on foot; *Green Space*, a column focused on environmental topics and green organizations; *Outer*

Spacing Media Inc. Business Plan: 8 of 28

Space, a two-page feature highlighting public space issues in other parts of the world; the four-page *Reviews* sub-section, where writers analyze and critique books, websites, and gallery exhibits; and *Space Invaders*, the back-page feature that profiles the people behind various public art initiatives and creative interventions.

Themes

Each issue of *Spacing* incorporates a theme, a specific topic of particular importance to Toronto chosen by the magazine's editors. The majority of the issue is devoted to exploring this idea and contributors are invited to delve into the unique and idiosyncratic aspects of the theme. *Spacing*'s Spring/Summer 2005 cover section, "The History of Our Future," won Gold at the 2005 National Magazine Awards for "Best Editorial Package." Other themes have included the expansive world of outdoor public art; work and play in the public realm; the love-hate relationship Toronto has with its public transit system; and the role of the pedestrian in the city.

Issue #1 – *The Fight to Poster*

Issue #2 – *Everyone is a Pedestrian*

Issue #3 – *Work & Play*

Issue #4 – *The History of Our Future*

Issue #5 – *The New Beautiful City*

Issue #6 – *Searching for the Better Way*

Issue #7 – *What Kind of City Do You Want?*

Issue #8 – *Intersections*

Issue #9 – *Water*

Issue #10 – *The Green Issue*

Past Issues

ISSUE #2 – EVERYONE IS A PEDESTRIAN

Spacing's second issue focused on the many joys, obstacles and politics of walking in Toronto. In this issue, Sheila Heti (author of *The Middle Stories*) mused on eye contact in the city; Jim Munroe (No Media Kings indie-novelist and *Eye Weekly* columnist) provided his take on the increasingly fashionable urban sport of parkour; Ryan Bigge (CBC Radio's *Go!* producer) explores the evolution of language used to describe our public spaces; Nicole Cohen (*Shameless* magazine publisher/editor) examined the female pedestrian experience; Carly Zwarenstein (*NOW Magazine* regular contributor) took us through the history of the walking in Toronto; Shawn Micallef (*Spacing* associate editor) wandered Toronto aimlessly to uncover bits of the city's history; cartographer Graeme Parry wove readers through an East End alley jaunt; and *Spacing* associate editor Dylan Reid outlined what Toronto needs to be a great pedestrian city. The pages were also packed with beautiful and compelling photography from some of Toronto's top photobloggers, including Davin Risk (lowresolution.com), Adam Krawesky (inconduit.com), Kevin Steele (kevinsteele.com) and Gayla Sanders (makinghappy.com), and illustrations were provided by a few of the city's top young artists, including Marc Ngui (*Zak Meadow comic* and CBC Television *Zed TV* producer), Matt Daley (*Exclaim!*), Marlena Zuber (*Boston Globe*, *Washington Post*), Peter Ash, and Stephen Appleby.

ISSUE #3 – WORK & PLAY

From buskers to street preachers to early-morning bird rescuers to graffiti cops, *Spacing*'s third issue examined the impact of work and play on Toronto's outdoor urban environment, and how people bring the city to life 24 hours a day. In this issue, *Spacing* continued to highlight some of the best and worst aspects of Toronto city life and history. *Hidden Gems* focused on the Cedarvale Park pedestrian bridge, and the buried bridges of Crawford and Harbord Streets, along the old Garrison Creek. *Public Enemy* targeted Toronto's light pollution, looking at how other cities are

trying to return the dark night sky to urban life. *Green Space* explored the reasons why street-side trees are dying — and what the City could do to fix the situation. This issue also included a new column on public-space etiquette called *Ask the Manners Duck*. Contributors to this issue included Ryan Bigge, Ed Keenan (*Eye Weekly*), Michelle Kasprzak (Montreal new media artist), Dave Meslin (Toronto Public Space Committee co-ordinator), Misha Glouberman (Trampoline Hall), and Graeme Parry (Toronto laneway expert and tour guide). A variety of Toronto's top photobloggers were again showcased, including Sam Javanrouh (*Daily Dose of Imagery*), Matt O'Sullivan (thenarrative.net), Rannie Turingan (photojunkie.ca), Jonathan Day-Reiner (groundglass.ca), and Davin Risk. *Spacing* also used the illustrative skills of Julia Breckenreid (*Globe and Mail*, *National Post*), Marc Ngui, Marlena Zuber, Matt Daley, and Jen Hsieh (a recent *Applied Arts* illustration award winner).

ISSUE #4 – THE HISTORY OF OUR FUTURE

In this issue, *Spacing* contributors contemplated the city Toronto could have been and the place it could become. Articles focused on such topics as the planned downtown and midtown expressways, hooking up a sound system to the CN Tower, turning the SkyDome into a sustainable-housing community, the non-winning proposals submitted in the 1950s for New City Hall, a city-wide network of enclosed and elevated bike paths, and waterfront urbanism at work in the Port Lands, 2043. This issue also included the publication of the results of a report conducted with the Toronto Public Space Committee on the prevalence of (often illegal) outdoor advertising in Toronto. Contributors to this issue included Jim Munroe, Darren O'Donnell, Pier Giorgio DiCicco (Toronto's poet laureate), Ed Keenan, Sam Javanrouh, Rannie Turingan, Gayla Trail, Davin Risk, Matt O'Sullivan, Nathalie Atkinson, Marc Ngui, Michelle Kasprzak, Julia Breckenreid, and Adam Krawesky. The issue also reprinted a plethora of historic images culled from the Toronto Archives.

Note: In May 2006, this issue of *Spacing* won Gold at the National Magazine Awards in the category of "Best Editorial Package," beating out magazines with much larger circulations, such as *Report on Business*, *Canadian Geographic*, *Azure*, and *Saturday Night*.

ISSUE #5 – THE NEW BEAUTIFUL CITY

In this issue, contributors explored Toronto's public art and how thousands of people use the city's public realm as a canvas. Bert Archer pondered why a city needs public art; Ryan Bigge examined the skeletal remains of the east Gardiner Expressway; Ed Kennan analyzed the City of Toronto's contradictory policies on graffiti, illustrator Marc Ngui created new wayfinding signs; and *Spacing* managing editor Dale Duncan gives you the answer to the most frequently asked public art question: how did that get there? This issue also included a profile by John Lorinc (*Globe and Mail*, *Toronto Life*) on R.C. Harris, arguably Toronto's most influential city builder. In his research for this piece, Lorinc discovered a few unknown facts that are hugely important to understanding the motivations of the dreamer behind the Bloor St. Viaduct, the Scarborough water filtration plant, and the numerous bridges that span Toronto's ravines and valleys. Christopher Hume (*Toronto Star*) also contributed to this issue with a look at why Toronto and other North American cities fail to grasp the possibilities of the urban ideal. The magazine also re-printed an article on the Whitby Psychiatric Hospital by the late Ninjalicious (aka Jeff Chapman) from his zine *Infiltration*. Photographers included a who's who of Toronto's photoblogging community, with images contributed by Sam Javanrouh, Matt O'Sullivan, Gayla Trail, Jonathan Day-Reiner, Rannie Turingan, Davin Risk, and Adam Krawesky. Other contributors for this issue included: Mike Smith (*NOW magazine*), illustrator Christopher Hutsul (*Toronto Star*), Misha Glouberman, Nicole Cohen, Nathalie Atkinson, illustrator Jeff Priest, as well as *Spacing* associate editors Anna Bowness (also editor at *Broken Pencil*), and Shawn Micallef.

ISSUE #6 – SEARCHING FOR THE BETTER WAY

Highlights of *Spacing*'s sixth issue were a Q&A with Mayor David Miller in which he was challenged to articulate a vision for the future of transit in Toronto and prominent transit advocate Steve Munro's presentation of a plan for re-shaping the existing system on the cheap. Other articles included a discussion of the plethora of subway construction plans from the early 1900s to the mid-1990s; the legends surrounding the Lower Bay subway station; how Queen Street could be turned into a streetcar and pedestrian-only zone; how a small group of riders short-change the TTC; a look back to 1968 and 1985 when bomb threats to the TTC caused public fear; and an essay in defense of the Toronto subway system's "public washroom aesthetic." Contributors included Ed Keenan, James Bow (*Transit Toronto*), Sarah Hood (co-author of *Toronto: The Unknown City*), Misha Glouberman; photobloggers Sam Javanrouh, Rannie Turingan, Gayla Trail, and Adam Krawesky; illustrators Fiona Smyth, Julia Breckenreid, Joe Ollman, and Christopher Hutsul.

ISSUE #7 – WHAT KIND OF CITY DO YOU WANT?

In the seventh issue of *Spacing*, published to coincide with Toronto's municipal election, our editors and contributors outlined the 10 most important public space issues facing Toronto, including the city's shrinking urban forest; the specter of Peak Oil and how the city is dealing with smog; how Toronto is mismanaging development and putting unnecessary strains on neighbourhoods; how the city is selling its infrastructure and getting very little in return; and a 45-item To Do List for the next city council. The issue also featured articles on hanging out in cemeteries, riding your bike with headphones on, the invention of Toronto's ring-and-post bike racks, and a map detailing how to get out of the Don Valley. Contributors included: Ed Keenan, James Bow, Sarah Hood, Mike Smith (*NOW magazine*), cycling activist Steve Brearton, Paul Carlucci (*Eye Weekly*), Sean Lerner (*TTC Rider Efficiency Guide*), with photos from Sam Javanrouh, Rannie Turingan, Adam Krawesky, Bouke Salverda (aidanfotos.com), and Payam Rajabi (colourblind.ca), and illustrations by Fiona Smyth, Julia Breckenreid, and Joe Ollmann.

Art Direction and Production

Spacing is designed and typeset by the magazine's Creative Director, Matthew Blackett, and printed locally by Point One Graphics. Since Issue #5, the entire magazine has been printed in full colour on glossy paper stock. Featuring colourful photography and illustrations, coupled with clean lines and modern typography, each issue of *Spacing* is visually striking and stands out on newsstands. The magazine's unique 10-inch by 8-inch landscape format may be unconventional but it results in *Spacing* being placed in the front row of magazine racks.

AWARDS

Spacing has been recognized for its innovative design. In January 2005, Issue #2 received the "Best Single Issue Design" award from *Applied Arts*. *Spacing* was also nominated in the category of "Best Design" in *Utne*'s 2006 Independent Press Awards.

MARKET ANALYSIS

Market

Public space is at the heart of democracy. It's where people interact, teach, learn, participate, and protest. But environmental degradation, commercial interests, and infrastructure neglect have come to dominate city streets. Fortunately, imaginative and creative city-dwellers worldwide—and in Toronto in particular—are resisting the co-option of their communities through random acts of beauty, kindness, and intellect. These public space activists, their supporters, and likeminded urbanites, are looking for coverage of the numerous political, cultural, and social issues affecting life in the public realm so that they can better understand and take ownership of their city's urban landscape. They want to read the latest on ad creep, density regulations, parks creation, traffic congestion, and the myriad of other issues affecting their relationship with the so-called concrete jungle. They are seeking a publication that tells the stories behind the stories, explores issues explored from fresh angles, and presents them with smart, well-researched discussion of civic affairs. That magazine is *Spacing*. As the *Globe & Mail* so succinctly put it, *Spacing* is the “public face of public space.”

Audience

Spacing Media's informal research suggests that *Spacing* readers are well-educated, progressive-minded urbanites, the vast majority of whom live in Toronto and its surrounding communities. They range in age, income, and profession but share a keen interest in city happenings, local politics, and civic affairs. With each new issue of *Spacing* published, it seems a new special-interest group is made aware of the magazine (i.e., the recent transit issue brought the magazine to the attention of Toronto's transit fanatics, as judged by the number who attended the launch party for that issue). Based on attendance at its organized events, Spacing Media also knows that *Spacing*'s diverse readership includes activists, artists, architects, civil servants, cyclists, designers, engineers, environmentalists, journalists, parks-goers, politicians, local history buffs, students, transit riders, tree lovers, urban planners, and walkers.

In order to confirm its assumptions about the magazine's readership, Spacing Media is planning to conduct a full-scale readership survey for *Spacing* in 2007, targeting both subscribers and newsstand buyers.

Competition

While *Spacing* has no direct competitors *per se* there are several magazines with similar editorial interests and/or competing for a similar readership:

	<i>Spacing</i>	<i>Adbusters</i>	<i>The Next American City</i>	<i>Toronto Life</i>	<i>Urbanite</i>
Origin	Canada	Canada	USA	Canada	USA
Focus	City: Toronto	Global	National: USA	City: Toronto	City: Baltimore
Ownership	Independent	Independent	Independent	St. Joseph Media	Independent
Frequency	3 issues/yr	6 issues/yr	4 issues/yr	12 issues/yr	12 issues/yr
Cover price	\$6	\$8	\$7.95 (US)	\$4.95	Free
Subscriptions	\$15 - 1 yr \$29 - 2 yrs	\$35 - 1 yr \$48 - 2 yrs	\$29 (US) - 1 yr \$55 (US) - 2 yrs	\$24 - 1 yr \$37 - 2 yrs	\$18 (US) - 1 yr \$32 (US) - 2 yrs
Circulation	4,000 paid	120,000 paid	3,000 paid	92,570 paid	60,000 controlled
Ad rate: FP, 4C, 1x	\$700	N/A ¹	\$500 (US) ²	\$11,685	\$4,010 (US)
Website	spacing.ca	adbusters.org	americancity.org	torontolife.com	urbanitebaltimore.com

All table figures in Canadian dollars except where noted.

¹ *Adbusters* doesn't sell advertising.

² No colour advertising so price listed is for a black-and-white ad.

ADBUSTERS

Adbusters is a not-for-profit magazine based in Vancouver that, like to *Spacing*, is “concerned about the erosion of our physical and cultural environments by commercial forces.” While both magazines are concerned with “ad creep” and the increasing private-sector influence on public space, *Spacing* focuses on the local while *Adbusters* focuses on the global. By not limiting its focus to just one city, *Adbusters* has built up a large circulation beyond Canada (66% of its readers live in the United States) and the self-described “ecological” magazine can be found on most North American newsstands, even those carrying mostly “mainstream” magazines.

THE NEXT AMERICAN CITY

The Next American City is a relatively new magazine published out of New Haven, Connecticut, that is similar to *Spacing* in that it strives to tell “clear and accessible stories” about the transforming urban environment of cities (and suburbs) and to promote “socially and environmentally sustainable growth.” However, the national magazine is focused on American cities and is currently only distributed in the United States.

TORONTO LIFE

Like *Spacing*, *Toronto Life* is, as its name suggests, focused solely on Toronto. The monthly magazine shares a similar interest in local history, civic personalities, and how the city works. From time to time, public space has been written about in *Toronto Life* (most recently, Toronto Public Space Committee founder Dave Meslin was profiled by *Spacing* contributor Ryan Bigge for the December 2006 issue), however, the magazine is primarily devoted to coverage of arts and culture events/performances, restaurants, and shopping. In addition, the magazine primarily targets readers with a higher-than-average income.

URBANITE

This monthly magazine has many things in common with *Spacing*: it’s dedicated to “addressing the issues affecting the relationship between the city and those who live there,” and strives to be “an intellectual and entertaining read where compelling storytelling meets exciting design.” However, despite announced plans to expand to other cities, *Urbanite* remains a Baltimore-based city magazine.

ADDITIONAL COMPETITION

In addition to print magazines, the following should be classified as *Spacing*’s competition as they often address similar topics and are competing for the same readers and advertisers:

- **Readingtoronto.com:** A group blog written by Toronto’s “artistic leaders” that analyzes the design, cultural, and political forces shaping the city by having contributors share their stories, experiences, and ideas about Toronto.
- **blogTO.com:** An arts and entertainment blog produced by a collective of more than 15 contributors (some of whom also write for *Spacing*) who post about what to do, where to eat, and what to see in Toronto. Claims to attract more than 50,000 unique visitors a month and approximately 110,000 page views
- **Torontoist.com:** Another group blog (again involving *Spacing* contributors) that covers “anything in and of the city of Toronto.” Claims to have the largest and most diverse readership of any Canadian blog of its kind, with approximately 90,000 unique visitors (and 160,000 page views a month) spread across income levels and age groups, and with various interests.

- ***Eye Weekly***: This free alt-weekly is marketed as an “entertainment resource” but amidst the extensive arts and culture listings are regular articles on the topic of public space and municipal politics. *Eye*’s city editor, Ed Keenan, is a *Spacing* contributor, while *Spacing* editors Dale Duncan, Matthew Blackett, and Shawn Micallef have all contributed to *Eye*. Some advantages *Eye Weekly* has over *Spacing* are that its circulation is considerably larger (some 284,000 readers a week), the free paper is available in many more locations around the city, and, due to its weekly publication schedule, its content can be more timely than *Spacing*’s
- ***NOW Magazine***: Very similar to *Eye Weekly* in terms of being a competitor for *Spacing* but with more pages, a bigger news section, and an even larger circulation. Similarly, some of its contributors (Mike Smith and *Spacing* associate editor Dylan Reid, in particular) write for both publications
- **Daily newspapers**: All Toronto-based newspapers, particularly *The Toronto Star*, the *Globe & Mail*, and the *National Post*, have increased their coverage of public space issues recently, often drawing on *Spacing* for story ideas and sometimes asking *Spacing* editors and contributors to write these pieces. Their daily publication schedule ensures that their content is always very timely but their editors are not as “plugged in” to public space issues as *Spacing*’s editors and contributors so daily newspaper coverage of public space issues often lags behind the weeklies and the blogs. However, all of these papers have much greater reach and frequency than *Spacing* will likely ever have, which allows them to attract big-name national advertisers with no trouble.

ADVERTISING

Philosophy

Spacing Media's goal is to attract likeminded, progressive advertisers for *Spacing* whose own politics and principles are in line with the magazine's, preferably individuals, publications, businesses, and organizations that seek to "better the world" through a combination of environmentally/socially conscious business practices and/or a commitment to making cities more fun and more livable. While open to all types of advertisers, Spacing Media will not include any advertisement in *Spacing* that its editors feel contradicts the philosophy of the magazine. For instance, *Spacing* will not publish ads from shopping malls because they represent the antithesis of public space.

Advertisers

Even though Spacing Media has not yet conducted a readership survey, and thus isn't yet able to provide the sort of detailed demographic and psychographic information advertising buyers usually like to have before making a purchasing decision, many companies "get" the magazine. AutoShare, York University, the Art Gallery of Ontario, Doors Open Toronto, the Green Toronto Festival, Curbside Cycle, and Cycle Solutions, among others, all feel that *Spacing* is a publication with which they want to be affiliated and they have shown their support for the magazine by purchasing ads.

The majority of the advertising in *Spacing* is Toronto-based, however, Spacing Media would like to attract national advertisers and is currently in the process of listing *Spacing* with Canadian Advertising Rates and Data to put the magazine on the radar of media buyers nationwide.

Sales Projections

Beginning with Issue #7, *Spacing* has a dedicated commission-based ad salesperson, Alex McKenna, who has been personally responsible for increasing the magazine's per-issue advertising revenue from its previous high of \$1,950 (Issue #6) to \$4,640 for Issue #7 and a \$6,935 (projected) for Issue #8. Advertising sales now make up 18% of *Spacing*'s overall revenue but this number is growing and it has been recommended that the advertising rates for *Spacing* be increased (which the magazine's ad director has advised us can be done without losing advertisers, due to their current affordability).

Opportunities and Challenges

As mentioned already, there is no other publication focused on public space issues exclusively, which is an opportunity for *Spacing*. However, with the magazine's specific focus on Toronto and limited distribution outside Ontario, its appeal outside the Greater Toronto Area may be somewhat limited so without diversifying the editorial content, it may prove difficult to capitalize on this advantage. Fortunately, Toronto is a large city, which offers a large pool of potential subscribers and advertisers and *Spacing*'s business model does not rely as heavily on advertising as, say, *Toronto Life*'s. However, when compared to other magazines, *Spacing*'s less-frequent publishing schedule may limit its ability to secure advertising even if its rate card is perceived as very affordable.

DISTRIBUTION AND CIRCULATION

Overview

Spacing Media currently publishes *Spacing* three times a year. The magazine is sold by subscription, at special events, and on the newsstand, principally in Toronto but with limited distribution across Canada. The cover price is \$6.00 while a one-year (3 issues) Canadian subscription costs \$15 and a two-year (6 issues) Canadian subscription is \$29. The total paid circulation for Issue #7, published in September 2006, is 3,954 copies; total circulation for the issue is 4,460 copies.

Publishing History

	Issue	Date published	Print run
#1	Winter 2004	December 2003	1,500*
#2	Summer 2004	June 2004	3,000
#3	Winter 2005	December 2004	3,000
#4	Spring/Summer 2005	June 2005	3,000*
#5	Winter 2006	November 2005	3,500
#6	Spring/Summer 2006	May 2006	4,000
#7	Fall 2006	September 2006	5,000
#8	Winter 2007	February 2007	5,000

* Completely sold out as of January 2007

Circulation History

	Issue #1	Issue #2	Issue #3	Issue #4	Issue #5	Issue #6	Issue #7	Issue #8 (projected)
Subscriptions	N/A	N/A	350	400	461	575	797	850
Launch party sales	300	300	315	350	250	250	200	200
Special event sales	250	350	415	400	150	435	385	400
Newsstand sales – Magazines Canada distro¹	N/A	N/A	N/A	293	602	818	1,157	1,250
Newsstand sales – self-distributed²	750	1,200	1,100	1,090	937	746	1,242	1,250
Back issue sales	100	190	225	267	200	376	173	350
Promotional and giveaway copies	100	300	250	200	300	300	506	400
Leftover copies (including returns)³	0	660	345	0	100	500	540	300

¹ For Issues #7 & #8 based on projected 87% sell-through

² For Issues #2 & #3, includes single-copy sales through *Spacing.ca* website

³ As of January 2007, except for Issue #8

Subscriptions

OVERVIEW

Since June 2004, Spacing Media has been selling subscriptions to *Spacing*. As of January 2007, the magazine has some 797 subscribers, 79% of whom live in Toronto and its surrounding communities, 10% live in other Ontario cities, 6% live in other parts of Canada and 5% live in the United States. Subscriptions are sold through the *Spacing.ca* website as well as at special events—and until the end of March 2007, they are also being promoted and sold through a direct-mail campaign organized by Magazines Canada that involves a collective campaign piece being sent on behalf of participating magazines to 1.3 million Canadian homes.

SUBSCRIPTION PRICING STRATEGY

INDIVIDUAL SUBSCRIPTIONS				
	Full price	Subscription price	Savings (\$)	Savings (%)
Canadian – 1 year	\$18.00	\$15.00	\$3.00	17%
Canadian – 2 years	\$36.00	\$29.00	\$7.00	19.5%
US – 1 year	\$18.00 US (\$21.07)	\$17.00 US (\$19.90)	\$1.00 US (\$1.17)	6%
US – 2 years	\$36.00 US (\$42.14)	\$31.00 US (\$36.28)	\$5.00 US (\$5.85)	14%
Canadian – 1 year, gift*	\$18.00	\$13.00	\$5.00	28%
Canadian – 2 years, gift	\$36.00	\$25.00	\$11.00	31%
US – 1 year, gift	\$18.00 US (\$21.07)	\$15.00 US (\$17.56)	\$3.00 US (\$3.51)	15%
US – 2 years, gift	\$36.00 US (\$42.14)	\$28.00 US (\$32.77)	\$8.00 US (\$9.36)	22%
INSTITUTIONAL SUBSCRIPTIONS				
Canadian – 1 year	\$20.00			
Canadian – 2 years	\$39.00			
US – 1 year	\$24.00			
US – 2 years	\$44.00			

* to qualify for gift-subscription price, another full-price subscription must be purchased at the same time

Prices in Canadian funds except where noted

SUBSCRIBER SERVICING

Spacing Media currently handles the subscription servicing and subscription fulfillment for *Spacing* in house. Staff under the supervision of acting subscriptions manager Dale Duncan prepare the main subscriber mailing; while Duncan alone handles supplementary mailings prepares the initial mailing to subscribers for each issue.

SUBSCRIPTION GROWTH PROJECTIONS

Spacing's subscriber base is steadily growing as more and more people learn about the magazine. The rise in popularity of Spacing.ca and Spacing Media's ancillary products also seems tied to the increase in subscriptions to *Spacing* sold if the number of subscription sales purchased through the online store (especially in conjunction with the purchase of subway buttons or calendars) is any indication. However, newsstand sales still outnumber subscription sales 3:1, which represents an untapped circulation source for *Spacing*. If Spacing Media were able to convert just one third of *Spacing's* newsstand readers to subscribers, the magazine would have double the number of subscribers it currently has. In any case, within three years, Spacing Media would like *Spacing* to have 4,000 subscribers—a number that will be achieved through a combination of renewal efforts aimed at lapsed subscribers, blow-in cards in newsstand copies, a direct-mail campaign, and gift-subscription pitches to existing subscribers.

Single-copy Sales

OVERVIEW

Spacing is currently sold by 19 retailers in Toronto and is also available on select newsstands across Canada. *Spacing* services key Toronto accounts itself while Magazines Canada services the rest while also handling national distribution. A large number of copies of each issue are also sold at special events, particularly at the launch party celebrating the issue's release.

NEWSSTAND SALES – LOCAL

Spacing has a very high sell-through rate on newsstands in Toronto (approximately 98%). The magazine typically sells out at most retailers and requires frequent restocking. The single best sales location is Pages bookstore where each new issue of *Spacing* sells upwards of 650 copies, making it the top-selling magazine at Pages. Spacing Media personally services this store, in addition to five other newsstands. In each case, Spacing Media receives a different percentage

of the cover price for each issue sold (between 50% and 90%) depending on what was negotiated with the retailer; the remainder of *Spacing*'s distribution in Toronto is handled by Magazines Canada.

The most recent issue of *Spacing* is available for sale at the following Toronto locations:

- Soundscapes
- Pages Books & Magazines
- Ballenford Books on Architecture
- Book City (5 locations)*
- This Ain't the Rosedale Library
- Press Internationale (4 locations)*
- Another Story bookstore*
- Toronto Women's Bookstore*
- Victoria University Bookstore*
- University of Toronto Bookstore*
- David Mirvish Books*
- York University Bookstore*

* Except for two Book City locations, distribution and fulfillment handled by Magazines Canada.

In September 2006, Spacing Media distributed 1,242 copies of *Spacing* Issue #7 to the retailers it services and anticipates very few (if any) returns.

NEWSSTAND SALES – NATIONAL

In July 2005, Spacing Media signed a distribution contract with Magazines Canada to distribute *Spacing* to some 60 newsstand locations across Canada (including retailers in Toronto). As a Magazines Canada member, there is no cost to Spacing Media to have the magazine distributed by the association's distribution arm. For each issue sold, Spacing receives 45% of the cover price, or \$2.75.

Magazines Canada distributed 1,330 copies of *Spacing*'s Issue #7 in September 2006 (87% of which within Ontario, the remaining 13% to other provinces) and, based on sales of previous issues, it is estimated the national newsstand sell-through rate for the magazine will be 87%.

SPECIAL EVENT SALES

The current issue and back issues of *Spacing* are also available for sale at special events organized or attended by magazine staff, such as the launch parties for each issue, Word on the Street, Canzine, and co-sponsored book launches, film nights, and art shows. Cost of all issues at these events is usually \$6/copy, two copies for \$9, three for \$13, and four for \$17. Sales at these types of events usually work out to be several hundred copies for each issue.

Circulation Promotions

SPECIAL EVENTS

Single copies of *Spacing*, subway buttons, and subscriptions are usually available for sale at special events attended or organized by the magazine. At launch parties, a copy of the new issue is generally included with the cover charge. (For more details, please see the "Marketing and Promotions" section of this business plan.)

MAGAZINES CANADA PROMOTIONS

As a member of Magazines Canada, and a user of its distribution service, *Spacing* receives promotion in the association's online *Canadian Magazine Directory*, which includes a link to Spacing.ca, a "Subscribe now!" button that takes browsers directly to the Spacing.ca online store, and a link for retailers to click to find out how to carry *Spacing* in their stores. *Spacing* is also included in Magazines Canada's annual *Retailer Catalogue*. (In both instances, *Spacing* is

listed in both the “Arts & Design” and “Issues” categories.) *Spacing* has also participated in several “Genuine Canadian Magazine” newsstand-marketing campaigns organized by Magazines Canada and is part of its current direct-mail campaign.

LIBRARY MARKETING CAMPAIGN

In September 2005, in an effort to increase public library subscriptions, *Spacing* associate editor Dylan Reid and volunteer Sean Lerner met with the librarian at the Toronto Public Library’s Urban Affairs Library (who bought a subscription for that branch) and mailed a letter and sheet of press quotes to the remaining 98 branches in the Toronto Public Library system (including a sample copy of the magazine for the 17 district libraries). It’s hard to gauge the exact effectiveness of this campaign, but more libraries have purchased subscriptions in the meantime.

MAGAZINE ADS

Spacing regularly trades advertising (“contra ads”) with other likeminded small magazines, such as *Shameless Magazine* and *This Magazine*.

MARKETING AND PROMOTIONS

Overview

Spacing Media promotes the *Spacing* brand through a variety of means, including a multi-faceted website (Spacing.ca), various organized and sponsored special events, and a series of ancillary products. Along the way, the magazine, its editors, and the subway buttons have attracted considerable media attentions and garnered a number of awards—which have helped to further raise awareness of *Spacing*.

Spacing.ca

The Spacing.ca website serves as a valuable promotional tool for *Spacing* by featuring excerpts from back issues, a list of retailers carrying *Spacing*, plus instructions for subscribing or purchasing advertising, and the opportunity to sign up for *Spacing*'s free monthly e-mail newsletter (which currently boasts 2,500 subscribers). It also features a secure online store where *Spacing* subscriptions, back issues, and other products can be purchased (with payment through Paypal). In addition, it hosts several popular blogs produced by the magazine's editors and other contributors.

SPACING WIRE

Updated daily (and sometimes more frequently), *The Wire* (www.spacing.ca/wire) is a hub for news, events and projects about public space issues in Toronto and around the world—making it the most popular destination on our website. The blog complements the print magazine publishing in that it allows covers of news and events, as they are happening, rather than having to wait until a new issue comes out. Contributors include Matthew Blackett, Shawn Micallef, Dylan Reid, Dale Duncan, Leah Sandals, Chris Hardwicke, James Bow, Laura Hatcher, Ian Malczewski, Tammy Thorne, Craig Cal, Josh Hume, Claire Salloum, and Michelle Kasprzak. In January 2006, the readers of *Eye Weekly* voted *Spacing Wire* “Toronto's Best Local Blog” (2005).

SPACING PHOTOS

Spacing.ca also hosts the daily photoblog *Spacing Photos* (www.spacing.ca/photos). Each weekday, a new photo from the public realm is showcased in concert with a monthly theme. Contributors consist of the city's ever-expanding cast of photobloggers. In December 2005, *NOW Magazine*'s 2005 “Critics' Picks” identified *Spacing Photos* as one of Toronto's best blogs.

SPACING VOTES

From September–November 2006, Spacing.ca also hosted the very popular *Spacing Votes* blog to highlight and discuss public space issues during the 2006 Toronto municipal election campaign. This blog was primarily produced by a team of 13 young writers who each had “beat” to cover but various *Spacing* editors also contributed and urban affairs journalist John Lorinc was commissioned to write a series of columns exclusively for the blog. It was such a success and became such a hub for election news that Spacing Media plans to revive it for federal and provincial elections. During the three-period it was being regularly updated, traffic to the Spacing.ca website increased significantly from 82,606 unique visitors in September to 106,537 by the end of November.

WEBSITE STATISTICS

Between June 2005 and June 2006, Spacing.ca experienced a 1,000% increase in daily viewers. This rise coincided with the launch of *Spacing Wire* and *Spacing Photos*. At the end of

December 2006, Spacing.ca was averaging over 250,000 page views a month and was attracting some 90,000 unique visitors. In 2006, the website saw some 948,867 visitors and page views for the year totaled 2,852,005.

Special Events

Part of Spacing Media's mandate is to be an active member of the city. Outreach to *Spacing* readers and the greater public increases awareness of the magazine and the issues that it covers. Throughout the year, the editorial collective hosts events to coincide with the release of each new issue and Spacing Media also participates in numerous urban conferences and annual events like Word on the Street and Canzine.

RELEASE PARTIES

The release of each issue of *Spacing* offers the opportunity to throw a party and invite subscribers and readers. The magazine hires a local DJ or band, and programs the evening with activities related to the theme of each issue. These parties usually attract up to 300 people and have been held at legendary local establishments such as the El Mocambo, the Arts & Letters Club, the Gladstone Hotel, and the now-closed 360 Legion Hall on Queen Street West.

THE POLITICAL PARTY

Held on November 6, 2006, one week before the Toronto municipal election, *Spacing* and *Eye Weekly* co-sponsored The Political Party, an event that brought together Toronto's leading mayoral candidates. Mayor David Miller and challenger Jane Pitfield outlined their visions for Toronto's public spaces and faced pointed questions from a panel made up of John Lorinc (*Spacing Votes* columnist), Ed Keenan (*Eye Weekly* city editor and *Spacing* contributor), and *Spacing* managing editor Dale Duncan. Following the mayoral event was a performance by musical guests Hot One and then two DJs. Held at Revival nightclub, the free event attracted approximately a crowd of around 450.

TORONTO THE GOOD

Spacing has twice co-hosted and programmed Toronto The Good in partnership with ERA Architects and the [[murmur]] project. The first event on May 17, 2005 was held in the Fermenting Cellar in the Distillery District and attracted nearly 700 people, while the May 18, 2006 edition was staged at historic Fort York and brought in nearly 500 guests. The goal for each event was to bring together each partner's respective sphere of influence and to invite them to mingle in non-traditional places not often visited by the general public.

ART EXHIBITS

From March 17 to April 21, 2005, Spacing Media presented a photo gallery exhibit showcasing the work of seven of Toronto's top photobloggers. Organized and curated by *Spacing*'s creative director, Matthew Blackett, *PUBLICity* was the first exhibit in Canada to focus solely on the work of photographers documenting their daily interactions with the city through digital photography and personal websites. The show at the Toronto Free Gallery featured Sam Javanrouh, Matt O'Sullivan, Rannie Turingan, Gayla Trail, Adam Krawesky, Jonathan Day-Reiner, and Davin Risk, all of whom contribute regularly to *Spacing* and operate some of North America's most popular photoblogs. *Spacing*'s second gallery show, *In Transit*, took over the Toronto Free Gallery from January 19 to February 28, 2006. *In Transit* focused on images of Toronto's transit system. With over 25 participants, the exhibit brought together paintings, photography, and film focusing on the life of Toronto's subways, streetcars, and buses. Another *Spacing*-organized art show is planned for June 2007 to coincide with the release of the magazine's Water-themed issue.

CITY OF TORONTO'S HUMANITAS FESTIVAL

June 3, 2006 marked the 35th anniversary of the cancellation of the Spadina Expressway. The highway's demise is one of the most seminal events to have shaped Toronto in the last 50 years. In partnership with the Humanitas Festival, *Spacing* brought together the neighbours, community activists and politicians who stopped the construction to celebrate life without the expressway in an event billed "35 Years Without the Spadina Expressway." The garden party was held at the Spadina Museum, an architectural gem that would have been destroyed by the expressway's path. The day's speakers included Mayor David Miller and local TV journalist Adam Vaughan, whose parents were instrumental in the 'Stop Spadina' movement.

FILM NIGHTS

On January 12, 2005, *Spacing* Media hosted the first Public Space Invaders film night at the Drake Hotel's Underground, attracting nearly 200 people and showcasing short movies, documentaries, and videos about Toronto's public spaces. This event will be repeated at the same venue on March 28, 2007.

EVENT SPONSORSHIP

Spacing also regularly sponsors events in line with magazine's philosophy and/or related to topics covered by the magazine. For example, *Spacing* was a co-sponsor of the launch party and its associated panel discussions for *uTOpia*, an anthology published in November 2005 by Coach House Books that featured a number of essays and illustrations by *Spacing* contributors. Several *Spacing* editors sat on panels and the latest issue of *Spacing* was also sold at the event. *Spacing* also sponsored the Fembots' December 3, 2005 CD-release show for their album *The City*, billed an homage to the unknown stories of Toronto. *Spacing* promoted the show on the *Spacing Wire* and provided images taken by the magazine's contributing photographers to be projected on to the screen at the Royal Cinema during the show. *Spacing* editors were also in attendance to sell copies of the magazine. More recently, *Spacing* was a media sponsor of the 2006 Planet in Focus International Environmental Film and Video festival, sponsoring the spotlight series "Toronto in the Moving Image from the Dawn of Cinema to the Present," and posting about the films each day during the festival on the *Spacing Wire*. *Spacing* Media has also donated subscriptions and back issues of *Spacing* as prizes for various events

Media Attention

Since the magazine's first issue was released in December 2003, *Spacing* has been recognized over and over again as playing a key role in initiating discussions about the state of the Toronto's urban landscape. The magazine continues to attract new readers, media attention, and critical acclaim as it raises awareness of the importance of public space to public life. *Spacing* is frequently referenced or called upon to comment by local and national media outlets whenever the discussion turns to the issues surrounding the public realm of Toronto. Publisher Matthew Blackett and Associate Editor Shawn Micallef are regular guests on Toronto TV and radio programs. The magazine is often showcased for its popular Toronto subway station buttons.

Locally, *Spacing* has been featured prominently in the *Toronto Star*, *Toronto Sun*, *Eye Weekly*, *NOW*, *Metro*, *24 Hours*, *Dose*, and *Ryerson Review of Journalism*. *Spacing* editors have also made appearances on CP24 and City TV, CBC Radio's *Metro Morning* and *Here and Now*, AM640, CFRB 1010, CIUT 89.5, CKLN 88.5, and Rogers TV's *Toronto Living*. At the national and international level, the magazine has been profiled in the *Globe and Mail*, *National Post*, *Maclean's*, *Masthead*, *Azure*, *Utne*, *Applied Arts*, *HOW Design*, *Coupe*, the Netherlands-based magazine *Ode*, and the Wales-based publication *The Statesman*. The

magazine has also been featured on Newsworld, Global National News, Book TV, MuchMusic, and MTV Canada.

Media attention has also led to various *Spacing Wire* posts being reprinted in daily newspapers or expanded into full-blown articles written by *Spacing* editors and contributors. *Spacing*'s editors have become "go-to" people for comments on public space issues. *Spacing* editors are also contributors to *NOW Magazine*, *Eye Weekly*, the *Globe and Mail* and *Toronto Star*, and the magazine is often mentioned in their bios.

SELECTED QUOTES

"*Spacing*...is a joyful rebellion. Read it, support it – the city is better for it."

—Lisa Rochon, *Globe and Mail*

"*Spacing* is an innovative magazine that makes you believe in a better Toronto."

— *Toronto Star*

"*Spacing*...exudes a real love of the local and offers charming odes to city life experiences that are usually ignored by the rest of the media."

— *Eye Weekly*

Awards

In addition to media attention, *Spacing* has also been recognized with awards.

2004

- *Spacing* nominated for "Best New Title" in the 2004 *Utne* Independent Press Awards

2005

- *Spacing* wins a 2005 National Magazine Award for "Best Editorial Package" for "The History of Our Future" issue (Issue #4)
- *Spacing* awarded "Best Single Issue Design" by *Applied Arts* magazine for "Everyone Is a Pedestrian" (Issue #2)
- Subway buttons named the third best wearable self-promotional item by *HOW Design* in its 2005 Self-Promotion Annual and showcased as one of 2005's top design items in *Coupe Magazine*
- *Spacing Wire* chosen by "Best Local Blog of 2005" by the readers of *Eye Weekly*
- *Spacing Photos* singled out in *NOW Magazine*'s "Critics' Picks" as one of Toronto's best blogs
- *Spacing* nominated for a 2005 Canadian Newsstand Award for "Best Newsstand Issue" in the small magazines category for its "The History of Our Future" issue (Issue #4)

2006

- *Spacing* nominated for "Best Design" and "Best Local/Regional Coverage" in *Utne* magazine's 2006 Independent Press Awards

ANCILLARY REVENUE STRATEGIES

Subway Buttons

Spacing Media sells a series of one-inch buttons designed by Matthew Blackett that replicate the visual landmarks and tile art of Toronto's subway stations and Scarborough RT stops. The success of the series has been called the "civic pride fashion statement of the year" by the *National Post*, and earned the magazine numerous television, radio, and print features. These one-inch buttons visually capture the iconic and distinctive tiles of each of Toronto's subway stations and Scarborough RT stops. Since being launched in December 2004, over 61,000 of these buttons have been sold just through Toronto stores and through the online store at Spacing.ca (several thousand more have been sold at various special events). These buttons remain the company's most successful ancillary product to date. In October 2005, *HOW Design* awarded them a Self-Promotion design award in the "Wearables" category and, in January 2006, *Coupe Magazine* included them in its issue on the best design of 2005.

Holiday Gift Packs

In December 2005, 100 *Spacing* "holiday gift packs" were sold for \$18 exclusively at Pages Books and Magazines. Each gift pack contained four issues (Issue 2-5) of the magazine and was wrapped in a TTC subway map. In December 2006, Spacing packaged another 182 gift packs containing a copy of Issues 5-7 and a new 2007 calendar, which were again sold exclusively at Pages Books & Magazines, this time for \$20.

Calendars

Showcasing some of the images that have made their way onto the pages of Spacing, and featuring photographs from regular Spacing contributors Sam Javanrouh, Matt O'Sullivan, Rannie Turingan, Miles Storey, Adam Krawesky, and Bouke Salverdam, these calendars sold for \$7.99 at Pages Books & Magazines, Ballenford Books, and This Ain't the Rosedale Library, and for \$10 (including postage) through Spacing.ca beginning in December 2006. A copy of the calendar was also included in each of the 2006 Holiday Gift Packs that were sold through Pages. (Extra copies remaining at the end of January 2007 will likely be given away or sold at a discounted rate at upcoming events.)

MANAGEMENT & OPERATIONS

Staffing

The following individuals, with the assistance of interns and volunteers, are responsible for the production of *Spacing*, associated products, and hosted special events. In addition to the specific responsibilities detailed below, the publisher and all editors help to determine the editorial content of *Spacing*, contribute regular articles to the magazine, and post regularly to *Spacing Wire*.

- **Matthew Blackett – Publisher & Creative Director / Acting Distribution Manager**
As Publisher, he oversees all publishing activities (editorial, design, production, advertising, circulation, marketing, and business administration) and plays a key role himself in developing partnerships, marketing the magazine, and organizing special events. As *Spacing*'s Creative Director, he manages the magazine's visual design, including page layout, assigning illustrations and photographs, and liaising with the printer. He also currently handles the distribution of *Spacing* to newsstands whose accounts are handled in-house.
- **Dale Duncan – Managing Editor / Acting Subscriptions Manager**
As Managing Editor, she coordinates the editorial content, assigns most stories, helps to recruit writers, and does a great deal of the substantive editing for each issue. In addition, she coordinates and supervises *Spacing*'s interns. As Subscriptions Manager, she handles subscriber-database updating, subscription fulfillment, and coordinating mailings to subscribers.
- **Holland Gidney – Business Manager**
She is responsible for all of the administrative duties of the magazine, including (but not limited to) keeping track of *Spacing Media* and *Spacing* finances, overseeing advertising sales, administering payroll, making bank deposits, tracking circulation and distribution, writing grant applications, and coordinating participation in Magazines Canada projects. Also, as needed, she helps out with proofreading.
- **Alex McKenna – Ad Director**
Since Issue #7, he has been selling advertising on a commission basis for *Spacing*.
- **Anna Bowness, Lindsay Gibb, Shawn Micallef, Dylan Reid – Associate Editors**
As mentioned at the beginning of this section, these individuals help generate story ideas, write articles, and assist with editing the content for each issue. They also often post to *The Wire*.
- **Leah Sandals – Public Art and Reviews Editor**
Since Issue #5, she serves as an associate editor who generates story ideas related to public art and edits the magazine's reviews section. She also posts regularly to *The Wire* about public art new and events.
- **Todd Harrison – Copy Editor**
Since Issue #7, he has been assisting with copy-editing the magazine.

Compensation

The individuals listed in the previous section are paid a \$300 honorarium per issue, with the exception of the copy editor who is paid \$150 and the ad director, who is paid a commission of 15% on the value of the ads he sells. Spacing Media is hoping to soon be able to afford to pay a small salary to at least one full-time staff member and up to three part-time staff.

Since Issue #5, freelance writers, illustrators and photographers have been paid for their contributions to *Spacing*. (Current rates are listed in the table below.) Contributors are also guest-listed for the launch party for the issue in which their art or writing appears, and are provided with as many copies of the magazine as they request (and is reasonable).

SPACING STANDARD PAY RATES			
<i>Last updated: October 9, 2006</i>			
PHOTOS			
Opening photo essay (single photographer)	2 pages	\$150	
Full-page photo	1 page	\$100	
Half-page photo	1/2 page	\$50	
Quarter-page photo	1/4 page	\$25	
Smaller photo	< 1/4 page	\$10	<i>unless only contribution, then pay \$15</i>
Small photo illustrating writer's own piece	< 1/4 page	\$10	
ILLUSTRATIONS			
Full-page	1 page	\$100	
Smaller		\$50	<i>or rate negotiated w/ illustrator</i>
WRITING			
Full-page articles/columns	1 page	\$100	
Longer articles		\$100/pg	<i>or rate negotiated w/ writer</i>
Infrastructure fetish	depends	\$100/pg	<i>or pro-rated depending on length</i>
Come+Go		\$25 each	<i>unless long, then by page rate</i>
Hidden Gems	1/2 page	\$50 each	
Escape Routes	1 page	\$100	
Public Enemy	1 page	\$100	
Innerspace essay	1 page	\$75 each	
Regular columns (ex. Toronto Flaneur)	1 page	\$100	
Outerspace essay	1 page	\$75/page	<i>or pro-rated depending on length</i>
Reviews - shorter	< 1 page	\$30 each	
Reviews - longer	1 page +	\$75/page	
Space Invaders	1 page	\$75	

FINANCES

Spacing Media Inc.

STATEMENT OF INCOME AND EXPENSES 2006

REVENUE

Circulation	\$29,183
Advertising sales	\$6,810
Ancillary product sales	\$13,568
Grant - Ontario Arts Council (2006-07)	\$10,000
Other revenues	\$4,114
TOTAL REVENUE	\$63,675

EXPENSES

Editorial	\$22,154
Advertising	\$892
Printing and binding	\$23,045
Postage	\$1,553
Marketing, Promotion and Publicity	\$9,093
Business Development	\$1,076
Overhead	\$3,282
TOTAL EXPENSES	\$61,095

PROFIT (LOSS) **\$2,580**

Note: Fiscal year is Jan. 1-Dec. 31

Spacing Media Inc.

**STATEMENT OF INCOME AND EXPENSES
2007 (PROJECTED)**

REVENUE

Circulation	\$34,746
Advertising sales	\$25,150
Ancillary product sales	\$15,250
Ontario Arts Council (2007-08)	\$20,000
Canada Council for the Arts (2007-08)	\$8,000
Other revenues	\$3,500
TOTAL REVENUE	\$106,646

EXPENSES

Editorial	\$30,000
Advertising	\$4,172
Printing and binding	\$25,000
Postage	\$1,850
Marketing, Promotion and Publicity	\$10,000
Overhead	\$15,500
TOTAL EXPENSES	\$86,522
<u>PROFIT (LOSS)</u>	\$20,125

Note: Fiscal year is Jan. 1-Dec. 31