

Magazines Canada
Annual General Meeting • Réunion annuelle

Tuesday, June 30 • mardi le 30 juin • 2020

The logo for Magazines Canada, featuring the words "Magazines" and "Canada" in white, stacked vertically, on a red background. The red background is a rounded rectangle with a white curved shape on the right side, resembling a stylized 'C' or a page curl.

**Magazines
Canada**



Magazines Canada
Annual Meeting/Réunion annuelle
Tuesday, June 30, 2020; 1:00 PM (ET)
Online

AGENDA

1. Approval of Agenda
2. Approval of Minutes
 - a. Minutes June 5, 2019 3
3. Chair’s Report (Jennifer Varkonyi)
 - a. 2019–2020 Year End Review 10
 - b. 2018–2023 Strategic Plan Framework..... 20
 - c. 2020–2021 Business Plan 24
4. Treasurer’s Report (Gilles Gagnier)
 - a. 2019–2020 Audited Financial Statements..... 30
 - b. 2020–2021 Approved Budget..... 45
 - c. Appointment of Auditors
5. Secretary’s Report (Francine Tremblay)
 - a. Confirmation of Acts 50
6. Nominations Report (Scott Jamieson)
 - a. 2020–2021 Board Slate..... 51
7. Chair’s Closing Remarks
8. Other Business
9. Adjournment

The Magazines Canada Board of Directors will convene immediately after this meeting to appoint officers.

ANNUAL GENERAL MEETING / RÉUNION GÉNÉRALE ANNUELLE

Wednesday, June 5, 2019

1:00 pm ET

Magazines Canada Office and via Webcast

555 Richmond Street West, Suite 604

Toronto, Ontario

MINUTES

1. Approval of Agenda

Motion to approve the agenda for the June 5, 2019 AGM: Moved by Anne Burke; seconded by Dominique Ritter.

CARRIED

2. Approval of Minutes, June 6, 2018

Motion to approve the minutes of the June 6, 2018 AGM: Moved by Michal Kozlowski; seconded by Kathryn Taglia.

CARRIED

3. Outgoing Chair's Report

a. 2018–2019 Year End Review

Noting that this meeting marks the end of his term as Board Chair, Chair Scott Jamieson addressed Magazines Canada's year-end review, which was included in the attendees' meeting book.

In 2018–19, Magazines Canada continued to respond to changes affecting the Canadian magazine industry it serves. While maintaining the level of public support Magazines Canada receives from government remains important, the association is also focused on maximizing revenue from its earned revenue channels, which include membership, professional development events and sponsorships, and the newsstand distribution service. Accordingly, the staff structure has pivoted to forefront business development to allow Magazines Canada to focus on this area of association operations.

In July 2018, Magazines Canada moved its Toronto office to a smaller, more suitable location, realizing significant savings in rent and other overhead costs. 2018–19 also saw a change in Magazines Canada's staff leadership, with CEO Matthew Holmes leaving the association in August 2018 and Melanie Rutledge assuming the role of Executive Director in September.

Magazines Canada continued to work towards the objectives in our Strategic Plan, notably: To reflect the diversity of Canadian society in the membership, Board and staff of the association; and to ensure the long-term sustainability of Magazines Canada so it can continue to serve the Canadian magazine industry. Staff initiated a review of the association's revenue channels and programs to support this objective.

The focus in 2018–19 was on retaining current members, and researching and recruiting new members across all membership categories. Indeed, this focus will remain in 2019–20. We will also seek to repatriate members who have left Magazines Canada. We will focus on increasing sponsorship revenue, and we will ensure we derive maximum revenue from our events.

Advocate

Advocacy and communications with government remain a top priority, especially now with so much attention on the media and questions about how it is regulated, funded and supported.

In recent years, Magazines Canada has significantly increased its advocacy on behalf of the sector. This is especially important this year at the federal level, as we head towards an election in October. Ensuring our issues are understood by all political parties in Ottawa is critical. Once again, in 2018, the Board held its annual retreat in Ottawa to highlight our sector's needs directly to policy-makers.

In a climate of uncertainty amidst a July 2018 federal Cabinet shuffle and a new Minister of Canadian Heritage and Multiculturalism, as well as a November 2018 announcement of federal government support for Canadian newspapers, Magazines Canada worked hard to protect the Canada Periodical Fund as the primary vehicle by which the federal government supports Canadian magazines. Staff continue to work closely with government to help shape the future of federal funding programs for magazines that support our members of all sizes and even those, we hope, who currently are not eligible for funding.

We also continue to work closely with the Government of Ontario and its agencies, advocating for support for the arts, reductions in blue box stewardship fees, and programs that provide support for paid interns.

Finally, Magazines Canada increased its efforts to collaborate and work with provincial affiliate organizations as they communicate with their provincial governments, helping the organizations in Quebec, Alberta and BC seek new and better forms of funding for the industry.

Educate

Participation in our professional development programs remains very strong, as publishers, editors, art directors, designers, videographers, writers and creators all connect through Magazines Canada, face-to-face and online.

The annual MagNet conference continues to attract hundreds of registrants, and we are building more video archives of these great events, to ensure access across the country and into the future. Our digital, text, audio and video professional development offerings have strong engagement and audience.

The Business Media Leadership Summit and the Arts and Literary Magazines Summit both had sell-out attendance in 2018–19, illustrating how even though Magazines Canada has built a large, inclusive “big tent” for the industry, it still delivers highly targeted and relevant programming to all of its constituents.

Circulate

Reaching readers directly is an important function for Magazines Canada. With multi-year funding support from the Department of Canadian Heritage, Magazines Canada initiated a project to increase consumer discovery of Canadian magazines. Project components include retail promotions, partnerships and distribution; out-of-store efforts including the continuation of our Travel Lounge Discovery program in Air Canada Maple Leaf Lounges; a social media campaign in English and French across Facebook, Instagram and Twitter; and a research component.

We also undertook a Retail Distribution and Market Access project, supported by Ontario Creates, which promoted Ontario-based Canadian magazines at retail locations across the country.

Our newsstand distribution service provided essential distribution services to 176 member magazines.

Volunteers

Members drive the agenda. Surveys and member renewals to date confirm that across a diverse menu of activity, overall member satisfaction is very high. New members are joining and the association enjoys strong funding support from private and public sources. In 2018–19, Magazines Canada doubled the number of new members compared to the previous year.

This is accomplished by the work of dozens of industry professionals who volunteer their valuable time. Not-for-profit and trade associations rely on the efforts of our volunteers: without them we would not be here. Thank you.

Staff

We have a remarkable staff who are dedicated and professional; several of whom have served Magazines Canada for over a decade. Together, volunteers and staff do a phenomenal job in supporting our efforts to build a better industry.

For the staff to deliver the kinds of results they do, they need the input and direction of the members. We are very lucky at Magazines Canada to have an incredible Board of Directors. The Chair offered his thanks to current directors for their support and hard work. They are:

Patty Baxter
Ryan Benn
Gilles Gagnier (Treasurer)

Joe Glionna
Ken Hunt
Scott Jamieson (Chair)

Christine Johnston
Michal Kozlowski
Dominique Ritter (Vice Chair)
Kathryn Taglia

Francine Tremblay
Jennifer Varkonyi (Nominations
Chair)

And of course, the association relies on the work and input of a variety of committees and consultations, so we must recognize the volunteerism and contribution of our committee chairs.

Finally, Chair Jamieson stated that it has been a privilege to serve the membership during his tenure as Chair of the Board, and thanked all who had provided counsel and support.

4. Treasurer's Report

a. 2018–2019 Audited Financial Statements

The Treasurer's Report was presented by Gilles Gagnier.

Balancing the need to deliver a full program of initiatives within a tight set of financial and human resources is the challenge for a member-driven not-for-profit organization. Magazines Canada's financial statements reflect only core operational revenue and expense, with our programs—especially public and private partnership efforts—reflected in their net terms.

2018–19 saw our MagNet conference perform extremely well, exceeding revenue projections. When combined with significant savings realized by moving Magazines Canada's offices, we ended the year with a modest surplus. In 2018–19, staff tackled aged receivables and either collected payment or made the decision to write off amounts owing. The organization moves forward with a strong cash position, thanks to its multi-year funding commitments and its ongoing prudent management of operating expenses.

The big picture is that Magazines Canada's overall investment with industry and public partnerships meant that your association managed program delivery with a value of roughly 4 million dollars—leveraging every single industry dollar. We continue to ensure that our vital advocacy work functions independently of any public support we receive. This means that every dime of our private and public sector partnerships is invested directly into member program delivery.

Motion to approve the audited financial statements for the year ending March 31, 2019, as per the recommendation of the Board of Directors at its May 27, 2019 meeting: Moved by Gilles Gagnier; seconded by Ken Hunt.

CARRIED

b. Appointment of Auditors

Motion to re-appoint Magazines Canada's auditor, Eigenmacht Crackower Chartered Accountants: Moved by Gilles Gagnier; seconded by Dominique Ritter.

CARRIED

5. Secretary's Report

a. Confirmation of Acts

Motion: That all acts, contracts, proceedings, appointments, elections and payments enacted, made, and taken by the Directors and Officers of the Corporation since the last Annual General Meeting as the same or set out, or referred to in the minutes of the Board of Directors, be and the same are approved, sanctioned and confirmed. Moved by Dominique Ritter; seconded by Christine Johnston.
CARRIED

6. Nominations Report

Nominations Chair Jennifer Varkonyi reported that she had succeeded in preparing a strong slate of experienced, dedicated members who have agreed to serve.

a. Board Slate 2019–2020

Nominees:

Ryan Benn, *Alive Magazine*

Gilles Gagnier, *Canadian Geographic*

Joe Glionna, *Oral Health*

Scott Jamieson, *Canadian Forest Industries*

Chelene Knight, *Room*

Samia Madwar, *The Walrus*

Jennifer Varkonyi, *Maisonneuve*

Motion to approve the 2019–20 Board slate as published: Moved by Jennifer Varkonyi; seconded by Kathryn Taglia.
CARRIED

Nominations Chair Varkonyi recognized the contributions of outgoing directors Martine Aubin and Kathryn Taglia.

Nominations Chair Varkonyi and Chair Jamieson thanked the outgoing directors for their service.

b. Election of Board Chair 2019–2021

Nominations Chair Varkonyi noted that Scott Jamieson is concluding his term as Chair, and thanked him for providing leadership during a time of transition. She then presented the nominee for Board Chair for 2019–20: Dominique Ritter, Editor-in-Chief of *Reader's Digest Canada*.

In her role as Editor-in-Chief of *Reader's Digest Canada*, Dominique is lucky to work with a team of magazine "wizards" who also happen to be the most delightful people one could imagine. Dominique has also worked as an editor for *Bookmark* (formerly *Spafax*), *The Canadian Encyclopedia* and *Adbusters*. Dominique's contributions to *Magazines Canada* are many. She played a key role on the Special Board Task Force that helped craft the current Strategic Plan, which carries the association to its 50th anniversary in 2023, and was instrumental in discussions about growing the membership base at *Magazines Canada*, advocating strongly for the inclusion of digital magazines into the fold. Dominique is a champion of diversity and of the need for the association to reflect the Canadian

society its members strive to represent in their publications. Dom also cares deeply about workplace safety and wellness.

Motion: That Dominique Ritter be elected Chair of Magazines Canada for a two-year term, 2019 to 2021:

Moved by Jennifer Varkonyi; seconded by Gilles Gagnier.

CARRIED

The full 2019–2020 Board is composed of:

Patty Baxter
Ryan Benn
Gilles Gagnier
Joe Glionna
Ken Hunt
Scott Jamieson
Christine Johnston

Chelene Knight
Michal Kozlowski
Samia Madwar
Dominique Ritter
Francine Tremblay
Jennifer Varkonyi

7. New Chair's Closing Remarks

a. 2019–2020 Approved Business Plan and Budget

b. 2018–2023 Strategic Plan Framework

Chair Dominique Ritter thanked Scott Jamieson for his leadership of Magazines Canada over the past two years, noting that his presence at the helm of the association was critical in a time of transition.

Chair Ritter drew attendees' attention to the Board-approved 2019–20 Business Plan, and the Board-approved 2019–20 budget in the meeting book. Key activities in the Business Plan are to: Continue to implement the 2018–23 Strategic Plan in consultation with key stakeholders; Continue to meet the highest standards of success in regards to all project funding and financial management stewarded by the association; Pivot to focus on member and sponsor growth and retention in order to grow this area of revenue for the association; and Conduct a review of revenue and programs so that Magazines Canada can continue to serve its valued members in the Canadian magazine industry.

The Business Plan for the year ahead builds off the foundation established by the Strategic Plan, also included in the meeting book. The Strategic Plan charts a path that focuses on core functions delivered via Member Services (including professional development resources and events) and Integrated Communications (including government relations and advocacy). The Strategic Plan also gives direction on how Magazines Canada proposes to broaden the scope of our membership: evolving the association as our own industry continues to evolve, and making real commitments to principles of equity and diversity within our organization and programming.

This Strategic Plan Framework was developed by a special Board Task Force and with the input of our member committees, a consultation of our full membership, and the feedback of our staff. An industry association is only as strong as its members and volunteers. Chair Ritter noted that this is an incredible industry and an incredible organization, and urged all members to become more involved in your association.

8. Other Business

9. Adjournment

Motion to adjourn Magazines Canada's 2019 AGM: Moved by Anne Burke.

CARRIED

Attendees:

Masood Abid, Magazines Canada; Patty Baxter, *East Coast Living*; Joan Brehl, Alliance for Audited Media, non-voting observer; Anne Burke, *Prairie Journal*; Nathalie Cuerrier, *Canadian Geographic*; Julene Chung, Magazines Canada; Brianne DiAngelo, Magazines Canada; Evan Dickson, Magazines Canada; Jack Eigenmacht, auditor, guest; Bill Fledderus, *Faith Today*; Romain Fleury, Presse Commerce, non-voting observer; Ken Hunt, *Toronto Life*; Gilles Gagnier, *Canadian Geographic*; Scott Jamieson (Chair), *Canadian Forest Industries*; Christine Johnston, *Maclean's*; Michal Kozlowski, *Geist*; Gautam Gordon Nath, *New Canadian Media*; Kiley Pole, Magazines Canada; Dominique Ritter (Secretary), *Reader's Digest*; Melanie Rutledge, Magazines Canada; Angie Sanna, Alliance for Audited Media, non-voting observer; Kathryn Taglia, *The Fiddlehead*; Jennifer Varkonyi (Nominations Chair), *Maisonneuve*.

Magazines Canada Year End Review 2019–2020

Overview

Strategy and Governance: Magazines Canada conducted annual member research in the summer and fall of 2019. This year, aligned with our organization-wide focus on member engagement, we asked members to tell us which of the association’s services they most value, and which services they don’t. The research results confirmed that Magazines Canada’s members most value the association’s four “core” services:

1. Government relations and advocacy
2. Retail distribution service
3. Events and professional development resources
4. Industry research

In January 2020, based on the results of the 2019 member research and a recommendation from staff, Magazines Canada’s Board of Directors approved a strategic realignment of projects the association delivers to its members. Going forward as of 2020–21, all projects must be aligned with a core service. Accordingly, beginning in 2020–21, we will discontinue a number of projects.¹ It’s also important to note that before this realignment, Magazines Canada was delivering the same number of projects as it did when the association counted a full-time staff complement of 13. Today, the full-time team numbers six. The realignment, therefore, also addresses critical capacity issues in the team itself.

Picking up on the excellent work of the Revenue and Program Review Task Force in 2019–20, Magazines Canada’s Board of Directors formed a subcommittee in October 2019 to further examine the association’s method of calculating membership dues with an eye to updating the method we use to ensure it is aligned with industry realities.

The Magazines Canada team held regular planning sessions throughout the fall of 2019 evaluating our performance against the objectives of the association’s current strategic plan (2018–23).

Most recently, in light of COVID-19, Magazines Canada decided to reschedule our annual MagNet conference to November 26–27, 2020, at the same Toronto venue. MagNet was originally scheduled for April 22–23, 2020.

Team and Operations: In 2019–20, Executive Director, Melanie Rutledge updated Magazines Canada’s team structure to enable the association to focus on the priority area of member engagement, including member retention, member repatriation (bringing members who have not renewed their membership back to the association), and new member recruitment. We created the position of Director, Business Development, held by Evan Dickson, to work on member engagement full-time. It’s important to state that every team member at the association is working on this priority area, as is applicable to their responsibilities and job scope.

Finance and Administration: Throughout 2019–20, Magazines Canada continued to exercise the highest level of financial and administrative stewardship in its finance and administration operations, closely managing revenues and expenses.

¹ Please refer to page 28 for a list of projects Magazines Canada will discontinue beginning in 2020–21.

Member Engagement: Magazines Canada recruited 30 new members to the association in 2019–20. This breaks out as 20 full members, 5 digital-only members and 5 probationary members. We continue to work to retain existing members and bring back former members.

The following sections provide more detail on the year's activities.

Government Relations and Advocacy

COVID-19 and Support for the Industry: At time of writing, the Department of Canadian Heritage is working on a support package for the Canadian magazine industry to mitigate the financial impacts on publisher revenues as a result of COVID-19. The financial support will likely be based on publishers' 2019 Canada Periodical Fund Aid to Publishers contribution amount. The department is aiming to disburse the money directly to CPF recipients by the end of May–beginning of June 2020. The support will be in addition to publishers' regular ATP contribution for 2020, which will be disbursed in the fall of 2020.

To reinforce the department's efforts in this regard, together with the Magazine Association of BC, the Alberta Magazine Publishers Association, and L'Association québécoise des éditeurs de magazines, Magazines Canada wrote a letter to the federal COVID-19 Cabinet Committee stating our arguments and recommendations for additional support to the industry during this time of severe disruption and uncertainty.

The four associations also issued an online survey to publishers to collect data on how publishers' revenues will be affected by COVID-19, again, in an effort to bolster and support the department's work on finalizing the support package.

More Time to Modernize – Magazines Canada Wins a Five-year Transition for the Industry to the Modernized Canada Periodical Fund: In February 2020, Magazines Canada [won](#) a long and hard-fought battle to convince the federal government to set the transition period to the modernized Aid to Publishers' component of the \$75 million Canada Periodical Fund from three years to five years, beginning in 2021–22. The extended transition period, which will elongate and make more gradual the ATP's transition to a model based on publishers' investment in producing original Canadian editorial content, away from the current model based on publishers' annual print circulation, will give publishers more time to adapt their operations to the new model.

The government's [announcement](#) of the extended transition period doubled as its official announcement regarding the “launch” of the modernized CPF. We found a sympathetic ear in the new Minister of Canadian Heritage in the Liberal minority government, the Hon. Steven Guilbeault, as well as senior political staff in his office, including his Chief of Staff, Mathieu Bouchard, and his Director of Policy, former journalist, Rebecca Caldwell. The Minister, whose riding is in Montreal, has a number of publishers' offices in his riding. We were able to argue strongly for the extended transition period based on the importance of the French-language, largely Montreal-based sector of the industry, which proved to be a winning political argument with Minister Guilbeault and his staff.

The CPF modernization began as a result of recommendations from a program review conducted in 2014–15. Ever since then, Magazines Canada has lobbied for a longer transition period to the new program. We are proud to deliver this significant win to our members! This is your association at work for you.

Blue Box Transition in Ontario: In June 2019, the Ontario government announced that it would transition the province's Blue Box recycling program from its current funding model, where producers of recyclables and municipalities split the bill 50–50, to a model of “Extended Producer

Responsibility" (EPR), where the full financial responsibility for the Blue Box program will transfer to producers.

This policy shift by Doug Ford's Conservative government will have financial implications for Ontario-based magazine publishers with annual circulation revenues and tonnage above a certain threshold. This *de minimus* threshold is currently set at \$2,000,000 per year in annual circulation revenue, and a number of Ontario magazine publishers do not currently pay Blue Box stewardship fees. However, if, in an attempt to capture more recyclables in the Blue Box, the government lowers the *de minimus* beneath \$2,000,000 per year, more publishers will be caught in that net.

The transition to EPR in Ontario is taking place gradually over several years, beginning in 2023. Magazines Canada is attending regular meetings with the province and other producer stakeholder associations to ensure that magazines are treated fairly in the transition, as well as solve persistent irritants like "free riders," where Ontario magazine stewards pay to recycle foreign-published magazines.

Business Development

- 30 new members joined the association (11 pending final approval): 20 full members, 5 probationary print and 5 digital-only.
- Membership dues: 63% collected to date.
- Sponsorship:
 - \$65,300 in sponsorship revenue from events in fiscal 2020.
 - MagNet: \$56,800
 - BMLS: \$8,500
 - 16 sponsors confirmed for MagNet 2020, worth \$41,400.
 - The 2020 Business Media Leadership Summit gained a new sponsor in Omeda and renewed the commitment from AAM.
 - Magazines Canada's largest sponsor, Inovva, did not renew sponsorship for our 2020 events. This is thought to be a result of difficulties at the company, rather than dissatisfaction with Magazines Canada. Nonetheless, this removed \$15,000 from our sponsorship revenue, which was replaced by \$8,500 from new sponsors Omeda and KCK Global.

Professional Development & Resources

- MagNet 2019:
 - Registration: Attendance at MagNet 2019 was down 15% this year as compared to 2018 (415 people registered in 2019 compared to 489 people registered in 2018).
 - This resulted in a reduction in registration revenue of nearly 20% (registration revenue of \$74,195 in 2019 compared to \$92,260 in 2018).
 - The Arts & Literary Magazines Summit 2019, which runs parallel to the MagNet conference on the second day, was a sellout, with 68 people registering. This is a strong showing for the Summit; it was the "main" conference that underperformed.
- MagNet 2020:
 - In response to the ongoing COVID-19 pandemic, MagNet 2020 has been rescheduled to November 26–27, 2020. It will still take place at the same venue, the Courtyard Toronto Downtown, at 475 Yonge St. in Toronto. All registrations and sponsorships to date will be honoured by Magazines Canada.
- Travelling Consultants Program:

- 17 members matched with expert consultants for one-day personal consultations this year: 7 with consumer magazines, 7 with arts & literary magazines, 3 with B2B magazines.
- Skills Development Resources:
 - 12 bilingual Hotsheets commissioned:
 - “Magazine Publishing 101” by Alysa Procida
 - “Financial Management 101” by AnnMarie MacKinnon
 - “Magazine Production: Knowing the Upfront Costs” by Kim Latreille
 - “Editorial Bias and Unconscious Bias” by Shazia Hafiz Ramji
 - “Selling Advertising for Regional Titles” by Joyce Byrne
 - “Publishing a Feminist Girl Mag Part 2” by Julia Horel
 - “Publishing a Feminist Girl Mag Part 3” by Julia Horel
 - “Magazine Editorial 101” by Britt Galpen
 - “Building an Inviting Table of Contents” by Anicka Quin
 - “Brand Licensing” by Michelle Kelly
 - “Building Memberships” by Jason Mahganoy
 - “B2B Podcasting and Advertising” by Stacy Bradshaw
 - Eight AudioMag episodes recorded and released, introducing a new format for the podcast: Magazines Canada staff members now conduct the interviews, helping listeners connect with the association more personally.
 - “Finding Success with Events as an Independent Magazine” with Julene Chung, *Curated Life*
 - “Exploring Opportunities in Retail as a Magazine Publisher” with Matthew Stepanic, Glass Bookshop and *Glass Buffalo*
 - “Looking Forward After the 2019 Federal Election” with Shirlee Engel, Compass Rose Group
 - “Looking Back to Move Forward, Legacy Publishing in 2020” with Melony Ward, *Canada’s History*
 - “The [EDIT] Evolution: Developing Your Retail Plan” with James Mullinger, [EDIT]
 - “Updating the Code of Reader and Advertiser Engagement” with Joyce Byrne and Kim Latreille
 - “Building Community Through Your Magazine” with Sharine Taylor, *BASHY Magazine*
 - “B2B Event Planning” with Tara Jacobs, Annex Business Media
 - Five completed webinars:
 - “Understanding the 2019 Election Results for Your Magazine” with Shirlee Engel, Compass Rose Group
 - “How to Drive Engagement and Revenue with Augmented Reality” with Nicole Middleton, *Brainspace*
 - “Become a YouTube Sensation (Without Breaking the Bank)” with Dylan Dubeau, Animalogic
 - “Secrets to Creating Stellar Editorial Packages” with Kathe Lemon, Redpoint Media
 - “How Immigrants Consume News Differently from Other Canadians” with George Abraham, New Canadian Media
 - Three upcoming webinars:
 - “Paddling from a Print Past into the New Digital Future” with Scott MacGregor and Cristin Plaice, Rapid Media
 - “How to Work with a Guest Editor” with Jayne Wilkinson and Yaniya Lee, *Canadian Art*
 - “Diversification and Retention” with Nikolay Malyarov, PressReader
- Digital Citizenship Initiative

- Updated Magazines Canada's Code of Reader and Advertiser Engagement to encompass digital-only magazines and fit with current publishing standards. The new code was written by Joyce Byrne and coordinated by Kim Latreille with the support of a member task force.
- Two webinars complete:
 - September 18, 2019: "How Do They Know That? Verifying Claims in the Age of Fake News" with Jim Handman
 - October 23, 2019: "Sorting Truth from Fiction with Social Media Tools" with Valentin (Val) Pentchev, Marc McCarty and Pik-Mai Hui
- Two case studies complete:
 - *Verificado* and the 2018 Mexican Election
 - Norway's *Faktisk*
- Four Hotsheets complete:
 - "Understanding Algorithms and Filter Bubbles" by Dominik Grau
 - "Tools to Verify Information and Sources" by Daniel Funke
 - "Verifying Visual Content for Magazine Media" by Fergus Bell
 - "Empowering Magazine Audiences to Respond to Disinformation Online" by Kaleigh Rogers
- Whitepaper completed by Alice Matthews and Julie Posetti.
- Market Intelligence:
 - Three Whitepapers commissioned and ready to release:
 - "The Truth about Charitable Status and Your Magazine" by Conan Tobias, *Taddle Creek*
 - "The Workplace of the Future, Today" by Vera Asanin, *Your Workplace*
 - "Understanding Canadian Magazine Readers" by Elizabeth Hall, RKI
 - Research underway with Vividata:
 - Study of the Canadian Consumer
 - Survey of Chinese Canadian-Media Usage and Attitudes
 - Infographics ready to release:
 - 2018 B2B Research from RKI
 - 2019 Consumer Research from RKI

Arts and Literary Magazines

- Five new arts and literary members joined the association.
- Seven MagNet 2019 sessions were dedicated to indie magazines.
- Arts & Literary Magazines Summit:
 - Despite a downturn in registration for MagNet 2019, the 2019 A&L Magazines Summit sold out with nearly 70 attendees.
 - The agenda created by new Summit curator Lindsay Nixon was very favourable. Lindsay has been invited to reprise their role in 2020.

Business Media

- 12 new B2B members joined the association.
- Seven MagNet 2019 sessions were dedicated to B2B magazines.
- 2020 Business Media Leadership Summit:
 - Registration: Attendance at BMLS 2020 was down from 2019 (50 people registered in 2020 compared to 56 in 2019). For 2021, Magazines Canada will focus on reaching out to more independent publishers to attend.
 - Programming: Post-event evaluations showed a positive response to the speakers and topics. Magazines Canada staff will work with the B2B Advisory Committee and 2020 delegates in building 2021 BMLS agenda.

- Gained a new sponsor (Omeda), but lost a founding sponsor (Inovva).

Communications and Public Engagement

- Continued to apply an integrated, all-platforms approach to Magazines Canada’s communications, with audience-specific messaging delivered under a primary Magazines Canada brand identity. We communicated with members, policymakers and elected officials, industry stakeholders, and consumers via direct mail, e-newsletters, social media and the Magazines Canada website.
- Worked with Magazines Canada and event staff to provide communications support for our industry events MagNet, the Business Media Leadership Summit and the Arts & Literary Magazines Summit, and for member programs and services like the Export and Networking Program delegations; Magazines Canada webinars, Hotsheets and AudioMags; research initiatives; and the “Age of Disinformation” research series.
- Provided communications support for association advocacy initiatives, including advocacy regarding the suspension of the Ontario Arts Council Publishing Organizations Projects program, and communications to members regarding the modernization of the Canada Periodical Fund and in-person sessions and webinars about the modernization with the Department of Canadian Heritage.
- Connected emerging talent with member magazines and celebrated early-career magazine professionals by administering the National Paid Internship Program, the Paid Internship Program for Ontario Magazines, and the Magazines Canada Fellowship. 20 four-to-six-month internships took place in 2019–20 with member magazines across Canada, and 1 four-month Fellowship took place with Magazines Canada Fellow Sharine Taylor and member magazine *AZURE*. In total, 21 emerging Canadian magazine professionals were supported by these programs.
- Increased the discovery of Canadian magazines across all platforms by marketing members’ content to diverse audiences across Canada and in international markets:
 - ran newsstand promotions in independent and Chapters/Indigo stores in December 2019 and March 2020;
 - engaged 7 new retail distribution partners;
 - developed new out-of-store opportunities to discover Canadian magazines via partnerships with The Word on the Street, Word Vancouver, Salon du livre, Hot Docs, Air Canada Maple Leaf Lounges, Retail Insider and the ExpressMag subscription platform;
 - created digital content, including daily social media and 6 bimonthly e-newsletters;
 - and produced a new member catalogue with the partnership of Sutton Media.
- Commissioned new research with the direction of the Circulation Marketing Advisory Committee and the partnership of BrandSpark into incorporating magazine sales into click-and-collect e-commerce systems with retailers. This two-year study will explore a new pathway for Canadian magazines to adapt to a changing marketplace and drive discovery.

Distribution

- Provided essential distribution services for 184 member magazines. 16 new titles joined and/or re-joined Magazines Canada Distribution in 2019–20:
 - *Asparagus Magazine*
 - *Canadian Vegan* (previously *BC Vegan*)
 - *Distilled Magazine*
 - *Dreamer 2 Creator*
 - *Dreamers Magazine*
 - *Faunetastique*
 - *Green Screen* (from *Beside Magazine*)

- *Here Magazine*
- *Into the Void*
- *NM Movement* (likely before March 31, 2020)
- *Pulp Literature*
- *Resonance Journal* (likely before March 31, 2020)
- *Sister Writes*
- *Story of Fashion*
- *Up North*
- *Vitalize*
- Distributed member magazine titles to 101 retailers across the country.
- 7 new retailers were added to Magazines Canada Distribution in 2019–20, ordering a total of 91 titles, with standing orders for 296 copies annually:
 - Glass Bookshop, Edmonton AB: 29 titles, 117 copies
 - Dobbins Cottage Garden, Wainwright AB: 23 titles, 67 copies
 - House of Anansi Bookshop, Toronto ON: 7 titles, 23 copies
 - MacKenzie Art Gallery, Regina SK: 8 titles, 24 copies
 - Northfield Esso, Nanaimo BC: 10 titles, 27 copies
 - Sculpture Supply Canada, Toronto ON: 1 title, 5 copies
 - Latitude 53 Society of Artists, Edmonton AB: 13 titles, 33 copies

2019–2020 Magazines Canada Volunteers and Staff

Masood Abid

Chassity Allison

Anita Baldwinson

Sophie Banford

Amanda Beattie

Shashi Bhat

Edward Birkett

Michael Brown

Paul Burton

Joyce Byrne

Penny Caldwell

Chris Chambers

Julene Chung

Isabelle Courteau

Shauna Cox

Brianne DiAngelo

Evan Dickson

Emma Doran

Roger Dundas

Dana Filek-Gibson

Romain Fleury

Curtis Gillespie

Joe Glionna

Anumeha Gokhale

Laurie Graham

Pascale Guilbeault

Jessie Ho

Julia Horel

Jill Jemmett

Chris Johnston

Ces Jyrwa

Rob Kelly

John Kerr

Bert Kleiser

Chelene Knight

Kerry Knudsen

Evelyn Labonte

Todd Latham

Kim Latreille

Jacque Loch

Catherine Louvet

Travis Lunau

AnnMarie MacKinnon

Andrew Macklin

Samia Madwar

Nicolas Marin

Sharon McAuley

Tracey McKinley

Marcus Medford

John Milne

Natalie Milne

Vesna Moore

Melissa Moreau

Jennifer Murray

Lindsay Nixon

Libby Nixon

Lonny Obrien

Jessica Patterson

Tim Peel

Kiley Pole

Alysa Procida

Jennie Punter

Mark Pupo

Anicka Quin

Naomi Racz

Jean-Luc Rousseau

Melanie Rutledge

Ben Samia

Rabeet Sarfraz

Ron Sellwood

Arlene Shepard

Darryl Simmons

Diane Slawych

Elisabeth Springate

Melissa Summerfield

Craig Sweetman

Kathryn Taglia

Erik Tolles

Francine Tremblay

Jennifer Varkonyi

Jessica Vomiero

Dean Waldron

Eve Wollis

Paulina Wyrebek

Allan Yue

Barbara Zatyko

2019–2020 Magazines Canada Board of Directors

Jennifer Varkonyi, *Board Chair*
Patty Baxter
Ryan Benn
Gilles Gagnier, *Treasurer*
Joe Glionna
Kelly Hobson
Ken Hunt
Scott Jamieson, *Past Chair*
Michal Kozlowski
Samia Madwar
Francine Tremblay, *Nominations Chair*

2019–2020 Committee Chairs

Todd Latham
Alysa Procida
Melissa Summerfield
Craig Sweetman

2019–2020 New Members

[EDIT]

Asparagus Magazine

BC Vegan

Building

businesshealth

Canadian Architect

Canadian Interiors

Canthius

CIM Magazine

D'FYNE Fitness Magazine

Dauphine Magazine

Design Source Guide

Distilled

Dreamer 2 Creator Business Magazine

Dreamers Creative Writing

Electric Autonomy Canada

flow magazine

FOLKLIFE

Here Magazine

Inspiring Media

Into the Void

L'actualité

Magazine Ressources Mines et Industrie

Maximum Yield Cannabis (Canada)

Movement by NM

National Observer

New Canadian Media

Resonance Journal

Sister Writes

Supply Professional

ThinkTWENTY20



2018–2023 STRATEGIC PLAN FRAMEWORK

Connect. Inspire. Advance.

Magazines Canada is the national association representing the majority of Canadian-owned, Canadian-content consumer, cultural, specialty, professional and business magazines. French and English member titles cover a wide range of interests across multiple platforms, including arts and culture, business and professional, lifestyle and food, news and politics, sports and leisure, women and youth. The association focuses on government affairs, services to the advertising trade, circulation marketing and the development of career skills for and the recognition of excellence among the people who work in Canada's magazine media.

Overview

The Canadian Magazine Publishers Association was founded in 1973, and adopted the name Magazines Canada in 2005 following an earlier merger with Magazines Canada, the advertising services group. In 2016, the Boards of Magazines Canada and the Canadian Business Media Association / Canadian Business Press announced the B2B sector would also come in under the Magazines Canada banner; and in 2017 the Circulation Marketing Association of Canada also joined Magazines Canada.

This current five-year Strategic Plan will span Magazines Canada's 50th anniversary, and continue the association's tradition of advocating and serving the Canadian magazine industry that goes back over 100 years, to the original founding of the Canadian Business Press in 1920.

In May 2016, the Magazines Canada Board initiated an internal review and consultation to assess its membership policies and scope, and to initiate work on a new Strategic Plan. This current document is informed by that process and presents the association's strategic priorities for the coming years, and its response to the evolving needs and shifting business context of its members and key stakeholders.

Since the organization's 2012 Strategic Plan, Canada's magazine media have witnessed major disruption and change in their industry: a rapid decline in print advertising and a proliferation of digital and social channels; the shift of some industry leaders into digital-first content while certain niche publishers see a resurgence in the value of print; a series of mergers and consolidation in both the industry and the groups that serve and represent it; and a series of reviews and changes in government support programs (including provincial bodies, the Canada Periodical Fund, the Canada Council for the Arts, as well as larger discussions on Canadian "digital content" and the role of news and journalism within democracy).

Against this backdrop, Magazines Canada has continued to be the big-tent association that its diverse members turn to for policy insight and leadership, for professional development and skills training, for collective promotions and market development, and for research and data to base their strategic business decisions upon. Although the industry is going through major disruption,

Magazines Canada's membership is at an all-time high. This is a reflection of its strengthened position as the one national voice for magazine media and also an endorsement of a renewed commitment to the needs and strategic priorities of magazine media at all levels and in all segments of the industry: whether emerging, industry-leading, consumer, cultural or business-to-business.

Mission

As the lead advocate and focal point for Canada's magazine industry, Magazines Canada considers our role to be to *Connect* our members to one another and key stakeholders, to *Inspire* our industry as it evolves by showcasing best practices and the latest information on the trade, and to *Advance* magazine media in Canada by playing the critical role of advocating for our sector to policy-makers, funders and the public.

Magazines Canada Mission

Magazines Canada is a member-driven, not-for-profit organization. It believes in the interconnected cultural and economic value of a vital Canadian magazine publishing industry. Magazines Canada works to foster an environment where new magazines are nurtured, established magazines are supported and skills are developed. Its original and continuing purpose is to promote the value of the sector to government and to customers.

Our Diverse Membership and Community

Magazines Canada and its members are part of a broader community: magazines are supported and enabled by a rich value-chain of suppliers and service providers, public policies, and diverse audiences. Magazines Canada seeks to connect, inspire and advance our members within the context of this broader community, both private and public, by providing a venue for education and meaningful exchange.

Magazines Canada's membership typically falls into three general categories, all of which receive specialized services, benefits and representation:

- Consumer magazines
- Business-to-business magazines
- Arts, literary and cultural magazines

We will expand our membership:

As well, in an effort to adapt the association to better serve emerging and evolving players in Canada's magazine media, in 2017 the Magazines Canada Board of Directors moved to broaden membership to recognize and accommodate digital-only magazines, as well as to review the eligibility of some custom publications and content publishers, as these share the same needs as traditional magazines do in the areas of audience development, research, professional development and best practices. We will also look at other ways to better engage and involve the broader supply-chain and stakeholder community.

We will reflect the diversity of Canadian magazines and Canadian communities:

In addition to serving our members in relation to the kind of content they produce, Magazines Canada has also begun to reflect the full diversity of Canadian communities served by our diverse

members, as magazines' ability to create community is what makes them unique. This community is seen in the readers who coalesce around a shared locality, ethnicity, profession and trade, artistic practice, or area of interest, information and entertainment. Further, as members of the media, our members also bear a significant responsibility to question social bias and ensure they are open, transparent and committed to incorporating and responding to a diverse population.

As part of this, Magazines Canada's commitment to an open, accessible Canadian magazine sector will be underscored by diversity-focused programming for our signature events including our annual conference and network event, MagNet, as well as other industry meetings and professional development activities.

Diversity is also a hallmark of the Canadian Magazine Awards / Grands prix du magazine, launched in 2017. We designed core principles to govern the awards to ensure they would be more inclusive and diverse, and to redefine standards of cultural excellence. From an equity perspective, we strove to go beyond "token" inclusion of an individual on an assessment committee, in which an isolated minority perspective is present, and instead encouraged a multiplicity of perspectives, including Indigenous, Black and people of colour (IBPOC), and members of other equity-seeking communities (deaf/persons with disabilities, queer/trans, etc.), in relation to each other. In this way, the assessment process also becomes a space of inquiry into excellence, innovation and relevance, and the curation of new visions. Magazines Canada can do more and a better job of this, and we plan to internalize this approach throughout our work in the coming years: in our events and activities, in the models and best practices we present to our members, and in our own internal processes and policies moving forward.

Strategy and Governance

We will shape the internal structure of the organization to reflect the priorities of our industry:

- Under the leadership of the President and CEO, Magazines Canada will organize its structure to best align with this Strategic Plan, the ongoing strategic direction(s) from the member-elected Board, and member needs in general. The association will focus its efforts in the following areas:
 - Member Services, including professional development, and
 - Integrated Communications, including government relations.
- In recognition of the recent mergers with the Canadian Business Media Association (Canadian Business Press) and Circulation Marketing Association of Canada (the CMC), Magazines Canada will renew and empower select committees to ensure the Board and staff can engage these important constituents on their ongoing needs and priorities.
 - These new committees are in addition to existing committees, including Government Relations, Professional Development Curriculum, and Arts and Literary Magazines.
- Magazines Canada will coordinate and provide a venue for regular meetings between the regional magazine associations and groups: establishing a space for exchange, models and collaboration that strengthens our national magazine sector. We will continue to build strong partnerships to support the development of the Quebec industry, which may include provincial government support programs.
- Magazines Canada will launch a robust data-collection project to provide industry members with benchmarking and insights on trends and government partners with valuable policy-setting tools and information. This data focus will also include specialized or industry-specific research (e.g., B2B, cultural titles, fact books and consumer newsstand or circulation trends) as needed.

Member Services & Professional Development

We will focus our efforts on providing the skills-training, best practices and peer-exchange that a rapidly changing industry needs as it evolves and retools:

- Magazines Canada will continue to prioritize member professional development, adapted to meet member needs and delivered through an array of events and resources, such as: MagNet, the Travelling Consultants Program, Webinars, Hotsheets, AudioMags, as well as other events or efficiencies found through increased partnership beyond our traditional audiences.
- Magazines Canada will ensure a responsive and respectful relationship with members and sponsors is maintained, while targeting new prospects and partnerships with other groups outside of our traditional base. We will further grow a diversified revenue base outside of membership dues.
- In the context of the review of membership scope, Magazines Canada will strengthen the Code of Reader and Advertiser Engagement as a practical guide and tool for editors, making it relevant in a digital context and also relevant to our business media and arts and literary titles.
- Magazines Canada will continue to manage direct-to-retail distribution services for independent members and find effective ways to promote discovery of Canadian magazines at newsstand and other venues (e.g. airport lounges and in emerging / export markets).

Integrated Communications & Government Relations

We will showcase a dynamic and diverse industry to all of our stakeholders—from industry members to government and funding stakeholders, to the public at large:

- Magazines Canada will refresh its approach to communications, including government relations, with an integrated, all-platforms approach that allows for a better connection with current audiences and opens conversations with new partners and audiences.
- Magazines Canada will deepen our engaged and effective relationships with relevant ministers and their senior staff in Ottawa, including relevant Parliamentarians and Standing Committees, as well as with key partners such as Canadian Heritage, the Canada Council for the Arts, the Ontario Media Development Corporation, Ontario Arts Council, Alberta Culture and Tourism, and other partners.
 - In particular, Magazines Canada will lead consultations and advocacy on the future of the Canada Periodical Fund and other key funding supports for the sector.
- Magazines Canada will remain active and vigilant on key files and policies that have a direct bearing on members' business, including CASL, Canada Post, NAFTA and international trade agreements, the Income Tax Act, etc.
- Magazines Canada will invest in audience development by making smart investments in collective marketing that aligns with our other communications objectives: promoting the discovery of Canadian magazine media across all platforms, and celebrating excellence through the Magazine Grands Prix awards program.

We will prepare for our 50th anniversary in 2023 by ensuring our association reflects the membership and the industry it seeks to represent: expanding into digital platforms, investing in new skills and technologies, and being focused in our promotion of Canadian magazine media to the public.

2020–21 Business Plan: Table 1 – Strategy and Governance

Action Item	Timeline	Accountability	Completion Date	Implementation Date	Communications Strategy	Budget/Resources Required	Policies and Practices Needed in Support
1. Magazines Canada Board of Directors to set policy direction for priority order of services the association delivers to members.	April 2020–November 2020	Full Board supported by Executive Director.	November 2020	<i>Ongoing</i>		Staff minute-taking during Board meetings.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.
2. Board Subcommittee on Member Dues to adapt Magazines Canada’s dues calculation model to reflect the present–day reality of the Canadian magazine industry the association serves.	April–November 2020	Board Member Dues Subcommittee supported by Executive Director, Director, Business Development and Accountant.	January 2021	Members will approve adapted dues calculation model at the 2021 AGM. Adapted model to take effect in 2021–22.	Magazines Canada AGM materials pre–approval, Cover Lines, member bulletin, Magazines Canada committees post–approval.	Staff minute-taking during Board and committee meetings.	2020–21 Business Plan, existing policy work conducted to date on adapting dues calculation model by Board Subcommittee, Revenue and Program Review Task Force, staff.
3. Identify existing or new member product or service that could deliver ≥ \$25,000 per year in non–dues revenue for Magazines Canada.	April–November 2020	Executive Director, Director, Business Development	November 2020	2022–23		Budget for product / service research and development including member research.	2020–21 Business Plan, previous member research results.
4. a) Begin planning for development of Magazines Canada’s 2023–26 Strategic Plan. b) Form Board Strategic Plan Subcommittee to work on development of Magazines Canada’s 2023–26 Strategic Plan.	January–March 2021	Full Board supported by Executive Director.	a) 2023–26 Strategic Plan completed March 2022. b) Strategic Plan Subcommittee formed March 2021.	Members will approve 2023–26 Strategic Plan at the 2022 AGM.	Raise awareness among members of upcoming strategic plan development process at 2020 AGM and via member bulletin, Cover Lines, social media channels. <i>Ongoing.</i>	Staff minute-taking during Board meetings. Staff minute-taking during committee meetings.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.
5. a) Begin planning for Magazines Canada’s 50 th anniversary in 2023–24. b) Form Board 50 th Anniversary Subcommittee to contribute to planning 50 th anniversary activities.	January–March 2021	Full Board supported by Executive Director and Director, Communications and Public Engagement.	a) June 2023 (MagNet). b) 50 th Anniversary Subcommittee formed March 2021.	June 2023 (MagNet).	Raise awareness among members of coming 50 th anniversary at 2020 AGM and via member bulletin, Cover Lines, social media channels. <i>Ongoing.</i>	Staff minute-taking during Board meetings Staff minute-taking during committee meetings.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan, 45 th Anniversary celebration archives.

2020–21 Business Plan: Table 2 – Member Engagement

Action Item	Timeline	Accountability	Completion Date	Implementation Date	Communications Strategy	Budget/Resources Required	Policies and Practices Needed in Support
1. Retain ≥ 95% of Magazines Canada members current as of 2020–21 (number of members).	April 2020–March 2021 with monthly targets and monitoring for obtaining of targets.	Executive Director, Director, Business Development lead working with full Magazines Canada team.	March 2021	April 2020 and ongoing.	Personalized outreach. Member communications prioritizing services to members and benefits/solutions offered by membership.	Part of Magazines Canada staff salaries and benefits budget.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.
2. Grow member revenue by ≥ 15% on member revenue actuals from 2019–20 by repatriating former members.	April 2020–March 2021 with monthly targets and monitoring for obtaining of targets.	Executive Director, Director, Business Development lead working with full Magazines Canada team.	March 2021	April 2020 and ongoing.	Personalized outreach. Member communications prioritizing services to members and benefits/solutions offered by membership.	Part of Magazines Canada staff salaries and benefits budget.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.
3. Grow member revenue by ≥ 5% on member revenue actuals from 2019–20 by recruiting new members.	April 2020–March 2021 with monthly targets and monitoring for obtaining of targets.	Executive Director, Director, Business Development lead working with full Magazines Canada team.	March 2021	April 2020 and ongoing.	Personalized outreach. Member communications prioritizing services to members and benefits/solutions offered by membership.	Part of Magazines Canada staff salaries and benefits budget.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.
4. Conduct member research via online member satisfaction survey.	September–December 2020	Executive Director, Director, Communications and Public Engagement	December 2020	Share results with members January 2021.	Work to drive higher survey completion rate (> 20%) via personalized outreach to members and via member bulletin, Cover Lines, social media channels.	Budget for product / service research and development including member research. Part of Magazines Canada staff salaries and benefits budget.	2018–23 Strategic Plan, 2019–20 member research, 2020–21 Business Plan.

2020–21 Business Plan: Table 3 – Member Services

Action Item	Timeline	Accountability	Completion Date	Implementation Date	Communications Strategy	Budget/Resources Required	Policies and Practices Needed in Support
<p>1. Government Relations Service:</p> <p>a) Conduct member research to determine priority GR issues.</p> <p>b) Determine scope of Magazines Canada’s GR activity: Federal only? Federal and provincial?</p> <p>c) Based on member research, Board Government Relations Subcommittee sets priority order of GR issues for the association to pursue.</p> <p>d) Pursue GR issues as identified and prioritized by members.</p>	<p>a) Conduct member research September–December 2020.</p> <p>b) Determine scope of activity: January–March 2021.</p> <p>c) Set priority order of issues: January–March 2021.</p> <p>d) April 2020–March 2021.</p>	Full Board, Board GR Subcommittee, Executive Director.	March 2021 and ongoing.	April 2020 and ongoing.	Member outreach focusing on benefits and solutions offered by government relations service. Segment communications and layer messaging as appropriate. Communicate more regularly with members about Magazines Canada’s GR activities and “wins”.	Staff minute-taking during Board meetings. Staff minute-taking during committee meetings. Part of Magazines Canada staff salaries and benefits budget. Budget for public affairs firm. Budget for member research.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.
<p>2. Retail Distribution Service:</p> <p>Continue to deliver top-flight retail distribution service to members who use the service.</p>	April 2020–March 2021	Executive Director, Director, Business Development, Manager, Retail Accounts, Accountant.	March 2021 and ongoing.	April 2020 and ongoing.	Member outreach focusing on benefits and solutions offered by retail distribution service to those members for whom it is appropriate. Segment communications and layer messaging as appropriate.	Part of Magazines Canada staff salaries and benefits budget. Funded by Ontario Creates.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.
<p>3. Professional Development and MagNet:</p> <p>a) Continue to deliver high-quality, responsive professional development resources as identified by members via Magazines Canada committees and member research.</p> <p>b) Deliver MagNet 2020 as a virtual conference with dedicated programming streams that address member segments.</p>	<p>April 2020–March 2021</p> <p>Note that as of 2021 and going forward, MagNet will take place in June, the same week as the NMAs.</p>	Executive Director, Director, Business Development, Manager, Member Services and Benefits	March 2021 and ongoing.	April 2020 and ongoing.	Member outreach focusing on benefits and solutions offered by professional development resources and conference attendance. Segment communications and layer messaging as appropriate.	Part of Magazines Canada staff salaries and benefits budget. Funded by Department of Canadian Heritage and Ontario Creates.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.
<p>4. Industry Research:</p> <p>a) Conclude retailer and consumer study on viability of click-and-collect channel for Canadian magazines.</p> <p>b) Conduct member research, as well as via member committees, to determine priority research topics by member segment.</p> <p>c) Identify next B2B- and arts and literary-specific research to undertake.</p>	<p>a) Conclude click-and-collect research March 2021.</p> <p>b) Conduct member research September–December 2020; ongoing via committees.</p> <p>c) April–November 2020.</p>	Executive Director, Director, Communications and Public Engagement	<p>a) Conclude click-and-collect research March 2021.</p> <p>b) Complete member research December 2020.</p> <p>c) Identify next B2B- and arts and literary-specific research to undertake November 2020.</p>	<p>a) Share results of click-and-collect research at MagNet June 2021.</p> <p>b) Share member research results with members January 2021.</p> <p>c) Implement B2B-specific and arts and literary-specific research in 2021–22.</p>	Member outreach focusing on benefits and solutions offered by industry research. Segment communications and layer messaging as appropriate.	Part of Magazines Canada staff salaries and benefits budget. Funded by Department of Canadian Heritage and Ontario Creates.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.

2020–21 Business Plan: Table 4 – Operations

Action Item	Timeline	Accountability	Completion Date	Implementation Date	Communications Strategy	Budget/Resources Required	Policies and Practices Needed in Support
1. Adhere to Board–approved organizational budget, achieving revenue targets while carefully managing expenses.	April 2020–March 2021 with quarterly monitoring for progress toward revenue and expense targets.	Executive Director.	March 2021	April 2020 and ongoing.	Report to Board at regular intervals.	Part of Magazines Canada staff salaries and benefits budget.	2018–23 Strategic Plan, 2020–21 Business Plan.
2. a) Set key performance indicators for all permanent team members. b) Reward attainment of KPIs.	a) Set KPIs April 2020. b) Reward attainment of KPIs April 2021.	Executive Director.	March 2021	April 2020 and ongoing.	All supervisors meet with direct reports to set KPIs for 2020–21. Regular monitoring for progress toward achieving KPIs.		2018–23 Strategic Plan, 2020–21 Business Plan.
3. Permanent team members undertake professional development.	April 2020–March 2021	Executive Director, all permanent team members.	March 2021	April 2020 and ongoing.	All supervisors incorporate professional development into KPIs for 2020–21. Regular monitoring for progress toward achieving KPIs.	\$6,000 (\$1000 / permanent team member).	2018–23 Strategic Plan, 2020–21 Business Plan.
4. Cultivate a service culture at Magazines Canada every day. Maintain and build on team’s exemplary commitment to servicing members.	April 2020–March 2021 and ongoing.	Executive Director, Director and full Magazines Canada team.	Ongoing	Ongoing	Live by and reinforce daily our credo of the 3Rs related to member engagement: Retain every member we can. Repatriate those members who have left Magazines Canada. Recruit every new member we can.	Part of Magazines Canada staff salaries and benefits budget.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.
5. Magazines Canada is a High–Performance Association. Every single member knows why they pay dues (the value proposition) and what they get for their money (the benefits/solutions provided by our services).	April 2020–March 2021 and ongoing.	Executive Director and full Magazines Canada team.	Ongoing	Ongoing	All team members embody the association’s service culture to current, former and potential members in all activities they perform in service to them.	Part of Magazines Canada staff salaries and benefits budget.	2018–23 Strategic Plan, 2019–20 and 2020–21 member research, 2020–21 Business Plan.
6. Transition to a virtual office; sublet the office at 555 Richmond St W, Toronto.	April 2020–March 2021	Executive Director	March 2021	March 2021 or sooner.			

Magazines Canada Project Streamlining 2020–21

Project	Core Activity?	Funder	Year Ending	Amount Received 2019–20	Continuing?	Rationale	Notes
1. Retail Distribution Service	Yes	Ontario Creates	Apply for funding annually	\$50,000	Yes	> 50% of members participate	
2. MagNet Conference	Yes	Ontario Creates	Apply for funding annually	\$70,000	Yes	Wide member reach	MagNet will be a virtual conference in 2020–21. In 2021–22 onward, we will partner with the National Media Awards Foundation to present MagNet alongside the National Magazine Awards
3. Professional Development Resources	Yes	Department of Canadian Heritage	2021–22	\$115,785	Yes	Wide member reach	
4. (a) Research: Industry Data Project	Yes	Department of Canadian Heritage	2019-20	\$35,000	Yes*	Plan research activity better	Industry Data Project Phase Two
4. (b) Research: Magazines in the Click & Collect Channel	Yes	Department of Canadian Heritage	2020–21	\$25,000	Yes*	Plan research activity better	Part of the Discovery and Adaptation project, which contains a research component
4. (c) Research: Various projects	Yes	Ontario Creates	Apply for funding annually	\$100,000	Yes*	Plan research activity better	
5. Business Media Leadership Summit	Yes	Ontario Creates	Apply for funding annually	\$45,000	No	Insufficient internal capacity to deliver effectively	Beginning in 2020–21, MagNet will include a dedicated programming stream for Business Media titles

Project	Core Activity?	Funder	Year Ending	Amount Received 2019–20	Continuing in 2020–21?	Rationale	Notes
6. Marketing Members' Titles to Consumers	No	Department of Canadian Heritage	2019–20	\$154,500	No	Not a direct service to members	Part of the Discovery and Adaptation project
7. Export Activities	No	Department of Canadian Heritage	2020–21	\$41,950	No	Narrow member reach	Funding to send members to international conferences
8. Industry Outreach	No	Ontario Creates	Apply for funding annually	\$16,000	No	Not a direct service to members	Funding to send MC staff to international conferences
9. National Paid Internships	No	Department of Canadian Heritage	2020–21	\$111,033	No	Narrow member reach	
10. Paid Internship Program for Ontario Magazines	No	Ontario Creates	Apply for funding annually	\$85,000	No	Narrow member reach	
11. Digital Citizen Initiative	No	Department of Canadian Heritage	2019–20	\$63,000	No	Non-recurring project	
12. Magazines Canada Fellowship	No	Magazines Canada and host member publisher	2018–19	\$10,000	No	Narrow member reach	

MAGAZINES CANADA

Financial Statements

Year Ended - March 31, 2020

DRAFT-for discussion only

MAGAZINES CANADA

Year Ended - March 31, 2020

CONTENTS

	Page
INDEPENDENT AUDITORS' REPORT	1 - 3
FINANCIAL STATEMENTS:	
Statement of financial position	4
Statement of operations and changes in fund balance	5
Statement of cash flows	6
Notes to financial statements	7 - 12
SUPPLEMENTARY INFORMATION:	
Schedule A - Public support and deferred revenues	13

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Magazines Canada

We have audited the accompanying financial statements of Magazines Canada which comprise the statement of financial position as at March 31, 2020 and the statements of operations and changes in fund balances and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Magazines Canada as at March 31, 2020 and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under these standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's Responsibilities and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- * Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- * Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- * Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

* Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However future events or conditions may cause the Organization to cease to continue as a going concern.

* Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Markham, Ontario
May 31, 2020

Chartered Accountants
Professional Corporation
Authorized to practise public accounting by
The Chartered Professional Accountants of Ontario

MAGAZINES CANADA
Statement of Financial Position
March 31, 2020

	<u>Notes</u>	<u>2020</u>	<u>2019</u>
ASSETS			
CURRENT			
Cash and short-term investment		\$ 920,584	\$ 1,043,755
Accounts receivable	3	135,009	154,792
Commodity taxes recoverable		74,485	24,649
Prepaid expenses and deposits		29,839	42,520
		<u>1,159,917</u>	<u>1,265,716</u>
PROPERTY AND EQUIPMENT	4	<u>79,787</u>	<u>87,309</u>
		<u>\$ 1,239,704</u>	<u>\$ 1,353,025</u>
LIABILITIES			
CURRENT			
Accounts payable and accrued liabilities	5	\$ 492,965	\$ 532,904
Funds held in trust		22,939	8,801
Deferred revenues - programs		83,984	104,222
Deferred revenues - public support (schedule A)		147,346	164,331
		<u>747,234</u>	<u>810,258</u>
FUND BALANCE			
FUND BALANCE		<u>492,470</u>	<u>542,767</u>
		<u>\$ 1,239,704</u>	<u>\$ 1,353,025</u>

APPROVED ON BEHALF OF THE BOARD

 Director

 Director

MAGAZINES CANADA
Statement of Operations and Changes in Fund Balance
Year Ended - March 31, 2020

	<u>2020</u>	<u>2019</u>
REVENUES		
Interest and miscellaneous recoveries	\$ 12,094	\$ 33,648
Membership dues	281,006	565,994
Newsstand service revenues (net)	80,496	81,131
Program revenues	123,666	134,905
Program sponsorships	60,839	62,992
Public support (schedule A)	<u>1,175,659</u>	<u>880,289</u>
	<u>1,733,760</u>	<u>1,758,959</u>
EXPENSES		
Amortization	18,703	17,275
Audit and legal	6,400	20,323
Bad debts (recovery) expense	(28,576)	24,756
Bank service and credit card charges	4,325	4,043
Board meetings and conferences	4,378	13,262
Computer maintenance and support	33,463	40,401
Equipment rentals and servicing	7,722	11,524
Insurance	15,233	12,571
Marketing, advertising and association dues	24,212	35,821
Occupancy costs	93,784	128,525
Office supplies and maintenance	15,488	9,989
Program costs	944,949	680,254
Research and advocacy	78,828	3,113
Salaries and benefits	506,369	562,811
Shipping, packaging and warehouse costs	41,124	46,158
Telephone and facsimile	5,199	7,906
Website	<u>12,456</u>	<u>30,539</u>
	<u>1,784,057</u>	<u>1,649,271</u>
(DEFICIT)EXCESS OF REVENUES OVER EXPENSES	(50,297)	109,688
Fund balance, beginning of year	<u>542,767</u>	<u>433,079</u>
FUND BALANCE, end of year	<u><u>\$ 492,470</u></u>	<u><u>\$ 542,767</u></u>

MAGAZINES CANADA
Statement of Cash Flows
Year Ended - March 31, 2020

	<u>2020</u>	<u>2019</u>
OPERATING ACTIVITIES		
Cash received from members, events, programs and funders	\$ 1,666,482	\$ 1,985,706
Cash paid to suppliers, employees and for government remittances	<u>(1,778,473)</u>	<u>(1,733,414)</u>
	(111,991)	252,292
INVESTING ACTIVITIES		
Property and equipment additions	<u>(11,180)</u>	<u>(98,657)</u>
NET CASH INCREASE (DECREASE), during the year	(123,171)	153,635
Cash and short-term investment, beginning of year	<u>1,043,755</u>	<u>890,120</u>
CASH AND SHORT-TERM INVESTMENT, end of year	<u>\$ 920,584</u>	<u>\$ 1,043,755</u>

1. PURPOSE OF THE ORGANIZATION

Magazines Canada was incorporated under the Canada Business Corporations Act without share capital. The entity is a not-for-profit organization operating as an association whose primary objectives are to act as spokesperson and lobbyist for its members (Canadian magazine publishers), provide a distribution service for small magazine publishers, and to produce networking events and professional development resources for its members.

Magazines Canada is a not-for-profit organization within the meaning of the Income Tax Act (Canada) and is exempt from income taxes.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) Financial instruments

Financial instruments including cash, accounts receivable, accounts payable and accrued liabilities are recorded at fair value on initial recognition and then subsequently at cost or amortized cost, unless management has elected to carry the instruments at fair value. Management has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year. If there is an indicator of impairment, management determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Organization expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

b) Basis of accounting

(i) The financial statements have been prepared using Canadian accounting standards for not-for-profit enterprises (ASNPO).

(ii) These financial statements were prepared using the accrual basis of accounting. The accrual basis recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipts of goods or services and the creation of a legal obligation to pay.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

c) Measurement uncertainty

The preparation of financial statements in accordance with Canadian accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of receipts and expenditures during the reporting period. Actual results could differ from those estimates.

The significant areas requiring management's judgments related to the recording of allowances for returns, provision for doubtful accounts and accruals. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

d) Revenue recognition

Magazines Canada follows the deferral method of accounting for contributions.

Unrestricted contributions are recognized as revenue when received or receivable.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred.

The organization recognizes revenue relating to its operations as follows:

- (i) Revenues from newsstand services are recognized when the magazines are shipped. However, since unsold magazines can be returned for full refunds, an allowance based on past sales and returns history has been set up and netted with distribution sales.
- (ii) Revenues from program sponsorships are recognized when the event to which the sponsorship relates takes place.
- (iii) Program and public support revenues are recognized when the events or seminars take place or when programs are completed.
- (iv) Interest and other income sources are recognized when earned.
- (v) Membership dues are charged on an annual basis and revenues are recognized when invoiced.

Funds that are received during the year but are not yet earned are recorded as deferred revenues. The amount of prior year's deferred revenues recognized in income during the current year amounted to \$164,331 (2019- \$272,213) for public support, \$48,800 (2019- \$17,650) for program revenues and \$55,422 (2019- \$42,135) of membership fees for events.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

d) Revenue recognition (Cont'd)

Funds that have been received and are being held for other organizations are disclosed as funds held in trust if externally restricted and when spent the expense is netted against the fund; the increase in funds or decrease in funds are not taken into Magazine Canada's revenues nor expenses. If the funds are only internally restricted the funds are held as liabilities but are also not recorded as revenues nor expenses when received or spent.

e) Property and equipment

Property and equipment acquired during the year are recorded at cost. Amortization is provided over the estimated useful life of the property and equipment using the following annual rates:

Computer equipment	- straight line over 3 years
Leasehold improvements	- straight line over 10 years

f) Contributed materials and services

Members of the organization's Board of Directors and other individuals volunteer their time to the ongoing programs and projects of Magazines Canada. Because of the difficulty of determining the fair value, contributed services are not recognized in the financial statements. Contributed materials and services, other than volunteer time, are recognized in the financial statements when a fair value can be reasonably estimated.

3. ACCOUNTS RECEIVABLE

Accounts receivable are comprised of:

	2020	2019
Members' receivable	\$ 17,926	\$ 115,333
Public support funds receivable	102,050	101,483
Trade accounts receivable	277,228	293,301
Allowance for returns	(192,000)	(196,600)
Allowance for doubtful accounts	(70,195)	(158,725)
	\$ 135,009	\$ 154,792

4. PROPERTY AND EQUIPMENT

	Cost	Accumulated Amortization	Net Book Value	
			2020	2019
Computer equipment	\$ 30,751	\$ 18,588	\$ 12,163	\$ 11,232
Leasehold improvements	84,530	16,906	67,624	76,077
	\$ 115,281	\$ 35,494	\$ 79,787	\$ 87,309

MAGAZINES CANADA
Notes to Financial Statements
March 31, 2020

5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2020</u>	<u>2019</u>
Trade accounts	\$ 275,045	\$ 285,877
Due to publishers	188,718	221,996
Allowance for returns to publishers	(135,500)	(142,900)
Internally restricted accounts	164,702	167,931
	<u>\$ 492,965</u>	<u>\$ 532,904</u>

6. ECONOMIC DEPENDENCE

Magazines Canada relies heavily on public funding in the form of operating and project grants from the federal government and the Ontario government. These grants support general business operations as well as specific projects. Magazines Canada applies for these grants on either an annual or multi-year cycle. Such public support accounted for approximately 18% of total revenues for operations and 50% of total revenues for projects, (2019 - 18% of total revenues for operations and 32% of total revenues for projects). Should the project grants not be renewed or be reduced substantially, the existence of these projects would be in doubt. Should the operating grants be not renewed or reduced substantially it is management's opinion that Magazines Canada would continue as a going concern, albeit its operations would be substantially different.

7. CREDIT FACILITY

Magazines Canada has a demand operating line of credit in the amount of 100,000, secured by a GIC for \$100,000, bearing interest at 1.45 % per annum and maturing November 16, 2020. The organization has not utilized the credit line in the current or prior year.

8. COMMITMENTS AND CONTINGENT LIABILITIES

- (a) Magazines Canada has an operating lease for its premises which expires December 31, 2024. Minimum annual payments under its lease effective January 2020 over the next five years (and inclusive of estimated operating costs for which the organization is responsible), are as follows:

March 31, 2021	\$	89,000
March 31, 2022		90,500
March 31, 2023		92,300
March 31, 2024		92,300
March 31, 2025		69,500
		<u>\$ 433,600</u>

In a prior year, Magazines Canada received from their current landlord a statement of account representing escalation charges from 2004 to 2013 aggregating approximately \$34,000. The landlord's counsel has advised that the landlord would consider providing a release of all amounts being claimed as unpaid recoveries if the parties can agree to the terms of a lease extension. Although management did not renew the lease situated at its former premises, the company relocated to another location owned by the same landlord. Accordingly, the \$34,000 remained as a liability as at March 31, 2019 and March 31, 2020 and until such time the landlord formally issues a release.

- (b) Magazines Canada entered into an agreement with two individuals for general consulting for the coming year. The minimum payment for the next year ending March 31, 2021 is \$72,000.
- (c) Minimum annual rental payment for office equipment leases extend until March 31, 2021 and are for \$7,400.
- (d) Magazines Canada has also entered into an annual fulfillment services contract with a company to provide warehousing, shipping and inventory reporting services. Management estimated fixed and variable costs to be approximately \$25,000 - \$35,000 per year depending on shipping volume. The contract was automatically renewed for a further year.
- (e) Towards the end of Magazines Canada fiscal year end of March 31, 2020 and into the subsequent quarter of fiscal 2021, the COVID-19 shutdown of retail outlets commenced across Canada and as a result Magazines Canada stopped distributing magazines for a period of time. The full impact of the crisis on Magazines Canada's members is unknown at this time, as is the full impact on Magazines Canada itself. However Magazines Canada is monitoring its cashflow and has undertaken steps to enable it to continue for the foreseeable future.

9. FINANCIAL INSTRUMENTS

(a) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to honour its understanding to pay. The organization is exposed to credit risk with respect to accounts receivable from members, funders and other trade accounts. The organization is aware of the risk associated with amounts receivable from government and government agencies due to political volatility, albeit there is an obligation to pay. In order to mitigate this risk, the organization budgets prudently with regards to amounts receivable from these sources and works to increase revenues from other sources as well as adopting policies which include the analysis of the position of its customers and regular reviews of their credit standings

(b) Liquidity risk

Liquidity risk is the risk that the organization will not be able to meet a demand for cash or fund its obligations as they come due. It also includes the risk of the organization not being able to liquidate assets in a timely manner at a reasonable price. The organization meets its liquidity requirements by preparing and monitoring an annual financial budget and holding assets that can be readily converted into cash.

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The organization is not exposed to interest rate risks because its investment is a money-market fund fixed income investment with pre-set fixed interest rates.

10. COMPARATIVE FIGURES

Certain figures in the 2019 financial statements have been reclassified to conform with the basis of presentation in 2020.

MAGAZINES CANADA
Public Support and Deferred Revenues (Schedule A)
Year Ended - March 31, 2020

	2020		2019	
	Revenues	Deferred	Revenues	Deferred
	\$	\$	\$	\$
Canada Council (Operating Grant)	220,000	-	220,000	-
Canadian Heritage (Industry Data Project- Trends in the Canadian Magazine Industry)	33,679	-	22,575	12,425
Canadian Heritage (Skills Training Project for Canadian Magazine Media Professionals 2019-2021)	75,394	72,877	133,304	-
Canadian Heritage (Multi-year Discovery Marketing Project 2019-2021)	243,173	929	29,349	127,034
Canadian Heritage (Multi-year Export Opportunities for Canadian Magazines Project 2019-2021)	40,919	20,898	34,083	17,867
Canadian Heritage (Multi-year Internship Project for Canadian Magazines 2019-2021)	65,395	52,642	27,229	7,005
Canadian Heritage (Magazine Strategies in the Age of Disinformation)	63,000	-	-	-
Ontario Arts Council (Operating Grant)	87,599	-	95,216	-
Ontario Creates Industry Development Program- Capacity Building (Internship Pilot Project)	85,000	-	56,903	-
Ontario Creates* ("Magnet" Congress)	70,000	-	50,000	-
Ontario Creates Industry Development Program- Capacity Building (Business Media Leadership Summit)	45,000	-	-	-
Ontario Creates Industry Development Program- Capacity Building (Community Knowledge: Market Intelligence)	80,500	-	-	-
Ontario Creates* (Distribution Project)	50,000	-	50,000	-
Ontario Creates Industry Development Project-Capacity Building (Industry Outreach Project)	16,000	-	50,000	-
Ontario Creates* (Professional Development and Market Intelligence)	-	-	100,000	-
Ontario Media Development Corp. (Showcasing Success)	-	-	11,630	-
	1,175,659	147,346	880,289	164,331

* Formerly Ontario Media Development Corp.

MAGAZINES CANADA
Combined Income Statement
Budget Fiscal Year Ending March 31, 2021

	Budget F2021	Forecast F2020
Revenue		
Earned Revenue		
Net Sales Distribution	\$ 50,085	\$ 79,318
Event Sales	23,000	75,349
Membership Dues	250,000	269,063
Sponsorship	28,500	56,800
Other	3,900	9,000
Total Earned Revenue	<u>\$ 355,484</u>	<u>\$ 489,531</u>
Public Support		
Canada Council	\$ 220,000	\$ 220,000
Ontario Arts Council	87,599	87,599
Dept.Culture/Heritage	123,700	170,500
Project Management Fee	110,000	50,000
OC	229,245	70,000
Total	<u>\$ 770,544</u>	<u>\$ 598,099</u>
Total Revenue	<u>\$ 1,126,028</u>	<u>\$ 1,087,630</u>
Direct Operating Expenses		
Distribution	\$ 57,540	\$ 61,000
Professional Development	329,445	317,500
Salaries	479,273	445,000
Total Direct Operating Expenses	<u>\$ 866,258</u>	<u>\$ 823,500</u>
Contribution Margin	259,770	264,130
Infrastructure	352,521	380,000
Surplus (Deficit) Before Amortization	(92,751)	(115,870)
Amortization	8,400	7,000
Net Surplus (Deficit)	<u><u>\$ (101,151)</u></u>	<u><u>\$ (122,870)</u></u>

**MAGAZINES CANADA
Combined Income Statement**

Budget Fiscal Year Ending March 31, 2021

	April'20	May'20	June'20	July'20	Aug'20	Sep.'20	Oct.'20	Nov.'20	Dec.'20	Jan.'21	Feb.'21	Mar.'21	Budget 12 Months Ending Mar. 31/21	New	Forecast 12 Months Ending Mar. 31/20	Increase (Decrease)
Revenue																
Earned Revenue																
Net Sales Distribution	\$ 3,427	\$ 2,788	\$ 3,111	\$ 5,777	\$ 4,665	\$ 2,645	\$ 2,599	\$ 3,622	\$ 5,220	\$ 5,140	\$ 5,653	\$ 5,436	\$ 50,085		\$ 79,318	\$ (29,233)
Event Sales	-	-	-	-	-	-	-	23,000	-	-	-	-	\$ 23,000		75,349	\$ (52,349)
Membership Dues	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	\$ 250,000		269,063	\$ (19,063)
Sponsorship	-	-	-	-	-	-	-	28,500	-	-	-	-	\$ 28,500		56,800	\$ (28,300)
Other	400	600	500	-	600	500	500	-	300	300	-	200	\$ 3,900		9,000	\$ (5,100)
Total Earned Revenue	\$ 24,660	\$ 24,221	\$ 24,444	\$ 26,611	\$ 26,098	\$ 23,979	\$ 23,933	\$ 75,956	\$ 26,353	\$ 26,273	\$ 26,487	\$ 26,470	\$ 355,484		\$ 489,531	\$ (134,046)
Public Support																
Canada Council	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 220,000		\$ 220,000	\$ -
Ontario Arts Council	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,300	\$ 7,299	\$ 87,599		\$ 87,599	\$ -
Dept.Culture/Heritage	-	10,400	9,239	8,021	10,865	4,680	13,230	-	15,622	7,800	9,277	34,566	\$ 123,700		170,500	\$ (46,800)
Project Management Fee - Overhead	-	-	11,000	-	11,000	-	-	77,000	-	11,000	-	-	\$ 110,000		50,000	\$ 60,000
Ontario Creates	-	-	-	75,000	-	-	-	154,245	-	-	-	-	\$ 229,245		70,000	\$ 159,245
Total	\$ 25,633	\$ 36,033	\$ 45,872	\$ 108,654	\$ 47,498	\$ 30,313	\$ 38,863	\$ 256,878	\$ 41,255	\$ 44,433	\$ 34,910	\$ 60,198	\$ 770,544		\$ 598,099	\$ 172,445
Total Revenue	\$ 50,294	\$ 60,254	\$ 70,317	\$ 135,265	\$ 73,597	\$ 54,292	\$ 62,796	\$ 332,834	\$ 67,608	\$ 70,707	\$ 61,397	\$ 86,668	\$ 1,126,028		\$ 1,087,630	\$ 38,399
Direct Operating Expenses																
Distribution	\$ 4,187	\$ 4,108	\$ 4,698	\$ 4,424	\$ 4,871	\$ 3,556	\$ 3,535	\$ 5,359	\$ 5,391	\$ 6,034	\$ 5,336	\$ 6,041	\$ 57,540		\$ 61,000	\$ (3,460)
Professional Development	-	10,400	9,239	8,021	10,865	4,680	13,230	205,745	15,622	7,800	9,277	34,566	\$ 329,445		317,500	\$ 11,945
Salaries	40,991	39,269	40,376	41,899	38,461	40,180	40,012	37,633	40,992	39,235	37,478	42,747	\$ 479,273		445,000	\$ 34,273
Total Direct Operating Expenses	\$ 45,178	\$ 53,777	\$ 54,313	\$ 54,344	\$ 54,197	\$ 48,416	\$ 56,778	\$ 248,736	\$ 62,005	\$ 53,069	\$ 52,091	\$ 83,354	\$ 866,258		\$ 823,500	\$ 42,758
Contribution Margin	\$ 5,115	\$ 6,477	\$ 16,003	\$ 80,921	\$ 19,400	\$ 5,876	\$ 6,018	\$ 84,098	\$ 5,604	\$ 17,638	\$ 9,306	\$ 3,314	\$ 259,770		\$ 264,130	\$ (4,359)
Infrastructure	29,672	30,215	25,520	27,865	29,200	26,210	26,270	32,715	28,255	27,803	35,569	33,227	352,521		380,000	27,479
Surplus (Deficit) Before Amortization	\$ (24,557)	\$ (23,738)	\$ (9,517)	\$ 53,056	\$ (9,800)	\$ (20,334)	\$ (20,252)	\$ 51,383	\$ (22,651)	\$ (10,165)	\$ (26,263)	\$ (29,913)	\$ (92,751)		\$ (115,870)	\$ 23,120
Amortization	700	700	700	700	700	700	700	700	700	700	700	700	8,400		7,000	\$ 1,400
Net Surplus (Deficit)	\$ (25,257)	\$ (24,438)	\$ (10,217)	\$ 52,356	\$ (10,500)	\$ (21,034)	\$ (20,952)	\$ 50,683	\$ (23,351)	\$ (10,865)	\$ (26,963)	\$ (30,613)	\$ (101,151)		\$ (122,870)	\$ 21,720

MAGAZINES CANADA
Business Unit Income Statement
Distribution Department
Budget Fiscal Year Ending March 31, 2021

	April'20	May'20	June'20	July'20	Aug'20	Sep.'20	Oct.'20	Nov.'20	Dec.'20	Jan.'21	Feb.'21	Mar.'21	Budget 12 Months Ending Mar. 31/21	Forecast 12 Months Ending Mar. 31/20	Increase (Decrease)
Revenue															
Industry Partnership															
Sales-Net of returns	\$ 8,869	\$ 4,896	\$ 6,921	\$ 9,709	\$ 33,033	\$ (4,677)	\$ 8,768	\$ 27,425	\$ 9,031	\$ 19,222	\$ 23,783	\$ 21,528	\$ 168,509	\$ 311,457	\$ (142,948)
Less: Cost of sales	5,942	2,609	4,310	4,432	28,868	(6,823)	6,668	24,303	4,311	14,582	18,629	16,592	124,424	242,189	(117,765)
Other	500	500	500	500	500	500	500	500	500	500	500	500	6,000	10,050	(4,050)
Net Sales	\$ 3,427	\$ 2,788	\$ 3,111	\$ 5,777	\$ 4,665	\$ 2,645	\$ 2,599	\$ 3,622	\$ 5,220	\$ 5,140	\$ 5,653	\$ 5,436	\$ 50,085	\$ 79,318	\$ (29,233)
Public Support															
Canada Council	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 18,333	\$ 220,000	\$ 220,000	\$ -
Additional CC Covid 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ontario Arts Council	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,299	87,599	87,599	-
OMDC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 25,633	\$ 25,633	\$ 25,633	\$ 25,633	\$ 25,633	\$ 25,633	\$ 25,633	\$ 25,633	\$ 25,633	\$ 25,633	\$ 25,633	\$ 25,632	\$ 307,599	\$ 307,599	\$ -
Total Revenue	\$ 29,060	\$ 28,421	\$ 28,744	\$ 31,411	\$ 30,298	\$ 28,279	\$ 28,233	\$ 29,256	\$ 30,853	\$ 30,773	\$ 31,287	\$ 31,069	\$ 357,684	\$ 386,917	\$ (29,233)
Operating Expenses															
Direct Expenses															
Shipping	4,000	4,000	4,550	4,220	4,200	3,640	3,350	4,800	5,200	5,640	4,850	5,600	54,050	51,000	3,050
Bad Debt	187	108	148	204	671	(84)	185	559	191	394	486	441	3,490	10,000	(6,510)
Total Direct Expenses	\$ 4,187	\$ 4,108	\$ 4,698	\$ 4,424	\$ 4,871	\$ 3,556	\$ 3,535	\$ 5,359	\$ 5,391	\$ 6,034	\$ 5,336	\$ 6,041	\$ 57,540	\$ 61,000	\$ (3,460)
Net Surplus (Deficit) - Month	\$ 24,873	\$ 24,313	\$ 24,046	\$ 26,986	\$ 25,428	\$ 24,722	\$ 24,697	\$ 23,897	\$ 25,463	\$ 24,739	\$ 25,951	\$ 25,028	\$ 300,143	\$ 325,917	\$ (25,774)

MAGAZINES CANADA
Business Unit Income Statement
Professional Development
Budget Fiscal Year Ending March 31, 2021

	April'20	May'20	Jun.'20	July'20	Aug'20	Sep.'20	Oct.'20	Nov.'20	Dec.'20	Jan.'21	Feb.'21	Mar.'21	Budget 12 Months Ending Mar. 31/21	Forecast 12 Months Ending Mar. 31/20	Variance Increase
Revenue															
Industry Partnership															
Event Sales															
Fellowship	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	(5,000)
Travelling Consultants	-	-	-	-	-	-	-	-	-	-	-	-	-	1,750	(1,750)
MagNet Conference	-	-	-	-	-	-	-	23,000	-	-	-	-	23,000	68,599	(45,599)
Sub-Total Event Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,000	\$ -	\$ -	\$ -	\$ -	\$ 23,000	\$ 75,349	\$ (52,349)
Sponsorship															
Magnet	-	-	-	-	-	-	-	28,500	-	-	-	-	28,500	56,800	(28,300)
Sub-Total Sponsorship	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,500	\$ -	\$ -	\$ -	\$ -	\$ 28,500	\$ 56,800	\$ (28,300)
Public Support															
Dept. Culture/Heritage	-	10,400	9,239	8,021	10,865	4,680	13,230	-	15,622	7,800	9,277	34,566	123,700	170,500	(46,800)
OMDC	-	-	-	-	-	-	-	154,245	-	-	-	-	154,245	70,000	84,245
Sub-Total Public Support	\$ -	\$ 10,400	\$ 9,239	\$ 8,021	\$ 10,865	\$ 4,680	\$ 13,230	\$ 154,245	\$ 15,622	\$ 7,800	\$ 9,277	\$ 34,566	\$ 277,945	\$ 240,500	\$ 37,445
Total Revenue	\$ -	\$ 10,400	\$ 9,239	\$ 8,021	\$ 10,865	\$ 4,680	\$ 13,230	\$ 205,745	\$ 15,622	\$ 7,800	\$ 9,277	\$ 34,566	\$ 329,445	\$ 372,649	\$ (43,204)
Operating Expenses															
Direct Expenses															
Fellowship					0									10,000	
Events	-	10,400	9,239	8,021	10,865	4,680	13,230	205,745	15,622	7,800	9,277	34,566	329,445	317,500	11,945
Total Direct Expenses	\$ -	\$ 10,400	\$ 9,239	\$ 8,021	\$ 10,865	\$ 4,680	\$ 13,230	\$ 205,745	\$ 15,622	\$ 7,800	\$ 9,277	\$ 34,566	\$ 329,445	\$ 317,500	\$ (11,945)
Net Surplus (Deficit) - Monthly	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,149	\$ (31,259)

MAGAZINES CANADA
Business Unit Income Statement
Infrastructure
Budget Fiscal Year Ending March 31, 2021

Acct. #	April'20	May'20	Jun'20	July'20	Aug'20	Sep.'20	Oct.'20	Nov.'20	Dec.'20	Jan.'21	Feb.'21	Mar.'21	Budget 12 Months Ending Mar. 31'21	Forecast 12 Months Ending Mar. 31'20	Increase (Decrease)	
Revenue																
Membership Revenue	\$ 20,833	\$ 20,833	\$ 20,833	\$ 20,833	\$ 20,833	\$ 20,833	\$ 20,833	\$ 20,833	\$ 20,833	\$ 20,833	\$ 20,833	\$ 20,833	\$ 250,000	\$ 269,063	\$ (19,063)	
Project Management fees - Overhead	\$ -	\$ -	\$ 11,000	\$ -	\$ 11,000	\$ -	\$ -	\$ 77,000	\$ -	\$ 11,000	\$ -	\$ -	\$ 110,000	\$ 50,000	\$ 60,000	
Interest Income	\$ 400	\$ 600	\$ 500	\$ -	\$ 600	\$ 500	\$ 500	\$ -	\$ 300	\$ 300	\$ -	\$ 200	\$ 3,900	\$ 9,000	\$ (5,100)	
OC - COVID - 19 Grant	\$ -			\$ 75,000	\$ -								\$ 75,000			
Total Revenue	\$ 21,233	\$ 21,433	\$ 32,333	\$ 95,833	\$ 32,433	\$ 21,333	\$ 21,333	\$ 97,833	\$ 21,133	\$ 32,133	\$ 20,833	\$ 21,033	\$ 438,900	\$ 328,063	\$ 35,837	
Operating Expenses																
Direct Expenses																
Salaries and Benefits	Various	\$ 40,991	\$ 39,269	\$ 40,376	\$ 41,899	\$ 38,461	\$ 40,180	\$ 40,012	\$ 37,633	\$ 40,992	\$ 39,235	\$ 37,478	\$ 42,747	\$ 479,273		
Total Salaries		\$ 40,991	\$ 39,269	\$ 40,376	\$ 41,899	\$ 38,461	\$ 40,180	\$ 40,012	\$ 37,633	\$ 40,992	\$ 39,235	\$ 37,478	\$ 42,747	\$ 479,273	\$ 445,000	\$ 34,273
Occupancy Costs	Various	\$ 8,551	\$ 8,551	\$ 8,551	\$ 8,551	\$ 9,551	\$ 8,551	\$ 8,551	\$ 8,551	\$ 8,551	\$ 8,880	\$ 8,880	\$ 8,880	\$ 104,599	\$ 69,000	\$ 35,599
Communications / Training	Various	\$ 650	\$ 650	\$ 750	\$ 2,550	\$ 750	\$ 750	\$ 950	\$ 2,250	\$ 750	\$ 750	\$ 2,250	\$ 7,700	\$ 20,750	\$ 9,800	\$ 10,950
Audit	2420	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 13,200	\$ 13,200	\$ -
Legal	2490	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,400	\$ 2,000	\$ 400	
Other Consulting Services	2505	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ (6,000)	
Computer Services	2641	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 3,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 25,000	\$ 32,000	\$ (7,000)
Financial Services	2722	\$ 6,000	\$ 6,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 37,000	\$ 60,000	\$ (23,000)
Government Relations	2540	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000	\$ 86,000	\$ (26,000)	
Bank Charges	2440	\$ 262	\$ 360	\$ 465	\$ 300	\$ 625	\$ 405	\$ 345	\$ 340	\$ 300	\$ 500	\$ 252	\$ 320	\$ 4,474	\$ 4,200	\$ 274
Insurance	2480	\$ 1,092	\$ 1,092	\$ 1,092	\$ 1,092	\$ 1,092	\$ 1,092	\$ 1,092	\$ 1,092	\$ 1,092	\$ 1,140	\$ 1,140	\$ 1,140	\$ 13,248	\$ 12,500	\$ 748
Memberships	2500	\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,540	\$ 7,000	\$ (460)
Resource Materials	2501	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300	\$ -	\$ -	\$ 1,300	\$ 1,200	\$ 100
Telephone	2710	\$ 575	\$ 575	\$ 575	\$ 575	\$ 575	\$ 575	\$ 575	\$ 575	\$ 575	\$ 575	\$ 575	\$ 575	\$ 6,900	\$ 7,000	\$ (100)
Staff Travel & Entertainment	2720	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 3,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 14,600	\$ 35,600	\$ (21,000)
Website Related	2721	\$ 2,002	\$ 1,002	\$ 1,002	\$ 2,002	\$ 1,002	\$ 2,002	\$ 2,002	\$ 1,002	\$ 1,002	\$ 2,002	\$ 1,002	\$ 2,002	\$ 18,024	\$ 13,500	\$ 4,524
Board Travel	2730	\$ 100	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 3,050	\$ 50	\$ 50	\$ 50	\$ 50	\$ 3,650	\$ -	\$ 3,650
Equipment Rental	2531	\$ -	\$ 1,860	\$ -	\$ -	\$ 1,860	\$ -	\$ -	\$ 1,860	\$ -	\$ -	\$ 1,860	\$ -	\$ 7,440	\$ 8,000	\$ (560)
Office Maintenance & Sundry	2532	\$ 625	\$ 225	\$ 225	\$ 425	\$ 425	\$ 465	\$ 225	\$ 725	\$ 225	\$ 225	\$ 675	\$ 225	\$ 4,690	\$ 5,500	\$ (810)
Postage & Courier	2550	\$ 315	\$ 310	\$ 310	\$ 320	\$ 320	\$ 320	\$ 380	\$ 320	\$ 310	\$ 381	\$ 335	\$ 335	\$ 3,956	\$ 2,000	\$ 1,956
Office Supplies & Expenses	2530	\$ 150	\$ 150	\$ 650	\$ 150	\$ 1,100	\$ 150	\$ 250	\$ 600	\$ 550	\$ 150	\$ 700	\$ 150	\$ 4,750	\$ 2,500	\$ 2,250
Meeting Expenses	2725	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ (3,000)	
Total Direct Expenses (Infrastructure)		\$ 29,672	\$ 30,215	\$ 25,520	\$ 27,865	\$ 29,200	\$ 26,210	\$ 26,270	\$ 32,715	\$ 28,255	\$ 27,803	\$ 35,569	\$ 33,227	\$ 352,521	\$ 380,000	\$ (27,479)
Total Salaries and Direct Expenses (Infrastructure)		\$ 70,663	\$ 69,484	\$ 65,896	\$ 69,764	\$ 67,661	\$ 66,390	\$ 66,282	\$ 70,348	\$ 69,247	\$ 67,038	\$ 73,047	\$ 75,974	\$ 831,794	\$ 825,000	\$ 6,794
Net Operating Costs		\$ (49,430)	\$ (48,051)	\$ (33,563)	\$ 26,069	\$ (35,228)	\$ (45,057)	\$ (44,949)	\$ 27,486	\$ (48,114)	\$ (34,904)	\$ (52,214)	\$ (54,941)	\$ (392,894)	\$ (496,937)	\$ 104,043

Confirmation of Acts

"That all acts, contracts, proceedings, appointments, elections and payments enacted, made, and taken by the Directors and Officers of the Corporation since the last Annual General Meeting as the same or set out, or referred to in the minutes of the Board of Directors, be and the same are approved, sanctioned and confirmed."

Magazines Canada Board Slate 2020–2021

The bracketed numbers indicate the number of two-year terms remaining.
 (–) means the member is in their final term without renewal.

Name	Magazine	Committee Status as at March 2019	Magazine Category	Region	Term Expiry # of terms left
1. Ryan Benn	Alive Magazine		Consumer / Business, national	West (BC)	2021(1)
2. Anne Burke NOMINEE	The Prairie Journal		Cultural, regional	West (AB)	2022(2)
3. Gilles Gagnier	Canadian Geographic	Executive	Consumer, national	Central (ON)	2021(1)
4. Joe Glionna	Oral Health	Business Media, Govt. Relations	Business media, national	Central (ON)	2021(1)
5. Kelly Hobson NOMINEE	Sélection/ Reader's Digest		Consumer, national	Quebec	2022(2)
6. Scott Jamieson	Canadian Forest Industries	Executive, Member Dues	Business media, national	Central (ON)	2021(–)
7. Michal Kozlowski NOMINEE	Geist	Arts & Lit, Member Dues	Cultural, national	West (BC)	2022(–)
8. Samia Madwar	The Walrus		Cultural, national	Central (ON)	2021(2)
9. Pamela Mullinger NOMINEE	[EDIT] Magazine		Cultural, regional, national	East (NB)	2022(2)
10. Alysa Procida NOMINEE	The Inuit Art Quarterly		Cultural, national	Central (ON)	2022(2)
11. Maryam Sanati NOMINEE	Toronto Life		Consumer, national, regional	Central (ON)	2022(2)
12. Francine Tremblay NOMINEE	OWL	Executive, Govt. Relations, Member Dues	Consumer, national	Quebec	2022(1)
13. Jennifer Varkonyi	Maisonneuve	Executive	Cultural, regional, national	Quebec	2021(–)

Magazines Canada Director and Nominee Biographies 2020–2021

Ryan Benn has been the President of Alive Publishing Group (APG) since 2005. Early under this leadership, APG completed a top-down restructuring that has led to breakthrough results. Over the past 15 years, Alive Publishing has introduced numerous new products and services making it a multi-faceted media company. With the launch of *alive* USA, *Sage* and APG's most recent acquisition, *Delicious Living*, Ryan and his team have taken a trusted Canadian brand and transformed it into a global wellness community of over 24 million readers. Ryan is also the Chapter Chair of the *Young Presidents' Organization (YPO)* for British Columbia, and serves on numerous not-for-profit boards and several grass-roots initiatives.

Anne Burke is the Publisher and Literary Editor of *The Prairie Journal*, and has served on both the Small Magazine Publishers Committee and the Cultural Magazines Publishers Committee for Magazines Canada. Anne was a co-founder and pro tem President of the Alberta Magazine Publishers Association, in conjunction with Alberta Culture and the Deputy Minister of Culture. She served on the AMPA Executive for more than a decade and represented arts, literary and cultural magazine publishers. Currently, she is a member of the AMPA Literary Magazine Task Force. She also serves on the AMPA Blue Box Committee for Extended Producers Responsibility.

Anne was a founding member and Vice President of the Alberta Cultural Industries Association and represented the magazine sector on this consortium of Alberta book publishers, recording artists (music), and film. In this capacity, she was involved in setting up the Alberta Media Fund. She was also President of the Alberta Writers Guild and Alberta Representative for the League of Canadian Poets on National Council. She is Past Chair of the Feminist Caucus Committee of the League. Until recently, she was series editor of the Living Archives series. She served as Membership Chair for the League for six years. She was awarded the Alberta Centennial Medal and the Queen Elizabeth II Golden Jubilee Medal for her service to the Province where she resides. For her contributions to the people of Canada, she received the Queen Elizabeth II Diamond Jubilee Medal.

Gilles Gagnier is the Publisher and Chief Operating Officer of The Royal Canadian Geographical Society (RCGS). He has oversight for the financial viability of the organization including its multi-platform publishing arm, Canadian Geographic Enterprises, and its educational network, Canadian Geographic Education. Reaching 4.1 million Canadians per month, Gilles leads a diverse and talented team of content curators who produce the award winning magazines: *Canadian Geographic*, *Canadian Geographic Travel* and *géographica* as well as a number of best-selling books such as *Canadian Geographic's Atlas of Canada* (2014), *Canadian Geographic Biggest and Best of Canada: 1000 Facts and Figures* (2014), *Franklin's Lost Ship* (2015), *Canada For Kids: 1000 Awesome Facts* (2015), one of the most successful lines of calendars in Canada and a team that reaches over 1 million Canadians per month through online channels. Gilles is also proud to work closely with the Canadian Geographic Education team. Through its innovative programs and resources such as Giant Floor Maps, Classroom Energy Diet Challenge, Canada's Coolest School Trip, Canadian Geographic Challenge, tiled maps and Can Geo in the classroom, the education arm of the RCGS (with more than 25,000 teacher members) is one of the most dynamic and fastest growing education organizations in Canada. Gilles is a Fellow of the Royal Canadian Geographical Society, a member of the prestigious Explorers Club, nominee and recipient of a number of National Magazine Awards including most recently Gold for 2015 Magazine Cover of the Year as well as honorable mention for the most coveted prize, Magazine of the Year, and finalist for Magazine Publisher of the Year in 2019. Gilles is also the President of 50 Sussex Drive Incorporated, the RCGS' new home at 50 Sussex Drive, Canada's Centre for Geography and Exploration.

Joe Glionna is President of Newcom Media Inc., a family-owned Canadian publisher delivering information and marketing services to a wide variety of industries through magazines; websites; video services, trade shows and events. Joe took over as president of Newcom from his father Jim, who founded the company in 1987. Joe continues to operate under the same guiding company principle: We serve our customers best by putting our readers first. Being part of a family business, Joe learned publishing from the ground up. In 2006 he took on a full time role as an advertising sales representative. In 2008 he moved to Montreal to open an office for the company and in 2011 he was named publisher of *Today's Trucking*. After returning to Toronto in 2011, he became Vice President and General Manager. In 2016, following a large acquisition, he became President. Today Newcom publishes magazines and produces events in nine industries.

Kelly Hobson is the Marketing and Research Director at Reader's Digest Association Canada ULC, a leading multi-brand, multi-platform media company that informs, inspires and entertains, connecting audiences throughout Canada. Reader's Digest Magazines Ltd. publishes *Best Health*, *Our Canada*, *More of Our Canada*, *Sélection* and *Reader's Digest*—one of the most read magazines in Canada. During her 21-year tenure at Reader's Digest Magazines Canada Ltd., Hobson has developed extensive experience in the fields of advertising, media and consumer insights. She is responsible for leading her team in the creation of marketing and content strategies to monetize print and digital advertising, backed by consumer insights and data.

With a passion for research and insight, Hobson has served on multiple industry research committees since 2012. She previously served on the Magazines Canada research committee (2012–2014) and was involved in the Media Connections Study project. Hobson also served on the research committee for the Internet Advertising Bureau (IAB Canada 2012–2018). As recently as last year, Hobson was the Canadian representative on the FIPP Insight Committee, and sat as a judge for the annual FIPP Insight Awards (2012-2019). Presently Hobson serves on the Vividata research committee (formerly Print Measurement Bureau), an honour she's held since 2012. Hobson earned a Bachelor of Arts in Psychology from York University and a Research Analyst post-graduate diploma from Georgian College. In her downtime, she volunteers with local nonprofits in her town to organize and deliver fun, community-focused activities.

Scott Jamieson is Chief Operating Officer at Annex Business Media, and has 25 years' experience in B2B media. He covered the forestry sector for over a decade, becoming editor of *Canadian Forest Industries* in 1992, and helping to launch *Canadian Wood Products* that same year. In 1993 he became part owner of these two magazines as well as *Opérations forestières et de scierie*. Scott joined Annex Business Media in 2004 when these three magazines were acquired, becoming publisher of the Montreal office in 2007 and group publisher of 10 titles in Simcoe, ON in 2009. In 2008 he launched *Canadian Biomass* magazine, and in 2018 was involved in the launch of a new aquaculture magazine and trade show, *RAStech*. Scott is past chair of Magazines Canada and former board member of the KRW Awards, as well as the BPA Magazine Advisory Board. He is also a KRW Gold Medal award winner.

Michal Kozlowski is Associate Editor at *Geist*, where he has worked since 2006. He is the author of dozens of articles and reviews for *Geist* and other publications. He is also the author of the children's book *Louis the Tiger Who Came from the Sea*. He was named emerging artist in literary arts at the 2014 Vancouver Mayor's Arts Awards. Kozlowski was born in Krakow, Poland; he lives in Vancouver.

Samia Madwar is the Managing Editor at *The Walrus*. She has previously worked at *Up Here* and *Canadian Geographic* magazines and currently serves on the editorial board of *Inuit Art Quarterly*.

Pamela Mullinger is the Publishing Director and Co-founder of *[EDIT]* magazine and has worked in marketing, fashion and magazine publishing for over 20 years. Born in Saint John, New

Brunswick, she began her career in fashion and retail marketing for fashion brands such as Giorgio Armani and Calvin Klein in Toronto from 1996 to 2000. In March 2000, she relocated to London, England to pursue a career in magazine publishing working at *Vanity Fair* (for Conde Nast Publications) as Fashion Manager, then at the award-winning *Wallpaper** magazine. From 2001 until 2015, Pamela developed a 15-year career with Tyler Brûlé and his companies that included Ad Manager for *Wallpaper** and then Development Director at Winkreative, the branding and design agency collaborating with brands from Swissair to Bombardier. In 2007, she was promoted to Publishing Director and was part of the founding team of *Monocle* magazine, the second groundbreaking publication from Brûlé. *Monocle* remains one of the most distinguished titles on the newsstand worldwide. Over eight years, *Monocle* expanded to video programming, opened retail stores in six cities, and developed e-commerce, a 24-hour radio service Monocle 24 as well as travel guides, books and events. In 2014, Pamela re-located to her homeland of Canada with her family and continued to grow the North American advertising market for *Monocle*. In 2015, she expanded her client portfolio to offer a global advertising consultancy service working with *Kinfolk* magazine in Copenhagen, as well as *Need Supply* in Virginia amongst other private clients.

In 2017 Pamela founded *[EDIT]* magazine, the first national print publication based in New Brunswick. Distributing across Canada and to subscribers around the world, she also branched out into Edit Media events (attracting upwards of 20,000 people in 2018 alone). Videos produced for *[EDIT]*'s social media channels have notched up more than 100,000 views. In three years Mullinger has built up an independent, all-encompassing media brand based in New Brunswick.

Alysa Procida is Publisher of the award-winning *Inuit Art Quarterly* (IAQ), the only publication in the world dedicated to celebrating the arts and artists of the circumpolar world, and has transformed this legacy publication with 30+ years of history into one of Canada's leading art magazines. Since joining the magazine in 2015, she has overseen the IAQ's circulation expansion to the largest in its history. Under her leadership, the IAQ expanded to include two distinct online platforms in addition to the print title—the IAQ Online and the IAQ Profiles, as well as a suite of e-newsletters. She also oversaw a full redesign of the IAQ in conjunction with the Inuit Art Foundation's 30th anniversary in 2017 and the magazine's first National Magazine Award in 2018. In 2019, she was shortlisted for Publisher Grand Prix at the National Magazine Awards. Since 2018, she has served as Chair of Magazines Canada's Arts and Literary Committee.

Maryam Sanati is Managing Director, Content of St. Joseph Media in Toronto. The company's portfolio—which includes award-winning consumer media brands such as *Toronto Life*, *FASHION*, *Macleans*, *Chatelaine* and others—has an annual readership of more than 12.3 million, or 41 per cent of Canadians ages 18+. In her role, Maryam leads a diverse range of editorial, custom, exhibition and experiential content programs and audience engagement strategies. Maryam is also the former editor-in-chief of *Chatelaine* magazine, and has held numerous senior editorial positions, among them at *The Globe and Mail* and *Report on Business Magazine*.

Francine Tremblay began her career at Éditions Le Nordais in 1976. Originally hired as their Sales Director, she was promoted to President in 1983 and oversaw some of Quebec's most notable magazine launches, including *Clin d'Oeil*, *Décoration chez soi* and *Rénovation Bricolage*. In 1986, she founded her own publishing company, Les Éditions du Feu Vert, which launched *Bel Âge* and its English counterpart *Good Times*. Francine joined Transcontinental Media in 1989 where she led the company's global publishing activities in Canada and in the United States. Following the acquisition of Telemedia's magazine division in 2000, she was appointed Senior Vice President, Consumer Publications, and undertook responsibility for the division's entire portfolio, including such prestigious brands as *Coup de pouce*, *Canadian Living*, *Style at Home* and *Homemakers*.

From 2012 to 2015, Francine Tremblay served as CEO of Bayard North America, a leader in the publication of youth and religious magazines in Canada and of the religious publishing realm in the United States. Following the acquisition by TVA of Transcontinental's consumer publications in

2015, she accepted the responsibility for strategic planning and budgeting of their entire magazine division (18 brands). She was appointed publisher of *Elle Canada*, *Style at Home* and *Canadian Living* magazine, successfully revamped under her direction in 2017. Francine Tremblay is co-president of the Board of Senior Publications (partnership TVA Publications) and serves as a member of the boards of Bayard USA, Bayard Canada and Magazine Canada. She holds a degree in Business Management from Harvard Business School.

Jennifer Varkonyi is the publisher of *Maisonneuve*, an award-winning Montreal-based quarterly of arts, opinion and ideas. Originally from Saskatoon, she lives in Montreal with her husband and three children.

In Recognition of Departing Board Members

Magazines Canada recognizes the following departing Board members for their outstanding service to the association and the industry: Patty Baxter, Ken Hunt, Christine Johnston, Chelene Knight and Dominique Ritter.