



2024-2025 Annual Report

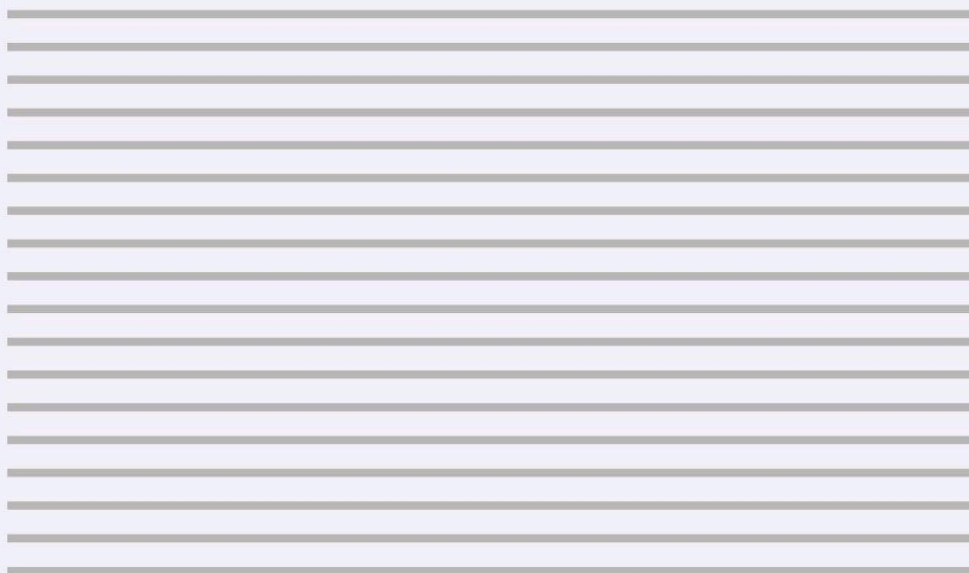


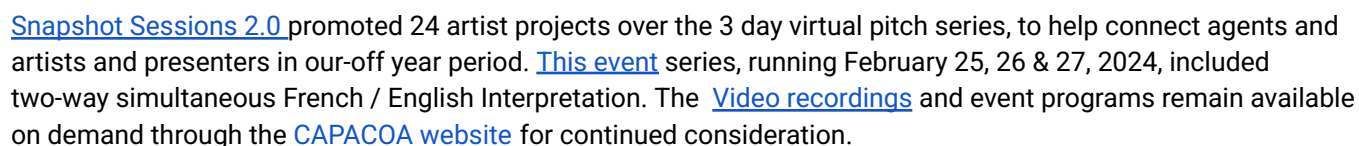
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CAPACOA Conference Activities

Snapshots 2.0 (Online Pitch Session)



Tuesday, February 25, 2025 | 1:00 – 2:30 pm ET

Name	Touring Show Title	Artist/Company	Website
Rebecca Lazier	NOLI TIMERE	Y2D Productions Inc.	More Information
Dominique Fils-Aimé	Roots	Dominique Fils-Aimé	More Information
Mel Hart	Decoded Dances	Nova Dance	More Information
Théâtre de l'Œil	176 Steps	Théâtre de l'Œil	More Information
Montréal Guitare Trio (MG3)	Christmas Around The World	Montréal Guitare Trio (MG3)	More Information
Audrey Gaussiran	MOSAÏCO	Audrey Gaussiran	More Information
Johnnie McNamara Walker	The Heterosexuals	Johnnie McNamara Walker	More Information
Denise Fujiwara	Moving Parts	Fujiwara Dance Inventions	More Information

Wednesday, February 26, 2025 | 1:00 – 2:30 pm ET

Name	Touring Show Title	Artist/Company	Website
Lia Grainger	LA FORASTERA	Flamencolía Dance Company	More Information
The Jeremy Ledbetter Trio	The Jeremy Ledbetter Trio	The Jeremy Ledbetter Trio	More Information
Isaac Mulè	There Are No Gays In Chechnya	Page1 Theatre & MTSpace	More Information
Conor Wylie and Nancy Tam	SEEING DOUBLE	A Wake of Vultures	More Information
Venuti String Quartet	Strings Unbound	Venuti String Quartet	More Information
Abigail Whitney	The Noose	Abigail Whitney Productions	More Information
Payadora	Tango Apasionado	Payadora	More Information
Ingrid Hansen	The Baby Tyler Show	SNAFU	More Information

Thursday, February 27, 2025 | 1:00 – 2:30 pm ET

Name	Touring Show Title	Artist/Company	Website
OKAVANGO African Orchestra	Africa Without Borders	OKAVANGO African Orchestra	More Information

Diane Flacks	Guilt (A Love Story)	Tarragon Theatre	More Information
Santee Smith	SKéN:NEN	Kaha:wi Dance Theatre	More Information
Orchid Ensemble & Oktoecho	"Katajjaq meets Khoomei", the meeting of Inuit & Mongolian throat singing	Orchid Ensemble & Oktoecho	More Information
Chelsea Haberlin	Fat Joke	Newworld Theatre	More Information
Janie & Marcio	Sans toi [T]	Janie & Marcio	More Information
Jaffa Road	Jaffa Road	Jaffa Road	More Information
Jessie Garon	everything i wanted to tell you (but couldn't, so here it is now)	Vazari Arts Company	More Information

CAPACOA Activities at CINARS

Executive Director Sue Urquhart sat on a panel at CINARS, along with other national and international organizations, and presented information about CAPACOA and our network activities with other networks and presenters from around the globe.

CINARS and CAPACOA co-organized "": An Afternoon with Canada and Québec" (in partnership with the Canada Council for the Arts, the Québec Government Office, and the Embassy of Canada to the Republic of Korea), on Nov 12th, 2024. This event culminated with a reception welcoming our Korean colleagues.

Special funding was acquired to invite a national selection of block-booking circuit oriented presenters to the CINARS conference. National Participants Included:

- Glenn Brown
- Nick Beach
- Jayson Duggan
- Michael Caldwell
- Franco Boni
- Aislinn Rose
- Sara Palmieri

Knowledge Cafe (The Canada-Wide Roaming edition)



CAPACOA collaborated with the Manitoba Arts Network to offer Knowledge Cafe roundtable discussions at [Manitoba Showcase 2024](#)

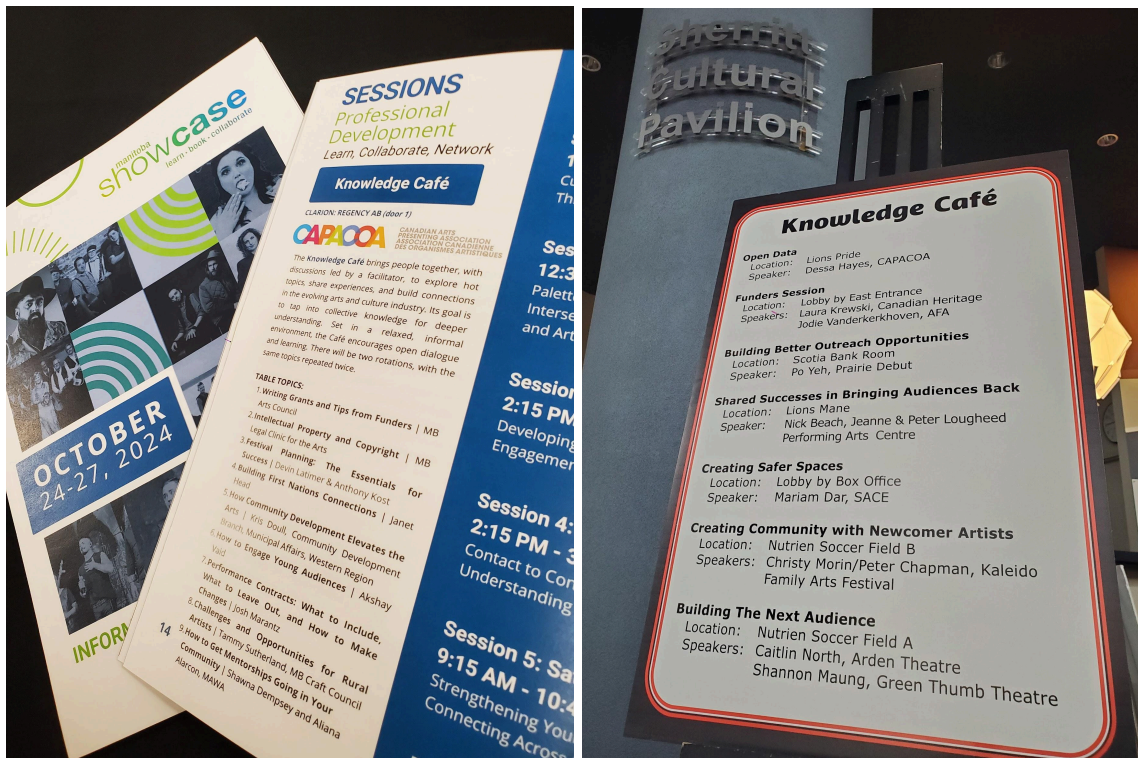
CAPACOA collaborated with Pacific Contact in April 2024 and both Manitoba Contact and Alberta Contact in October 2024, to host Knowledge Cafe sessions at each conference. Conversations at each event focused on regionally important challenges and priorities, and were supported by impassioned colleagues from each network's respective community. CAPACOA representatives from the Artsdata initiative also led sessions at 2 of the knowledge cafes, focusing on improving digital discoverability in each region.



CAPACOA collaborated with Arts Touring Alliance of Alberta to offer Knowledge Cafe roundtable discussions at [Alberta Showcase 2024](#)



CAPACOA collaborated with BC Live to offer Knowledge Café roundtable discussions at [Pacific Contact 2024](#)



International Market Development

Cultural Missions



CAPACOA and [Traverse Theatre](#) hosted an International Networking Reception at [Edinburgh Festival Fringe](#), 2024. CAPACOA's Judy Harquail is seen leading this gathering.

(Photo credit: David Warburton, Artistic Executive Director, Port Theatre)

CAPACOA coordinated 7 cultural missions. The delegations included 30 unique participants (34 total) representing the multi-disciplinary breadth of work from all provinces and territories across Canada; from equity-seeking organizations exploring diversity and inclusion.

Number of cultural missions	7
Number of countries	8
Number of presenters	20
Number of artists	14
Total delegates	34

"Participating in a CAPACOA delegation is a highlight of my role as a presenter. Working collectively, to bring the best to our communities is really satisfying. Building strong relationships with the other presenters nation-wide is key to block booking. Seeing a range of International shows in-person in different countries is so important on a multitude of levels. I am so thankful to CAPACOA and the funding bodies who support this important initiative. It's really crucial in developing programming excellence. Building bridges is key."

– Lesandra Dodson, Fredericton Playhouse

Circulart, Medellín, Columbia – June 4-10, 2024

Circulart is a cultural platform for music, which annually brings together arts presenters and music industry professionals from Latin America and around the world in the city of Medellín. Along with its conference, showcases and business meetings, Circulart has become a space for reflection, attended by a great mix of young audience members and arts professionals.

Participants:

Akawui	Artist
Al Qahwa	Artist
Bruno Capinan	Artist
Diogo Ramos	Artist

GREC Festival, Spain, July, 2024

GREC Festival is the main cultural attraction in Barcelona and one of the most important festivals in Spain for the past 46 years. It features theatre, dance, music, circus and cinema, attracts over 50 international important buyers, and showcases artists and collectives from Spain and around the world. The GREC Festival offers networking opportunities for Canadian artists and companies to connect with European presenters and expand touring activities, and for Canadian presenters to find exceptional international work.

Participants:

Viviane Paradis	Director of Programming, Le Diamant
Aislinn Rose	Artistic Director, The Theatre Centre
Emilie Monnet	Artist
Ian Kamau	Artist

Edinburgh Fringe Festival, UK – August 15 - 22, 2024

Supported by Canadian Heritage (Canada Arts Presentation Fund)

The **Edinburgh Festival Fringe** is the world's largest arts festival happening throughout the month of August and has featured more than 55,000 performances of over 3,000 different shows in approximately 300 venues.

Participants:

Lesandra Dodson	Programs Manager at The Fredericton Playhouse
Bethany Stout	Director of Programming at Imperial Theatre
Aaron Marquise	Deputy Director of Circus Arts Programming at TOHU
Jahn Fawcett	Portfolio Manager at Shenkman Arts Centre
Erin Kennedy	Artistic Director at Vernon and District PAC
Neal Rempel	Executive Producer at The Winnipeg International Children's Festival
David Warburton	Artistic Executive Director at Port Theatre
Lauren Thomas	Entertainment & Events Coordinator at Culture Development, City of Medicine Hat: The Esplanade Arts & Heritage Centre

Tanzmesse, August 28 - September 1, 2025

Internationale tanzmesse nrw is the largest professional meeting for contemporary dance, a forum for exchange, knowledge transfer and networking. Every two years, up to 1,500 international exhibitors and visitors gather.

Participants:

Caroline Ohrt	Executive Producer, Dance, National Arts Centre
Mirna Zagar	Executive Director, The Dance Centre
Michael Caldwell	Artistic Director, Summerworks & Co-Curator, Festival of Dance Annapolis Royal

Laurence Lemieux	Artist, Citadel + Compagnie
Meagan O'Shea	Artist, Stand Up Dance
Bageshree Vaze	Artist, Artistic Director, Pratibha Arts .

[PAMS](#) and [HKPAX](#), Seoul & Hong Kong, October 2024

[Performing Arts Market in Seoul \(PAMS\)](#) has been held in Seoul every October as a key Asian arts market for performing arts professionals domestically and internationally. As the largest international performing arts platform in Asia, PAMS celebrates its 20th anniversary this year.

The inaugural [Hong Kong Performing Arts Expo \(HKPAX\)](#) is a major new international arts marketplace that will serve as a gateway into the Indo-Pacific region. This is an opportunity to connect with hundreds of presenters and producers from around the world to cultivate relationships and engage in artistic and cultural exchange.

Participants:

Natalie Lue	Director, Vancouver Civic Theatres
Nicole McLuckie	Associate Executive Director, Vancouver East Cultural Centre (The Cultch)
Michael Caldwell	Artistic Director, Summerworks
Nicole Mion	Artistic Director, Springboard Performance
Aislinn Rose	Artistic Director, The Theatre Centre
PJ Prudat	Artist
Alyssa Martin	Artist, Rock Bottom Movement
Maiko Yamamoto	Artistic Director, Theatre Replacement
Sherry Yoon	Artistic Director, Boca Del Lupo
Debi Wong	Artist, re:Naissance Opera

Taipei & Yokohoma, [YPAM](#) - Nov 25 - Dec 8, 2024

An initial network discovery and development delegation. This initial community and market engagement led to a large delegation with Taiwan, which is scheduled for Fall 2025.

Participants:

Natalie Lue	Director, Vancouver Civic Theatres
Viviane Paradis	Director of Programming, Le Diamant

International Market Coordination

CAPACOA assisted in the coordination of shared tables at 2 international performing arts marketplaces. These are coordinated to support financially accessible opportunities for Canadian agents and artists at international networking and sales events. Open calls were made inviting all interested parties to join the shared booths, to diminish marketplace participation costs for all.

[APAP](#), marketplace coordination: preparation for January 10-14, 2025

"APAP|NYC is the world's premier gathering of the performing arts presenting, booking, and touring industry and the annual members conference of the Association of Performing Arts Professionals."

CAPACOA supported a shared table in "Canada Alley" for agent members.

Participants:

Justine Murdy	Scrap Arts
Michelle Cockburn	EduStage
John Lambert	John Lambert & Associates



Delegates with CAPACOA and CINARS at Tanzmesse 2024 (photo credit: Adrien Bussy)

Tanzmesse, marketplace coordination: preparation for August to September, 2024

A shared exhibition hall table was also coordinated for the 2024 presentation year. This allowed marketplace participating dance artists to apply to showcase. Internationale tanzmesse nrw is the largest professional meeting for contemporary dance, a forum for exchange, knowledge transfer and networking. Every two years, up to 1,500 international exhibitors and visitors gather.

A special thank you to Judy Harquail, Jim Smith (Chair), Gillian Reid (Co-Chair), and members of the International Market Development committee for their stewardship of these market development activities.



Canadian delegates and international colleagues at the Hong Kong Performing Arts Expo (HKPAX).

Member programs

Presenters Capacity Building Program

The eleventh edition of this program was delivered with Canadian Heritage (CAPF) funds by both RIDEAU and CAPACOA to presenting members in 2024-2025.

Following a rigorous two day peer assessment, the program delivered \$140,000 in capacity building funds presenting organizations under three components: organizational consultation, mentoring, and professional development.



33 applications were received for this program. 15 recipients were selected.

The 7 CAPACOA Member recipients included:

- Summerworks
- Réseau grands espaces
- Canadian Stage
- SPEC du Haut-Richelieu
- Luminato
- CITT (The Canadian Institute for Theatre Technology)
- Fredericton Playhouse

“Les organismes artistiques/culturels, surtout ceux qui sont subventionnés par projets, sont préoccupés par la livraison des projets artistiques et ils ne sont pas conscients des améliorations potentiels de leur structure. Les projets comme le PADO, qui permettent la possibilité de travailler avec les experts, leur amènent des ressources précieuses et redynamisent les réflexions essentielles.”

(Translation: Artistic/cultural organizations, especially those that are project-funded, are predominately focused on delivering artistic projects and are unaware of potential improvements to their structure. Projects such as PADO, which provide opportunities to work with experts, bring them valuable resources to support and revitalize essential thinking.)

– TK Raghunathan, Centre culturel Kabir
2023-2024 recipient

National Network Meeting



Participants at the 2025 National Network Meeting, in Ottawa, ON.

CAPACOA hosted the National Network meeting at the Lord Elgin in Ottawa, March 11 - 12, 2025.

Guest speaker David Maggs spoke at this event and successfully invigorated discussions around new ways to engage the arts community in the arts in the current changing environment. Then, we held a series of [Break-Down sessions](#), inviting all participants to mentally depart from the conference paradigm and to envision different strategies for meeting our mandate. These sessions, which were inspired by the design of the Reimagining Customer Relationships gathering that took place in Ottawa, were very much appreciated by participants. Moving forward, this group of national networks aspires to connect more frequently throughout the year, to further share challenges, and solutions, to develop new and evolving dialogues throughout the year, to better support one another and our individual networks.

Participants:

1. Kennedy Jenson, Arts Touring Alliance of Alberta
2. Laurie Gillis, Atlantic Presenters Association
3. Susie Burpee, Balancing Act
4. Nina Buddhdev, Bandish Network
5. Sheryl McGraw, BC Live
6. Ann-Marie Williams, CanDance Network
7. Jane Gabriels, Dance West Network
8. Erin Sparks, Debut Atlantic
9. David Maggs, Guest Speaker
10. Cynthia Lickers-Sage, Indigenous Performing Arts Alliance
11. Terri-Lynn Brennan, LodgePole Arts Alliance
12. Rose-Anne Harder, Manitoba Arts Network
13. Aaron Marquise, Marché international de cirque contemporain (MICC) //TOHU
14. Bó Bárdos, MT Space
15. Pam Patel, MT Space

16. Michele Emslie, N3 Network
17. Joanne Churchill, Ontario Presents
18. Katherine Carleton, Orchestras Canada
19. Kevin Korchinski, Organization of Saskatchewan Arts Councils
20. Po Yeh, Prairie Debut
21. Mylène Viens, Réseau des arts de la parole et des arts et initiatives littéraires (RAPAIL)
22. Maëva Leblanc, Réseau Ontario: Réseau de diffuseurs Franco-ontariens
23. Rachel Marks, Supporting Performing Arts in Rural and Remote Communities (SPARC)
24. Jessica Blain-Descormiers, World Routes Network

Professional Development Webinars

CAPACOA hosted 11 webinars and other online gatherings. With the exception of the advocacy town hall, all other events were held as part of another project or program.

Date	Event name	Type of event	Program/project	Total participants
2024-08-28	All Access Town Hall	Town hall	All Access Town Halls	13
2024-06-19	Digital Discoverability Tips for Opera Companies	Webinar	Data literacy	18
2024-10-16	Visitor Visa Guidelines and Assistance Service Information Session	Webinar	Visitor Visa	22
2024-10-15	Visitor Visa Guidelines and Assistance Service Information Session - FR	Webinar	Visitor Visa	5
2024-10-23	Artsdata Lunch and Learn	Workshop	Data literacy	10
2024-12-03	Wikidata in Dance Enrichment Workshop	Workshop	Wikidata/Wikimedia	24
2024-12-03	Artsdata Lunch and Learn	Workshop	Data literacy	10
2025-01-28	Re-imagining Customer Relationships: Reflections & Project Launch	Webinar	Reimagining Customer Relationships	112
2025-02-05	Artsdata Lunch and Learn	Workshop	Data literacy	17
2025-02-05	Re-imagining Customer Relationships: Supporting Initiators Field Study Launch	Webinar	Reimagining Customer Relationships	39
2025-02-27	Artsdata Lunch and Learn	Workshop	Data literacy	10

Projects

Indigenous Directory Development

- This collaborative project is coordinated in partnership with Ontario Presents and Talking Stick Festival. CAPACOA was funded by the Canada Council for the Arts to support the project.
- By creating a directory of Indigenous presenters, the project aims to strengthen and build the touring network of Indigenous arts. The directory will also identify non-Indigenous presenters with a historic commitment to presenting and programming Indigenous arts, and Indigenous presenters in communities across northern Turtle Island. The intent is to foster collaborations, expand knowledge of established and existing programming, and build meaningful relations and connections for touring Indigenous artists within institutions and neighboring Indigenous communities.
- The project began in 2024 and was still underway at the end of the fiscal year.

Indigenous Touring Network Development


- The ongoing project, referred to as the Indigenous Touring Network study, is a collaborative initiative between CAPACOA and Full Circle: First Nations Performance, supported by the Canada Council for the Arts. Its primary goal is to enhance the touring experience for Indigenous artists by fostering deeper, more meaningful, and culturally sensitive relationships within the performing arts community.
- The project began with the idea of creating a directory of Indigenous and non-Indigenous presenters and artists across Canada. However, the team quickly recognized that a simple directory would be insufficient, as previous attempts faced issues with maintenance and becoming outdated. The focus has shifted from merely listing contacts to cultivating relationships and building an Indigenous-led network grounded in Indigenous protocols and ways of working. Touring is reframed not as the movement of "products," but as the movement of people, culture, and stories. Ultimately, the vision is to connect with existing networks in Australia and Aotearoa (New Zealand) to form a Tri-Nations Indigenous touring network, potentially expanding to other Indigenous nations globally.
- The project is designed to be responsive and organic, constantly adapting based on conversations with various stakeholders.
- This incredible work is being led by Denise Bolduc and Nathan Mudge.

Indigenous Body of Work

- The Indigenous Body of Work is an endeavour that arose from [The First Cycle: Indigenous Theatre](#), 10 years ago. IPAA undertook to build and maintain a list of Indigenous performance works to represent a "canon" of Indigenous works.
- At present, inclusion in the Indigenous Body of Work is submission-based and it is a simple text-based list sorted by author. CAPACOA has consulted with IPAA on rekindling this project with the help of CAPACOA's new Indigenous Librarian, in conjunction with the Artsdata project.
- The Indigenous Librarian has begun expanding the original IPAA list in preparation for minting these works in Wikidata. CAPACOA's Indigenous Librarian was given access to the Indigenous Performing Arts Alliance's website to retrieve submission information and add works on the backend.
- The Indigenous Librarian is close to completing the first batch of submissions to IPAA. This upload will add 70 new performance works to the Indigenous Body of Work, representing an increase of 16% in number of works.

Indigenous Performance Calendar of Events featuring Indigenous Artists

- This project has been developed as a part of Artsdata's work with the Indigenous Performing Arts Alliance to improve the visibility and discoverability of Indigenous artists online. It was notably meant to complement the Indigenous Body of Work, and to contribute to the Indigenous Directory project.
- This calendar takes a new and unique approach: it is populated by linking data from multiple open data sources. Queries are run across Wikidata and Artsdata to retrieve any event where the performer is self-identified as an Indigenous artist, group or company. Then, query results are automatically assembled into a single feed and loaded into the calendar.
- In honour of the National Day for Truth and Reconciliation, September 2024, CAPACOA released a first prototype of a calendar of events featuring performances by Indigenous artists. This initial version, populated into a Google Calendar, was published on CAPACOA's website.
- Then, CAPACOA worked in collaboration with Culture Creates, IPAA, and Jensen Group to develop a new version with an enhanced design. This version was published on IPAA's website in February 2025 and is still running today: <https://ipaa.ca/indigenous-performance-calendar/>.
- Today, the Indigenous Librarian is actively contributing to the calendar, using the Footlight CMS software, to ensure the data is complete and to preserve past events' data in Artsdata's core graph.
- This calendar fills in an important information gap in the performing arts sector by centralizing dispersed information into a single source of data about Indigenous performances. We hope that it will be of particular interest to presenting organizations in search of new Indigenous talent.



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114 EVENTS BY 26 ORGANIZERS WITH 18 PERFORMERS IN 30 LOCATIONS

MARCH 2025

MONTH LIST

< TODAY >

Sun	Mon	Tue	Wed	Thu	Fri	Sat
2 2p The Secret to Good T	3	4 7:30p The Secret to Good	5 1p The Secret to Good	6 7:30p Little Red Warrior	7 7:30p Little Red Warrior	8 2p The Secret to Good
			7:30p The Secret to Good	7:30p The Secret to Good	8p Susan Aglukark: 30th	7:30p Little Red Warrior
					8p The Secret to Good	8p The Secret to Good
9 2p Little Red Warrior and 7:30p There is Violence	10	11 7:30p Little Red Warrior 7:30p There is Violence	12 7:30p Little Red Warrior	13 7:30p Little Red Warrior 7:30p Susan Aglukark: 30th 7:30p There is Violence	14 7:30p A Sea Most Cruel 7:30p Little Red Warrior	15 2p Little Red Warrior and 2p There is Violence and 7:30p A Sea Most Cruel 7:30p Little Red Warrior 7:30p There is Violence

Screenshot from the Indigenous Performance Calendar, shortly after its launch.

Classical & Heritage Arts Initiative (CHAI), Networking Support



- Volunteer network leader Nina Buddhdev, from The BANDISH Network, has been funded to lead dialogues with current and potential members of this Heritage Arts Network Community.
 - The BANDISH network's objectives are "to influence, connect, inspire, forge collective working relations, develop new dialogue and redefine ideas for the advancement of Asian heritage artists, promoters, presenters, venues, and producers interested in genre-specific engagement.
 - The network focuses on artist needs and aims to 'connect, empower and create', to develop a fuller understanding of the Indian Classical arts movement in Canada.
 - Members are from provincial, national and international influence who all play a vital role in the impact of global heritage arts.
- In an effort to encourage a greater understanding of national and provincial offerings, while encouraging the implementation of new artist supports and presenter practices that could be adopted to assist the presenting of these artforms, CAPACOA has funded network meeting opportunities, and are in the process of initiating a project proposal to launching a regular knowledge sharing series.
- A national meeting was scheduled for Feb 18th, to further inform the project's direction.
- The project will be designed to support the development of sustainable knowledge sharing spaces and resources, along with networking opportunities.
- Recordings from past sessions, and updates about ongoing meeting opportunities with [CHAI](#) are listed online. All are welcome to participate

Re-imagining Customer Relationships Project

(aka Loyalty and Affiliation Project)



Representatives from project partner organizations – National Arts Centre (NAC), WolfBrown, Orchestras Canada, CAPACOA and the Professional Association of Canadian Theatres (PACT) celebrate a successful professional development gathering of national delegates at the National Arts Centre, in November 2024.

In Spring 2024, the National Arts Centre (NAC), Orchestras Canada (OC), the Professional Association of Canadian Theatres (PACT), and CAPACOA launched a collaborative initiative to design, test, and evaluate strategies to deepen loyalty among regular arts goers and develop affiliation among occasional arts goers. This project seeks to support the rebuilding of Canadian audience dependability post-COVID. Structured as a multi-year, national open-access research initiative, it is further supported through a university-linked postgraduate program at HEC Montréal and builds on [recent findings shared by WolfBrown](#).

Community Gathering:

- On November 13-14, 2024, an in-person community gathering was held at the NAC in Ottawa to explore how Canada's performing arts sector can strengthen its connection with the public.
- With facilitation support from WolfBrown, invited organizations took part in breakout groups, each focused on one of [five areas of experimentation](#) identified in WolfBrown's findings, to examine challenges and opportunities for advancing organizational practice.
- The event brought together 61 participants from across every province, including a significant number of representatives from rural and remote communities.
- The design of the event was highly praised, discussions were dynamic, and more than 60 pages of notes were generated providing valuable research material.



- The five areas of experimentation explored at the gathering went on to shape the project's three field studies.
- Participants expressed strong enthusiasm for the field studies, with many noting they intended to put ideas from the discussions into action, regardless of whether or not they were ultimately selected to take part (as reflected in the [testimonials](#)).



Delegates from PACT, Orchestras Canada, and CAPACOA participate in rotating group, round table discussions. National Arts Centre, November 2024.

Virtual Webinars:

- The RCR project was officially launched to the wider performing arts community on January 28, 2025, through a virtual webinar.
- During this session, breakout group facilitators from the November 2024 gathering shared overviews of the discussions related to each of the five areas of experimentation. The NAC also presented a summary of its research conducted with WolfBrown, which served as the foundation for this project.
- The webinar drew 113 participants, and feedback was overwhelmingly positive, highlighting strong enthusiasm for the initiative.
- A follow-up webinar was held on February 5, 2025, to launch the project's first field study, *Supporting Initiators*. This session attracted 42 participants.
- The research team presented the study's methodology, and we introduced the call for applications along with the timeline for the field study.

***Supporting Initiators* Field Study:**

- The call for applications closed on March 23, 2025, with 26 organizations from across Canada applying to participate.
- On March 31, 2025, a selection committee, composed of one representative from each project partner organization, selected the participants for the field study.

- Five organizations were selected: the City of Kingston (Grand OnStage presenting series at Kingston Grand Theatre), SPEC du Haut-Richelieu, Pacific Opera Victoria, Gateway Theatre, and the Saskatoon Symphony Orchestra.
- The field study is organized into two phases: the research phase and the experiment phase.
- During the research phase, the RCR research team will interview participating organizations to understand how cultural organizations identify and engage initiators (individuals who organize cultural outings for their friends).
- Initiators themselves will also take part in a second round of interviews to provide insight into their motivations and objectives as organizers of these outings.
- The data collected will be analyzed and used to develop a handbook of recommendations, which performing arts organizations can consult to enhance how they identify and engage initiators in their coordination and purchasing processes.
- Once the handbook is released, additional organizations will be recruited to test these recommendations through pilot experiments during the experiment phase.



The Reimaging Customers Relationship project was supported by the Government of Canada, Mitacs, through the Mitacs Accelerate program, the Azrieli Foundation (through Orchestras Canada), and the Metcalfe Foundation (through Orchestras Canada).

Research

- CAPACOA fully reviewed and updated the regular [Performing Arts Statistics](#) page. This page contains selected research snippets and continues to draw several visitors to the CAPACOA website.
- CAPACOA also continued to participate in the [Culture Statistics Strategy Consortium](#). CAPACOA joined the CSSC in 2020 to support the development of new statistical programs as part of the Culture Satellite Account (such as the National Culture Indicators). Being a member of the CSSC also provides access to detailed Statistics Canada tables and enables CAPACOA to build bridges between the world of statistical data and that of linked open data.
- CAPACOA sponsored a special edition of *Statistical Insights on the Arts* dedicated to the [Performing arts: Jobs, revenues, and direct economic impact in 2023](#). Thanks to the sponsorship, the full article is available for non-subscribers.

CAPACOA's intern, Victoria Del Mastro, designed infographics highlighting a few key performing arts statistics.



Artsdata Project



CAPACOA's Frédéric Julien presents an Artsdata session at Pacific Contact 2024.

2024-2025 was the second year of the Artsdata project, which superseded the Linked Digital Future Initiative. This project is managed by CAPACOA on behalf of the Artsdata Community Group, a community of users that serves as a governing body for the project. The project was funded by the Department of Canadian Heritage (Year 2 of a 3-year Canada Cultural Investment Fund contribution) and the Canada Council for the Arts (Year 1 of a 3-year Grow Grant).

Here are some highlights from the Artsdata project for the year 2024-2025:

- Artsdata beefed up its own digital presence with a new [Artsdata corporate site](#), an enhanced [knowledge graph interface](#), and significantly expanded documentation pages.
- Following recommendations in the [Enhancing and connecting performing arts systems report](#), we helped [Scènes francophones](#), [I Want to Showcase](#) and [Arts Touring Connector](#) implement open data policies and share their data with Artsdata.
- We led consultations with artists, agents and artistic companies to understand their information management needs. These consultations did not find a clear need for a dedicated app, but they nonetheless guided the development of new tools and features for Artsdata.
- We integrated 30 new data sources into the knowledge graph, including 5 membership directories and 2 ticketing platforms. These sources bring the total number of data feeds above 140 ([see all sources](#)). 15,000 events were uploaded to Artsdata during the year
- Several new features were implemented to make it easier for Artsdata staff to reconcile entities, synchronize data with Wikidata, and mint Artsdata IDs, thereby ensuring the metadata is preserved even when entities are deleted at the source.
- The Artsdata Community Group welcomed two new members, growing from 9 to 11. It also adopted a new set of governance principles and defined a dual-governance model along with the CAPACOA board of directors.
- Artsdata's community building, data literacy activities and other programs and services reached 338 unique participants (566 total participants).
- Cataloguing activities focused on Indigenous arts continued with Wikidata modelling activities and the co-creation of an Indigenous performances calendar (more details above).
- Artsdata resumed the Digital Discoverability Program (more details below).

A [full Artsdata annual report](#) can be found on the Artsdata website.

"Adding an artist profile used to require a lot of web research, copying and pasting. With Artsdata integrated into the Arts Touring Connector, adding new artists is now faster and far more accurate—what used to take several steps now takes just one click, making it easier for our network to discover artists and build stronger tours together."

– Crystal Laffoley, Block Booking Manager, Atlantic Presenters Association
[Read the user story](#)

"When asked "what's on in Whitehorse", our smartphones used to only mention the movie theatres. Now, thanks to Artsdata, the Yukon Arts Centre has increased visibility on the web and visitors are more likely to be directed to our venue. Adding on to this, the possibility of our patrons being sent to a reseller instead of our own ticketing site demands consideration. There are whole organizations out there that's entire focus is on creating websites that "get clicks", and with AI becoming so prominent, without teams such as Artsdata, I can imagine there are many organizations that could be taken advantage of without them even knowing about it. Thanks to the Artsdata team partnering with Spektrix, we can rest easy knowing our site will be more discoverable and our audience members will be sent to our site as opposed to a ticket reseller. Thank you for all that you do."

– Nick Jeffrey (Box Office Coordinator, Yukon Arts Centre)

Policy Development and Advocacy

Federal Government Advocacy

The 2024-2025 fiscal year began with a major win in the [2024 federal budget](#). Further to the #FutureOfLIVE advocacy campaign, the budget extended and increased supplemental funding for the CAPF! The program received supplemental funds of \$31 million over two years, compared to \$16 million over two years in the previous extension. The [#FutureOfLIVE budget response](#) was published within 90 minutes of the tabling of the budget.



Through the summer and fall, CAPACOA collaborated with the Canadian Arts Coalition to promote the [I Vote Arts](#) campaign during the federal election. CAPACOA supplemented the campaign with its own infographic and by monitoring and reporting on each party's platform.

Visitor Visa Guidelines & Assistance Service

Visitor Visa Guidelines

- *Context: Previously, CAPACOA met with representatives of Immigration Refugees and Citizenship Canada (IRCC) to discuss our [solution pathways to streamline visa processing for visiting artists](#). One of the biggest points of contention was the eligibility criteria that international events must have a minimum of 10 delegates from visa-required countries to be registered with the Special Events Unit. This challenge was overcome. It was agreed that CAPACOA would provide an alternative window for accessing Special Events services, when events do not meet this eligibility criteria.*
- CAPACOA and the IRCC then collaborated to develop visitor visa [guidelines](#) and an assistance service for Canadian presenters and foreign artists, which officially launched August 26, 2024. ([read the announcement here](#)).
- Subsequent information sessions were held on October 15 and 16, with more than half of attendees representing non-member organizations.
- CAPACOA was publicly commended by a representative of the Canada Council for the Arts, during a separate information session, for taking action about this policy issue. The announcement of the program was also met with enthusiasm across the national performing arts community.
- Since its launch, both members and non-members have shared positive feedback on the clarity and structure of the guidelines, noting that it is particularly helpful when navigating the visa application process.
- Those who meet all the eligibility criteria have advised that this assistance service has also provided highly successful results.

Copyright and Neighbouring Rights

- In May 2024, it was brought to CAPACOA's attention that Entandem was denying CAPACOA members the right to report dance recitals and competitions under Re:Sound 5.K/A, a tariff that was designed for this purpose. Instead Entandem has been charging Re:Sound 5.B (Receptions), the most expensive of all Re:Sound tariffs. CAPACOA sought and obtained quick reparation from Entandem. By the end of the summer, all members who had been charged the wrong tariff had been credited the difference in their Entandem account.

Advocacy Committee

CAPACOA would like to express our deepest gratitude to members of the advocacy committee. These wonderful members and allies met 8 times in 2024-2025 to provide guidance and on-the-ground intelligence to the CAPACOA team:

- Erin Benjamin
- Jacinthe Comeau
- Gisèle Côté
- Julie Haddow (new member)
- Kennedy Jenson
- Bill Kimball (resigned during the year)
- Nicole McLuckie (new member)
- Anele Mhlahlo (new member)
- Julie-Anne Richard
- Nicole Rochefort
- Martin Roy
- Ann-Marie Williams
- Tim Yerxa

Communications

All Access / Libre Accès (Newsletter)

- 12 issues were sent between April 2024 - March 2025
- 7 additional *Special Bulletins* were sent between April 2024 - March 2025
- 2,616 subscribers as of March 2025, an **increase** from 2,591 from March 2024
- Average readership (open rates) was 45.7%, an **increase** from 44.9% 2023-24 and from 35.6% 2022-23
- Average click rate was 7.4%, an **increase** from 5.8% in 2023-24

Website

In 2024–25, there were 72,100 page views, a 9.9% decrease from the 80,039 views recorded in 2023–24. While this represents a modest decline, the overall volume of traffic and engagement remains significant.

We published 23 news articles in 2024-25 (compared to 26 in 2023-24). These included:

- Calls for nominations/expressions of interest
- Advocacy-related organizational statements
- Artsdata reports and updates
- Announcement of new programs, tools, and professional development opportunities
- Snapshot Sessions 2.0 news items

More specifically, our news articles titled *Call for Expressions of Interest: Canada/Arctic Online Cohort Program & 2025 Arctic Arts Festival* and *Call for Applications – Snapshot Sessions 2.0: Projects Ready for Touring* were the most viewed with 165 and 113 clicks respectively.

Overall, our most visited pages were the job board (2,909 clicks), member directory (2,289 clicks), performing arts statistics page (1,332 clicks), and visitor visa guidelines page (1,067 clicks).

Social Media

As of September 2025 (at the publication of this report), we have:

- 2,700 Facebook page followers
- 1,944 Instagram followers

Facebook

- 111 Facebook posts (35.1% decrease from 2023-24)
- 10,366 overall reach (12.4% decrease from 2023-24)
- 3,071 visits (21.1% increase from 2023-24)
- 586 content interactions (14.2% increase from 2023-24)

Instagram

- 100 Instagram posts (7.4% decrease from 2023-24)
- 133 Instagram stories (31.1% decrease from 2023-24)

- 8,116 overall reach (231.3% increase from 2023-24)
- 1,644 visits (15.8% increase from 2023-24)
- 320 content interactions (100% increase from 2023-24)

Overall participation indicators

CAPACOA's team members diligently compiled standardized participation statistics for each event and program led by CAPACOA or with which CAPACOA collaborated. Here are the key indicators pulled from these disaggregated participation statistics.

Unique participants at core CAPACOA events and programs	292
Total participants at core CAPACOA events and programs	403
Unique participants across all core CAPACOA or Artsdata events and programs	411
Total participants across all core CAPACOA or Artsdata events and programs	608
Total participants across all events and programs (including CAPACOA-led activities at 3rd-party events and collaborative events)	894

Interpretation:

- The count of unique participants – 292 – is an expression of the breadth of CAPACOA's engagement (everyone is counted once, no matter how often they participated).
- The count of total participants – 403 – is an expression of the depth of CAPACOA's engagement (how regularly people engage with our events and programs, including repeat attendance from the same persons).
- The last indicator – 894 – is an expression of CAPACOA's total reach across CAPACOA-led events and programs, Artsdata events and programs, jointly-led events and programs, and sessions presented by CAPACOA at events produced by others. This includes, as examples, digital literacy sessions delivered by CAPACOA at the Arts Reach conference and at Contact East.
- CAPACOA staff members are excluded from these counts (even though they are occasionally active participants or learners in some activities led by peer staff members).

Insight:

Even though 2024-2025 wasn't a conference year, the count of total participants across core CAPACOA or Artsdata events and programs – 608 – is not too far off from the previous year – 779. This 22% difference is an indication that, during off-conference years, CAPACOA manages to deliver in place of the annual conference an array of online events and special projects that engage a large cross-section of the live performance sector.

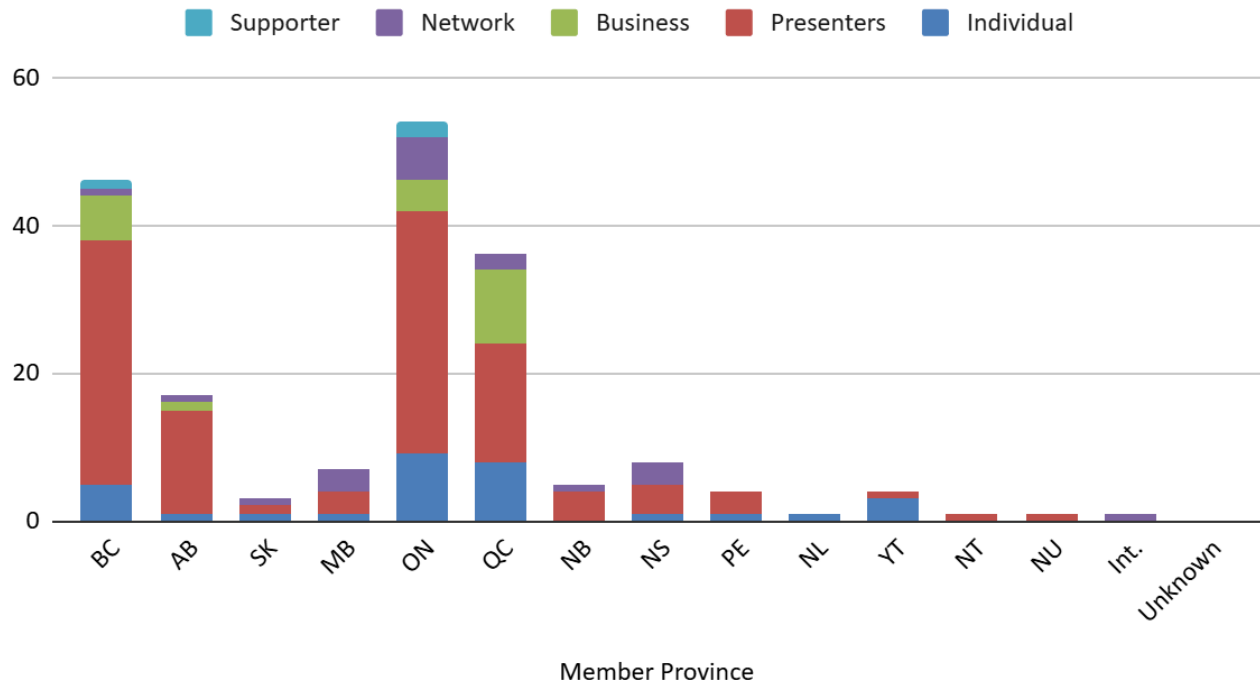
2 – Operations

Membership

During the 2024-25 year, membership grew back from 183 members to 188 members (which is almost the same as the association's highest membership count, 189, during the peak of the pandemic). The highest growths were experienced among presenter members and individual members. Economic circumstances remain difficult for all members, notably among agents and managers. Some could no longer afford to renew under their usual business member level and have opted for an individual membership instead.

Member Province/Territory	Individual	Presenters	Business	Network	Supporter	Total
BC	5	33	6	1	1	46
AB	1	14	1	1	0	17
SK	1	1	0	1	0	3
MB	1	3	0	3	0	7
ON	9	33	4	6	2	54
QC	8	16	10	2	0	36
NB	0	4	0	1	0	5
NS	1	4	0	3	0	8
PE	1	3	0	0	0	4
NL	1	0	0	0	0	1
YT	3	1	0	0	0	4
NT	0	1	0	0	0	1
NU	0	1	0	0	0	1
Int.	0	0	0	1	0	1
2024-2025 Totals	31	114	21	19	3	188
2023-2024 Totals	26	105	26	20	6	183

Membership Type by Province



LIVE Performing Arts Directory

Membership renewals were once again managed through the online [membership form](#) and in conjunction with the [open data strategy](#).

Even though the use of the membership form provides members many benefits associated with the open data strategy – not the least of which is the display of their information in CAPACOA's LIVE Performing Arts Directory – some members still prefer to renew using traditional methods: they await to be emailed an invoice, which they can pay with one of our easy payment options.

Throughout the year, we continued to upload member information in Wikidata, as an online digital discoverability membership benefit. We manually created Wikidata items describing our members' venues, while also creating profiles for member organizations and artists.

Theatre SKAM joined CAPACOA in January 2025. As an immediate benefit of their membership, the CAPACOA team created Wikidata items describing their venue, [as can be seen in their profile](#).

Member Profile

Home

Theatre SKAM

Victoria, BC, CA

Artsdata ID: K2-5878

Wikidata ID: Q131748424

Member Type:

Artistic Focus:

THEATRE/SPOKEN WORD

YOUNG AUDIENCE/FAMILY

OTHER PERFORMING ARTS

Venues

PERFORMING ARTS BUILDING

SKAM Satellite Studio

849 Fort Street, Victoria, BC V8W 1H6

Wikidata ID: Q131749443

PERFORMING ARTS BUILDING

SKAM Studio 846

846 Broughton St, Victoria, BC V8W 1E4

Wikidata ID: Q131749480

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Human Resources

- Sue Urquhart, Executive Director
- Frédéric Julien, Director of Research and Development
- Chandel Gambles, Memberships and Programs Manager
- Dessa Hayes, Digital Transformation Agent / Agente en transformation numérique
- Dorian Jensen, Indigenous Librarian (ended June 2024)
- Gary Mandin, Indigenous Librarian (began July 2024)

Summer Experiences Ontario - Ontario Government - (May - June 2024)

- Victoria Del Mastro

Canada Summer Jobs - Young Canada Works - (July - Sept 2024)

- Victoria Del Mastro
- Morgan Pannunzio

CHRC - Young Canada Works - Recent graduate intern (April 2024 - March 2025)

- Julia Felgner

CAPACOA continues to subcontract several areas of operations including Maggie Clarkin as the Controller, Judy Harquail as the International Market Access Director, Pamela Feghali as Communications Associate. Additional contractors are hired as various research consultants, IT support, translation, and graphic design supporters.

Partnerships

CAPACOA is able to most effectively reach its goals through meaningful partnerships and collaborations. In fact, nearly all our programs and services are delivered in partnership with other organizations. The following are examples of associations and organizations with whom CAPACOA partnered in 2023-2024:

Arts Touring Alliance of Alberta
Association for Opera in Canada
Association RIDEAU
Atlantic Presenters Association
Bandish Network
BC Live
Canadian Dance Assembly
CINARS
Culture pour tous
Full Circle: First Nations Performance
Indigenous Performing Arts Alliance

Manitoba Arts Network
National Arts Centre
Ontario Presents / Arts Touring Connector
Orchestras Canada
OSAC / I Want To Showcase
PACT
RADARTS/scenesfrancophones.ca
Tourism, Culture and Heritage, Gov. of NB /
ArtsCultureNB

Appendix A – Board Chair Report

Dear CAPACOA Members,

This time last year I was sharing with you some of the highlights of the immense work being successfully carried out by our staff and board members. They included the breadth of Professional Development opportunities made available to our membership, the progress of the Linked Digital Future initiative, the efforts of the Membership, International Market Development Initiative, Finance, and newly reconstituted HR committees, and the delivery of a new Strategic Plan by the Board of Directors.

Fast forward (and it was fast!) to today and I'm pleased to say that work has stood the test of a challenging year with another global disruption in the form of the paradigm-shifting elections and politics in the United States and around the world. 2025 will be remembered as the flashpoint of unprecedented geopolitical, economic, and moral uncertainty. Little did we know how timely and critical that work would be in helping us all to navigate through the uncharted, to make sense of the unfathomable, to offer support to each other in our sector.

The Strategic Plan in particular provided the opportunity to recommit to our purpose, to focus our efforts, and to plan strategically. As you'll hear in the Committee Chairs' and Executive Director's Reports, this has resulted in more engagement with our membership, increased support from our funders to foster strategic international collaboration and exchange, increased financial rigour with positive results, tireless advocacy, and steps to building up our staffing resources.

Of particular note are projects such as Indigenous Body of Work that staff have undertaken in partnership with the Indigenous Performing Arts Alliance (IPAA), the collaboration between CAPACOA, Ontario Presents and Talking Stick Festival for the development of an Indigenous Directory, and the Classical Heritage Arts Initiative (CHAI) working with The Bandish Network.

Frédéric Julien has personified the adage that "if you build it they will come". He and his team continue to champion the Artsdata program, launching the new Loyalty and Affiliation Project, introducing digital discoverability to our organizations, never mind our vocabulary.

On the international front we've never been stronger with delegations having just returned from Norway and Scotland, and cohorts about to set out for Colombia, Korea, and Taiwan. Judy Harquail is without a doubt the driving force behind the growth and recognition of the International Market Development Initiative. And the International Market Development Committee is a who's who of the strength and brilliance of our industry.

I also want to recognize the work of this year's outstanding Conference Committee as they prepare for this year's conference, The Age of Relevance, December 1-5, 2025 in Ottawa. I hope we'll see you all there!

And of course, we could not do any of this remarkable work without the strong support and ongoing commitment of our provincial and federal funders: Canadian Heritage, Canada Council, Global Affairs, Ontario Arts Council, FACTOR, Socan. They make it possible for CAPACOA to position itself as a national and international force for collaboration, as a trusted partner committed to the work of networking, presenting and touring, and as an organization that values its members and the communities they serve.

As I step down as Chair of the Board of Directors (but remain a member), I am confident CAPACOA will maintain its leadership role and continue to have a profound impact on our industry. I would like to express my deepest gratitude to the membership, to the Executive Director Sue Urquhart and the staff of CAPACOA, and to the other board members for the privilege of working alongside you all.

Respectfully submitted,



Chair, Board of Directors

Appendix B – Conference Committee Report

Committee Members:

Co-Chairs: Michele Emslie and Angela Campbell

Members: Laurie Gillis, Kennedy Jensen, Natalie Lue, Gillian Reid, Valerie Cusson, Judy Harquail

Staff: Sue Urquhart, Executive Director, Erin Kennedy, Conference Coordinator, Chandel Gambles, Membership and Programs Manager

Note: Erin Kennedy was originally on the committee as a CAPACOA Board Member; however, in early 2025 she stepped off the Board. In February 2025, she was hired by CAPACOA as the Conference Coordinator. We are thrilled that Erin remains part of the CAPCOA team and is lending her considerable expertise, skills and passion to the Conference and the Organization.

The Committee began meeting in the Fall of 2024. The first order of business was to establish deliverables and a planning timeline for the 2025 Conference.

2025 CAPACOA Conference Committee Deliverables:

- The conference will be held biannually in Ottawa, with a presence at CINARS in Montreal during off years.
- A fair and transparent hiring process for the conference coordinator will be led by the Executive Director with support from the committee.
- A strategic, sustainable preliminary budget aligned with CAPACOA's mission will be presented by September 20, 2024.
- The conference schedule, reflecting diversity and inclusion, will be drafted by January 30, 2025, and approved by the committee.
- The International Development Market Committee will be integrated into the conference as a CAPACOA initiative to enhance diversity and networking opportunities.
- The Executive Director will represent CAPACOA at the conference, being accessible and involved in key activities.
- The committee will actively engage attendees in planning through feedback to improve future conferences.
- Clear roles and responsibilities for CAPACOA staff related to conference work will be established to ensure workload balance and staff well-being.

The deliverables emphasize inclusivity, strategic planning, transparency, and the well-being of both staff and members.

Once the deliverables were defined, the committee began meeting monthly to plan the conference. Their focus was on creating an event that would showcase outstanding national talent from Canada alongside top-tier artistry from our partner nations. Given the current geopolitical climate, the committee and staff aimed to address the larger challenges facing Canada's cultural sector, while also broadening the scope to include pertinent issues affecting our closest ally nations. At a time when trade is paramount, the committee considered the challenges and opportunities confronting Presenters, Agents, Artists, and Cultural Organizations. These guiding principles

shaped every decision made by the committee and staff. We are confident that the conference will provide members and guests with a valuable platform for networking, candid discussions, meaningful connections, and a showcase of exceptional artistry for booking consideration.

The Committee's Role is to establish the direction and goals of the conference. Once the high-level decisions are established, the staff are then able to coordinate and execute each task. Sue and her team have done an incredible job working in collaboration with the committee and bringing the vision to life.

Summary of Activity from September 2024 - August 2025

- Dates: Dec 1-5, 2025
- Location: Ottawa, ON
- Host Venue: National Arts Centre
- Host Hotel: The Alt Downtown
- Theme: RELEVANCE
- "I Wanna Showcase" Applications: Dec 1, 2025 – Jan 30, 2025
 - Deadline was extended to Feb 15, 2025
 - Total of Showcase Applications: 230
 - Total number of Showcases: 20
 - Total number of Pitch Applications: 35
 - Total number of Pitches: 24
- International Market Development Committee: Application for funding through CAN EXPORT was submitted, and the grant was successful.
 - IMDC has extended invitations to International Partners to attend
 - IMDC lead and developed International Focused PD sessions in conjunction with the PD Committee
- A new Conference Logo was designed and approved
- Key Note Speaker is confirmed: Carol Off
- Artist Voice Speaker is confirmed: Crazy Smooth
- Schedule Finalized August 2025
- The Professional Development Committee established a schedule and topics. It is currently in the final stages of securing moderators and panellists.
- Registration Open: Thursday, September 4, 2025

Respectfully Submitted by,
Michele Emslie and Angela Campbell
Co-Chairs, 2025 Conference Committee

Appendix C – Finance and Organizational Resilience Committee & Treasurer's Report

Committee Members:

Treasurer/Chair: Glenn Brown

Members: Natalie Lue, Umair Jaffar, Kevin Korchinski, Laurie Gillis

Staff: Sue Urquhart

CAPACOA ended the 2024/2025 fiscal year with a small surplus. This is thanks to the hard work of the entire staff team to find ways of fulfilling our mission while working within the limited resources of an arts service organization.

I want to thank the members of the FORC (as our board chair Natalie likes to call it) for their continued contributions to providing oversight and asking insightful questions to ensure our financial processes are being followed. This can be challenging as so much of the work of the organization is dependent on precarious funding sources and significant adjustments are being done to CAPACOA's programs throughout the year to work within funding timelines and shifts.

On the organizational resilience side of our committee's mandate we have identified the challenges of our current operating reality with the current balance of project based staff and long-term organizational positions. We look forward to continuing to contribute to making our staffing model as effective as possible as we begin to coordinate with our Human Resources Committee and including better ways of ensuring the work we do has the appropriate level of staff time, expertise, and support to be sustainable.

Glenn Brown,
Chair, Finance and Organization Resilience Committee

Appendix D – International Market Development Committee Report

Committee Members:

Chair: Gillian Reid;

Members: Jim Smith, Keith Barker, Clothilde Cardinal, Margaret Grenier, Ravi Jain, Sherrie Johnson, Raeesa Lalani, Cathy Levy, Heather Redfern, Kathi Sundstrom, Pam Patel, Vivian Paradis, Franco Boni, Chris Lorway, Charlie Wu, and Annick-Patricia Carriere.

Ex officio: Sue Urquhart and Natalie Lu

The past fiscal year has been another active one for CAPACOA's International Market Development Committee (IMDC).

Highlights include:

- Participation in the Canada Council supported delegation to MASA in Abidjan, Ivory Coast;
- Coordination of a Canada Council supported delegation to PAMS in Seoul, South Korea and HK PAX in Hong Kong;
- Coordination of a year-long Presenter/Artist cohort program with colleagues from South Korea
- CAPACOA assisted in the coordination of a booth for Canadian artists and agents during the 2025 APAP market in New York .
- Delegations to Circulart (Medellin, Colombia) GREC Festival (Barcelona, Spain) followed by delegate meetings in Madrid; Edinburgh Fringe Festival (Scotland, UK); Tanzmesse NRW (Dusseldorf, Germany), YPAM (Yokohama, Japan)

The delegation activity saw 20 presenters and 14 artists visit five countries over the course of the different cultural delegations. You will find more details about each project in the Annual Report.

The IMDC's International Engagement Strategy 2021-24 expired during this fiscal year, and efforts began in August of 2023 to develop the new strategy document, including research consolidation, data gathering at the provincial and federal levels, input from CAPACOA membership and other stakeholders. The new International Engagement Strategy covering 2025 – 2029 was completed in the summer of 2024 and can be found [here](#).

In July members of the IMDC committee contributed to a written Submission for the Pre-Budget Consultations in Advance of the Fall 2025 Federal Budget. The summary recommendation of the report was that the Government of Canada provide stable funding for export assistance and growth to the Creative Industries by making permanent the Creative Export Strategy under the Department of Canadian Heritage and maintaining its current investment of 19 million dollars.

Thank you to CAPACOA staff for their contributions in putting the report forward. We would like to take this opportunity to recognize and thank all the 2024-2025 members of CAPACOA's International Marketing Development Committee for their time and dedication: Jim Smith, Keith Barker, Clothilde Cardinal, Margaret Grenier, Ravi Jain, Sherrie Johnson, Raeesa Lalani, Cathy Levy, Heather Redfern, Kathi Sundstrom, Pam Patel, Vivian Paradis, Franco Boni, Chris Lorway and Charlie Wu. We thank Annick-Patricia Carriere for her valuable contributions before she stepped down in January.

We also thank consultant Judy Harquail, who is responsible for relationship development, funder advocacy, identification of market access opportunities and coordination of the cultural delegations. This work is supported by Marlene Stirrett-Matson through research, report and grant writing. Ex officio members include CAPACOA Board Chair Natalie Lue and Executive Director Sue Urquhart.

We would also like to acknowledge Global Affairs Canada through their CanExport Associations Program as well as the Department of Canadian Heritage and the Canada Council for the Arts for supporting CAPACOA's International Market Development activity.

Respectfully Submitted,

Gillian Reid
Chair, International Market Development Committee

Appendix E – Membership Committee Report

Interim Chair: Natalie Lue

Committee Members: Jayson Duggan, David Warburton, Andrea Vincent

Staff: Sue Urquhart, Chandel Gambles.

I am reporting to the membership as the Interim Chair of the Membership Committee, stepping in for Angela Campbell as she took on the Co-Chair of the Conference Committee role this year.

Before moving to the Conference Committee, Angela and staff member, Chandel Gambles, continued to develop and present the Arts Pulse sessions, gathering important feedback and offering a forum for members to raise sector-specific issues.

Chandel has been immersed in the thankless but necessary job of overhauling and updating your membership files. So, I'd like to take this opportunity to thank her! We are 188 members strong and we look forward to continuing to grow both our membership community and the national connections and collaborations it fosters.

This year, new committee members David Warburton and Jayson Duggan, joined the committee and brought great perspectives on the benefits of membership and how we can enhance them.

I encourage CAPACOA members to consider joining the membership committee, or another committee, to make the most of your membership. And view committee work as a step towards potentially becoming a board member.

On behalf of the membership committee (Angela Campbell, Andrea Vincent, David Warburton, Jayson Duggan, Chandel Gambles), I look forward to sharing updates and continuing the conversation at the CAPACOA conference in Ottawa in December.

Respectfully submitted,

Natalie Lue

Interim Chair of the Membership Committee, CAPACOA

Appendix F – Human Resources Committee Report

Chair: Pam Patel

Members: Natalie Lue, Gillian Reid, Glenn Brown

Staff: Sue Urquhart

This past year involved striking an HR Committee following the renewal of CAPACOA's Strategic Plan, which outlined as one of its goals growing the organization's capacity and resilience. Undeniably, the staff and team at CAPACOA is central to its infrastructure and fundamental in ensuring its sustainability. With this, the opportunity was taken to turn a lens inward and work on improving the care and support that CAPACOA can and does offer to staff and leadership.

Part of the HR Committee's vision is to assess what CAPACOA is doing well regarding care and well-being, and what we can do better. We embarked on some information gathering and utilized assessment tools over the past year that resulted in connecting with an external HR Consultant who continues to work with us towards the objectives and goals outlined in our strategic plan, and towards a vision where care and well-being are infused in the ways of working at CAPACOA, as well as ensuring the organization remains at or above industry standards when it comes to support for employees, contract workers, and of course, leadership staff.

While we continue this process, it became evident early on that CAPACOA has fostered a work environment that is psychologically safe and accessible, with various supports already in place for those who require flexibility and accommodation – all things for the organization to maintain and celebrate.

The HR Committee would like to acknowledge and thank HR Consultant, Amy Balatoni and Amita HR, who has been a tremendous help so far with providing insight and guidance. We look forward to continuing to work with Amy and her company over the next year.

Respectfully Submitted by:

Pam Patel

Chair of the Human Resources Committee, CAPACOA

Appendix G – Nominations Committee Report

The Executive Committee (Natalie Lue, Gillian Reid, Glenn Brown, Pam Patel) serves as the Nominations Committee for the Board of Directors.

With the trials and tribulations of “the COVID years” in the rear-view mirror, and a community filled with cautious optimism, 2024-2025 unfortunately brought a new and different destabilization into our lives. I truly commend the CAPACOA staff, membership, and an incredible Board of Directors, for remaining connected, supportive, and committed to working together to weather whatever challenges lay ahead of us.

As the Nomination Committee of a volunteer Board of Directors, we understand that the demands of our work and in our personal lives can leave very little time to undertake volunteer commitments and to contribute the way we would like to. For this reason, we would like to thank the current board members listed below for agreeing to continue to work on behalf of CAPACOA and the sector on what has become a truly cohesive and impactful team:

- Gillian Reid, Vice Chair (in the last year of third and last term)
- Glenn Brown, Treasurer
- Angela Campbell
- Kennedy Jenson

along with our other current board members who are standing for re-election to the Board of Directors in 2025:

- Pam Patel, Secretary (first year of third term)
- Andrea Vincent (first year of third term)
- Charlie Wu (first year of second term)
- Michele Emslie (first year of second term)

The nomination committee is equally excited to put forward the following CAPACOA members who are standing for election to the Board of Director in 2025:

- David Warburton, Artistic Executive Director, Port Theatre, Nanaimo, BC
- Jayson Duggan, Performing Arts manager, Arts & Culture Services, City of Kingston, ON
- Viviane Paradis, Director of Programming, Le Diamant, Quebec City, QC
- Lesandra Dodson, Programs Manager, Fredericton Playhouse, Fredericton, NB

I would like to extend a heartfelt thank you to Umair Jaffar who has completed his full six-year term on the Board of Directors and is stepping down. It was a windfall to find out that Umair had worked in the financial sector before moving into the arts and becoming the Executive Director, Small World Music Centre, Toronto, Ontario. Umair has contributed immensely to the Finance and Organizational Resilience Committee (FORC) of the Board of Directors.

As I too have now completed my full six-year term on the Board of CAPACOA, the nomination committee also had the task of putting forward a candidate to stand for election as Chair of the Board of Directors. We are pleased to put forward Glenn Brown, Theatre Manager, Sanderson Centre, Brantford, Ontario. Glenn stepped onto the board in 2024 to fill a vacancy and assumed the position of Treasurer on the Executive Committee. Glenn has not only contributed his financial expertise and business acumen, but the Board of Directors has also benefited from his previous board experience including his former leadership as Chair of Ontario Presents.

Respectfully submitted by:
Natalie Lue
Chair, CAPACOA Nomination Committee



The nomination for election as Chair of the Board of Directors is:

Glenn Brown, CAPACOA Treasurer 2024-2025



Glenn has been manager of the Sanderson Centre since 2006. His responsibilities include presenting a multi-disciplinary series for the historic century old vaudeville theatre as well as balancing an active rental demand of the theatre by amateur community users and professional promoters. Glenn is responsible for operating and capital budgets for the venue in addition to collective bargaining.

Prior to becoming manager Glenn was the Technical Director of the Sanderson Centre with more than 15 years of experience in production. Glenn has served on the Board of Ontario Presents including as Treasurer (2017-2020, 2023) and President (2020-2023). Glenn joined CAPACOA's board as Treasurer in 2023-2024.

The nomination for election to the Board of Directors is:

Lesandra Dodson, Programs Manager, Fredericton Playhouse, Fredericton, NB



Lesandra Dodson is the Programs Manager at the Playhouse, a multi-disciplinary performance venue in the east coast of Canada - Fredericton, New Brunswick. She oversees six different education, residency, and outreach programs including the flagship multi-disciplinary Spotlight presenting series, curating international & national artists each season.

A former professional dancer from Vancouver, Lesandra is an independent contemporary choreographer/director with over 25 years of experience in arts administration - before the Playhouse she was Executive Director of the Charlotte Street Arts Centre, an educator in the Fine Arts Department at Saint Thomas University, and co-artistic director of the coop. Throughout her cross-country career she has been committed to creating key initiatives and opportunities that support, and mentor emerging artists.

Jayson Duggan, Performing Arts manager, Arts & Culture Services, City of Kingston, ON



Jayson Duggan is currently the Performing Arts Manager for the City of Kingston's Arts and Culture Services Department, where his primary responsibility over the last ten years has been the curation and delivery of the Grand OnStage multi-disciplinary performing arts series at the Kingston Grand Theatre.

Jayson's presenting career has spanned over 30 years encompassing various arts programming roles at Queen's University, McMaster University and Hamilton Place Theatre. Jayson has been a member of Canadian Presenter delegations attending the Edinburgh Fringe Festival, Performing Arts Network New Zealand, British Dance Edition in Cardiff, Wales and the Yirramboi Festival, Australia's First Nation's Arts Festival. Jayson served on the Ontario Presents board of directors in a variety of capacities including President and was the recipient of the 2016 Ontario Presenter of the Year award.

Viviane Paradis, Director of Programming, Le Diamant, Quebec City, QC



For over twenty years, Viviane Paradis worked in the arts fields as cultural manager, artistic director, programmer or writer for various organizations in Quebec City (Canada). From 2011 to 2015, she was artistic director of the Mois Multi, an international festival dedicated to digital and interdisciplinary arts. Since 2015, she is production manager for Ex Machina, the company of stage director Robert Lepage. In 2019, she joined the team of Theatre Le Diamant, a new venue in Quebec City founded by Robert Lepage where she is in charge of programming since 2021.

Le Diamant is dedicated to performing arts – mainly theatre and circus – with a six hundred seats venue, and presents local, national and international works.

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Depuis plus de vingt ans, Viviane Paradis a œuvré au sein de plusieurs organisations culturelles du domaine des arts visuels et des arts vivants à Québec, en tant que gestionnaire culturelle, directrice artistique, commissaire et autrice. De 2011 à 2015, elle a été directrice artistique du festival international d'arts multidisciplinaires et numériques le Mois Multi. Depuis 2015, elle est directrice de production des opéras pour Ex Machina, la compagnie du metteur en scène Robert Lepage. En 2019, elle rejoint l'équipe du théâtre Le Diamant, un nouveau lieu à Québec fondé par Robert Lepage où, depuis 2021, elle est en charge de la programmation. Le Diamant est dédié aux arts de la scène - principalement le théâtre et le cirque -, avec une salle de six cents places qui accueille des œuvres de la scène locale, nationale et internationale.

<https://www.lediamant.ca/>

David Warburton, Artistic Executive Director, Port Theatre, Nanaimo, BC



David Warburton (김모세) is the Artistic Executive Director of the Port Theatre, and the President of the Canadian Dance Assembly, a national arts service organization that provides a strong voice for Canadian dance and the development of resources for the dance sector.

He is the former Company Managing Director of the Royal Winnipeg Ballet (RWB) joining the organisation in 2013 first as Company Manager and before stepping into the role as the Director of Touring and Business Development and then Managing Director. He served an integral role in reshaping and rebuilding the ballet company.

Warburton co-created the national award-winning play SANGJA, that premiered in Seoul and toured multiple times throughout Korea and Canada. He has been invited to guest speak about his work in advocacy in Vancouver, Toronto, Montreal, and Seoul. He was selected as one of nine emerging leaders for Dance/USA's Institute for Leadership Training, a program supported by the Andrew W. Mellon Foundation, that focuses on shifting patterns of inequity in

dance. He was an organizing member of the Korean Society of Manitoba from 2016 to 2022. His work in government advocacy and cultural diplomacy has meaningfully contributed to federal support for the arts and cultural sector during the COVID-19 pandemic. This has included crucial direct consultations with Deputy Prime Minister Chrystia Freeland and the Prime Minister's Office.

Appendix H – Media Coverage

CAPACOA was mentioned in a single news article in 2024-2025.

Josh O' Kane, "[State of the Arts: Canada's cultural industry is feeling the squeeze](#)", The Globe and Mail, June 7, 2024.

"In the absence of much national data across the arts-and-culture sector, the Canadian Association for the Performing Arts' director of research, Frédéric Julien, keeps close track of a few proxies. ..."