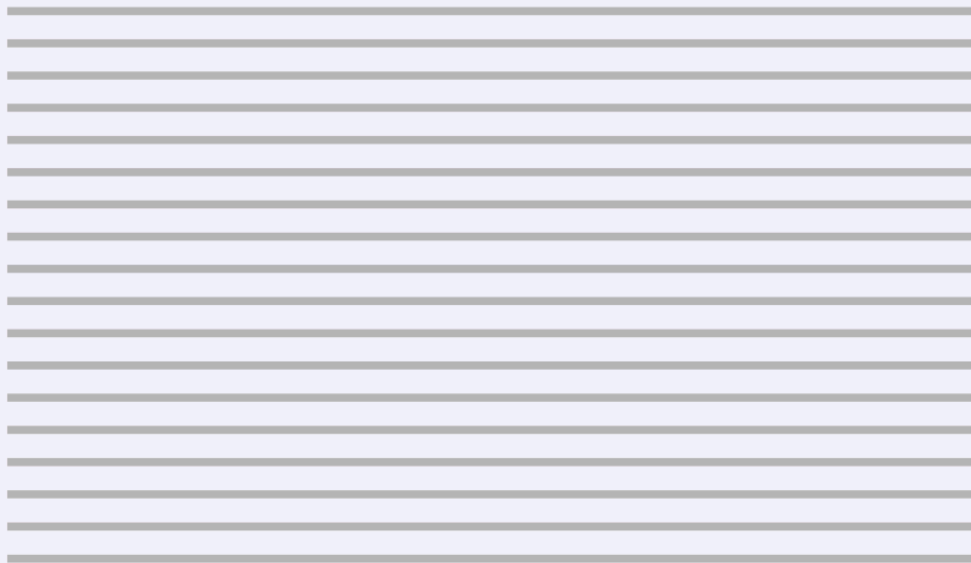
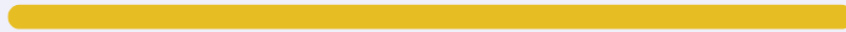




# 2023-2024 Annual Report



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# 1 - Programs and Services

## #FUTUREOFLIVE #AVENIRDUSPECTACLE

INVESTING IN THE FUTURE OF LIVE PERFORMANCE

INVESTIR DANS L'AVENIR DU SPECTACLE VIVANT

The [#FutureOfLIVE campaign](#) has been the largest advocacy endeavour ever led by CAPACOA. It began in October 2022, with the objectives of extending, increasing and making supplemental funding for the Canada Arts Presentation Fund (CAPF) and the Building Communities through Arts and Heritage (BCAH) program. The campaign successfully mobilized 35 networks and industry associations, as well as dozens of presenting and festival organizations.

### Here's an overview of the campaign's outputs:

- 107 personalized letters sent to 86 MPs from coast to coast;
- 37 confirmed endorsements from MPs of all political parties (over 10% of the House of Commons);
- 9 meetings with cabinet members or their staff;
- A [national action week](#) marked by a press conference and the circulation of a series of video interviews;
- Sustained [media coverage](#) during the last four months of the campaign, in both French and English language media;
- 34 networks and associations sending a [joint letter](#) to Finance Minister;
- Inclusion of one of our two recommendations in the pre-budget [report](#) of the Standing Committee on Finance.

[Read the full recap.](#)



In spite of the mobilization, the federal government failed to offer a timely and complete response in the [2023 federal budget](#): BCAH was extended, but not CAPF.

Advocacy efforts thus continued relentlessly throughout the 2023-2024, and yielded a win in the [2024 federal budget](#): the budget extended and increased supplemental funding for the CAPF!



## CAPACOA Conference



CAPACOA was proud to hold its bi-annual conference in Ottawa from November 4-8, 2023. Celebrating its 34th year, the theme of the event was entitled CONFLUENCE (coming together, flowing to or gathering at one point).

With 273 presenters, agents, managers, artists and other performing arts professionals in attendance from across Canada and abroad, great networking opportunities were available to all. Participants also experienced

informative sessions and peer meetings alongside world-class theatre, music and dance showcases. The 5-day conference consisted of: professional development sessions; workshops; plenary sessions; a knowledge café; one-on-one meetings; the Indigenous PD mentorship program; artist pitches and showcases; networking opportunities; and peer sessions.

For artist opportunities, there were 18 showcases by Canadian artists and 1 international showcase artist from Norway. At the artist pitches, eight pitch opportunities were provided to Canadian artists, with another 4 for international artists/artist productions. In total, CAPACOA showcased 19 artists/arts companies and provided 12 artists/arts companies with the opportunity to pitch to conference delegates.

Confluence 2023 helped foster many meaningful business connections with colleagues from across Canada and around the world. Three of the professional development sessions were dedicated to AI and Digital Discoverability. The professional development sessions were designed to enhance delegate understandings of tools and resources that are available and relevant to our sector. The third session focused on fostering environmental consciousness within the performing arts sector and the fourth promoted methods to better establish connections with Generation Z. In addition to these learning sessions, the Knowledge Café provided a more intimate setting for exchanging information and building relationships on a diverse range of topics brought forward by members of the sector.



## International Feasting Relationships & Symposium



The 2023 symposium preceded CAPACO's biennial conference, and took place from November 2-4.

The Feasting Relationships symposium engaged a diverse curated group of international leaders to collectively share ideas about the shifts, stories and transformations within touring networks to reflect, conspire, and move toward a committed collective action. This moment gave space to "shake things up" and dismantle, reshape, reflect, consider, and newly form different relationships with the hopes of encouraging change and advancing the presenting network community. The symposium was created, produced and facilitated by Denise Bolduc, with symposium co-ordinator Brit Johnston.

Long term relationship building was the core focus for this symposium. New models of working were evaluated together in this open forum program, which was designed and supported by the following Four Pillars of Anishinaabe Teachings:

- Wisdom = to live with vision (future generations)
- Truth = to speak only to the extent of what you have lived or experienced
- Respect = to go easy on one another and all of creation
- Courage = to live with a strong heart

Presentations and exchanges were driven by the following topics:

- Understanding the value of relationships over transaction;
- Transparency, Trust and Process;
- Indigenous sovereignty and the future of presenting & touring;
- Obligations, responsibility and accountability to our relations;
- Committing to change, a new network model based on relationships.

**Symposium Summary Presentation:**

By arranging this symposium directly before the conference, a greater presence of indigenous national and international participants attended the national conference as well. Symposium findings and major takeaways were then shared with conference delegates. Along with a talkback, symposium delegates brought their informed experiences as artists, network leaders, and change influencers to conference dialogues.

The conversations unpacking indigenous touring support systems, and networking to better support artists on both a national and international scale, continued through online discussion forums and plans for smaller gatherings at industry events in the months that followed.

#### Comments from International Symposium & Conference Participants:

- *"Feasting Relationships' symposium was the most memorably impactful moment of the conference"* - **International Delegate from Norway**
- *"Developing International relationships is one of the most crucial roles that CAPACOA plays within our Performing Arts Ecosystem"* - **Survey Participant 12**
- *"Thank you all for such a real and meaningful time. It became a feast of Relationships for me and I look forward to connecting further!"* - **Fasitua Amosa**

*This gathering also took place on unceded Anishinaabe Omàmiwininiwak (Algonkin) territory, in Odawa / Ottawa, Ontario, on Turtle Island which is also known as Kanata / Canada.*

## International Market Development

### Cultural Missions

CAPACOA coordinated 7 cultural missions. The delegations included 50 participants 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	5
Number of presenters	35
Number of artists	15
Total delegates	50

*"There is a real appetite for international dialogue across our sector. Artists, producers and communities are curious to hear how others around the world are responding to the same challenges, how we make sense of the world and our place in it and how we might collaborate better. CAPACOA offered a comprehensive and thrilling experience that paved the way for rich interconnections with our national and international cultural sector."*

- **Nicole Mion, Springboard Performance, 2023 GREC Festival Delegate**

#### [Edinburgh Fringe Festival, UK – August 15 - 21, 2023](#)

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.

Glenn Brown

Managing Director, Sanderson Centre

Dan Misturada	Director of Programming & Events, Capitol Centre
Gabrielle Martin	Artistic Director, PuSH Festival
Jordan Lafrennier	Associate Artistic Director, CanStage
Aislinn Rose	Artistic Director, The Theatre Centre
Viviane Paradis	Director of Programming, Le Diamant
Neal Rempel	Artistic Director, Winnipeg Children's Festival
Lesandra Dodson	Programs Manager, Fredericton Playhouse
David Warburton	Executive Director, Port Theatre
Danny Harvey	Programming Coordinator, Rose Theatre Brampton

### **Kia Mau Festival, New Zealand, June 5 - 18, 2023**

The Kia Mau Festival, previously called Ahi Kaa Festival, is a biennial performing arts festival in Wellington, New Zealand. It covers Māori, Pasifika and Indigenous performing arts, including comedy, music, dance and theatre, across a variety of venues around the Wellington area.

#### Participants:

Denise Bolduc	Independent Producer
Christine Frederick	Artistic Director Dream Speakers
Lacey Hill	Artist
Glenn Brown	Managing Director, Sanderson Centre
Caroline Ohrt	Executive Producer, Dance, NAC

### **APAM, Australia, June 5 - 18, 2023**

APAM Gatherings are held at a range of festivals and cities, allowing participants to experience Australian contemporary performance on a variety of scales and through various lenses.

#### Participants:

Denise Bolduc	Independent Producer
Christine Frederick	Artistic Director Dream Speakers
Lacey Hill	Artist
Glenn Brown	Managing Director, Sanderson Centre
Caroline Ohrt	Executive Producer, Dance, NAC

### **GREC Festival, Spain, July 5 - 9, 2023**

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:

Jim Smith	Artistic Director, Dance House
Natalie Bonjour	Director, Performing Arts
Nicole Mion	Artistic Director & Executive Producer, Springboard Performance
Heather Redfern	Executive Director, Vancouver East Cultural Centre
Ainsley Hillyard	Dance Artist, Choreographer: Good Women Collective
Milton Lim	Contemporary /Experimental Theatre Artist
Heidi Strauss	Artistic Director, Adelheid



### **WOMEX - A Coruna - Spain, October 23 - 29, 2023**

This year, CAPACOA, [Folk Music Ontario](#), [Folquébec](#), [Global Toronto](#), [Small World Music](#), [International Indigenous Music Summit](#), [Mundial Montréal](#) and [Sunfest](#) joined forces to organize a call for artist professionals participating wishing to develop their international careers. ([callout here](#))

Participants:

Nelson Akawui Riquelme-Catalan	Artist
Ahmed Moneka	Artist
Jerusa Leao De Oliveira Mota	Artist
Lara Wong	Artist
Joyce Othilia N Sana	Artist

### **Bienal Internacional de Danza de Cali, Columbia, November 7 - 13, 2023**

Presenters and Artists attended the *Bienal Internacional de Danza de Cali*: a project led by the *Asociación para la Promoción de las Artes (Proartes)*, which promotes dialogue between the various genres, generations and experiences of dance in Colombia.

Participants:

Jim Smith	Artistic Director, Dance House
Gillian Jones	Executive Producer, Dance Victoria
Sandra Laronde	Artistic Director, Red Sky Performance
Bettina Szabo	Artistic Director, Petrikor Danse
Diana Lopez	Artistic Director, Uahri Creations

### **APAM, Australia, Feb 24 - March 2, 2024**

APAM Gatherings are held at a range of festivals and cities, allowing participants to experience Australian contemporary performance on a variety of scales and through various lenses.

Participants:

Viviane Paradis	Director of Programming, Le Diamant
Neal Rempel	Artistic Director, Winnipeg Children's Festival
Lesandra Dodson	Programs Manager, Fredericton Playhouse
David Warburton	Executive Director, Port Theatre
Erin Kennedy	Artistic Director, Vernon & District PAC
Sara Palmieri	Director of Programming & Marketing, FirstOntario PAC, St Catharines

### **PANNZ, March 2-8, 2024**

The Performing Arts Network New Zealand (PANNZ) Arts Market is Aotearoa/New Zealand's premiere event for artists, producers, presenters and industry leaders from across the performing arts sector.

## **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 12-16, 2024**

“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.”

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

A shared exhibition hall table was 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.

**Artist Directory**

CAPACOA launched an artist directory that provides contact information for Canadian and International artists that either participated in our cohort programs, or were featured in a Showcase or Snapshot during our last conference.

The directory has been translated into English/French/Spanish and Portuguese and is hosted on the CAPACOA website in the International section [here!](#) The directory was initially published in PDF format, but we still entertain the possibility of creating a dynamic directory connected to our open data activities.

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 Kia Miao Festival.

# Professional Development

## Fellowship Program for Indigenous Cultural Workers

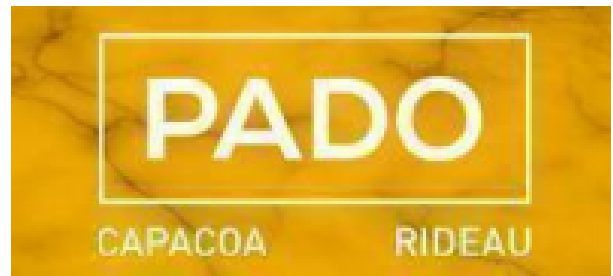
With the financial support of project partner IPAA, participants were able to attend the May 2023 Intertribal Gathering in Halifax. Angela Poundmaker and Brit Johnston organized a separate gathering for our mentees.

Programming activities included workshops on Cultivating Safe Spaces lead by Angela Poundmaker.

## Presenters Capacity Building Program

The tenth edition of this program was delivered with Canadian Heritage (CAPF) funds by both RIDEAU and CAPACOA to presenting members in 2023-2024.

Following a rigorous two day peer assessment, the program delivered \$138,373 in capacity building funds presenting organizations under three components: organizational consultation, mentoring, and professional development.



27 applications were received for this program. 17 recipients were selected.

The 13 CAPACOA Member recipients included:

- Festival de la Chanson de Tadoussac
- Regroupement des festivals regionaux artistiques independants
- Under the Spire Music Festival
- O.Dela Arts
- Ottawa Chamberfest
- Regroupement artistique francophone de l'Alberta (RAFA)
- Small World Music
- Folk on the Rocks
- Northern Arts and Cultural Centre
- Femmes du Feu Creations
- Mission Folk Music Festival Society
- Centre culturel Kabir
- Fringe North

*"This program helped the Northern Arts and Cultural Centre to explore a new vision in a post-pandemic era. NACC endured a three-year pandemic, strict rules from the Health Authority, and a fire evacuation in 2023. Having the NWT borders closed for over two and a half years has been challenging. It took a good year and a half to re-establish steady audiences and programs after 2022. The strategic plan is imperative to the success of the Northern Arts and Cultural Centre as they are working with new parameters, realities, and new needs from residents."*

**- Executive and Artistic Director Marie Coderre, Northern Arts and Cultural Centre (NACC)  
2023-2024 recipient**

## National Network Meeting

CAPACOA hosted the National Network meeting alongside the aforementioned [International Feasting Relationships & Symposium](#). This arrangement allowed regional Canadian presenting network representatives to participate in discussions pertaining to an Indigenous Touring Network.

## Professional Development Webinars

CAPACOA partnered with Orchestras Canada and the Association for Opera in Canada to co-present the webinar *Performing Arts Recovery: What do Audiences Want Now?* on June 2022, 2023. This was the third of a series of joint webinars exploring ticket buying behavior and attendance trends after the pandemic. 71 cultural workers attended the webinar.

CAPACOA partnered with 7 arts service organizations around Canada to present a robust instructor-led training titled Cyber Security Best Practices. This session was led by the Canadian Centre for Cyber Security. The training ran for two days, on February 22 and 23, 2024.

The objectives of this workshop were to ensure that upon successful completion, that organizations will be able to:

- identify various cyber threats;
- recall strategies, recommendations, steps, and behaviours used to mitigate risk online;
- implement best practices in your day-to-day work and personal lives that mitigate cyber risk and improve cyber hygiene.

## Research

- After three years of ongoing monitoring, CAPACOA ceased its watch over economic indicators attesting to the impact of the pandemic. The [COVID Impact Statistics](#) was last updated in August 2023 to reflect a significant data revision by Statistics Canada.
- 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.

## Digital Discoverability Program

"We have started to make changes with the help of your tools and recommendations. A very professional apprenticeship thanks to your team, thank you very much."

- Aramusique, 2023-2024 Digital Discoverability Program Participant

CAPACOA has finished its third annual edition of the [Digital Discoverability Program](#). This year, we received 27 applications and accepted 23 presenters, artistic companies, agencies and other arts organizations to the program. Meeting one-on-one with Digital Discoverability Coordinators Dessa Hayes and Émilie Frenette, participants learned how to boost the findability and shareability of their event pages and artist/member profiles.

The full list of participants is available in the [Artsdata Annual Report](#).

## Artsdata Project

2023-2024 was a pivotal year for Artsdata. After seven years of development jointly led by multiple partners and parallel initiatives, former projects dia-log, Linked Digital Future and Artsdata (under Crow's Theatre's stewardship) have sunsetted and given way to a new project. Artsdata is still operated outside of a dedicated organizational structure, but management responsibilities have been formally delegated to CAPACOA by the Artsdata Community Group. The Artsdata Community Group remains the governing body for Artsdata, and CAPACOA provides an administrative structure for the group and the graph's activities.

Here are Artsdata's main accomplishments between April 2023 and March 2024:

- Artsdata received multi-year funding from Canadian Heritage and from the Canada Council for the Arts. One of the main goals for this funding cycle is to grow and strengthen the community surrounding the Artsdata knowledge graph. The Artsdata project was [formally announced](#) in October 2023.
- We launched a [new Artsdata website](#), complete with a new logo and a new search interface called Nebula. This interface enables both human and robot users to browse data records, crawl links from one record to another and view data from external sources.
- Thanks to funding from the Government of Canada via the Community Services Recovery Fund, the Artsdata team and consultants analyzed the data models of four industry platforms and supported [Scènes francophones](#) in their implementation of an open data strategy and in the upload of their data to Artsdata.
- Artsdata had 90 data sources at the end of the year (data sources are counted using a new method; indicators from previous years are not comparable).
- The number of organizations and places in Artsdata grew 45% and 49%, respectively.
- At the end of the year, there were 6,176 upcoming events in Artsdata (78% more than last year).
- We started minting persistent Artsdata IDs for events. This is proving to be a robust solution to the ephemeral nature of event URLs (and of the associated metadata).
- Action research activities around Indigenous knowledge continued with the delivery of a presentation on "[Indigenous Artists and Wikidata](#)" at WikiConference North America, and the creation of an [Indigenous Librarian position](#).
- Artsdata resumed the [Digital Discoverability Program](#) (see above for details) and expanded the range of services to include analyses of artist/member profiles, in an effort to include agencies, management companies and arts service organizations in the program. 23 organizations participated in the program. 3 of them implemented one or more recommendations to improve their discoverability or to make their data reusable via Artsdata.
- Community building and data literacy activities reached a total of 784 participants, including the Matinées numérique, a series co-hosted with several partners.
- The Artsdata Community Group welcomed two new members, growing from 9 to 11.

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



Meeting of the Artsdata Community Group held in Montréal, on January 25, 2024. Credit: Gregory Saumier-Finch.

## Policy Development and Advocacy

The main advocacy activity of the 2023-2024 fiscal year was the #FutureOfLIVE campaign. A detailed report is offered at the top of the annual report.

### Visitor visas

- As a result of advocacy undertaken during the previous fiscal year, 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.
- In addition, CAPACOA and IRCC collaborated to draft visa guidelines for Canadian presenters and foreign artists. These [guidelines](#) and the assistance service were recently launched ([read the announcement](#)).

### Copyright and neighbouring rights

- After four years of negotiations, Re:Sound and CAPACOA signed a settlement agreement for the Tariff 5 suite. The settlement tariffs included all changes requested by CAPACOA.

- This settlement agreement also includes a “repertoire adjustment” to account for the inclusion of U.S.-based recordings in Re:Sound fees. Simply put, the repertoire subject to neighbouring rights is now twice as large. Therefore neighbouring rights royalties doubled, as of July 2021, Re:Sound’s repertoire is now the same as SOCAN – this means all fees will double. CAPACOA has successfully negotiated a partial waiving on the retroactivity of this repertoire adjustment.
- A town hall was held on March 27 to explain all details about the settlement tariffs and the repertoire changes.
- CAPACOA’s [copyright pages](#) were fully updated to reflect these changes.

## Advocacy Committee

CAPACOA would like to express our deepest gratitude to members of the advocacy committee. These wonderful members and allies met on a monthly basis in 2023-2024 to provide guidance and on-the-ground intelligence to the CAPACOA team:

- |                   |                      |
|-------------------|----------------------|
| • Erin Benjamin   | • Julie-Anne Richard |
| • Jacinthe Comeau | • Nikki Rocherfort   |
| • Gisèle Côté     | • Martin Roy         |
| • Kennedy Jenson  | • Tim Yerxa          |
| • Bill Kimball    |                      |



The Artcirq troupe performing at Alianait Festival in Iqaluit. Photo credit: Vincent Desrosiers. This photo was used as a featured image for CAPACOA’s response to the [Fall Economic Statement](#).

# Communications

## All Access / Libre Accès (Newsletter)

- 11 issues were sent between April 2023 - March 2024
- 6 additional *Special Bulletins* were sent between April 2023 - March 2024
- 2,591 subscribers as of March, 2024 (6.9% increase from March, 2023)
- Average readership (open rates) was 44.9%, an increase from 35.6% 2022-23 and from 26.6% 2021-22
- Average click rate was 5.8%, a slight decrease from 6.5% in 2022-23

## Website

Traffic and engagement grew significantly in 2023-24 with a **32.3% increase in page views** (80,039). This growth may be attributable to the #FutureOfLIVE campaign and 2023 CAPACOA conference, along with the organization's use of Cloudflare to improve the website's speed.

We published **26 news articles** in 2023-24 (compared to 25 in 2022-23, 22 in 2021-22, and 38 in 2020-21). These included calls for nominations/expressions of interest, advocacy-related organizational statements, an introduction to the *Artsdata Linked Open Data Ecosystem*, #FutureOfLIVE updates, *Eyes On* member features, performing arts statistic updates, and material related to AI's impact on the arts.

- More specifically, our news articles titled *The Arts Marketing, Development & Ticketing Conference is Coming Back to Canada*, *National Indigenous History Month 2023*, and *Refreshing Performing Arts Statistics* were the most viewed with 337, 358, and 316 views respectively.

Overall, our most visited pages were the job board (5,582 views), conference page (4,577), performing arts statistics page (3,796), and #FutureOfLIVE page (3,280).

## Social Media

**As of September, 2024 (at the publication of this report), we have:**

- 2,700 Facebook page followers
- 1,684 Instagram followers

### Facebook

- 17,500 overall reach (113.9% increase from 2022-23)
- 171 Facebook posts (8.1% decrease from 2022-23)

### Instagram

- 108 Instagram posts (52.1% increase from 2022-23)
- 193 Instagram stories (30.3% decrease from 2022-23)
- Our reach was 3,500, an increase of 28.6% from last year. On Instagram, reach is the number of unique accounts that saw any of our posts or stories at least once. Reach is different from impressions, which may include multiple views of our posts by the same accounts.



## Overall participation indicators

For the first time in CAPACOA's history team members 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 attendees across all events and programs produced by CAPACOA or Artsdata	<b>617</b>
Total attendees across all events and programs produced by CAPACOA or Artsdata	<b>779</b>
Total attendees across all events and programs (including CAPACOA-led activities at 3rd-party events and collaborative events)	<b>1532</b>

- The count of unique participants – 617 – 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 – 1532 – 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 CAPACOA Conference accounted for one third of total participation.
- The last indicator – 1,532 – is an expression of CAPACOA's total reach across CAPACOA-led 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 led by CAPACOA at the Arts Reach conference as well as the joint webinar “Performing Arts Recovery: What do Audiences Want Now?”.

# 2 – Operations

## Membership

During the 2023-24 year, membership grew back from 163 members to 183 members. While this represents annual growth of approximately 12%, this nonetheless 3% lower than the highest participation year (which included 189 members during the peak of the pandemic). The closing of some organizations, a difficult economic climate, and staffing changeovers have been identified as leading causes related to recent membership changes.

Tiered membership fee suggestions have remained available to help maintain accessible rates for continued participation during challenging times.

Member Province	Individual	Presenters	Business	Network	Supporter
BC	6	32	5	1	1
AB	0	13	0	1	0
SK	0	0	0	1	0
MB	1	1	0	2	0
ON	4	33	10	7	3
QC	10	10	11	4	1
NB	0	3	0	1	1
NS	1	4	0	2	0
PE	1	5	0	0	0
NL	1	1	0	0	0
YT	2	1	0	0	0
NT	0	1	0	0	0
NU	0	1	0	0	0
Int.	0	0	0	1	0
<b>Totals</b>	<b>26</b>	<b>105</b>	<b>26</b>	<b>20</b>	<b>6</b>

## Art Pulse

To support continued dialogue and learning between members several “Art Pulse” sessions were convened online. Conversations were structured to focus on the needs and interests of specific CAPACOA membership groups. They offered a “round-table” drop-in Zoom chat experience to create easy dialogue, brainstorming, and shared knowledge sharing between participants to unpack pertinent topics of interest for those attending. Through these various sessions, we identified industry challenges and offered updates on current and upcoming advocacy and support efforts. Discussions often linked participants to network development opportunities, aspiring resource and tool development aspirations,, program expansion opportunities, and shared innovative networking approaches to enhance live performance touring both nationally and internationally.

## Membership form and directory

2023-2024 was our second full year implementing the online [membership form](#) and [open data strategy](#).

In advance of the 2023 membership campaign renewal, we fully translated the membership form to French. A bilingual form had always been in scope for the project, but a technical issue had prevented us from implementing a fully bilingual membership renewal form until then.

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 – several 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. We continued to encourage members to renew online, because it is the only way for them to formally agree to CAPACOA’s Code of Conduct, to consent to the open data strategy and to update their contact information.

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.

### Sanderson Centre for the Performing Arts

Brantford, ON, CA  
<https://www.sandersoncentre.ca>

Artsdata ID: K10-499  
 Wikidata ID: Q112669151

Member Type: PRESENTING/PROMOTING LIVE PERFORMANCES AND/OR OPERATING VENUES

Disciplines: THEATRE/SPOKEN WORD MUSIC YOUNG AUDIENCE/FAMILY OTHER PERFORMING ARTS COMEDY  
 DANCE VARIETY

Presentation Format: SERIES/SEASON/REGULAR PRESENTATIONS

#### Venues



**PERFORMING ARTS BUILDING**  
**Sanderson Centre for the Performing Arts**  
 88 Dalhousie Street  
 Wikidata ID: Q38386517



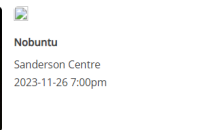
#### Upcoming Events



**The Sting (1973)**  
 Sanderson Centre  
 2023-11-05 1:00pm



**Dean Brody Right Round Here**  
 Sanderson Centre  
 2023-11-08 8:00pm



**Nobuntu**  
 Sanderson Centre  
 2023-11-26 7:00pm



**The Next Generation Leahy Christmas**  
 Sanderson Centre  
 2023-11-30 2:00pm



**The Nutcracker: A Canadian Tradition**  
 Choreography by Bengt Jörgen, C.M.  
 Sanderson Centre  
 2023-12-03 7:00pm



**Disney's Beauty and the Beast**  
 Sanderson Centre  
 2023-12-15 7:00pm

## Human Resources

- Sue Urquhart, Executive Director
- Frédéric Julien, Director of Research and Development
- Chandel Gambles, Memberships and Programs Manager
- Colin Frotten, Communications Director (until September 2023)
- Dorian Jensen, Indigenous Librarian (starting in February 2024)

CHRC - Student Work Placement Program (SWPP) Interns (August 2023 - March 2024)

- Victoria Del Mastro
- Brittany Rolston

CHRC - Young Canada Works - Recent graduate intern (April 2023 - March 2024)

- Dessa Hayes

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:

Associated Designers of Canada  
Association for Opera in Canada  
Association RIDEAU  
Atlantic Presenters Association  
Canadian Dance Assembly  
Canadian Live Music Association  
Choral Canada  
CINARS  
Cultural Human Resources Council  
Culture Creates  
Culture pour tous  
Culture Outaouais  
Festival and Major Events  
Indigenous Performing Arts Alliance

La Vitrine  
NAPAMA and AASPAA  
National Arts Centre  
Mundial Montréal  
Orchestras Canada  
OSAC  
PACT  
Projet dia-log / Culture Laval  
RADARTS  
Regional Presenters Networks  
Regroupement québécois de la danse  
Tourism, Culture and Heritage, Gov. of NB  
Synapse C  
Tandem

# Appendix A – Board Chair Report

As I look back on April 2023 to March 2024, I am struck by the many successes as well as the sheer volume of work accomplished by our CAPACOA Board and staff.

The reports from staff and committee chairs are testaments to the exceptional dedication and passionate commitment to the importance and essentialness of arts and culture in our daily lives.

We will hear from our Executive Director, Sue Urquhart who was also Chair of the 2023 CAPACOA Conference, Confluence, where we welcomed 273 local, national, and international presenters, agents, managers, artists, and other performing arts professionals. This was the first in-person conference since 2019, and a highlight was the addition of the International Feasting Relationships & Symposium.

Gillian Reid, board member and Chair of the International Market Development Committee, reports on the ongoing impact and reach of our current international engagement strategy as well as the efforts of the committee to build a long-term plan and sustainable future for the program. Facilitated by the contracted expertise of Judy Harquail, International Market Development Consultant and Strategist, CAPACOA has stewarded cultural delegations to the UK, New Zealand, Australia, Spain, and Columbia in our ongoing efforts to strengthen our international networks, as well as deepen those relationships through our very successful cohort program.

You'll also see the incredible work of our staff in the many Professional Development opportunities that CAPACOA offers including the Fellowship Program for Indigenous Cultural Workers and 10th edition of the Presenters Capacity Building Program to name a few. CAPACOA's Director of Research and Development, Frédéric Julien, has remained a driving force in the field of digital discoverability through the Linked Digital Future program and in the administration of the ArtsData project. As well, Frédéric continues to advocate on behalf of CAPACOA's membership alongside FAME, Canadian Live Music Association (CLMA), and RIDEAU, through the #FutureOfLIVE Campaign where their strong advocacy efforts at the federal level resulted in the additional supplemental funding for the CAPF program.

Board member Angela Campbell took on the role of Chair of the Membership Committee. Working closely with staff member, Chandel Gambles, they hosted the online check in sessions for members, Art Pulse, and continued to improve the membership renewal process and servicing for our 183 members.

Over this past year, the board of directors took on the task of refreshing CAPACOA's Strategic Plan for the next four years 2024-2027 ([available online](#)). We worked with facilitator Pru Robey, who had led a board retreat in December 2022. Continuing the great discussions and ideas from that session, the board members continued the engaging and collaborative process to update our mission, vision, and values, restate our goals and objectives, and lay out ambitious but achievable objectives in a 2024-2025 Work Plan.

As a result of this work and the commitment to supporting our oversubscribed staff, I am pleased to report the reconstitution of an HR committee that will be chaired by board member, Pam Patel.

As always, we are deeply grateful for the ongoing support of our provincial and federal funders. They make it possible for CAPACOA to engage in necessary national and international conversations that underscore shared challenges in the world of presenting and touring and provide a forum to strengthen networks to generate solutions.

My thanks and congratulations go to Executive Director, Sue Urquhart, and senior team: Frédéric Julien and Chandel Gambles, and Judy Harquail for delivering another impressive and productive year, and for their efforts to maintain strong relationships with our funders, stakeholders, and membership.

And without a doubt, it is my distinct pleasure and good fortune to be serving my last two-year term with such a committed and supportive executive committee and members of the CAPACOA Board of Directors. They continue to volunteer their time in service to the organization, our members, and our sector.

Finally, I am delighted to announce that the 2025 CAPACOA Conference will take place in Ottawa December 1-5, 2025. We invite national and international delegates to join with us in our capitol's beautiful National Arts Centre, as we gather to celebrate, deliberate, advocate, participate, and coordinate touring performing arts opportunities across Canada and beyond. We encourage you to save the dates, and stay tuned for more details about showcasing, professional development, and networking opportunities through our monthly newsletter and Conference website.

With warmest regards,

A handwritten signature in cursive script that reads "Natalie Lee".

Chair, Board of Directors

# Appendix B – Conference Committee Report

Conference Committee:

Andrea Vincent, Marta Oliveres, Gillian Reid, Pam Patel, Debora Staiff, Natalie Lue, Kennedy Jenson, Nick Beach

This year, CAPACOA was proud to hold its bi-annual conference in Ottawa from November 4-8, 2023. Celebrating its 34th year, the theme of the event was entitled CONFLUENCE (coming together, flowing to or gathering at one point). There were 273 presenters, agents, managers, artists and other performing arts professionals in attendance from across Canada and abroad, great networking opportunities were available to all. Participants also experienced informative sessions and peer meetings alongside world-class theatre, music and dance showcases. The 5 day conference consisted of: professional development sessions; workshops; plenary sessions; a knowledge café; one-on-one meetings; the Indigenous PD mentorship program; artist pitches and showcases; networking opportunities; and peer sessions.

During the conference, CAPACOA highlighted 35 distinct artistic pieces (with 3 of those available on a recurring basis as independent and alternative venue offerings). The 23 full and unique artist performances, and 12 pitches, highlighted a range of disciplines and talents from across Canada, providing an inspiring variety of offerings to consider. While the majority of works featured Canadian talents, we made space for international voices to share their work and encourage further artistic flow on an international scale.

Confluence 2023 helped foster many meaningful business connections with colleagues from across Canada and around the world.

Thanks to our spectacular funders, sponsors, supporters and partners, CAPACOA was able to connect industry professionals together, share knowledge, and bring forth discussions and ideas to positively impact the performing arts sector.

## Comments from Canadian delegates:

*"A great experience, and I will definitely return. Thank you for a wonderful few days of networking, seeing showcases and pitches. It was also great timing with shows that were on at the NAC, which added to the fullness of types of shows to experience."* - **Survey Participant 12**

*"Fabulous discussions. Grateful to those who led them."* - **Survey Participant 14.**

*"It was a great run for us and very fulfilling to hear such great remarks on impact from public and professionals alike. AND we have had immediate success in making connections with international presenters and working on potential touring around the globe for the next 2 years."* - **Boomer Stacy, Boca Del Lupo**

*"The opening reception and performances were a highlight. Also meeting colleagues from outside of Canada. I think the most beneficial and memorable part of the conference was connecting with colleagues."* - **Survey Participant 56**

*"Attending the final summary of Feasting Relationships was such an honour."* - **Survey Participant 24**

*"The one on ones were most memorable for me. I had the opportunity to connect with presenters I had only encountered over email and it was very beneficial to selling my work and networking."* - **Survey Participant 15**

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

Committee Members:

Treasurer/Chair: Nicholas Beach (2023), Glenn Brown (2024)

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

Staff: Sue Urquhart

The past year has been an eventful one for the finance committee. We had a mid-year shift in Treasurers from Nick Beach when his other commitments required him to reluctantly step down from the Board and the Board appointed me as the new Treasurer. Nick set a number of initiatives in motion with special recognition for his work in bringing financial and funder clarity to the ongoing Cultural Missions program as part of CAPACOA’s International Market Development work. 2023-2024 included a number of funding challenges for the organization with reductions in membership revenue as we continue to emerge from the impact of shutdowns on many of our members. Uncertainty in federal funding has also impacted operations. Two programs that are key to CAPACOA’s services to members – The bi-annual conference and our matching investment in Cultural Missions with our government funders also caused shortfalls in funding this year.

The CAPACOA staff continue to do amazing work in securing funding for so many important initiatives and programs that CAPACOA delivers. This often requires a great deal of agility to adapt to deadlines and shifting funding amounts and the CAPACOA team has done great work in making the most of these opportunities. Maggie Clarkin, our bookkeeper, has been instrumental in keeping our finances on track. I want to thank Sue Urquhart and the members of the finance committee for their support as I moved into this new role and their ongoing engagement in the work of the committee and ensuring the organization remains on solid financial ground.

The upcoming year is looking promising and I look forward to supporting the work of CAPACOA and to continue working with such a dedicated team.

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, Franco Boni, Clothilde Cardinal, Annick-Patricia Carrière, Margaret Grenier, Ravi Jain, Sherrie Johnson, Erin Kennedy, Raeesa Lalani, Cathy Levy, Heather Redfern, Kathi Sundstrom, Pam Patel, Vivian Paradis, Chris Lorway and Charlie Wu.

Ex officio: Sue Urquhart and Natalie Lu

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

Highlights include delegations to Edinburgh Fringe Festival (United Kingdom), Kia Mau Festival (New Zealand), APAM (Australia), GREC Festival (Spain), Womex (Spain), Biennale Internacional de Danza de Cali (Colombia), APAM event at Adelaide Fringe Festival (Australia) and PANNZ (New Zealand). This activity saw 35 presenters and 15 artists visit five countries over the course of seven different cultural missions. You will find more details about each mission in the Annual Report.

CAPACOA assisted in the coordination of a booth for Canadian artists and agents during the 2024 APAP market in New York and developed an Artist Directory to provide contact information for Canadian and International artists that have participated in IMDC activity during the year.

The IMDC's current International Engagement Strategy 2021-24 expires this year, and efforts began in August of 2023 to develop the [new strategy document](#).

We would like to take this opportunity to recognize and thank all the current members of CAPACOA's International Marketing Development Committee for their time and dedication: Jim Smith, Keith Barker, Franco Boni, Clothilde Cardinal, Annick-Patricia Carrière, Margaret Grenier, Ravi Jain, Sherrie Johnson, Erin Kennedy, Raeesa Lalani, Cathy Levy, Heather Redfern, Kathi Sundstrom, Pam Patel, Vivian Paradis, Chris Lorway and Charlie Wu.

Consultant Judy Harquail is tasked with relationship development, funder advocacy and identification of market access opportunities. The 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 the Canada Council for the Arts, as well as the Department of Canadian Heritage and Global Affairs Canada through their CanExport Associations Program for supporting CAPACOA's International Market Development activity.

Respectfully Submitted,

Gillian Reid

Chair, International Market Development Committee

# Appendix E – Membership Committee Report

Committee Members 2023-2024: Chair: Angela Campbell, Evelyn Bradley, Natalie Lue, Staff: Sue Urquhart, Chandel Gambles.

I am pleased to present the committee report for the annual AGM of CAPACOA. Our organization currently serves more than 180 presenting networks, presenters, festivals, performing arts centres, municipal facilities, artistic directors, agents, managers, artists, and artistic companies across the country. As a committee, our goal is to continuously work towards enhancing the benefits and opportunities for our members. In this current year, we had a total of 183 members totaling \$72 954. This was an increase over 2022-2023.

Membership benefits include advocacy efforts, regular communications and updates, access to health benefits, the biennial conference, and the digital discoverability and open data strategy program. We also provide access to international market development programs, special membership discounts, and funding opportunities. These benefits are crucial in supporting the presenting and touring sector and promoting the value of the arts in Canada.

Since the last AGM, we have been working to expand the membership committee to include non-board members. Our goal is to have representatives from presenting organizations, artistic companies, agents and managers, arts service organizations, and artists on the committee by December 31, 2024.

We have also established a clear set of responsibilities and goals for the committee, which will guide our efforts in the next year. The survey results of the biennial conference held in 2023 have been a valuable tool for the membership committee to identify the priorities of our members including a review of membership benefits and the development of a meaningful category for artists that provides appropriate benefits.

Early stages of a membership recruitment plan are in place and will ramp up in the coming year as details of Conference 2025 are announced.

In January of 2024 Arts Pulse was launched, these online open table discussions for members provided a great opportunity to promote connectivity among members and provide a platform for current issues, successes, and priorities to be discussed. Throughout the year 5 arts pulse meetings were held with an average of 11 members attending each round-table meeting.

As we move forward, we are committed to continuously improving and enhancing the membership experience for all members. We welcome any feedback and suggestions from our members and look forward to working together towards the growth and development of the performing arts in Canada.

Respectfully Submitted by:  
Angela Campbell  
Chair of the Membership Committee, CAPACOA

# Appendix F – Nominations Committee Report

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

In 2023-2024 we continued to see colleagues being challenged by a fluid, changing workforce, more responsibilities in our professional and personal lives, and the impact of general and mental health issues in the workplace. As the Nomination Committee of a volunteer Board of Director, we understand that this may result in ongoing changes of our board composition requiring us to always be on the lookout for potential new board members. To that end we will be exploring new and different ways to promote participation on the board.

Early in the year, Nick Beach stepped down midway through his second term. As he was on the Executive Committee and held the office of Treasurer, the Nominations Committee along with the Executive Director carried out a search to replace him. We were pleased that Glenn Brown, Theatre Manager of the Sanderson Centre for the Performing Arts in Brantford, Ontario accepted our invitation to join the board. Glenn was appointed to the Executive Committee and took on the role of Treasurer.

Directors standing for re election to the Board of Directors in 2024 is:

- Gillian Reid (third term)

The nomination for election to the Board of Directors is:

## Glenn Brown

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).



Respectfully submitted by:  
Natalie Lue  
Chair, CAPACOA Nomination Committee

*Natalie Lue*

## Appendix G – Media Coverage

In addition to the extensive [media coverage of the #FutureOfLIVE campaign](#), CAPACOA was mentioned in two other news articles.

Marie-Ève Martel, « En tournée avec son artiste préféré: sur la piste des voyageurs mélomanes, » La Presse canadienne, 1 juillet 2023.

<https://lactualite.com/actualites/en-tournee-avec-son-artiste-prefere-sur-la-piste-des-voyageurs-melomanes/>

Selon Frédéric Julien, directeur à la recherche et du développement à l'Association canadienne des organismes artistiques, l'événementiel, et particulièrement les spectacles et concerts, sont une activité de plus en plus prisée par les voyageurs, aussi bien d'ici que d'ailleurs.

«Certains types de touristes vont choisir leur destination en fonction de l'offre culturelle», souligne M. Julien.

FYI Music News, "Live Performance In Canada: A \$3.8B Industry And Growing", August 31, 2023

<https://www.fyimusicnews.ca/articles/2023/08/31/live-performance-canada-38b-industry-and-growing>

A new statistical analysis offers insights into the state of Canada's arts and culture industries.

The [statistical analysis](#) of the performing arts industries is made available by the Canadian Association for the Performing Arts (CAPACOA) and includes the following insights...