

# STRATEGIC PLAN

2024 - 2027

**Prepared For:**

The CAPACOA Board

**Prepared By:**

The CAPACOA Team

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# ABOUT

The Canadian Association for the Performing Arts/l'Association canadienne des organismes artistiques (CAPACOA) is Canada's only national arts service organization dedicated to fostering a healthy performing arts touring and presenting community. CAPACOA cultivates national and international partnerships and networks that represent approx. 2,000 professional and volunteer organizations, associations, and companies. CAPACOA's membership includes over 150 professional for-profit and not-for-profit presenter organizations, festivals, artistic companies, agents, managers, artists, and other stakeholders working across the presenting and touring sector in Canada.

## VISION, MISSION & VALUES

### Vision

**A world where the performing arts thrive as essential to a healthy society**

### Mission

**To champion a flourishing national performing arts community**

*We do this by advocating, networking locally, nationally, and internationally, educating, and celebrating the performing arts.*

### Values

**Equity and Access** - We strive for fairness in our business practices and our engagement with membership.

**Welcoming and Inclusive** - We embrace diverse representation and different perspectives.

**Respect and Collaboration** - We work in true partnership and cooperation.

**Curiosity and Innovation** - We celebrate imagination and transformation through art.

**Accountability and Generosity** - We take responsibility and honor the contributions of all.

# CAPACOA STRATEGIC PLAN

## Goals and Objectives

Our Five (5) Goals focus both on building our sustainability to deliver our Mission, and on strengthening the sustainability of the sector we serve:

### GOAL 1

Build a sustainable model to maintain our partnerships and collaborations nationally and internationally.

#### OBJECTIVES:

- Strengthen our role within national networks and partnerships around advocacy work.
- Build a sustainable, scalable programming model for the International Market Development Initiative (IMDI).

### GOAL 2

Increase the impact of our work in fostering a more inclusive and diverse arts sector.

#### OBJECTIVES:

- Collaborate with our diverse member and stakeholder organizations to provide more opportunities for marginalized artists.
- Build, launch, and sustain a renewed CAPACOA Membership Program.

### GOAL 3

Strengthen the digital discoverability of the arts.

#### OBJECTIVES:

- Increase/Scale up the amount of event data in Artsdata.
- Detail timeline for the remainder of 2023-2028 Artsdata project.
- Enable open data flows between performing arts industry platforms via Artsdata.

### GOAL 4

Diversify and increase our funding sources.

#### OBJECTIVES:

- Explore a new partnership model to co-produce/present the bi-annual conference.
- Leverage program evaluations to demonstrate our value to funders.
- Diversify funding for the IMDI's activities.

### GOAL 5

Grow our capacity and resilience.

#### OBJECTIVES:

- Carry out an internal Operational Audit and implement the recommendations to improve CAPACOA programs.
- Carry out an internal Performance Audit and implement the recommendations to improve organizational competency, capacity, and resources.

# 2024 Work Plan

**GOAL 1:** Build a sustainable model to maintain our partnerships and collaborations nationally and internationally.

OBJECTIVES	2024-2025 DELIVERABLES
<p>Strengthen our role within national networks and partnerships around advocacy work.</p>	<p>Coordinate four (4) strategically timed sessions with Arts Service Organizations across the country to strengthen a national network for advocacy work.</p>
	<p>Partner with IPAA and the NAC Indigenous Theatre to create an Indigenous Librarian position to lead documentary activities about Indigenous artists, and their works and performances, in conjunction with the Artsdata project, IPAA's Indigenous Body of Work and the NAC's Indigenous programming.</p>
	<p>Undertake a research project to build a directory of presenting organizations that present Indigenous artists, in partnership with Ontario Presents.</p>
<p>Build a sustainable, scalable programming model for the International Market Development Initiative (IMDI).</p>	<p>Complete the new four-year International Engagement Strategy (2025-2029) for IMDI that articulates a sustainable scalable programming model.</p>
	<p>Create policy guidelines for cultural mission participation and communication to the membership.</p>

# 2024 Work Plan

**GOAL 2:** Increase the impact of our work in fostering a more inclusive and diverse arts sector.

OBJECTIVES	2024-2025 DELIVERABLES
<p>Collaborate with our diverse member and stakeholder organizations to provide more opportunities for marginalized artists.</p>	<p>Through procurement of project funding, expand and enhance accessible professional development opportunities for membership, especially Indigenous, BIPOC, and LGBTQIA2S communities.</p>
	<p>Leverage the PCBP to support projects that are inclusive and diverse.</p>
	<p>Leverage the Digital Discoverability Program to support organizations that serve equity-seeking communities.</p>
	<p>Leverage the All-Access newsletter to feature events, activities and news that foster a more inclusive and diverse arts sector. Work in partnership with organizations such as <i>Wind in the Leaves</i> to identify and share this content.</p>
<p>Build, launch, and sustain a renewed CAPACOA Membership Program.</p>	<p>Complete a membership program, benefits, and fees review.</p>
	<p>Pilot a fundraising and awareness (why become a member) campaign to launch the renewed membership program in April 2025.</p>
	<p>Promote the value proposition for CAPACOA membership, including identification and removal to barriers to access, through a membership drive in advance of and during the 2025 CAPACOA Conference.</p>

# 2024 Work Plan

**GOAL 3:** Strengthen the digital discoverability of the arts.

<b>OBJECTIVES</b>	<b>2024-2025 DELIVERABLES</b>
Increase/Scale up the amount of event data in Artsdata.	Roll out digital discoverability services and solutions such as the Footlight CMS.
	At least 40% of all performances presented in Canada (35,000 unique performances per 12-month period) are discoverable via the Artsdata knowledge graph.
Detail timeline for the remainder of 2023-2028 Artsdata project.	Generate a road map for the remainder of the Artsdata project from 2025-2028.
Enable open data flows between performing arts industry platforms via Artsdata.	Data from Artsdata is consumed by at least 25 industry platforms and events listings.



# 2024 Work Plan

## GOAL 4: Diversify and increase our funding sources.

OBJECTIVES	2024-2025 DELIVERABLES
Explore a new partnership model to co-produce/present the bi-annual conference.	Explore a partnership with (an)other national institutions (i.e., Banff Centre, National Arts Centre) to co-producer/present the bi-annual 2025 conference.
Leverage program evaluations to demonstrate our value to funders.	Identify one of the multi-year programs still active and work with those historical program participants to develop an evaluation model as a test case.
	Seek Mathematics of Information Technology and Complex Systems (MITACS) funding for the Loyalty/Affiliation project.
Diversify funding for the IMDI's activities.	In addition to maintaining existing funding, seek new fully - funded public and private grants and revenue generating opportunities.

# 2024 Work Plan

**GOAL 5:** Grow our capacity and resilience.

<b>OBJECTIVES</b>	<b>2024-2025 DELIVERABLES</b>
<p>Carry out an internal Operational Audit and implement the recommendations to improve CAPACOA programs.</p>	<p>Undertake a program evaluation of the PCBP.</p>
	<p>Undertake a program evaluation of the Digital Discoverability Program: a) develop a multi-modal measurement framework for the digital discoverability of the performing arts (currently underway); b) conduct research on business/operational models to ensure the long-term sustainability of Artsdata.</p>
	<p>Undertake a program evaluation of the IMDI.</p>
<p>Carry out an internal Performance Audit and implement the recommendations to improve organizational competency, capacity, and resources.</p>	<p>Evaluate the CAPACOA organizational infrastructure and create an organization chart and operational plan for achieving a safe and effective administrative structure that can reasonably manage the amount (depth, breadth, and quality) of program work CAPACOA is undertaking.</p>

# CONTACT

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