

FESTIVAL ANTIGONISH

—SUMMER THEATRE—

Co - Production PORTFOLIO

festivalantigonish.ca



Festival Antigoniash is the theatrical heart of our region. We forge creative pathways that strengthen community, inspire compassion, and spark positive change through professional, live performing arts.

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Our theatre is located on Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people. This territory is covered by the "Treaties of Peace and Friendship" which Mi'kmaq, Wəlastəkwiyyik (Maliseet), and Passamaquoddy Peoples first signed with the British Crown in 1726.

The treaties did not deal with surrender of lands and resources but in fact recognised Mi'kmaq and Wəlastəkwiyyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations. We are grateful to live and work in these beautiful lands.



Learn more about FAST and our sister organisation Theatre Antigonish through our website; www.festivalantigonish.ca

ABOUT US

OUR VISION

Festival Antigonish is the theatrical heart of our region. We forge creative pathways that strengthen community, inspire compassion, and spark positive change through professional, live performing arts.

OUR MISSION

Festival Antigonish produces contemporary professional theatre that dramatizes our cultural moment in order to promote self-reflection on Canada's place in the world and what it means to be Canadian. Our commitment to gender parity, feminist issues, diversity, and inclusion are especially important as a reflection of the type of Canadian theatre that we create. Our theatre is a safe, joyful, vibrant space where artists and arts workers from Nova Scotia and beyond can create, collaborate, develop new work and expand their artistic range.

Our work is shaped by our deep roots in our community and our strong local connections. We encourage empathy as an act of belonging through programming choices that value inclusion, transformation, imagination, friendship, and human connection. This is the foundation for our theatre to be a cultural catalyst for our community and provoke social change.

OUR MANDATE

We build community through the creation and presentation of timely, professional theatre that engages, awakens, and resonates with our audiences in Antigonish and the surrounding rural communities.

Our primary focus is to produce high-quality theatre in the summer season, and we expand our creative capacity with year-round supplemental programming featuring diverse performing arts and artists from across Canada. Canadian stories are front and centre, and by including international plays our artists and audiences gain a global perspective. We offer theatre experiences for all ages, including theatre for young audiences and dynamic educational outreach programs. We nurture the next generation of theatre artists by hiring emerging artists to work alongside established artists, amplifying underrepresented voices, and providing a home for local artists.

Andrea Boyd

As Artistic Director of Festival Antigonish Summer Theatre her directing credits include: *The Secret Garden of An Sìthean*, *Ms. Holmes and Ms. Watson*, *Apt. 2B*, *The New Canadian Curling Club*, *The Adventures of the Little Girl and the Wind*, *The Goodnight Bird*, *Stage Kiss*, *Ben Hur* and *Burnin' Love*.

Andrea has also directed at The Grand Theatre, Theatre Lac Brome, Keyano Theatre and the University of Alberta.

She is responsible for creating FAST's pandemic pivots: *The Hobbit*, and *Robin Hood: The Great Escape*, both of which she directed as promenade productions at Keppoch Mountain.

Other writing credits include: *Hector the Spectre Steals the Show*, *Angel's River*, first produced by Live Bait Theatre, and *Stalker: The Musical*. *For the Love of Gracie Gray* was the recipient of the 2013 Write-On-Q Quebec Playwriting Competition.

Andrea believes in creating theatre that speaks to the community and that is inclusive; that supports female artists and Canadian artists; and that can bring about transformation by encouraging empathy.



Andrea Boyd is a director, playwright and theatre educator. She is Artistic Director for Festival Antigonish Summer Theatre.

She holds an MFA in Directing from the University of Alberta, where she taught for several years in the drama department. She is from New Brunswick but is now delighted to call Antigonish home.

ARTISTIC DIRECTOR'S WELCOME

Dear Colleagues,

**Theatre thrives on connection—
between artists and audiences,
between communities, and
between the companies that
dare to dream together.**

At Festival Antigonish Summer Theatre, we've discovered something extraordinary through our co-production partnerships: when we join forces with theatres across the country, we don't just share resources we amplify impact, expand reach, and create opportunities that would be impossible alone.

Our recent collaborations have been transformative. We've expanded our reach geographically, enhanced our production values, and built meaningful relationships with new friends, both locally and nationally. From the Neptune Theatre to Prairie Theatre Exchange to Mulgrave Road Theatre, these partnerships have allowed us to bring exceptional work to audiences who might never have experienced it otherwise.

Just this past season, we partnered with Mulgrave Road Theatre to present *For Love Nor Money* (2025) by Antigonish playwright Laura Teasdale, commissioned and developed by MRT. Previously, we co-produced *Murder for Two* (2023) by Joe Kinosian and Kellen Blair with the Neptune Theatre, which also went on to have a longer life at the Thousand Island Playhouse. And we were proud to help develop and produce *The Outside Inn* (2022) by Sharon Bajer and Ello Zarillo in Antigonish, which then travelled to Prairie Theatre Exchange in Winnipeg in spring 2024.

Each partnership has taught us something new. Each has strengthened the fabric of Canadian theatre. And each has reminded us why we do this work—to tell stories that matter, with artists who inspire us, for audiences who deserve the very best.

We believe there are more stories to tell together. More communities to reach. More magic to create.

I invite you to explore the possibilities of partnership with Festival Antigonish Summer Theatre. Let's continue to build bridges across this country, one production at a time. With gratitude and excitement for what we can create together.



Andrea Boyd
Artistic Director
Festival Antigonish Summer Theatre

At Festival Antigonish Summer Theatre, collaboration is not only an artistic choice—it is a necessity, a philosophy, and the foundation of how we build sustainable, impactful theatre.

In today's economic climate, very few producing companies can—or should—work in isolation. The realities of rising costs and limited resources make cost-sharing and partnership not simply efficient but essential to creating the ambitious, high-quality productions our audiences and artists deserve. Over the past several years, we've leaned into that truth, growing our network of producing, presenting, and community partners across Nova Scotia and beyond.

FAST has long been rooted in community and creativity. From world premieres developed here in Antigonish to productions remounted with national partners, our work continues to travel, connect, and evolve. Recent collaborations—whether importing exceptional artists to our stage or exporting new works across the country—demonstrate what's possible when organisations pool their imagination, expertise, and infrastructure.

Theatre is, at its heart, the most collaborative art form. Each production requires hundreds of individual acts of trust, creativity, and cooperation. Extending that spirit beyond our walls into shared producing models, co-presentations, and artistic exchanges—has become central to FAST's future. We believe partnerships thrive when they begin from a shared artistic curiosity. Financial pragmatism may spark the first conversation, but genuine collaboration endures because of artistic alignment, respect, and mutual investment in the work.

Our invitation is simple: let's talk. Whether you're an artistic company exploring touring opportunities, a festival seeking fresh programming, or a producing theatre looking to share development costs, we welcome the chance to discover what might connect our work. Every collaboration begins differently—sometimes through a single shared play, sometimes through a shared question about how to make theatre more inclusive, sustainable, and far-reaching.

To help streamline those early conversations, this Co-Producer Pack gathers key information about our capacity, facilities, resources, and working philosophy. Our hope is that it answers some initial questions and builds confidence that partnering with FAST is straightforward, transparent, and professionally rewarding. The faster we can move past the logistics, the sooner we can focus on the art.

Theatre flourishes when ideas and people move freely—between regions, companies, and communities. By working together, we can amplify voices that deserve to be heard, make bold work viable in new markets, and keep professional theatre vibrant in communities large and small.

On behalf of our Artistic Director Andrea Boyd, our dedicated team, and the entire Antigonish community that sustains us, thank you for your interest in building theatre together—with intention, integrity, and imagination.



Caleb Marshall
Managing Director
Festival Antigonish Summer Theatre

Caleb Marshall

MANAGING DIRECTOR'S WELCOME



New Brunswick-born Caleb Marshall is an award-winning theatre artist, producer, and arts leader whose 30-year career spans directing, acting, writing, teaching, and cultural advocacy.

He has produced more than 100 theatre productions and over 30 multidisciplinary performances across Canada and abroad.

Currently the Managing Director of Festival Antigonish Summer Theatre and Theatre Antigonish, Caleb previously served as Executive and Artistic Leader of The Canadian College of Performing Arts, Sudbury Theatre Centre, and Theatre New Brunswick. Internationally, he has worked with Shakespeare's Globe, The Old Vic, and the Stratford Festival, bringing a global perspective to regional storytelling and cultural leadership.

A graduate of York University and Middlesex University (London, UK), Caleb has also trained with artists and institutions worldwide from Banff to Moscow, combining academic rigour with practical experience in creation, producing, and organisational renewal.

His honours include the Christopher Plummer Fellowship Award for excellence in classical theatre, the New Brunswick Arts Board Excellence Award, an Indigenous Blanket Ceremony recognizing his work in community reconciliation, and the King Charles III Coronation Medal for outstanding contribution to Canada's cultural life.

Caleb is passionate about theatre as both an artistic and civic act, a place where collaboration builds belonging and bold ideas find common ground.

THE TEAM

Ingrid Risk Production Manager

Ingrid Risk (she/her) has enjoyed a richly varied production career which has led her to take on a variety of roles such as stage manager, designer, technical director, production manager, pro builder, technician, and carpenter. Ingrid has helped shape venue design, curated theatre spaces, taught theatre stagecraft courses at StFX University, and mentored young professionals.

Ingrid has worked with many leading Atlantic theatre companies. She has toured extensively, taking productions to venues nationally and internationally, from Labrador to the Yukon to NYC, including several stops at the National Arts Centre in Ottawa, and the Cultural Olympiad at the 2010 Vancouver Olympics. Before returning to FAST as production manager, Ingrid's focus had been on lighting design and stage management where she has received countless nominations for her work, and is the recipient of several Theatre Nova Scotia Merritt Awards. Her passion is for spare, interesting, and meaningful pieces of theatre that convey important ideas about the human experience.

As Production Manager, I am responsible for overseeing all the technical, logistical, and operational aspects of a production. My role is to ensure that the creative vision is realized on time, on budget, and to the highest professional standard.

From the earliest planning stages, I assess the company's capacity to produce each play and develop a production plan that aligns with available resources. This includes creating schedules, managing budgets, coordinating technical departments, and ensuring seamless communication between artistic and production teams. Throughout the process, I supervise and support technical staff, collaborate with designers and directors to translate creative ideas into practical realities, and maintain safe, efficient work environments. I also take pride in mentoring emerging artists and technicians, fostering professional growth and a spirit of collaboration within the production team.



Kate Basile

Director of Education & Community Engagement

Kate Hope Basile (she/her) is a teaching artist based in Nalikitquniejk/Antigonish. A professional actor, theatre creator, and multidisciplinary artist, Kate trained as an actor at Humber College in Toronto, with a focus on devised theatre.

As Director of Education and Community Engagement, Kate's focus is to strengthen the bonds between professional and

community arts; sparking creativity and connection for audiences and students. Recent FAST credits: Assistant dir. *Ms. Holmes and Ms. Watson Apt. 2B*, cast member of *The Adventures of the Little Girl and The Wind* (2023) and *The Hobbit* (2022).

Cassie MacDonald

Operations & Audience Relations Manager

Cassie J. MacDonald is an arts administrator and multidisciplinary artist from New Waterford, Nova Scotia, now based in Pomquet, Antigonish. Her career bridges creative practice and arts management, reflecting a lifelong commitment to supporting and sustaining vibrant arts communities across the province.

Cassie's experience spans arts administration, curation, and community programming, with a focus on fostering collaboration between artists and audiences. Her approach is informed by her own creative background as an actor, singer-songwriter, and painter, and by her deep roots in Cape Breton's storytelling and cultural traditions.



As Operations & Audience Relations Manager, Cassie is responsible for the smooth, efficient, and professional running of our daily operations at the theatre. Cassie oversees front-of-house and box office functions, coordinates marketing and audience engagement, manages administrative processes and liaises with partners, artists, service providers and contractors.

THEATRE ACADEMY



WEEKDAY CLASSES

AGES 6 - 18



MARCH BREAK

AGES 6 - 18



PD DAY CAMPS

AGES 6 - 18



TEEN CLASSES

AGES 13 - 18



ADULT CLASSES & WORKSHOPS

AGES 18 & UP

Festival Antigonish Theatre Academy (FATA) is dedicated to inspiring a lifelong love of theatre by providing inclusive, process-driven education for youth and adults. Guided by professional teaching artists, we offer classes, camps, and workshops year-round. Our programs support students as they push beyond their limits to discover their unique voices and build communication skills through imaginative play.

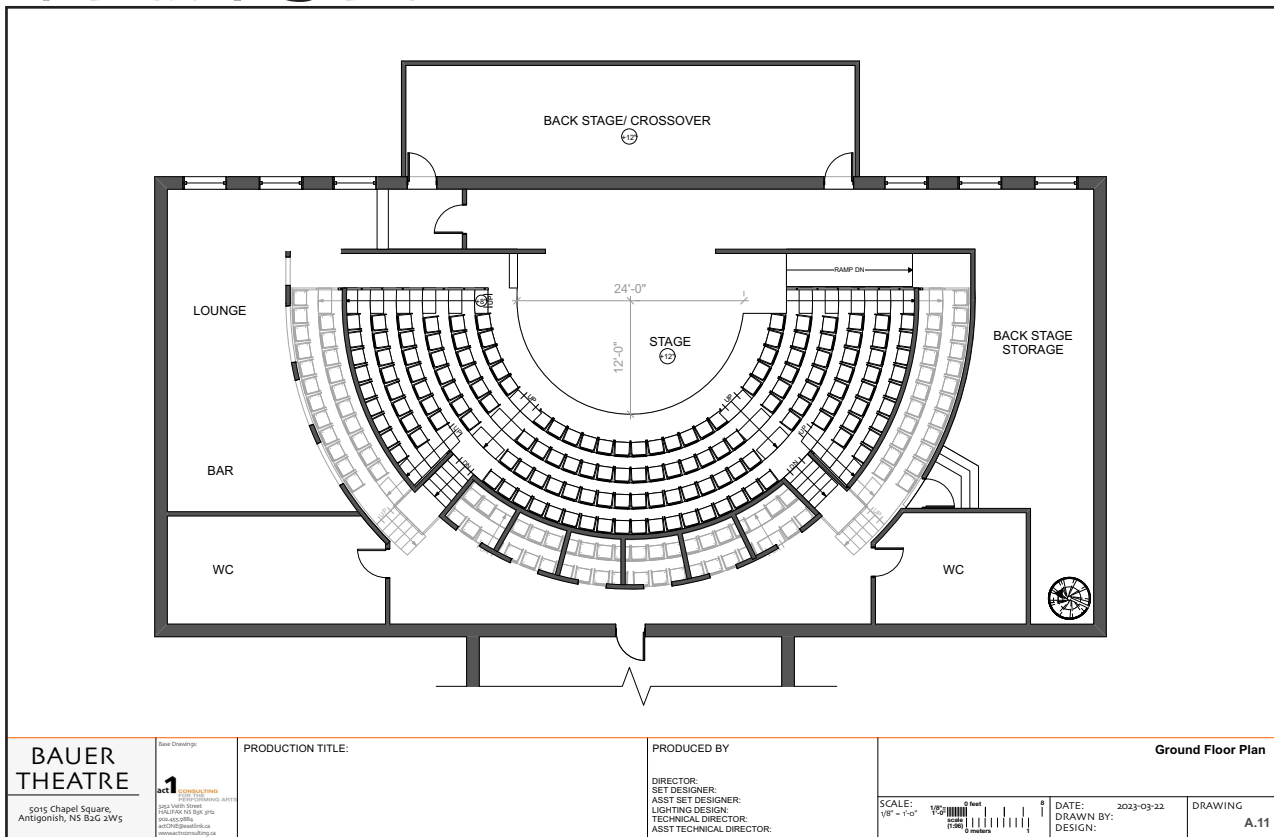
At FATA, we believe creativity is a vital skill cultivated through artistic risk-taking and guided processes. By prioritizing exploration participants feel empowered to experiment, make mistakes, and grow personally and artistically without fear of judgment. Theatre education develops essential life skills such as problem-solving, resilience, emotional intelligence, and self-worth that extend far beyond the stage.



CONTACT US:

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festivalantigonish.ca/theatre-academy/

VENUE



Main Stage

A proscenium stage with a large semi-circular apron. Two bridges provide unique staging opportunities to use the space. **Note:** Currently our backstage is inaccessible to performers with mobility devices.

Workshops

Our workshops and greenroom are in the basement of the building. There is a sizable carpentry space, costume storage is both onsite and at a second location and props are stored on-site in a loft. **Note:** These spaces are currently inaccessible to those using mobility devices.

House & Amenities

The theatre seats 200 including a balcony, and one row of accessible seating. Accessible washrooms, box office, lobby and lounge are all located on the ground floor. The theatre is also equipped with a hearing loop system.

Green Room Bar & Cabaret

Attached to the theatre is our Green Room bar and cabaret. This space holds 40 patrons, and has a small stage used for community and small scale events.

WHY CHOOSE US

At FAST, co-production is more than just a collaboration; it's a relationship grounded in trust and a shared artistic vision

Festival Antigonish Summer Theatre (FAST) has an established legacy as a premier summer theatre in Atlantic Canada.

With a history that spans three decades, a patron base that includes thousands of maritime, national, and international tourists, an acclaimed reputation as a local economic and cultural anchor, and an artistic commitment to excellence, we are proud of our successes. Each summer, we bring the best artists from Nova Scotia and beyond to create an award-winning Main Stage series, a Family Stage show, and innovative artistic presentations. Our theatre is in the intimate and historic Bauer Theatre on the campus of St. Francis Xavier University in Antigonish.



Collaboration looks different for each project, and we honour diverse models of collaboration. We seek partnerships that reflect shared values while maintaining high artistic and professional standards.

Shared Benefits of Partnership

Partnership allows us to share costs, expand reach and create professional development opportunities that benefit both organisations.

Accolades

- Named one of **Canada's Top 5 Summer Theatres** by the Ottawa Citizen
- Winner of the **2017 DEAN Tourism Award** for Festivals and Events
- **38 seasons** of professional theatre in rural Nova Scotia
- Record breaking **10** Nova Scotia Merritt Award nominations in 2023 and **8 in 2024 including 3 wins.**



Digital Marketing Reach

- Over **100,000** unique views per year with hundreds of thousands of impressions
- Cost-per-click **below** typical Canadian arts benchmarks
- **Multi-platform campaigns** across Meta and Google.
- Content that routinely achieves **strong watch-through and share rates.**

Funding Partners

- **Stable cashflow** through St. Francis Xavier University
- Over **\$1M** in endowment support
- 80% of annual **budget is supported by ticket sales** and donations
- **Established track record** with the Canada Council, the Province of Nova Scotia and other funding bodies.

RECENT CO-PRODUCTIONS

For Love Nor Money

Written by Laura Teasdale

With our friends at

MULGRAVEROAD
THEATRE 



Festival Antigonish Summer Theatre and Mulgrave Road Theatre joined forces to develop and stage the world premiere of *For Love Nor Money*, by local artist Laura Teasdale. The collaboration brought together two companies with deep roots in northeastern Nova Scotia—Festival Antigonish, anchoring theatre in the region since the 1980s, and Mulgrave Road Theatre, creating community-rooted work in Guysborough County since 1977. This partnership reflects both companies' commitment to place-based storytelling and demonstrated the creative potential of regional collaboration. *For Love Nor Money* was presented as part of Festival Antigonish Summer Theatre's 2025 season.

"It was clear from the beginning that open and regular communication would be key to a successful relationship and process. Both companies worked well together, and quickly solved emerging challenges for the benefit of all. Everyone from Mulgrave Road Theatre felt at home at the Bauer, and appreciated being part of the summer season"

**Emmy Alcorn, Artistic Director of
Mulgrave Road Theatre.**



Photos: Dave Risk

“The creative community-minded fusion between Festival Antigonish and Theatre Antigonish has encouraged careers galore and become a major contributor of artistic excellence.” - **Jeremy Webb, Neptune Theatre Artistic Director**



Murder for Two

Book by Kellen Blair and Joe Kinosian

Lyrics by Kellen Blair

Music by Joe Kinosian

Photos: Stoo Metz



Murder for Two is a dynamic musical comedy co-produced with the Neptune Theatre for the 2023 season. In 2024 the production was remounted at Thousand Island Playhouse with an extended run in partnership with FAST and Neptune Theatre.

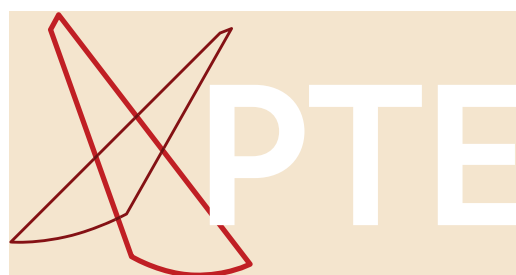


Photos: Leif Norman

The Outside Inn was presented in 2022 as a world premiere with Festival Antigonish Summer Theatre. Directed by Annie Valentina, *The Outside Inn* is a heartwarming and hilarious story about Lily, a newly divorced mother recently diagnosed with breast cancer, and her trans adult child, Patrick, who returns home to save money for top surgery. In 2024 the production was remounted in partnership with Prairie Theatre Exchange.

The Outside Inn

Written by Elio Zarillo and Sharon Bajer



2022 production photos of *The Outside Inn*.
Festival Antigonish; Elio Zarillo and Sharon Bajer



OUR VALUES & UNIQUE EXPERTISE

FAST has a long history of
community connection.

Since its beginnings in 1987, FAST has worked with our sister organisation Theatre Antigonish to encourage, grow and educate our local and regional communities.

For 38 seasons, FAST has produced contemporary professional theatre featuring acclaimed Atlantic and national artists. Our mainstage productions have earned multiple Merritt Award nominations and have toured to venues across Canada. We've commissioned new Canadian works, helped emerging artists to develop, and maintained high production values through relationships with award-winning actors, directors, artists, designers and stage managers.

During the pandemic, we pivoted our programming to include innovative community-engaged theatre, including large-scale promenade productions of *Robin Hood* and *The Hobbit* that involved over 120 community members alongside professionals. This work strengthened our volunteer base and demonstrated our capacity for ambitious, site-responsive productions.

Today, we balance professional mainstage productions with year-round programming that includes **Family Stage**, our **Festival Antigonish Theatre Academy (FATA)** and accessibility initiatives. We were the first theatre in Nova Scotia to offer Relaxed Performances, and our Prescribe the Arts program partners with physicians to improve community wellness.



Photo: Joseph Koury

Community

Building genuine relationships through theatre.

- ▶ Education Partnerships with Paqtnkek Mi'kmaw Nation, and Saint Francis Xavier University
- ▶ Annual Arts and Cultures Market for local artisans
- ▶ History of community and professional collaborations, through *Robin Hood*, *The Hobbit* and *The Secret Garden of An Sithean*



Photo: Dave Risk

Inspiring Compassion

Creating work that fosters understanding and belonging.

- ▶ Programming that expands our audiences view of the world around them: *The Outside Inn*, *The Secret Garden of An Sithean*, *The Adventures of the Little Girl & the Wind*
- ▶ Working with our regional partners to deliver theatre that expands our audiences expectations and views.
- ▶ Prescribe the Arts pilot program launched with 10 participating physicians



Photo: Bernice MacDonald

Diversity & Inclusion

Honouring multiple voices and perspectives.

- ▶ First Theatre in Nova Scotia to introduce Relaxed Performances
- ▶ Hearing Loop installation in 2025 with more than 100 users in the first year.
- ▶ Programming of works that showcase diverse perspectives: *Josephine: A Musical Cabaret*, *A Brimful of Asha* and *The New Canadian Curling Club*



Photo: Dave Risk

Excellence

Pursuing high professional and artistic standards.

- ▶ Working with acclaimed artists like *Daniel MacIvor*, *Emmy Alcorn*, *Laura Teasdale*, *Richie Wilcox*, *Mary Vingoe* and *Jeremey Webb*
- ▶ Award-winning designers and stage managers, *Judy Joe*, *Ingrid Risk*, *Sarah O'Brian*, and *Zeph Williams*, spent their early career with FAST.

OUR COLLABORATIVE APPROACH

We understand that these agreements cannot always be a 50/50 split.



Photo: Dave Risk

At times, they may require one organisation to rely on the other for support at varying levels. Support can include personnel, resources, capital, and other avenues, such as in-kind contributions. These contributions can be technological expertise, equipment, volunteer power, or mentorship opportunities and are just as valuable to a co-production as capital support.



Photo: Stoo Metz



Photos: Stoo Metz

Photo: Dave Risk



We recognise that an equal profit-sharing model is not always the most equitable division of profits/losses, and models should reflect the contribution capacities of each organisation.



Photo: Dave Risk

PRACTICAL CONSIDERATIONS & EXPECTATIONS

Our Team & Leadership Structure

FAST is a close-knit team with a clear understanding of our capabilities and capacity. Ensuring that our producing partner understands this from the outset is key to the success of our relationship.

Strong leadership from both organisations is essential. We emphasize expertise-based contribution, where individuals with appropriate skill sets meaningfully shape the work. Successful collaborations require institutional buy-in from all participating organisations, as leadership is crucial for upholding the artistic vision, providing motivation, setting clear ground rules, and effectively resolving conflicts. We recognise that co-productions demand dedicated time from personnel, which is a valuable and often scarce resource. Wherever feasible, we encourage the development of peer-to-peer relationships among team members beyond core leadership. Respectful boundaries and mutual support between administrative and artistic roles becomes essential when collaborating with other teams.

Grant Writing & Funding Support

Our team has proven success in grant writing, but due to our size, we may not always have the same capacity or capital as larger organisations.

Our collaborative approach to funding includes:

- ▶ Writing grants in-house when we have capacity
- ▶ Supporting applications through a collaborative approach
- ▶ Creating support materials for partner-led applications

Whether by writing the grants in-house, supporting the writing through a collaborative approach, or creating support materials, our goal is to develop an application that highlights each organisation's strengths and the benefits of working together. Working with granting bodies, FAST aims to collaborate with our partners to ensure that support is provided where needed.

Project Planning & Transparency

We believe in mapping out the project before any formal agreements are made. Knowing what is expected in advance allows each organisation to consider the co-production thoroughly. Being open and transparent about expectations from the start is vital and ensures everyone has a say from the beginning.

“Talking it over” ensures expectations are established early on, avoiding miscommunications and double work. Our planning process includes:

- ▶ Establishing achievable timelines with realistic milestones
- ▶ Structuring regular check-in points throughout the process
- ▶ Maintaining transparent resource allocation that defines clear roles and expectations
- ▶ Ensuring benefits align with each organisation’s respective responsibilities

Marketing & Audience Development

Strategies for marketing, hiring, media content, and sponsor recognition are all part of the collaborative process.

The ability for each organisation to collaborate with shared mailing lists and patron data increases audience development and marketing efforts in ways usually unachievable alone.

DATA PROTECTION: Strong policies about the sharing of patron information are key to protecting our audience’s privacy. We respect each organisation’s comfort levels when it comes to sharing audience data.

Budget Structure & Financial Equity

We recognise that an equal profit-sharing model is not always the most equitable division of profits/losses. Models should reflect the contribution capacities of each organisation.

Support can include:

- ▶ Personnel and expertise
- ▶ Resources and capital
- ▶ In-kind contributions (technological expertise, equipment, volunteer power, mentorship opportunities)

Having open conversations early in the process allows each organisation to thoroughly weigh its ability and willingness to engage in the co-production process. These conversations include the “*what ifs*”—unforeseen bumps in the road that cause difficulty along the way or launch into positive opportunities not considered. Working to establish a detailed project budget with contributed and shared revenues and expenses allows us to minimise the chance of surprises along the way. Understanding how these will be dealt with early in the process results in a more straightforward partnership.

ANTICIPATING & ADDRESSING CHALLENGES

FAST believes that transparency is essential for turning potential difficulties into opportunities for enhanced collaboration and a stronger partnership.

While collaboration is advantageous, we recognise that challenges are common across partnerships. We recognise that these challenges may occur during the process, and we will manage them through established procedures and escalation pathways. **Knowing how we will handle situations – if they arise, gives everyone peace of mind.**



Photo: Dave Risk

Common Challenges & Our Approach

Fear & Defensiveness

The Challenge: Emphasis on organisational identity can sometimes create a sense of protectionism or fear of losing control.

Our Response: FAST prioritizes strong, trust-based relationships from the outset encouraging partners to set aside ego in favour of shared vision and respect

Logistical Issues

The Challenge: Questions about shared resources, ownership of materials and distribution planning.

Our Response: We identify shared resources, clarify ownership, and plan distribution early in the process.

Changes in Team Structure

The Challenge: Staff transitions or unmet obligations can affect the momentum or a project.

Our Response: By fostering peer-to-peer connections beyond leadership and by setting clear branding and communication agreements in advance, we work to build a framework that endures transitions and strengthens the partnership.



Photo: Stoo Metz

Administrative & Financial Complexities

The Challenge: Determining who handles operational responsibilities, financials or marketing approvals can become an ongoing discussion.

Our Response: We address these concerns early, engaging in thorough pre-production conversations to clarify responsibilities, economic capacity, and contingency planning.

Cultural & Operational Differences

The Challenge: Misaligned schedules, varying organisational norms or unclear expectations.

Our Response: We emphasize flexibility, clear documentation, and maintain mutual respect for each organisation's contributions, even if they differ in scale.



Photo: Bernice MacDonald

OUR CONFLICT RESOLUTION PROCESS

We expect conflict - it's part of a healthy collaboration.

Diverse communication styles, workplace cultures, and decision-making differences can surface in any collaborative process.

When conflict arises, we commit to:

- ▶ Addressing it directly by dedicating space to unpacking core issues
- ▶ Focusing on shared objectives and encouraging constructive dialogue, supported, if necessary, by a third-party facilitator
- ▶ Avoiding personalization and maintaining space for all voices
- ▶ Escalating when needed by bringing in senior leadership or external mediators to ensure decisions are thoughtful and aligned with the project's best interests

In all cases, FAST strives to uphold transparency, empathy, and mutual accountability.

MEASURING SUCCESS & ACCOUNTABILITY

Evaluation:

The intrinsic value of collaboration is deeply rewarding, FAST is committed to setting clear metrics for success to inform learning and growth.

Development:

In areas of audience development and reach, we assess shifts in ticket sales, geographic expansion, and audience demographics—including first-time attendees or underserved communities.

Finance:

Financial health is considered by analyzing cost efficiencies, shared resource use, grant success, as well as increased donor or sponsor engagement. Professional development is evaluated through team skill-building, cross-organisational learning, and the exchange of new ideas.

Relationships:

The strength of the relationship is assessed, considering communication, collaboration quality, and conflict resolution. To support this, we set clear baselines and mutual goals from the outset, with room for ongoing review and adaptation. Evaluation throughout the process allows for adjustments for the project's success.

GETTING STARTED

We welcome conversations with prospective partners who share this vision and who are excited to explore what we might create together.

For FAST, the beginning stages of the co-production conversation are the most important.

FAST seeks a clear understanding of your goals, values, vision and capacity for potential partnership. We believe that well-defined goals and visions are fundamental to successful collaboration.



Photo: Dave Risk

STARTING THE CONVERSATION

Every collaboration is different, and we don't expect to have all the answers on day one. These questions are prompts for both of us to think out loud about the art we want to make, the resources we each bring, and what we need to feel confident moving forward.

Artistic Alignment

- ▶ What draws you to this piece and why does it need to be made now?
- ▶ How do you see this project aligning with your company's mandate and values?
- ▶ What are your non-negotiables in terms of artistic vision, casting, and creative team?
- ▶ What's your ideal audience for this project (age, community, geography, access needs)?
- ▶ For new work: how "fixed" is the script, and what level of development is expected in rehearsal?

Scheduling & Workflow

- ▶ What are your preferred dates for rehearsals, tech, previews, and opening?
- ▶ Do you have any blackout dates or other major projects we need to schedule around?
- ▶ Will there be a development workshop phase before full rehearsal, and if so, who's responsible for hosting and funding that?
- ▶ What is your ideal rehearsal schedule (length of rehearsal period, days off, tech requirements)?
- ▶ How often do you want check-in meetings during development and production?

Financial Capacity

- ▶ What's your budget commitment to this project, and when is cash actually available?
- ▶ How do you envision profit/loss sharing (50/50, proportional to investment, fee-for-service, etc.)?
- ▶ Are you comfortable with the idea that an "equal" split isn't always "equitable", and that we may need to customize the model based on capacity?
- ▶ Are you expecting us to apply for any shared grants, and if so, who will be the lead applicant?
- ▶ What financial constraints or red lines should we know about upfront?

Legal

- ▶ Who will hold the licensing agreement for the play or source material, and who is responsible for negotiating and paying for rights?
- ▶ What are the terms for remounts or tours (fees, rights, revenue share, creative control)?
- ▶ How will crediting and branding be handled (billing order, logo placement, "a co-production between..." language)?
- ▶ Are we aligned on force majeure/cancellation terms, including disruptions from extreme weather or facility closures?

Production & Tech

- ▶ What are the technical specs of your venue(s) (stage size, grid height, seating capacity, accessibility)?
- ▶ What union agreements (CAEA, IATSE, others) apply to this production, and who will be the Producer of Record?
- ▶ What's your set, props, and wardrobe inventory that might be available to this project?
- ▶ What's the touring/transportation plan if the show moves between venues or on tour?

Communication & Decision-Making

- ▶ Who is your primary point of contact for artistic decisions, production and technical matters, finance and contracts, and marketing?
- ▶ What are your internal approval timelines for budgets, casting, and marketing materials?
- ▶ What internal dates or deadlines are immovable for your organisation (Board dates, brochure deadlines, season announcements)?
- ▶ How do you like to receive difficult news or feedback?
- ▶ Who are the final decision-makers for artistic calls, budget changes, schedule changes, and casting replacements?

Equity & Care

- ▶ How will equity, diversity, inclusion, and accessibility be respected in this partnership and production?
- ▶ How do you currently handle respectful workplace or harassment complaints, and who is the designated contact person?
- ▶ What care accommodations should we plan for (childcare, accessibility, flexible scheduling, prayer time, cultural protocols)?
- ▶ Are there community partners we should involve to support equity or culturally specific work?
- ▶ Do you have any existing policies or protocols (cultural safety, land acknowledgements) that should be integrated into this project?

Marketing & Audience

- ▶ Who leads on marketing strategy—you, us, or a shared team?
- ▶ What are your audience goals (attendance targets, new audience segments, geographic reach)?
- ▶ How will we coordinate timelines for season announcements, on-sale dates, and embargoes?
- ▶ Who approves final key art, title treatment, copy, and press materials?
- ▶ Are there any community engagement activities you would like attached (talkbacks, workshops, affinity nights, school shows)?

FESTIVAL ANTIGONISH

— SUMMER THEATRE —

Co-Production PORTFOLIO

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