

CQICTS

CENTRE QUÉBÉCOIS DE L'INSTITUT CANADIEN
DES TECHNOLOGIES SCÉNOGRAPHIQUES

2025 ANNUAL REPORT

Year-end to December 31, 2025
Presented on February 16, 2026

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A WORD FROM THE PRESIDENT

It is with great pleasure and deep appreciation that I present to you the annual President's report for the past year. The organization's 23rd year of existence has been marked by significant achievements and promising initiatives for the future of our industry.

The year 2025 was also marked by a surge of collaboration within the scenographic technologies community. Indeed, the CQICTS has consolidated its role as a link between the professional, economic, educational and artistic spheres. Due to the participation of our members in networking activities, it has been easy to ensure the maintenance and enrichment of our community.

I would like to acknowledge the exceptional contribution of each member of the Board, as well as the valuable contribution of our observers, who have enriched our reflections and decisions. I also believe it is essential to thank our partners and all the members who contribute to the vitality of our industry.

In 2026, we are continuing this momentum with a particular focus on the organization's governance practices, eco-responsibility and the promotion of our collective successes.

GOVERNANCE AND COMMUNITY LIFE

At our February 2025 Annual General Meeting, members reaffirmed their confidence in the Board of Directors by reappointing the current directors. This stability testifies to the quality of the work accomplished and the relevance of the orientations taken.

1. 2025 Board of Directors

In accordance with the new provisions of the General By-Laws, the Board of Directors of the CQICTS is now composed of five directors. In addition, for the year 2025, it was determined that two observers would be admitted to the meetings.

- President : Sandra Matte
- Vice-President : Eric Mongerson
- Treasurer : Jérémy Busque
- Secretary : Anne Plamondon
- Administrator : Eric Fontaine
- Observers :
 - Nicolas Labbé, Solotech Inc.
 - Sonia Gadbois, Studio Artefact

The 2025 Board of Directors ensured the continuity of the section's actions and the preparation of the 2026 AGM. We acknowledge the commitment of the Directors and the participation of observers. Statutory documents (agendas, minutes) are available to members.

The board has met six times in the past year :

- a. 15 January 2025
- b. 17 March 2025
- c. 8 May 2025
- d. 12 August 2025
- e. 24 October 2025
- f. 10 December 2025

2. 2025 Resolutions

Two resolutions have been passed in the past year. Here are the details :

May 8, 2025: 129th meeting of the Board of Directors

Anne Plamondon - Secretary, presented the resolution: Donation to the Théâtre du Nouveau Monde.

It was decided to make a \$150 donation to the Théâtre du Nouveau Monde to thank them for their hospitality at the organization's 22nd Annual General Meeting.

Adopted unanimously. (See minutes of the meeting of 8 May 2025)

10 December 2025: 132nd Meeting of the Board of Directors

Sandra Matte - President, presented the resolution: Amendments to the by-laws

It was decided to amend Article 22.5 Voting - subpoint c) as mentioned here:

Old wording :

"The elected director sits in a personal capacity. He shall not be elected, in the case of a delegate, as a representative of an organization member or a corporate member for the duration of his term."

New wording :

'The elected director may serve in his or her personal capacity or as a representative of a member organization or a corporate member for the duration of his or her term..

This representative must be a natural person designated by the member body, by written resolution, before the elective general meeting. The body must notify the association of this appointment at least 5 days before the meeting is held. If the representative is replaced during the term of office, the organization must inform the Board of Directors in writing, and the new representative assumes the mandate for the remaining term. Only one

representative at a time is allowed to sit on the board of directors of the organization.”

It was also decided to add Article 22 bis as mentioned here:

Article 22 bis Observers on the Board of Directors

23.1 Definition

Observers are invited to attend the meetings of the Board of Directors in a non-decision-making capacity. They are members or non-members of the organization, invited for their expertise, their supporting role or their interest in the organization's activities.

23.2 Invitation procedure

Observers are invited by the Chair of the Board or by resolution of the Board of Directors. Their presence can be occasional or regular, depending on the needs of the organization.

23.3 Rights and obligations

Observers:

- Attend meetings to enrich exchanges and promote transparency. They do not have the right to vote except when the Chair asks them to do so.*
- They may participate in the deliberations when the Chair expressly grants them the floor.*
- They maintain privacy by protecting shared discussions and documents.*
- They are granted access to the relevant parts of meetings, except where sensitive or confidential matters require a restricted sitting.*

23.4 Arrangements for the presence of observers

The number of observers present at a meeting is limited to a maximum of two people, unless otherwise decided by the Board. Their presence is authorized for a fixed or indefinite period, in accordance with the terms and conditions established by the board.

23.5 Commitment to confidentiality

All observers must sign a confidentiality agreement before participating in one or more meetings of the Board of Directors.

Adopted unanimously. (See minutes of the meeting of December 10, 2025)

3. CQICTS Members ¹

In order to better understand the evolution of our memberships, the following table presents a comparison between the 2024 and 2025 memberships of the Quebec section, as well as the national CITT/ICTS data for 2025. This perspective highlights our gains, our challenges, and the proportional share that Quebec represents among Canadian members.

Membership Category	CQICTS 2025	CQICTS 2024	CITT/ICTS 2025	% of CITT/ICTS members in Québec
Individuel	10	8	119	12%
Professional	1	0	5	20%
Retired	6	5	13	31%
Student	0	0	9	0
Nonprofit Organization	14	16	128	9%
Corporate	14	16	27	44%
Benefactor	16	13	46	26%
Associate Member	48	45	-	-
Total	109	103	347	23%

In order to better understand the composition of our members, the table below presents the percentages of members by category for the Quebec Chapter, compared to the percentages observed across Canada. This perspective allows us to identify our strengths, our specificities and the categories in which the Quebec chapter occupies a proportionately more important place.

Membership Category	% by Category	CITT/ICTS % by Category
Individuel	9%	34%
Professional	1%	1%
Retired	6%	4%
Student	0%	3%
Nonprofit Organization	12.5%	37%
Corporate	12.5%	8%
Benefactor	15%	13%

¹ The figures used for this table are as of February 6, 2026.

4. Sector Membership

The CQICTS is a member of Compétence Culture and has two representatives in the electoral college / Dance, Music, Theatre, Circus and Disciplinary Arts Sector, with voting rights within the organization: Sandra Matte (voting rights) and Anne Plamondon (alternate).

The CQICTS is working with Compétence Culture on various projects, including the Culture in Action (2023-2028) and Culture et moi (2022-2024) campaigns, which promote and enhance the arts and culture professions in Quebec. For the latter, we have distributed short videos that promote the professions as well as technical training courses specific to our cultural sector.

Several activities of varying magnitude have resulted from the Culture in Action file and touches on different priorities of CQICTS. More specifically, the establishment of a community of practice for executive directors by the sectoral committee greatly feeds our ambition to professionalize CQICTS.

On the occasion of the annual Meeting of Cultural Competence members, the president of the CQICTS had the opportunity to participate in a very relevant training: Governing in a Changing Sector - Activity for people in management positions. As a follow-up to this activity, a community of practice initiated by Pascale Landry, Executive Director of the Sectoral Committee, was created. Since October, virtual meetings have been held twice a month, where participants and invited experts present practical cases or presentations on specific topics.

Thanks to the President's participation in this community of exchange, it is now easier for us to imagine how we could strengthen the stability of the section in addition to increasing our network.

2025 PRIORITIES & SUCCESSES

1. *Improving the governance of the organization:*

Updating the Bylaws

The new proposals provide a better framework for the collaboration of observers in addition to clarifying certain articles that lacked coherence.

Work to develop a Governance Policy and update current practices

Many ideas surrounding the current situation and future of the organization are advancing the work. The working committee, composed of Sandra Matte, Anne Plamondon and Jérémy Busque, has met three times and the work will continue in 2026.

Despite the good intentions to improve the supervision offered to Yana KM (Resources hired as part of the pooling with the Quebec Association of Puppeteers), the CQICTS had to postpone this work due to the prolonged absence of our collaborator. Her gradual return in September has allowed us to quietly get the file back on track..

It was determined that the travel expense reimbursement policy will be integrated into the association's governance policy to avoid the multitude of official documents.

Steps are underway to adapt and translate the CITT/ICTS Anti-Harassment Policy to the regulatory changes made as part of Bill C-27.

2. Maintain and increase linkages with CITT/ICTS

Participation in the annual CITT/ICTS board retreat – March 21 to 23, 2025

During these two days of meetings and exchanges, participants had the opportunity to express themselves on the following issues, in addition to gathering information useful to their respective sections:

- ✓ Long-Term Vision : Discussions on the future of CITT/ICTS, staffing, and service offerings
- ✓ Membership : Messaging and Engagement, Membership Drive, Information strategies
- ✓ Tariffs : Discussion on supporting membership, costs, and U.S. relationships
- ✓ Board meeting : Finance conversation re charity status as impediment to fund raising
- ✓ Regional Sections :

Funding once a year, Making requests for events in each section – what would be helpful for each end of fiscal year, Policies (Anti-Harassment policies are required for BC and QC)



CITT/ICTS Activities :

1. Active participation in CITT/ICTS Board of Directors meetings (January 28, March 11, April 29, July 29, October 7 and December 16, 2025) to ensure consistency between our actions and those of the national office. Thank you to the vice-president, Eric Mongerson, for carrying out this responsibility with consistency.

2. Involvement of members on national committees
 - Events committee: Jonathan Rail, Cr34te
 - Educational commission :
 - Cégep de La Pocatière - Campus de Montmagny
 - National Theatre school of Canada
 - Cégep de Saint-Hyacinthe

Participation in meetings of presidents and vice-presidents of other Canadian sections.

Since September and following the annual retreat, the representatives of each regional section have been meeting before the meetings of the CITT/ICTS Board of Directors in order to align their needs and to encourage exchanges on specific topics. This initiative is promising and efforts to improve the effectiveness of these meetings are underway.

3. Continuing to develop a community of practice

Establishment of a Round Table on Scenographic Technology Education in collaboration with six member institutions and external participants.

Participating member schools:

- ✓ Cégep de La Pocatière - Campus de Montmagny et Extra Formation
- ✓ Collège Lionel-Groulx
- ✓ Concordia University
- ✓ École de Théâtre du Cégep de Saint-Hyacinthe
- ✓ École Nationale de Théâtre du Canada
- ✓ Production Jeun'Est

April 15, 2025, Montreal: Place des arts – Centre de création Jean Duceppe

A first meeting between professionals, teachers, pedagogical advisors and teaching stakeholders in the field of scenographic technologies was held last April in Montreal.



Representatives of eight educational institutions, accompanied by the president of the organization and a representative from Compétence Culture (Sectoral Workforce Committee) defined the necessary foundations for the establishment of a round table that will eventually make it possible to discuss the current challenges in the teaching of scenographic technologies.

September 2, 2025, Quebec City – Palais Montcalm

The next meeting then allowed the fifteen participants from seven schools and two representatives of the community to work on the terms of reference and



determine the priorities for the Table's actions. A first document was produced and presented to the participants. Changes were suggested and a committee was formed to work on them.

Among the proposals selected for the achievements to be put forward are:

- ✓ The recording of possible analyses and of work functions and skills required to work in the field of scenographic technologies.
- ✓ The correlation between this reference framework of professions and the training programs offered in scenographic technologies.
- ✓ A review of the National Occupational Classification

December 18, 2025, virtual meeting

This third meeting brought together participants from a dozen establishments. Principals, teachers, and educational advisors were able to exchange with each other and with three representatives of the community. In addition to consolidating the foundations for sustainable collaboration through the adoption of the Table's Terms of Reference, they developed a work plan for the coming year.

4. *Maintain collaboration with Culture Capitale-Nationale
Chaudière-Appalaches.*

- ✓ [A look back at the celebrations of the 20th Rendez-vous technique des arts de la scène – Culture Capitale-Nationale et Chaudière-Appalaches](#)
- ✓ [The 2025 Technical Rendez-vous – Culture Capitale-Nationale and Chaudière-Appalaches](#)

5. *Develop a collaboration with Culture Montérégie*

Organization of the first edition of the Rendez-vous technique des arts de la scène - Satellite de la Montérégie

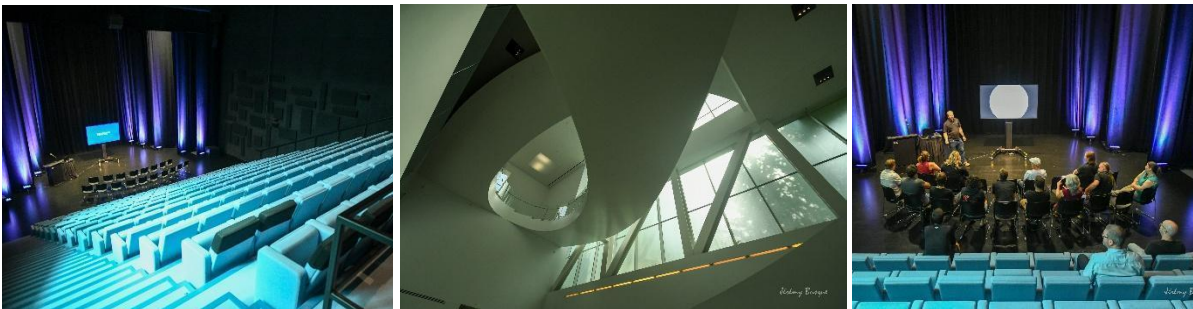
- ✓ [2026 Montérégie Performing Arts Technical Meeting - Culture Montérégie](#)

6. *Continuing our traditional site visits and sharing of expertise*

February 24, 2025, Montreal: Théâtre du Nouveau-Monde
(9 members out of 10 participants)



- September 2, 2025, Quebec City: Musée National des Beaux-Arts du Québec
(7 members out of 16 participants)



7. *Communicate member activities more regularly*

- ✓ Collaboration with CITT/ICTS in 2025, for the publication of three editions of CQICTS News (Spring, Fall, Winter) by email to all members of the Quebec chapter (in French and English versions).
- ✓ Occasional Facebook posts.

PROJECTS AND ACTIVITIES PLANNED FOR 2026

- Member Needs Analysis
- Progress on the "Governance Policy" file (continued)
 - ✓ Analysis of the organization's situation
 - ✓ Development of a three-year strategic plan and an action plan for 2026
 - ✓ Adjustment of our practices according to the evolution of our values of integrity, eco-responsibility and mutualization.
- Implementation of the 2026 Action Plan
- Maintaining and expanding the network of exchanges and partnerships.
 - ✓ Rendez-vous technique des arts de la scène – Quebec City 21st edition (September 9-10, 2026, Palais Montcalm, Quebec City)
 - ✓ New Event! Performing Arts Technical Meeting – Satellite Montérégie 1st edition (January 21-22, 2026)
 - ✓ Scenographic Technology Education Roundtable
 - ✓ Active participation in Expo Scène (Discussion panel: Innovation and eco-responsibility in scenographic technologies, VIP visit for strategic partners)

- ✓ Development of inter-association networks (XN Québec, Réseau Culture° 360, etc.)
- Member Communication: CQICTS News (Spring, Summer, Fall, Winter)

CONCLUSION

The year 2025 will have been marked by structural advances and a renewed commitment to the mission of the CQICTS. Thanks to the hard work of the Board of Directors, the constant involvement of members and the development of solid collaborations with our partners, our organization has consolidated its role as a catalyst in the scenographic technology community. The actions undertaken have laid a lasting foundation for more effective governance, a better articulated professional network and an ever more active community.

The year 2026 looks just as promising. The projects already underway, the expansion of our partnerships, the continuation of governance work and the implementation of a three-year strategic plan will allow us to continue our growth and strengthen our presence in the Quebec and Canadian cultural ecosystem. Together, we will continue to make CQICTS a place of collaboration, innovation and outreach for our entire sector.