



# Strategic Plan

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## Core Principles

**Vision** An inclusive community that thrives through the power of the arts.

**Mission** Opening hearts and minds through diverse, professional arts experiences.

**Mandate** MASC offers schools and communities arts experiences led by professional artists that awaken the creative process, deepen cultural awareness, encourage engagement, and give vivid demonstration of Canada's diversity.

**Who** In partnership with Schools and Community Venues

**What** Workshops, performances, artists-in-residence and special events in both official languages.

**Where** In-person: Eastern Ontario and West Quebec Online: Across Canada

**Why** We believe the arts bring people and communities together and open hearts and minds

## Strategic Goals

**Artistic and Program Excellence** Continue to offer high-calibre, unique arts education and community arts programs and events

**Diversity and Inclusion** Lead with a lens of diversity and inclusion in all aspects of MASC's work

**Visibility** Increase visibility resulting in more significant impact in the community

**Sustainability** Ensure MASC remains operationally efficient and resilient to funding fluctuations

**Leadership** Enhance the capacities of MASC staff and Board of Directors

## Key Performance Indicators

- ▶ Number of workshops, performances and residencies booked per year
- ▶ Booking fees per year
- ▶ Percentage of repeat bookings year over year per venue
- ▶ Number of venues accessing MASC programs
- ▶ Number of participants involved in MASC events.
- ▶ Maintain a healthy balance between revenue streams: earned revenue, government funding, fundraising, corporate funding and community partnerships

## MASC Values

- ▶ Equitable access to arts education and community-engaged arts experiences
- ▶ Relationships with professional artists who are passionate about arts education
- ▶ Diversity and inclusion in all aspects of our work, such as building our artist roster, hiring artists for events, recruiting staff and board members, and in our community outreach
- ▶ Open, honest, collaborative partnerships with our valued facilitators and supporters
- ▶ Multilingualism and the importance of delivering programs in both official languages
- ▶ Safe and respectful work environments at MASC and its program offerings that promote new ideas and open-mindedness
- ▶ Good governance, organizational efficiency and financial stewardship and sustainability

## MASC Core Competencies

- ▶ Curating a diverse program of professional artists from all artistic disciplines
- ▶ Expertise in arts education and community-engaged arts
- ▶ Key partnerships within school environments and community settings
- ▶ Presenting unique programs that are inspirational
- ▶ Using our experience and infrastructure to bring arts to underserved communities
- ▶ Providing high quality programming for excellent value

## MASC's Impact

- | <b>Participants</b> | <b>Facilitators</b>    |
|---------------------|------------------------|
| ▶ Children          | ▶ Professional artists |
| ▶ Youth             | ▶ Teachers             |
| ▶ Adults            | ▶ Community leaders    |
| ▶ Seniors           | ▶ Partners             |



# MASC's Definitions

## Programs

Performances, workshops or residencies that can be accessed by all of our partners through our website throughout the year and are advertised through our brochures. Programs at this time include:

- ▶ School Program
- ▶ Community Program

## Program Offerings

- ▶ *Workshop* a hands-on activity in any artistic discipline
- ▶ *Performance* a spectator activity in any artistic discipline
- ▶ *Artist-in-residency* a series of three or more workshops or performances in any artistic discipline
- ▶ *Event* a time-specific activity or series of activities that are offered to a specific community in any artistic discipline. Events often involve school or community partners and require specific funding. Events at this time include:

**MASC Young Authors and Illustrators Festival**

**MASC Arts Awards**

**Awesome Arts en folie**

**Festival de danse en milieu scolaire**

**Your Story Festival**

**IllustrAuteurs**

## Partnership

Collaboration is the heart of what we do. MASC has partnerships with many individuals and organizations, that take different forms:

**Funding Partners** Government departments, Foundations, Corporations and Individuals who support MASC financially

**In-kind Partners** Businesses and Volunteers who support MASC with services and goods at no/low cost

**Booking Partners** school and community representatives who reserve artists for their classroom or seniors' venue for a one-off performance or workshop or artist-in-residence

**School Partners** key school representatives with whom we develop programs, who may provide funding, and who provide us with key information and guidance as to working within their community

**Community Partners** key community representatives with whom we develop programming, who may provide funding, and who provide us with key information and guidance as to working within their community

# Strategic Goals

## **1. Artistic and Program Excellence - Continue to offer high-calibre, unique arts education and community arts programs and events**

- ▶ Continue to curate a program of diverse artists experienced in and passionate about arts education and/or community engagement who are booked regularly by MASC partners.
- ▶ Continue to deliver consistently strong programs and events with exceptional artists
- ▶ Continue to provide both in-depth experiences as well as reaching broadly into the community.
- ▶ Establish annual training for artists to help them deliver quality experiences in the classroom and in the community.
- ▶ Ensure that our English and French programs are offered to reflect the demographic of the populations we serve.
- ▶ Explore new program opportunities in schools and communities
- ▶ Develop online programming

## **2. Diversity and Inclusion - Lead with a lens of diversity and inclusion in all aspects of MASC's work**

- ▶ Clear policies, accommodating processes and practical application towards hiring practices
- ▶ Clear policies and practical application towards Board composition
- ▶ Clear policies, accommodating processes and practical application towards artist roster development
- ▶ Clear policies towards to the development of diverse audiences

## **3. Visibility - Increase visibility resulting in more significant impact in the community**

- ▶ Fund and create new staff positions in communications and community programming
- ▶ Complete a MASC brand refresh
- ▶ Develop a new marketing strategy
- ▶ Establish a strong media presence in Ottawa and Arts Community nation-wide

## **4. Sustainability - Ensure MASC remains operationally efficient and resilient to funding fluctuations**

- ▶ Secure new sources of operational funding
- ▶ Develop and secure sponsorship opportunities for MASC events
- ▶ Develop and enact fundraising plans
- ▶ Continue to raise 50% of budget through earned revenue
- ▶ Seek funding to complete a comprehensive program analysis
- ▶ Aim for "zero cost" balance sheet for events
- ▶ Explore and plan for growth opportunities
- ▶ Aim to access project funding solely for pilot events.

## **5. Leadership - Enhance the capacities of MASC staff and Board of Directors**

- ▶ Maintain skills-based governance board with clear succession plan
- ▶ Establish clear succession plans for Executive Director(s)
- ▶ Support ongoing staff development
- ▶ Further develop MASC's organizational procedures and governance structure

# MASC Strategy 2025

This plan will help MASC articulate how to achieve its mission until 2025, while adhering to its values.

Professional artists are key to MASC’s mission to “open hearts and minds” through artistic experiences. MASC’s strategy is founded upon delivering professional arts programs to schools and communities.

In the coming five years, MASC’s board will focus on governance and organizational oversight. At the Executive Director level, MASC leadership will focus on financial sustainability, maintaining programming excellence, managed growth and ensuring a strong team is in place.

MASC will also expand its outward reach to people who are not yet familiar with MASC, to potential funders and to potential school and community partners. Fundraising is also friend-raising, and if properly fostered, can provide opportunities for partnerships, and give more profile to the organization. In addition to those currently involved with MASC, our alumni, former board members, artists, parents and participants, will always be our best spokespeople. We will encourage them through strategic communications to inspire others to join the MASC community.



## Celebrating 30 years

At the time of printing, MASC is celebrating 30 years as a leader in arts education and community engagement in Ottawa. In a sector that struggles with resource dollars and staff turnover, MASC has survived and thrived. Over the past 30 years, MASC has developed the expertise to deliver a wide variety of artistic experiences with a diverse group of professional artists to hundreds of thousands of children, youth and adults in Ottawa. MASC's team has built a trusted network of resources for the Ottawa community.

### *There are some key factors that influenced the development of this strategy:*

**Timing** No formal strategic review had been done since 2005. Substantial programming and operational growth have since occurred, despite the lack of clear strategic visioning.

**Leadership** There has been significant organizational change in recent years, including at the Executive Director and Board levels. New leadership requested a full review of both board governance and strategic plans.

**Environment** We looked at how similar non-profit organizations to MASC were working vis-à-vis programming, revenue development, artists, marketing, board engagement in fundraising, diversity, artist selection and training, and challenges. This environmental scan informed our decisions and can be found in Appendix B.

**Stakeholders** We consulted and received detailed feedback from volunteers, artists, community and school partners and funders, as well as Board members and staff.

**Diversity** The idea of multicultural arts programming 30 years ago was very new. 30 years later, the organization is committed to embracing a 2020 definition of what it means for MASC to be diverse and inclusive in all aspects of the organization, and how this could strengthen its strategy.

**Funding** Core operational funding is a challenge for an organization striving to do so much. This plan will use a financial lens to examine programming and organizational efficiencies, as well as areas of potential revenue growth, including fundraising.

**Events** There are festivals and events that have naturally developed through MASC's existing relationships that deserve a review to determine if they tie back to mission and are financially viable.

# Impact of COVID-19

*April 28, 2020*

During the final stages of this document, the COVID-19 global pandemic descended on the world. MASC has been challenged by COVID - we are unable to deliver any in-person programming - but we are also thankful that we have weathered these challenges to date including bringing some of our programs online. While not part of the original goals identified through the Strategic Plan process, these online programs will be a key area of focus for MASC in the future and holds promise as an area of growth for the organization. For these reasons, we have included the creation and growth of an Online Program as a goal for this Strategic Plan. All of the strategies within this document are still relevant in a post-COVID world, and we anticipate delivering on these strategies in the coming five years.

