

ANNUAL REPORT 2020-2021

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Letter from the

Chair of the Board



■ ■ If I were to choose a word that expresses the work that has been done at MASC in 2020 -2021, I would say consolidation. Each day of the past year seemed to involve a step forward into a new level of maturity for MASC. An Equity and Diversity Policy was formulated and enacted. An Indigenous Advisory Committee was created. A Cultural Appropriation Policy was adopted. Twenty-eight performances were filmed, becoming popular Videos On Demand programming in schools and community settings. New partnerships were explored to expand MASC's reach throughout Canada.

It was bittersweet as Wendy Hartley transitioned from her role as Co-Executive Director to Executive Consultant at the end of June. But it was thrilling to watch ED Micheline Shoebridge embrace that complex role and continue to lead the staff through the turbulent waters of the pandemic. New staff were welcomed to our virtual offices, and it was exciting to witness them build a cohesive team - especially considering some of them have never met face to face!

At the Board level, too, we have welcomed strong new members with diverse skills. We have begun work on creating new Governance Documents that will guide MASC forward for many years to come.

All in all, the year has seen a consolidation of vision as MASC's Strategic Plan becomes a reality.

MASC is definitely building a solid foundation for the next 30 years. And that is certainly something to celebrate! ■ ■

Amanda West Lewis, Chair of the Board of MASC

MASC People



Staff ▲

Micheline Shoebridge *Co-Executive Director*

Wendy Hartley *Co-Executive Director*

Alejandro Salgado Cendales *English Program Director /
Diversity and Inclusion Officer*

Chantal Racine *French Program Director*

Jessica Ruano *Community Program Director /
Communications Director*

Meagan Gilson-Lockhart *Bookings Coordinator*

Katryn Hepworth *Bilingual Bookings Coordinator*

Nathalie Racine *Office Manager and Event Assistant*

Faith Seltzer *Artistic Director,
MASC Young Authors and Illustrators Festival*

Chris Jackson *Graphic Designer*

Board of Directors ▼

Amanda West Lewis *Chair*

Norman Adams *Treasurer*

Gerald Dragon *Secretary*

Cindy Vachon *Director*

Colin Henein *Director*

Guy Poirier *Director*

Jennifer Boudewyn *Director*

Juan-Luis Vasquez *Director*

Magda-Lena Capkun *Director*

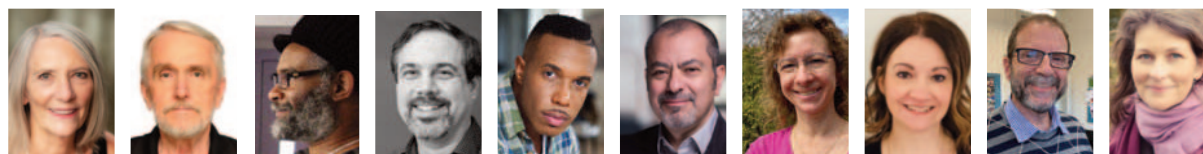
Stefan Keyes *Director*

Office Interns

Heidi Muamba

Louann Lamarche Garceau

Vanessa Lovell



People

Artists: MASC works with a roster of close to 60 professional artists and artist groups, totalling 140 individual artists. Our artists represent a wide diversity of people from a variety of cultural backgrounds – including Indigenous peoples, people of colour, and immigrants/newcomers – as well as members from the disability community, the 2SLGBTQIA community, and other equity-seeking communities. More than half of our roster artists offer workshops and performances in both English and French. An additional 60 artists were employed this year for various events and festivals, making a total of 200 individual artists that MASC worked with in 2020-21.

Participants: Over 200,000 child, youth, and adults, including seniors.

Volunteers: 20 volunteers contributed 1204 hours supporting our events and providing office support.

School Partners: MASC is fortunate to work with over 240 schools across Eastern Ontario and Western Quebec. Our online programming has allowed us to reach further afield, growing our school board partners from an average of 14 to 24 English and French school boards in 2020-21. This expansion led to 56 schools outside our region booking MASC programs. We are proud to say MASC is now working with all 12 French school boards in Ontario, reaching small francophone communities in the south and north of the province. In 2020-21, MASC offered programming in 20 school boards outside our region. In all, MASC programming reached 205,000 students across Canada.

Community Partners: MASC worked in close partnership with 58 community partners locally including community centres, libraries, seniors' venues, childcare centres and more. Working alongside our community partners, we provide programming that engages their community.



Programs

MASC is committed to offering professional artistic and cultural experiences to children, youth, adults and seniors. MASC offers equitable access to those living in underserved neighbourhoods and rural communities. By bringing artists into communities, MASC reduces economic barriers through subsidized programming as well as removes institutional barriers by providing community members access to professional arts programming where they live and go to school. MASC brings the arts to the people.

MASC Online: MASC is proud to have offered online programming to schools and communities across Canada since May 2020. Over 200 programs, including workshops, performances, residencies and 28 professionally filmed Videos-On-Demand, are offered virtually and continue to be available across all artistic disciplines in both English and French.

School Program: Building on the legacy that started 31 years ago, the MASC School Program has expanded its reach across the province and even across the country.

In addition to the 358 programs across the 6 artistic disciplines, MASC now offers specialized programs in partnership with school boards providing opportunities for students to explore cross-disciplinary curriculum-based subjects through an arts and culture lens. Through experience and reflection, students learn about diverse topics, including Indigenous Studies, Natural Sciences, Cultural and Social Studies, and co-develop with MASC artists an aesthetic interpretation resulting in beautiful murals, engaging videos, live performances and more.

PassepART is a micro-grant program managed by the Fédération culturelle canadienne-française (FCCF). In 2020-2021, MASC implemented over 100 PassepART projects using over \$100,000 in grants. We reached nearly 27,000 students with 513 workshops, 110 performances and 23 virtual residencies across Ontario.

Drôle de Fonds LP Dion Louis-Philippe Dion was a great advocate for the Franco-Ontarian artistic community. In his honour, his family and community have raised over \$6,000 to enable MASC to organize virtual arts programming in francophone schools.



Programs

In-person programming offered across Eastern Ontario & Western Quebec

Online programming offered across Canada

Programs are offered in Schools, Community Settings, and Seniors Venues

Community Program: MASC delivered a variety of arts programming to more than 12,500 children, youth, and adults, including seniors, in English and French in diverse and underserved communities across Ottawa and surrounding areas. Programming ranged from workshop series to performances with 58 community venues for programs of all ages. MASC offered 2800 seniors artistic programming in partnership with 22 seniors venues, ranging from online programming to safe at-a-distance dance workshops and mural creation.

Awesome Arts: In 2021, MASC offered a simplified version of Awesome Arts for 60 participants in partnership with the Sandy Hill Community Health Centre and Viscount Alexander Public School. Arts Network Ottawa supported two internships: Suzan Richards with intern Joy Mwandemange and Claudia Salguero with intern Edgar Hernandez. The latter duo worked with young participants to co-create a mural titled the future awaits that was displayed at the Ottawa Art Gallery for two months following a public vernissage and was eventually installed in the Strathcona Heights neighbourhood.

Places



Events

MASC Young Authors and Illustrators Festival

On April 17th 2021, MASC held the first-ever virtual edition of the MASC Young Authors and Illustrators Festival, led by Artistic Director Faith Seltzer. Students in grades six to eight signed up for a day of literary activities including artist presentations and hands-on master classes. Hosted by JustJamaal ThePoet, the event also included a game of Truth or Lie with the six authors and illustrators, as well as the opportunity to create a spoken word poem as a group. The festival is planning another virtual edition in April 2022.



IllustrAuteurs

In February 2021, MASC held virtually for the first time its brand-new literary festival IllustrAuteurs. This festival introduces students to different types of writing, literature and illustrations. IllustrAuteurs succeeded in attracting 100 participants from over 15 different regions of French Ontario.

Festival de danse en milieu scolaire (FDMS)

The 6th edition of FDMS took place virtually in March 2021 with 72 participants and 20 professional dancers, choreographers and artistic directors. FDMS will return in March 2022 with a new virtual edition.



Strategic Plan

MASC's 5 Key Priorities In September 2020, the MASC Board of Directors adopted a new 5-year Strategic Plan. Five key priorities were identified by the Board and MASC is dedicated to developing them in a variety of ways.

Artistic and Program Excellence Development of the virtual program that we piloted in the spring. We now have more than 200 programs that are offered online, including 28 Videos on Demand. MASC developed a variety of new artist-in-residencies that we offer in partnership with schools, allowing students to explore cross-disciplinary curriculum-based subjects through an arts and culture lens.

Equity, Diversity and Inclusion MASC created Equity and Diversity as well as Cultural Appropriation policies and established an Indigenous Advisory Committee who reviewed all Indigenous programming and provided recommendations which we followed. To ensure equitable access to MASC programming, we raised \$238,000 in funding for subsidies for, and projects in, underserved communities.

Visibility

MASC undertook steps to increase visibility resulting in more significant impact in the community, including:

- Hired a Communications Director in September 2020
- Secured media coverage for several of our online and 'at a distance' programming
- Secured a partnership with Apt613 and Le Pressoir to do features on all MASC artists
- Secured a grant to redo our website (to be completed in 2021-22)
- Increased our social media presence by an average of 54%

Sustainability

MASC maintained support from municipal and provincial governments as well as foundations and benefited from COVID supports. MASC also experienced an increase in individual donations. MASC secured a four-year federal operational grant from Canada Council for the Arts that began in 2020-21. MASC experienced a slight increase in earned revenue and secured more than \$130,000 in project and event funding to grow partnerships and programming opportunities across the city.

Leadership

MASC is dedicated to enhancing the capacities of our staff and Board of Directors. To that end, in 2020-21, we:

- Offered multiple professional development opportunities for staff.
- Drafted a new Governance Policy for the Board of Directors.
- Created a number of policies.

(please refer to Equity, Diversity and Inclusion section for details).

Statistics

Participant Total: 217,600

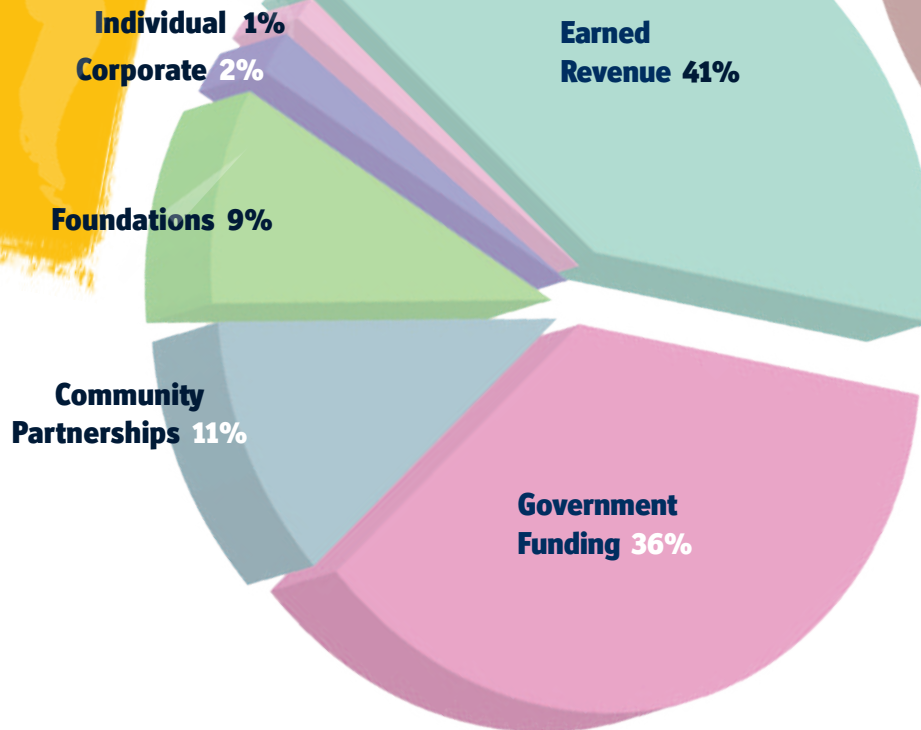
Artist Total: 200

Details	Totals 2020/2021	Totals ★ 2019/2020	Totals 2018/2019	Totals 2017/2018	Totals 2016/2017	
Total Participants	217,600	65191	122,044	121024	122141	
Total Workshops	1869	1165	1858	1466	1616	
Total Performances	585	508	490	501	485	
Total % French Bookings	46%	25%	25%	34%	35%	
Total % English Bookings	45%	58%	60%	52%	57%	
Total Bilingual Bookings	9%	17%	15%	16%	10%	
Schools	241	230	391	266	371	
School boards	28	14	16	14	13	
Private schools	1	10	8	6	7	
Community groups	58	62	61	65	66	
Seniors Venues		22	33	13	53	55
Artist Fees		\$615,474	\$429,638	\$574,254	\$613,360	\$586,664

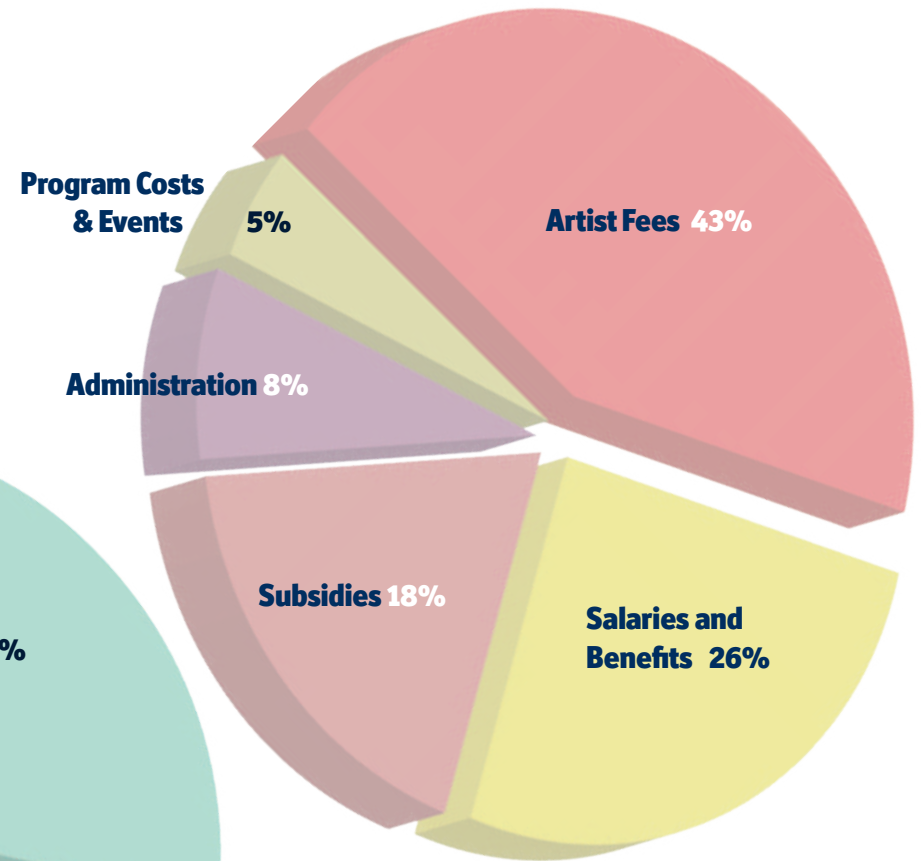
★ Reduced due to strike and COVID

Finances

Revenue:
\$1,446,427



Expenses:
\$1,183,747



Message from the Co-Executive Directors

MASC's 31st year was one to remember! We spent the year in awe of the creativity and dedication of our staff, our artists, our school and community partners as well as our Board of Directors. We spent the year in awe of the creativity and dedication of our staff, our artists, and our school and community partners, as well as our Board of Directors. The support we received from our funders was nothing short of miraculous and has ensured that MASC will weather these challenging times and be in a position of strength for many years to come. The many changes that have occurred at MASC over the past two years are not something anyone could have predicted, but we couldn't be prouder of how MASC has responded.

Our team's efforts were paid off in the over 200,000 people who benefitted from our programs, the more than 200 professional artists with whom we had the privilege of working. MASC expanded our community partners locally and reached schools in all corners of Ontario and even across the country, from Toronto to Vancouver to Yellowknife!

MASC brings arts to the people, and in that spirit, we are pleased to have allocated \$238,000 in subsidies, reducing the cost of 800 workshops and 189 performances, ensuring that MASC programming is accessible to as many people as possible. In addition to our subsidized programs, MASC offers free programming through our annual Awesome Arts program, held in partnership with underserved communities.

MASC is dedicated to our Strategic Plan's five key priorities but in 2020-21 we put a particular emphasis on Equity, Diversity and Inclusion. We are so grateful to our Indigenous partners who have helped MASC create an Indigenous program policy and cultural protocols as well as establish an Indigenous Advisory Committee. Additionally, we are pleased to have a new Cultural Appropriation Policy and Equity and Diversity Policy.

2020-21 was also a year of change. After 20 years with MASC, Wendy Hartley stepped down from her role as Co-Executive Director. Wendy's dedication, warmth, support and vision have been key to MASC's success. For these reasons, and many more, we are delighted that Wendy remains connected to MASC, bringing her experience and insight as an Executive Consultant.

We look forward to growing with you and continuing to bring the arts to your schools and communities!

Micheline Shoebridge & Wendy Hartley, Co-Executive Directors



"What people are saying..."

Artists

"These talkbacks with the schools are magic." - *Kellylee Evans*

Students

"It was a light in this time of darkness." – *Sofia, MASC Young Authors and Illustrators Festival participant*

Teachers

"Several of the attending students have been less than engaged in school lately but were really happy to come out and work on something they are passionate about. Jamaal is very good at meeting kids where they are at and harnessing their curiosity and drive."
Morweena Doing, Agincourt Road PS

Seniors

"Brad Lafortune provided a jigging class that was lots of fun, a great workout with a bonus of an added cultural component learning about Métis history, dance and culture."
Christina Moore, Tree of Friendship Peace Centre



Season Sponsors:



Subsidy Partners:



Harry P. Ward
Drôle de fonds LP Dion

Event Partners:



Media Partners:



Photography/Videos: Marianne Duval, Randy Kelly

**MASC is very grateful to
the individuals that
generously donated in
2020-2021:**

Individuals

Agnès Levesque
Alex Dornier
Alexis Goudreau
Alfred St-Aubin
Alison Horsten
Alison Vicrobeck
Amanda West Lewis
Amélie Bisson
Andrea Podruski
Audrey Gagnon
Barbara Konst
Benoit Roy
Bonnie and Dick Mabee
Boyd and Sue Whittall
Bryan Gagné
Camille Lam
Carole Beaulieu
Caroline Laverdure
Chantal Mougél
Chantal Racine
Chris Jackson
Christine Laporte
Claire Speed
Colin Henein
Danielle Grégoire
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Donna Dudinsky
Elspeth Ross
Florian François
Frédéric Baril
Garth Brooks
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Isabelle Ouellette
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Janet Adams
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Jennifer Baniczky
Jennifer Boudewyn
Jennifer Cayley
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Juan-Luis Vasquez
Judith Boileau
Julia Cipriani
Julie Taillon
Kathryn Ferris
Kathy Armstrong
Laëtitia Monnier
Line Dezainde
Lisa Savard
Lise Soucy
Liss Family
Lita Lahaie-Laprade
Lynn Tarzwell
Madeleine Aubrey
Madeleine Bourcier
Magalie-France Houle
Marc Keelan-Bishop
Margaret Glossop
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Mark Curfoot-Mollington
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Mary Collis
Mathieu Fortin
Mélanie Grenier
Melanie Rushworth
Micheline Jeaurond
Michelle Séguin
N Campbell
Nathalie Benoit
Nathalie Falardeau
Nhung Tran
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Patrick Fournier
Patsy Lamothe
Peggy Koulaib
Pierre Simpson
Rachel Nador

Richard Robichaud
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Sandy Tremblay
Sarah Brousseau
Sophia Mullin
Sophie Stephenson
Stéphane Lachance
Stephanie Bajwa
Stéphanie Cousineau
Stephanie Dion
Suzanne Marriott
Sylvie Ngamani
Tom & Gloria Shoebridge
Trisha Mason
Vanessa Helleur

Corporate

Affinity Productions
Canada Helps
Edwards Creative Law
EnTK
Kelly Funeral Home
PayPal Giving Fund Canada
The GoodCoin Foundation

Foundations & Funds

Brodhead Fund
French Family Foundation
Harry P Ward Foundation
Leacross Foundation
Opportunities Fund, Children
and Youth Fund
Ottawa Community Foundation