



SPARKING CREATIVITY TOGETHER

*MASC STRATEGIC PLAN
2026-2030*

MASC VISION

An inclusive society that thrives through the power of the arts.

MASC Mission

We provide transformative artistic experiences that:

- **empower young people**, fostering self-discovery, authentic self-expression, and resilience
- **celebrate Canada's diverse cultures**, building connection and mutual understanding, and
- **spark wonder and ignite creativity** in people of all ages.

MASC Mandate

We deliver arts education and community-engaged arts programming through workshops, performances, festivals and residencies led by diverse professional artists.

We offer our high-quality artistic experiences to schools and communities, primarily across Eastern Ontario and Western Quebec.

We provide equitable access to the arts by offering subsidies as needed, supported by our generous funders.

1. INSPIRE

Elevate MASC's Artist Roster and Programming

Outcome: MASC artistic experiences will be grounded in an artistic framework that reflects Canada's diversity, is informed by interest-holder priorities, and is delivered by skilled and supported professional artists, in order to create lasting creative and cultural impact.



1.1 Strengthen MASC's Artist Roster and Programming

- **Develop an artistic framework** for managing the continuous improvement of MASC events, festivals and programming, including the selection of diverse, high-quality professional artists, as well as program evaluation and renewal.
- **Increase MASC's impact by sustaining participants' artistic experiences over a longer period of time**, through mentorships, scholarships, or encouraging repeat participation in festivals, events and programs.
- **Establish a community of practice and annual training for MASC artists**, to help them deliver quality experiences in contemporary classroom and community settings.

1.2 Deepen the Diversity and Cultural Relevance of Programming

- **Consult diverse communities** in upholding the cultural relevance of MASC's programming.
- **Further co-develop best practices and protocols for inclusive arts education** with Indigenous-led and culturally-diverse organizations.

1.3 Ensure Programming Responds to Partner Feedback

- **Engage youth, educators, community partners, and artists** to measure the impact of MASC programming and ensure it continues to be relevant, innovative and aligned with curriculum and community priorities.

2. INCLUDE

Advance Inclusion, Diversity, Equity and Accessibility

Outcome: MASC will expand its delivery of artistic experiences with a focus on equity, supporting artists to deliver accessible and culturally responsive experiences. IDEA principles will be embedded across all programs, operations, and governance.



2.1 Expand Equitable Delivery of Artistic Experiences

- **Deliver more programming to communities lacking access to the arts** in Eastern Ontario and Western Quebec.
- **Respond to the demand for French-language programming** throughout Ontario

2.2 Support Artists in Delivering Programming Inclusively

- **Support artists in adapting their programming** to increase accessibility
- **Prepare artists to engage with the expanding diversity of audiences and participants** through annual training, and identifying support resources

2.3 Embed IDEA Within the Organization

- **Further integrate IDEA principles** into governance, policies, programming, staffing, board composition and funding strategies—including exploring the introduction of Justice into MASC's framework

3. CONNECT

Enhance Visibility, Outreach and Strategic Partnerships

Outcome: MASC and its artists will be widely recognized by funders, partners, civic leaders, and the public. MASC will deepen relationships with schools, community organizations, and sector peers to co-create programs that expand equitable access to the arts, respond to community needs, and position MASC as a leader in community arts and education.



3.1 Seek Greater Public Visibility

- **Leverage MASC events** to showcase MASC's work by increasing participation of funders, partners, civic leaders and the public
- **Partner in high-profile events of cultural groups, schools, and other arts organizations** in ways that showcase MASC

3.2 Focus Outreach to Educators and Community Partners

- **Enhance and implement MASC's marketing plan**, using modernized tools, and incorporating consultation of educators and community partners
- **Target new school boards, schools and communities** to ensure awareness of MASC programming, festivals and financial assistance opportunities

3.3 Lead in Arts Education and Community-Engaged Arts

- **Foster deeper partnerships to strengthen capacity and best practices**, with and between school boards, arts organizations and community groups
- **Further co-create targeted programming that expands equitable access to the arts** by partnering with schools, community and arts organizations
- **Advocate for Arts Education and Community-Engaged Arts** by deepening relationships with arts sector organizations and sharing MASC's experience.

4. STRENGTHEN

Pursue Financial and Operational Excellence

Outcome: MASC will be a stronger, more sustainable organization, with stable funding, strong governance, well-supported staff, and optimized operations. Leadership pathways and succession planning will ensure long-term organizational resilience and continued excellence in delivering arts experiences.



4.1 Grow Financial Support for Operations and Subsidies

- **Dedicate staff resources to implement a fundraising plan** targeted at foundations, corporations and individual donors
- **Deepen relationships with MASC's donors**, giving them more respect and prominence, as well as a greater understanding of their impact through MASC on the communities we serve

4.2 Support Long-Term Careers and Leadership at MASC

- **Provide fair compensation, health benefits, and professional development opportunities**, making MASC an even better place to work long-term
- **Assess MASC's staffing structure and board roles**, considering workload, and putting in place succession planning, leadership pathways, and a human resources policy

4.3 Uphold High Standards in Governance and Operations

- **Further strengthen governance structures, policies and procedures** to support accountability and effectiveness
- **Review operational processes** to optimize efficiency and the use of resources

OUR VALUES

Power of the arts

We value the transformational power of the arts to spark wonder, inspire creativity and give voice to cultural expression.

Cultural Authenticity

We honour cultural authenticity by respecting the lived experiences, traditions, and knowledge of everyone we work with.

Inclusion

We are committed to equity and access, ensuring everyone can engage with the arts regardless of background or circumstance. We welcome all voices and foster a sense of belonging, bringing diverse communities together.

Collaboration

We can best expand our impact and reach common goals by working together with like-minded interest holders.

People

We practice a culture of care, treating all people with respect and creating safe and supportive environments that encourage new ideas and promote open-mindedness.

Accountability

We ensure accountability through ethical governance, earned trust, and professional integrity.

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- **MASC Staff** (multiple sessions)
- **MASC Board members** (multiple sessions)
- **MASC Artists** (surveys and interviews – see below)
- **MASC Participant Focus Group Members** (four interviews)
 - **York Street Public School** (ages 13-14) – Mural Workshop with Claudia Salguero
 - **Convent Glen Catholic School** (Ages 11-12) – Dubbing Workshop with Blah, Blah, Blah
 - **St. James Catholic School** (Ages 8-9) – West African Drumming Workshop with Fana Soro
 - **Woodroffe Avenue Public School** (ages 10-11) – Indigenous Hoop Dance Performance with Makhena Rankin

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- Former Board member: Sandy Foote
- Present MYAI Artistic Director/
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- Long-serving MASC Staff: Wendy Hartley

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