



# 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.

# ACKNOWLEDGEMENTS

MASC is grateful for the **Ontario Trillium Foundation**'s support of MASC's 2026-2030 Strategic Plan.

MASC would like to thank the following people for their role in contributing to the insights captured in this document, through individual or focus group interviews and/or surveys:

- **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

# ACKNOWLEDGEMENTS (CONT'D)

- **MASC Environmental Scan/Industry Partners** (four interviews)

- **National Arts Centre, Arts Alive:** Natasha Harwood and Marie-Eve Charbonneau
- **ArtsStarts:** Jules André-Brown
- **FCCF, La Ruchée:** Chantal Racine
- **APCM:** Thomas Kriner

- **MASC Artist Focus Group Members** (three interviews)

- **Anglophone:** Jamaal Amir Akbari, Claudia Salguero, Kim Kilpatrick, Alan Shain, Kathryn Patricia Cobbler, Jacqui DuToit
- **Francophone:** Nicole Belanger, Fana Soro, Kuljit Sodhi, Shaun Elie
- **Indigenous:** Makhena Rankin, Brad Lafortune, Stephanie Babij, Marie-Celine Charron, Amanda Fox

# ACKNOWLEDGEMENTS (CONT'D)

- **MASC Education Lead Partners**  
(interviews, meetings and surveys)
  - **OCSB:** Chantale Donaghy, Kelly McCarthy, Katie Lewis-Prieur
  - **OCDSB:** Amanda Glover, Lori Sops
  - **CECCE:** multiple representatives
  - **CEPEO:** multiple representatives
  - **CEAO:** Carole Myre
  - **Viamonde:** Anjali Hall
- **CCJL:** Cindy Vachon
- **CECCE - Indigenous:** Carine Cousineau, Marie-Pier Fortin and Jennifer Dionne-Warren
- **OCDSB - Indigenous:** Jody Kohoko, Kareena Butler
- **OCSB - Indigenous:** Alanna Trines, Stephanie Sanders

# ACKNOWLEDGEMENTS (CONT'D)

- **MASC Community Partners Focus Group Members**

- **Shenkman Centre:** Akshata Naik
- **Dementia Society:** Zoë Kirschner
- **Ottawa Public Library:** Alison Smedley, Katherine Koutras
- **Sandy Hill Community Health Centre:** Gerald Dragon

- **MASC Legacy Staff and Volunteers Focus Group Members**

- Co-founder/MASC artist: Jennifer Cayley
- Former Board member: Sandy Foote
- Present MYAI Artistic Director/  
Former City of Ottawa Funding Officer: Faith Seltzer
- Long-serving MASC Staff: Wendy Hartley

# ACKNOWLEDGEMENTS (CONT'D)

- **MASC Funding Partners** (4 interviews)
  - **Leacross Foundation:** Roslyn Bern
  - **City of Ottawa:** Caroline Matt, Yasmina Proveyer Llopiz
  - **Ontario Arts Council:** Adom Acheampong
  - **Canada Council for the Arts:** Nancy Guertin, Michaël Christophe
- **Sprott School of Business Intern:** Benjamin Kirshenblatt
- **Strategic Planning Consultants**
  - Geneviève Cimon, Lead Consultant and Facilitator
  - Katie MacPherson and Emily Bocking, Brazen Fundraising
  - Dawn Ellis-Mobbs, Arts Education Consultant