



# ANNUAL REPORT

## 2024-2025



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# ABOUT MASC

For the past 35 years, MASC (Multicultural Arts for Schools and Communities) has been committed to providing high-quality, professional arts and cultural experiences to individuals of all ages, driven by a strong focus on equitable access for underserved neighbourhoods and rural communities. By bringing professional artists directly into these communities, MASC actively removes economic and institutional barriers and provides subsidized programming to ensure that everyone can participate in meaningful, high-quality arts experiences.



MASC proudly delivers immersive, in-person programs throughout Ontario and Western Quebec. Led by MASC artists, our programs come to life in schools, community spaces, and seniors' centres, where participants are invited to actively engage with a wide range of disciplines—from music, dance, drama, and circus arts to literary arts, media, and visual arts.

A key priority for MASC is to engage with equity-deserving communities, celebrating diverse voices, stories, and creative practices. MASC is dedicated to shaping its programming, policies, and procedures with guidance from equity-deserving groups, school and community partners, ensuring that MASC's work is responsive, accountable, and reflective of the communities it serves.

# MASC'S REACH IN 2024-2025

**170,745**  
PARTICIPANTS

**502**  
PERFORMANCES

**1,514**  
WORKSHOPS

**385**  
SCHOOLS AND  
COMMUNITY  
VENUES



# MESSAGE FROM THE EXECUTIVE DIRECTOR & MASC BOARD CHAIR

The 2024–2025 year was one of celebrations, reflection, and forward momentum for MASC.

We proudly marked our 35th anniversary with a special fundraising event in May at the National Arts Centre, bringing together artists, volunteers, funders, school, community and Indigenous partners. It was a joyful evening that honoured many of the people and relationships that have shaped MASC over the past 35 years, and we were thrilled with the success of the fundraiser. To honour the many individuals who have contributed to MASC’s journey, we hosted a second anniversary celebration for our wider community in the fall of 2025, ensuring as many people as possible could celebrate this milestone.

This year also marked an important period of reflection and planning. MASC undertook a deep and meaningful process to develop a new strategic plan. The project was led by Arts Consultant Geneviève Cimon and generously funded by the Ontario Trillium Foundation. We were inspired by the engagement of more than 150 interest holders, whose insights highlighted both the value of MASC’s work and opportunities to expand our reach, deepen our impact, and step into greater leadership within our field. This strategic plan will be released early in 2026, and we are excited about the direction it sets for the organization.

Throughout the year, MASC delivered incredible

programming that continued to connect artists, educators, students, and communities in meaningful ways. The impact of this work is reflected throughout this report, and we invite you to read on to learn more about the achievements, partnerships, and creativity that defined the 2024-2025 year.

With gratitude and excitement for the future,

**Micheline Shoebridge**  
Executive Director

**Colin Henein**  
Chair of the Board of Directors



# MASC 35TH ANNIVERSARY GALA – A NIGHT TO REMEMBER

On Wednesday, May 7, 2025, MASC celebrated 35 years of arts and culture with a truly memorable Anniversary Gala at the National Arts Centre. The event featured dynamic performances by numerous MASC artists—including dancers, musicians, and visual artists—each showcasing the transformative power of the arts. More than 150 supporters attended to hear heartfelt testimonials from participants, enjoy thoughtfully curated performances, and honour the five outstanding individuals who received the Recognition Awards for their exceptional contributions to MASC.



[More information](#)

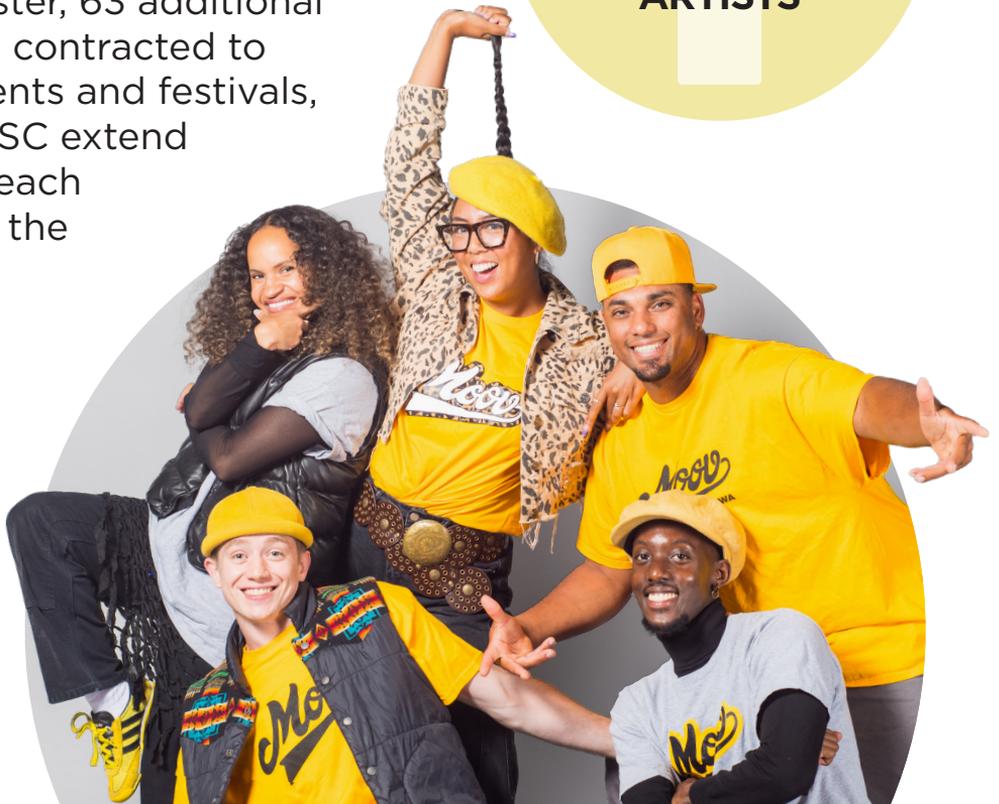


# MASC ARTISTS

In 2024-25, MASC's artist roster continued to grow and thrive, welcoming 6 new artists and bringing the total to an impressive 122 artists, further expanding its reach across seven artistic disciplines.

Our artists reflect a broad range of cultural backgrounds, including Indigenous peoples, people of colour, and newcomers, as well as people experiencing disabilities, the 2SLGBTQIA+ community, and other equity-deserving groups. Notably, 93% of our artists identify with equity-deserving communities as defined by the City of Ottawa.

Over half of the artists on our roster offer workshops and performances in both English and French. This strengthens MASC's ability to reach communities across linguistic and regional boundaries. Alongside our core roster, 63 additional artists were contracted to support events and festivals, helping MASC extend its artistic reach throughout the community.





# PROGRAMMING

## MASC'S Reach

Number of participants

170,293

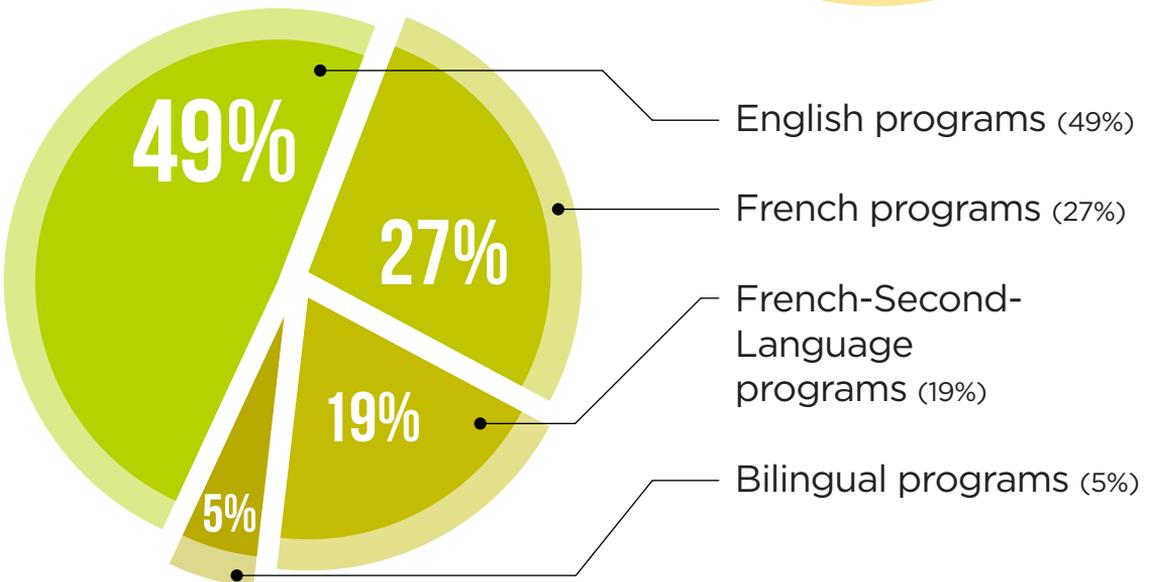
## Programming distribution

Eastern Ontario and  
Western Quebec (93%)

The rest of Ontario (7%)

93%

7%



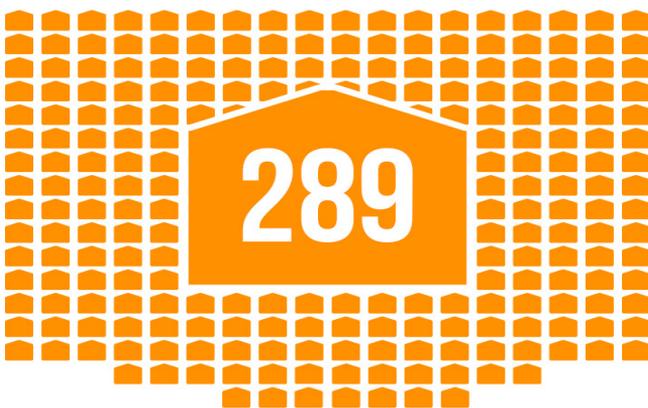
# SCHOOL PROGRAM

Since its inception 35 years ago, MASC’s School Program has provided opportunities for students to engage with arts and culture as a meaningful part of their learning.

In 2024–25, MASC offered 1679 programs across 7 artistic disciplines to school partners and collaborated with school boards to develop specialized programs tailored to their specific needs. These initiatives allowed students to explore cross-disciplinary, curriculum-based subjects through an arts and culture lens. Through hands-on experience and guided reflection, students engaged with a diverse array of topics, including Indigenous Studies, Natural Sciences, Cultural and Social Studies, and more.

Collaborations with MASC artists also produced murals, videos, and live performances that extended learning beyond the classroom, enriching students’ educational experiences.

## MASC’s School Reach



Schools across Ontario and Western Québec



Number of students



English school boards



French school boards

# COMMUNITY PROGRAM

MASC continued to deliver 333 community-engaged arts programs in both English and French, in rural and equity-deserving communities across Ottawa and surrounding areas. Programming ranged from workshops, performances to longer-term residencies (3+ days).

MASC collaborated closely with local partners, including community centres, libraries, seniors' venues, childcare centres and more, to create programs that are engaging, inclusive, and responsive to each community's unique needs.

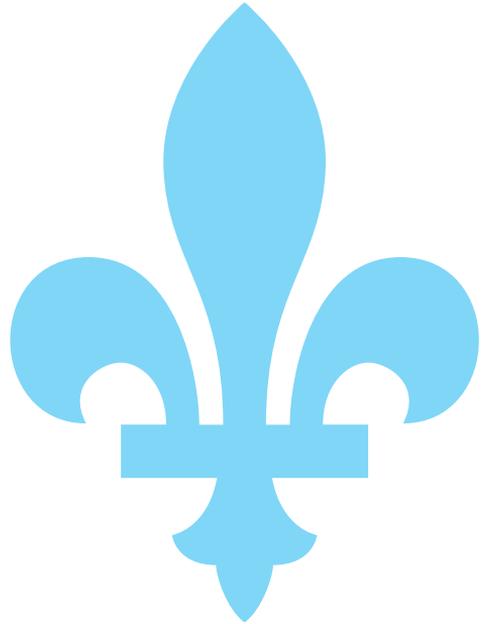
## MASC's Community Reach



# FRANCO-ONTARIAN PROGRAMMING

MASC is deeply committed to delivering high-quality French-language programming that spans traditional and contemporary artistic practices. Our programming reflects the rich tapestry of Franco-Ontarian culture, exploring historical roots while embracing the diversity of voices, cultures, and artistic expressions that shape it today.

During 2024-25, MASC artists delivered a total of 432 workshops and 141 performances to the Franco-Ontarian community.



## MASC's Franco-Ontarian Reach



# TRUTH & RECONCILIATION

As part of its ongoing commitment to advancing Truth and Reconciliation and fostering Indigenous inclusion, MASC continues to work with its Indigenous Advisory Committee to review and guide all Indigenous programming.

Thanks to the support of the Ottawa Community Foundation, MASC delivered the third year of its three-year Reconciliation Legacy Fund program, featuring:

- Subsidized Indigenous programming in schools and communities
- Artistic programming in partnership with Indigenous groups/communities
- Internships for new-to-MASC Indigenous artists

## KITIGAN ZIBI CULTURAL CAMP

MASC collaborated with the Kitigan Zibi Anishinaabeg Cultural Centre on a project aimed at supporting the revitalization of the Anishinaabemowin language. Local children participated in dubbing videos, where they learned about voice recording, translation, and the cultural importance of preserving their language through creative media.



Check out the camp!  
<https://youtu.be/-BwF4QcZJik>

*“You might not reach a hundred kids, but you might reach one or two. Perhaps they want to become a movie maker or want to do cartoons... and then use their cultural background to bring that to life.”*

*—Stephanie Tenasco (Kitigan Zibi Cultural Centre - Language Revitalization Staff)*

# FESTIVALS

MASC's annual festivals offer deep, sustained engagement—bringing participants together with professional artists to create choreographies, poems, stories, songs, murals, and more. The experience resonates long after the festival ends, drawing participants back year after year and leaving a lasting creative impact.

## MASC YOUNG AUTHORS AND ILLUSTRATORS FESTIVAL

On April 8–9, 2025, 258 students from grades four to eight across 69 schools participated in the 34th edition of a vibrant literary festival at Canada Science and Technology Museum with acclaimed authors and illustrators. Students attended for one or two days, participating in artist presentations and student-focused Master classes, facilitating direct exchange between emerging and established literary voices.

With captivating performances and lively lunchtime dance sessions by MASC artists, the festival kept students' imagination flowing and the museum buzzing with energy on both days. Participant feedback indicated strong engagement and a clear interest in future participation.



## AWESOME ARTS

MASC was thrilled to bring the 20th edition of its award-winning arts program to Sandy Hill with a dynamic 5-day Mini March Break series that brought artists and community members together through shared creative experiences.



Over a week, more than 30 residents participated in 5 engaging arts workshops across 4 artistic disciplines—dance, multimedia, music, and visual arts—led by 6 inspiring MASC artists. The week concluded with a free community gathering at Viscount Alexander Public School.

## ILLUSTRATEURS

In November 2024, the 4th edition of this literary festival burst to life through inspiring workshops, lectures, and performances that showcased the transformative power of words. *IllustrAuteurs* welcomed 67 students and 18 teachers in grades 7 to 12 from 15 francophone schools across Ontario, reaching 6 school boards.



Hosted at the Consortium Centre Jules-Léger, the festival offered students direct engagement with professional authors and illustrators, opportunities to explore new literary techniques, and the chance to experiment creatively with their own storytelling.

## **FESTIVAL DE DANSE EN MILIEU SCOLAIRE**

The 10th edition of the Festival de danse en milieu scolaire (FDMS) took place in March 2025, celebrating a decade of inspiring artistic exchange and fostering a vibrant community of young dancers across Ontario. Hosted at L'École secondaire publique De La Salle, the experience brought together 79 students and 10 teachers from 9 high schools, alongside 37 professional dancers, choreographers, musicians, MASC artists, and artistic directors.



The three-day festival, conducted entirely in French, offered students in Grades 7 to 12 an immersive experience in dance, where they explored new art forms and techniques, participated in interactive workshops, and witnessed live performances that highlighted the creativity and diversity of the artists' practices. For many participants, the festival stands as a touchstone, inspiring growth, collaboration, and artistic discovery.

# PROFESSIONAL DEVELOPMENT

In 2024–2025, MASC staff participated in 37 learning and networking sessions covering a wide range of professional development topics such as arts education leadership, equity-seeking practices, and cross-sector collaboration. One highlight was a Professional Development Day held on November 8, 2024, in partnership with the Ottawa Catholic School Board (OCSB) Arts Department at the Shenkman Arts Centre.

MASC Artists joined this session exploring mental health issues in arts education, with workshops led by expert speakers and arts educators. The event also created valuable opportunities for networking. Additionally, the day fostered valuable opportunities for networking and exchange among the 65 OCSB art teachers and 10 Ottawa-Carleton District School Board (OCDSB) high school art teachers in attendance.



# COMMUNICATIONS AND OUTREACH

MASC maintained a lively and responsive connection with its community, reaching over 3,700 recipients regularly through 80 targeted emails and engaging more than 6,000 followers across social media. Through daily social media posts, weekly e-flyers, and monthly newsletters, we brought our programs and artists' stories to life, sharing the excitement of each initiative and celebrating the creativity thriving within our community. This vibrant digital presence extends MASC's reach beyond many organizations of a similar size, magnifying our impact and deepening our connection with the audiences we serve.

## MASC'S Reach

**300+** hours of viewing on our YOUTUBE channel



**306.2k** views, **132k** impressions (FACEBOOK)



**87.9k** views, reached **21k** people (INSTAGRAM)



**12.25k** impressions (LINKEDIN)



**45.79k** page views, **15.99k** visits (MASC WEBSITE)

## Promotional Videos

MASC continues to invest in producing high-quality promotional videos in both French and English, capturing the energy and diversity of our programs. These videos offer audiences an engaging window into our workshops, performances, and festivals, giving audiences a sneak peek at the artistic experiences we offer. By bringing the vibrancy of MASC’s programming to life online, these videos strengthen community connections and celebrate the transformative power of the arts.



### **Festival de danse en milieu scolaire - 10th anniversary**

<https://www.youtube.com/watch?v=XjfSzC95e3M>



### **“Meet our artists” Youtube playlist or “Rencontrez nos artistes”**

[https://www.youtube.com/playlist?list=PLVwUT4HieOGxdCWkcA\\_4HiU9q-ryi1wTs](https://www.youtube.com/playlist?list=PLVwUT4HieOGxdCWkcA_4HiU9q-ryi1wTs)

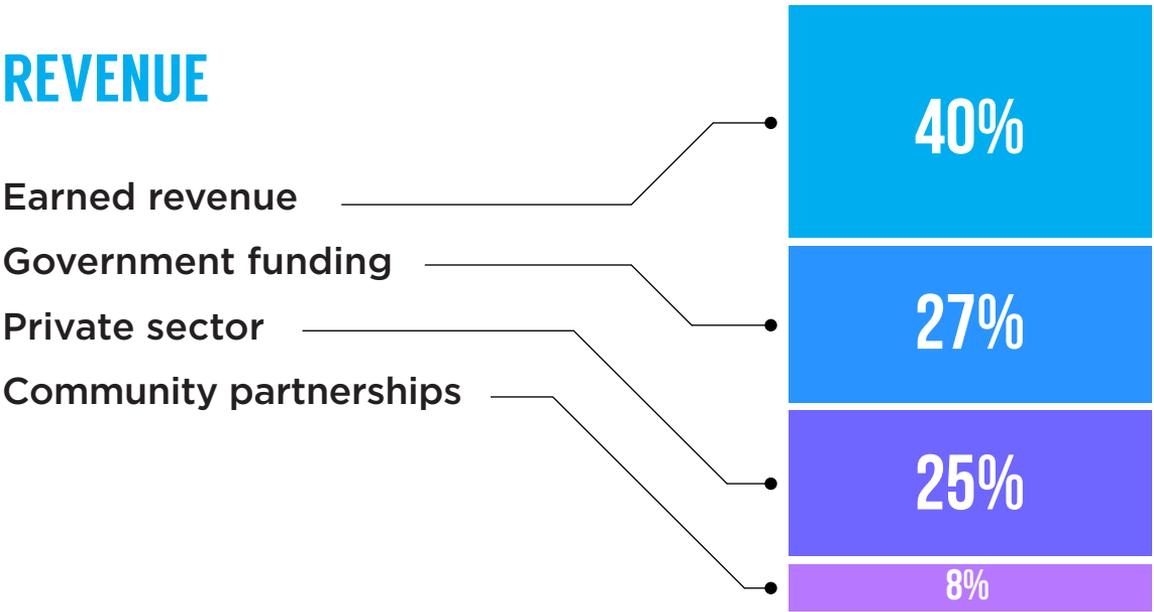


### **MASC 35th anniversary**

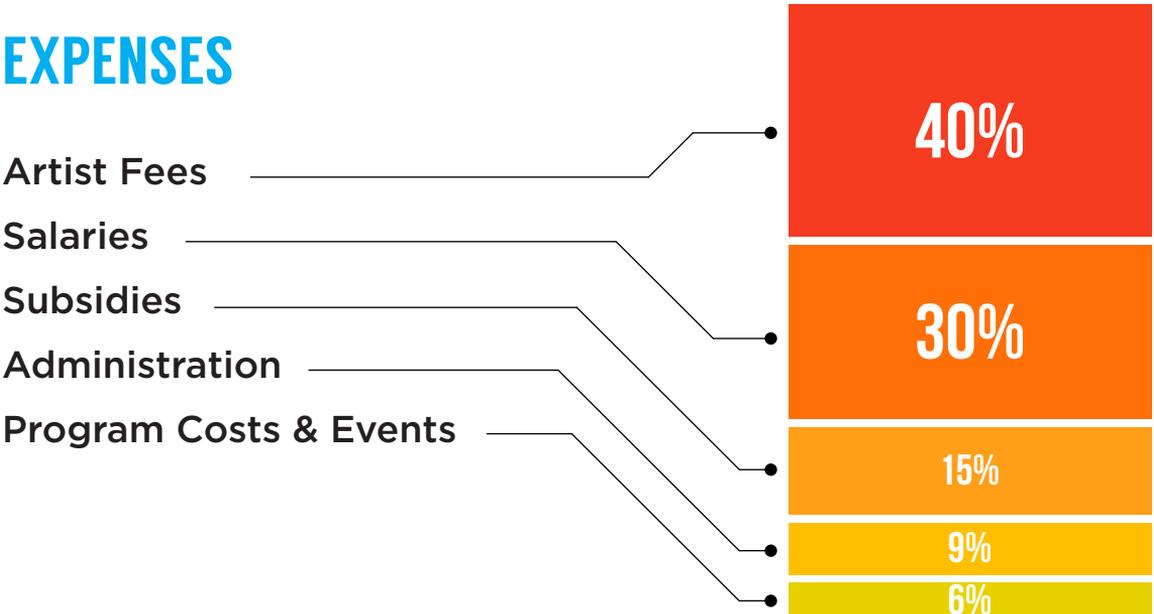
[https://www.youtube.com/watch?v=XPBwcX\\_wGhE](https://www.youtube.com/watch?v=XPBwcX_wGhE)

# FINANCES

## REVENUE



## EXPENSES



# STATISTICS

DETAILS	TOTALS 2024/2025	TOTALS 2023/2024	TOTALS 2022/2023
Participants	170,745	172,860	157,337
Professional Artists	154	168	154
Workshops	1,514	1,497	1,774
Performances	502	564	588
% French Bookings	27%	29%	32%
% French as a Second Language Bookings	18%	5%	4%
% English Bookings	50%	56%	54%
% Bilingual Bookings	5%	10%	10%
Schools	289	285	295
School boards	23	22	30
Community venues	96	62	85
Artist Fees	\$830,102	\$834,786	\$828,500

# MEET THE MASC TEAM

## STAFF, INTERNS AND VOLUNTEERS

In support of MASC's mission to deliver relevant and forward-thinking arts programming, staff remain actively engaged with emerging trends in arts education while fostering strong partnerships with schools, community organizations, and arts leaders.

In 2024-25, the MASC team brought hands-on experiences to classrooms and community settings and developed innovative projects and festivals that connected participants with the arts. We also shared these experiences through newsletters and social media, using compelling visuals to showcase our work. Staff actively networked with arts conferences and seminars to inform program design and strengthen connections within the arts community. Behind the scenes, careful planning and coordination ensured that every project was impactful and accessible.

This dedication is the backbone of our success, and the reason MASC programming leaves a lasting impression on students, educators, and communities alike.

# STAFF



**Micheline Shoebridge**  
Executive Director



**Alejandro Salgado Cendales**  
English Program Director & Equity and  
Diversity Director



**Karine Lévesques-Noyes**  
French Program Director



**Valerie Fenske**  
Community Program Director



**Elsa Niyongabo, Devika Sharma**  
Communications Manager



**Katryn Hepworth, Amina Touré**  
Bookings Manager



**Amina Touré**  
Office & Events Coordinator



**Wendy Hartley**  
Executive Consultant



**Kenji Toyooka**  
Graphic Designer & Web Manager

# INTERNS

Each year, MASC welcomes student interns, providing meaningful work opportunities that foster professional

growth, skill development, and hands-on experience in the arts sector. Our interns contribute to program planning, event support, and communications, bringing fresh ideas and perspectives that strengthen MASC’s work and community impact. MASC is proud to mentor and collaborate with emerging talent, offering a platform where creativity, learning, and professional development intersect.



**Salma Ait Izeddar**



**Mélodie Roy**



**Benjamin Kirshenblatt**

## VOLUNTEERS

Volunteers play a key role in MASC’s success, supporting both our programming and administrative operations. In 2024-25, our dedicated volunteers contributed **1189 hours** of their time, assisting with events and serving on our Board of Directors. Their expertise, energy, and commitment enable us to deliver the rich, artistic programming MASC is known for. Their invaluable contributions, both through their work on the board and active involvement in our events, ensure that our initiatives continue to thrive and inspire our community.

## CONTRACTORS

**Dawn Ellis-Mobbs, Aimen Aziz, Brianne Matthews** – Pedagogical Consultants

**Faith Seltzer** – Artistic Consultant, MASC Young Authors & Illustrators Festival

**Geneviève Cimon** – Strategic Plan Consultant

**Mehmet Ozbay** – Bookkeeping Bureau

**Pravin Swamy** – Filmmaker Pro Consultant

**Simon Bevan, DPPI** – IT Consultant

# BOARD OF DIRECTORS



**Colin Henein**  
Chair



**Juan-Luis Vasquez**  
Vice-Chair



**Sheldon Rice**  
Treasurer



**Magda-Lena Capkun**  
Secretary



**Cindy Vachon**  
Director



**Étienne Trépanier**  
Director



**Gerald Dragon**  
Director



**Stefan Keyes**  
Director



**Suzan Richards**  
Director

# SUPPORTERS

## SEASON SPONSORS



ONTARIO ARTS COUNCIL  
CONSEIL DES ARTS DE L'ONTARIO  
an Ontario government agency  
un organisme du gouvernement de l'Ontario



Canada Council  
for the Arts  
Conseil des arts  
du Canada



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CANADA FOUNDATION



## SUBSIDY PARTNERS



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AAOF  
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de l'Ontario français

AFFINITY  
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Sysabee

BOOKKEEPING  
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Consortium  
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OTTAWA  
CATHOLIC  
SCHOOL BOARD

Conseil scolaire de  
district catholique  
de l'Est ontarien

Sun Life  
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Conseil des  
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de l'Est de l'Ontario

Écoles  
catholiques  
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TFO

## INDIVIDUAL DONORS

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Chantal Racine  
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Elspeth Ross  
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Faith Seltzer  
Geneviève Cimon  
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Jennifer Cayley  
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