



building communities together

2019 Business Plan Central Cariboo Arts and Culture (1665)

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Working in partnership with communities, large and small, to make the Cariboo Chilcotin a socially, economically and environmentally desirable region to live, work and play.

Department/Function Services

The Central Cariboo Arts and Culture (CCAC) function was established in 2009 by Bylaw No. 4420. The arts and culture service is designed to support the following activities across the Central Cariboo area:

- (i) arts and cultural services, which may include but will not be limited to fine arts, performing arts, historical and festival events, promotion of local crafts, music and market goods; and/or
- (ii) arts and culture facility development, improvement and maintenance.

The service is delivered through a five-year contract (2016-2020) with the Central Cariboo Arts and Culture Society (CCACS), which also operates the Central Cariboo Arts Centre in Williams Lake. The renovated arts centre provides a focal point for arts organizations and offers rental use to various groups. The Society employs an executive director and facility coordinator to manage the centre and supply support to arts and cultural groups throughout the Central Cariboo. Key responsibilities of the Society are the delivery of fee-for-service operational funding agreements and an annual grant program, which provide support for arts and cultural projects and events throughout the service area.

Participants in the service include Electoral Areas D, E, and F and the City of Williams Lake. Requisition is by way of a tax rate applied to the assessed value of land and improvements utilizing hospital district assessment. The requisition limit is the greater of \$200,000 or a rate of \$.0940/\$1,000.

The Directors for Electoral Areas D, E, and F and the City of Williams Lake are responsible for the governance of this service, which is provided through the Central Cariboo/City of Williams Lake Joint Committee with advisory support from volunteers within the arts and culture sector. The Central Cariboo Joint Committee holds an open public meeting once per month.

Business Plan Goals, Rationale & Strategies

2019 Goals

1. **Goal:** Review Fee-for-Service agreements.
 Rationale: The current three-year agreements will expire at the end of 2019.
 Strategy: A committee, consisting of representatives from CCACS, City and CRD, will be established in early 2019 to begin the process of reviewing current and potential agreements, and to make recommendations for agreements for 2020-2022.
2. **Goal:** Review CCACS grants programs (Project Grants and Support Grants).
 Rationale: Community needs have changed since the establishment of the Project Grants program in 2011, which requires assessment to determine program effectiveness, efficiency and long-term feasibility.
 Strategy: A review of both the Project Grants and Support Grants programs will consider recommendations for changes to the programs in order to best serve the community. The Society will also consider the long-term feasibility of allocating Society revenues to grants programs.
3. **Goal:** Continue Indigenous relationship building and arts outreach program development.
 Rationale: To build stronger relationships and partnerships with the four Indigenous communities within the Central Cariboo region.
 Strategy: The Society hired a consultant to engage with each community and to develop and propose concepts and funding opportunities to the CCACS Board for opportunities to initiate arts and culture program development within each community. The consultant will also develop the monitoring and evaluation framework, including an impact assessment of the implementation plan. The Society recognizes that this is a long-term endeavour and remains open to supporting Indigenous-led initiatives in ways that support their communities.
4. **Goal:** Continue the assessment of arts and culture in the Central Cariboo.
 Rationale: An assessment of arts and culture development within the Central Cariboo will help set a baseline to verify the ongoing and future success of the arts and culture investments made by the City, CRD and the Society.
 Strategy: A specialized contractor undertook research and distributed a survey in early 2018 that will lead to a final report on assessing the development of arts and culture within the Central Cariboo. The report and its recommendations are anticipated to form an important part of the Society's future strategic directions.

Overall Financial Impact

The 2019 requisition is increased by 1% from 2018 amounting to \$2,025 for a total current requisition of \$204,602. A 1% increase is included each year thereafter to account for maintenance of the service agreement commitments contained within the business plan.

The 2018 requisition was increased by 1% from the 2017 requisition.

The annual project grant program delivered by the CCAC Society has been stabilized at \$25,000 for the term of the financial plan. This funding level has been adequate to support most of the qualifying applications received; however, the objective is to increase awareness and utilization of the program, which in time may result in limitations on funding support provided.

Significant Issues & Trends

2018 was a return to a more 'normal' year following the highly disruptive 2017 wildfires, which had a major negative effect on many arts and culture groups in the Central Cariboo and the events and activities they deliver. The CCACS continues to assess the needs of the arts and culture community through the recovery phases of the event and will endeavour to meet whatever needs may arise. Fee for Service agreement payments were maintained in 2017 since many groups continued to have the expected operating costs, but in some cases were also unable to generate revenue to support service delivery. Program grants were maintained in cases where groups were able to deliver the planned projects or incurred the up-front costs related thereto.

As the CCAC function grows into a stable, full service delivery structure, the budget available for new programs is limited. However, the main objective of creating a sustainable support mechanism for continuing to develop arts and culture in the area has been achieved.

Arts and culture, as a community sector, continues to grow along with the changing demographic trends towards an older population. Research consistently shows the social and economic benefits of investment in the arts. Traditionally, sector activities have been provided by volunteers of numerous distinct organizations with minimal integrated planning and cooperation. Moving forward, the most effective and efficient way to meet the growing demand for more sophisticated arts and cultural activities is by encouraging development of the sector under the leadership of the CCAC Society and its efforts to foster inter-group cooperation and access to new sources of funding support. This cooperative strategy is supported by arts and culture studies commissioned by the Cariboo Chilcotin Beetle Action Coalition and the Central Interior Regional Arts Council and by the Service Delivery Plan developed by the Regional District.

Measuring Previous Years Performance

Goal: Prepare a three-year Society strategic plan for 2019-2021.

- Completed. The CCACS Board and staff held a productive planning meeting in June 2018 to establish four strategic directions for 2019-2021 (Collaborate with Indigenous peoples; Maintain mutual trust relationships with the City and CRD;

Expand community access to CCACS programs and facilities; Assess development of arts and culture in the Central Cariboo).

Goal: Deliver the CCACS Support Grants pilot program and assess feasibility of continuing the program in 2019.

- Completed. Two pilot rounds of funding awarded fourteen Support Grants to thirteen organizations/individuals for the purposes of either capital acquisition support, general program support, community-based support, or professional development for individual artists in the total amount of \$13,950. The funds were awarded from CCACS's own resources. Assessing feasibility of the program is in progress, but the program will continue in 2019.

Goal: Consult with First Nations communities within the Central Cariboo for the development and delivery of arts programming in 2019.

- In progress. The 2017 wildfires slowed progress on this item though the CCACS continues to work on establishing relationships within communities. We recognize that this is a long-term goal.

Goal: Continue to track and report on the diversity and frequency of the use of the Central Cariboo Arts Centre.

- Ongoing. Reporting is delivered quarterly to the CCACS Board and Central Cariboo Joint Committee.

Goal: Maintain Imagine Canada Standards Accreditation status.

- Completed, and ongoing. CCACS completes annual compliance reports to maintain accreditation status and is currently deemed to be in compliance.

Other Accomplishments:

- Another successful season of Performances in the Park.
- Presentation of workshops such as Spring into Art Makers' Fair workshops, which offered a wide variety of artistic mediums to experience by the public, including free access to the workshops to six high school students. An Advanced Social Media for the Arts workshop with Evie Lavers was also successful.
- Continued to produce monthly arts and cultural event postcards and distribute within the community.
- Continued improvements to the Central Cariboo Arts Centre facilities (paint, interactive spaces).
- Other changes at the Arts Centre include a new janitorial services contract with A-Best Building Maintenance, and a new Arts Centre Administrator following Brandon Hoffman's resignation.