

From: Central Cariboo Arts and Culture Society

To: Central Cariboo Joint Committee

Date: November 28, 2018

RE: Fee-for-Service Management Committee

We are once again nearing the process of evaluating the Fee-for-Service program and agreements, and would like to request that respective officials be appointed to the Fee-for-Service Management Committee.

The task of the committee will be to recommend recipients for three-year Fee-for-Service agreements in arts and culture for the period of 2020 – 2022. The previous committee consisted of Councilor Laurie Walters, Councillor Craig Smith, Director Joan Sorley, Darron Campbell (Manager of Community Services, CRD) and Geoff Paynton (Director of Community Services, City of Williams Lake), along with representatives and staff from the CCACS (Harry Jennings, President (at the time); Graham Kelsey, Past President (at the time); Leah Selk, Executive Director). As per item 2.2 of the attached “Methods for Dealing with... Agreements” document, this Fee-for-Service committee will consist of:

- one elected official from the City,
- one elected official from the CRD’s Central Cariboo area,
- One Director from CCACS,
- One administrator from each of CCACS, the City, and the CRD.

Current Fee-for-Service agreements are set to expire on December 31, 2019.

For your reference, we have attached the previously approved Strategic Principles document, along with the process and criteria for the program (approved September 12, 2012). Below are the current and past agreements.

Organization	2017-2019 Agreement Amounts	2014-2016 Agreement Amounts
Museum of the Cariboo Chilcotin	\$35,000	\$29,000
Station House Studio and Gallery Society	\$17,000	\$12,000
Rotary Club of Williams Lake Daybreak (Stampede Parade)	\$5,000	\$5,000
Community Arts Council of WL	\$5,000	-
Horsefly Historical Society (Horsefly Pioneer Museum)	\$3,000	\$2,000
Likely Chamber of Commerce (Cedar City Museum)	\$3,000	\$2,000
150 Mile Greenbelt, Trail & Heritage Society (150 Mile Schoolhouse)	\$2,000	-
Cariboo Chilcotin Metis Association (Metis Jamboree)	\$2,000	-
Scout Island Nature Centre (Art in Nature/Nature in Art Program)	\$2,000	-
Women’s Contact Society (WL Children’s Festival)	\$2,000	-
Williams Lake Central Business Improvement Area Association (Stampede Street Party, Winter Lights)	-	\$7,000
WL Harvest Fair	-	\$2,500
Total	\$76,000	\$59,500



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Strategic Principles for a Plan for Fee-for-Service Agreements Within the Arts and Culture Function

Prepared by The Sub-Committee
For the Central Cariboo Joint Committee
July, 2012

Principles

It is useful to distinguish between strategic and operating principles. Strategic principles are those which underlie the reasons for allocating funding. Operating principles are those upon which the design of administrative and other mechanisms should be based. For both strategic and operating principles we can define a set of general principles which lead to principles specifically for Fee-for-Service Agreements.

Strategic Principles (General)

1. Funds from the arts and culture function should assist in achieving a vision, namely that “arts and culture reflect, communicate and celebrate the spirit of the Cariboo, inspiring and enlivening its people and its communities”.¹
1 This vision statement was drafted by the CCACS in December 2011, and affirmed following consultation with the broader arts and culture community.
2. Public money in support of arts and culture should contribute both to enabling the continuation of existing high-quality work and to fostering innovation and development. “Development” means the development (beyond what has traditionally existed) of one or more art forms, or of an event, or an audience, or public engagement or any or all of these.
3. Annual disbursements from the arts and culture function should include some allocation to a budgeted surplus so as to provide the opportunity to invest in innovative projects in future years.
4. Public money in support of arts and culture should generate economic value. Specifically, it should encourage the leveraging of additional resources either from external agencies or from local sponsors and donors.

Strategic Principles (Fee-for-Service Agreements)

5. Fee-for-Service Agreements are intended to support organizations in delivering a valued service or event on a regular, year after year basis. They may be used for any expenses involved in operating the organization so as to provide the specified service.
6. Consistent with the intent defined in principle 5, Fee-for-Service Agreements should be multi-year agreements, renewable only upon application and adjudication at the end of the term of the agreement.

Operating Principles (General)

7. Public money for arts and culture should be allocated and distributed fairly, transparently and in accordance with criteria which reflect principles 1 and 2.
8. The allocation and distribution of public money for arts and culture should be efficient and administratively cost effective.
9. Recipients of public money for arts and culture should be required to report on their spending of the money, and on the extent to which they have been able to leverage additional resources and show economic value.



Operating Principles (Fee-for-Service Agreements)

10. In accordance with principle 7, criteria should be developed specifically for Fee-for-Service Agreements. Applications for new and renewed Fee-for-Service Agreements should be adjudicated according to these criteria.
11. In accordance with principles 5 and 8, the present mixture of annual and multi-year Fee-for-Service Agreements should be changed to a single kind of three-year agreement. In practice this would mean awarding one-year agreements until December 2013 and then renewing those that were deemed satisfactory for three-year terms.
12. In accordance with principle 8, all arts and culture Fee-for-Service Agreements should be administered by one agency (CCACS).
13. Before the introduction of any change in the present arrangements, the arts and culture community and the affected organizations should be consulted.

A FEE-FOR-SERVICE PROGRAM FOR ARTS AND CULTURE IN THE CENTRAL CARIBOO

METHODS FOR DEALING WITH

(A) REQUESTS FOR RENEWALS OF FEE-FOR-SERVICE AGREEMENTS AND

(B) SUGGESTIONS OR REQUESTS FOR NEW AGREEMENTS

1. Preamble

- 1.1 The Central Cariboo Joint Committee has agreed with a number of this sub-committee's recommendations concerning fee-for-service agreements funded from the arts and culture function:
 - A set of principles to govern the fee-for-service agreements has been agreed.
 - Existing fee-for-service agreements are to be renewed as is for 2013.
 - Two new fee-for-service agreements (museums in Horsefly and Likely) will be entered into for 2013.
 - The 2013 agreements will expire on December 31st 2013.
 - For 2014 and beyond new fee-for-service agreements will be for three year terms.
 - During 2013 the sub-committee will propose a process for assessing both requests for agreement renewals and requests for agreements with groups which have not hitherto had a fee-for-service agreement.
 - During 2013 the sub-committee will consult with existing fee-for-service agreement holders on the proposed new process.
 - In the interests of efficiency, the administration of fee for service agreements should be done by one agency.
- 1.2 This paper proposes a process and criteria for deciding on requests for the renewal of existing fee-for-service agreements and any requests for new agreements. For convenience this will be referred to as the fee-for-service program.



2. Organizational Arrangements

- 2.1 The sub-committee has proposed a single administration agency model and recommends that the Central Cariboo Arts and Culture Society (CCACS) be that agency.
- 2.2 The administration agency will create a “fee-for-service management committee”. This committee will consist of:
- one elected official from the City,
 - one elected official from the CRD’s Central Cariboo area,
 - One Director from CCACS,
 - One administrator from each of CCACS, the City, and the CRD.
- 2.3 In June of the year in which fee-for-service agreements expire, the administration agency will write to all organizations having a fee-for-service agreement asking them whether they wish to request renewal of the agreement for a three year term. The letter will also
- explain the process by which requests will be considered,
 - ask them to provide the information required for consideration of their request,
 - tell them the date by which the information must be received,
 - tell them the date by which they will receive an answer to their request.
- 2.4 Any requests for fee-for-service agreements by or on behalf of organizations not currently having an agreement will be sent as promptly as possible to the administration agency. The agency will then write to that organization a similar letter to the one sent to those requesting renewal.
- 2.4 The fee-for-service management committee will consider the information received in support of each request and will make recommendations for which organizations should have a new fee-for-service agreement and in what amount. In arriving at these recommendations, the committee will
- Ascertain the budget available for the program.
 - Apply the criteria outlined in Section 4 below.
- 2.5 The fee-for-service management committee’s recommendations will be made to the Central Cariboo Joint Committee which, in turn will forward those which it approves to the CRD Board. Approved agreements will be agreements with the Cariboo Regional District.

3. Information Required to Support Requests for Fee-for-Service Agreements

- 3.1 The information required to support requests for fee-for-service agreements will speak to the criteria used by the management committee (Section 4 below). It will be such as to:
- Allow for an assessment of the extent to which the approved principles can be observed in an agreement,
 - Allow for fair comparisons among different requests,
 - Allow for an assessment of all criteria for each organization,
 - Allow for an assessment of each organization’s continuing ability (fiscal, organizational) to provide the services agreed to,



- Allow for creative decision making by the management committee in, for example, suggesting partnerships or collaborations between organizations proposing similar programs.

3.2 The experience of CCACS in the grants program suggests that a standard request for information format should be used for all those requesting an agreement.

4. **The Assessment of Requests**

4.1 **Eligibility.** Requests will be assessed first for their eligibility for the fee-for-service program. This assessment will have three components:

- The appropriateness of arts and culture funding. The fee-for-service management committee will determine whether funding from the arts and culture funding is appropriate for the service provided by the requesting organization.
- The continuing value of the service. As stated in the approved strategic principles document, fee-for-service agreements are intended to support organizations in delivering a valued service or event on a regular, year after year basis. Organizations requesting fee-for-service support will be asked to describe the service or event that they deliver, attest to its regular year after year occurrence and provide evidence to show that it is valued. The fee-for-service management committee may seek outside opinions as to how strongly the service is valued in the relevant community.
- The maturity of the organization or program. To be eligible, organizations must have been in continuous operation for at least two years.

4.2 **Specific Criteria.** For eligible organizations the following specific criteria will be assessed. The management committee will develop a scoring scale to reflect the degree to which an organization demonstrates each criterion.

Criterion #1: *Need for public subsidy.* Requesting organizations must demonstrate the need for public funding. Assessed by an examination of the organization's normal revenue sources, normal expenditures, existing reserves and plans for those reserves. Organizations that must manage facilities or other capital assets as an essential part of their operation might be considered more in need of public subsidy than those that do not.

Criterion #2: *Organizational soundness.* Assessed by an examination of governance and management structure, length of time in operation, size of membership and procedures for electing the governing body and the existence of a three-year business or operating plan.

Criterion #3: *Financial soundness.* Assessed by an examination of financial statements for at least two years and evidence of the use of budgets as an integral part of financial planning.

Criterion #4: *Program soundness.* Assessed by length of time the program has been offered, and evidence of program evaluation, renewal and development.



- Criterion #5: *Collaboration*. Assessed by evidence of attempts to foster collaborations and partnerships in program offerings.
- Criterion #6: *Accommodation of diversity*. Assessed by the extent to which either the organization or its programs are inclusive and accessible (for example to youth, seniors and aboriginal populations).
- Criterion #7: *Generation of economic value*. Assessed by either or both of the extent to which the organization has generated funds from outside agencies and the extent to which its programs generate economic value (as shown for example by estimated ticket sales, tourist revenues, spin-off effects, etc.).

5. Communication of Results

- 5.1 The administration agency will notify successful and unsuccessful organizations once the CRD Board has made its decision.
- 5.2 Successful organizations will be asked to submit annually a report of the use of the funds and their value in contributing to the organization's operation and programs.
- 5.3 Unsuccessful organizations will be given the reasons for their denial. The management committee may wish to advise them to apply to the project grants program if their work seems likely to fit that programs criteria.



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