



*building communities together*

## **2021 Business Plan Central Cariboo Arts and Culture (1665)**

*Darron Campbell, Manager of Community Services*

***Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.***

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### **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 (2021-2025) 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.

A support agreement (2020-2021) is in place with the society for the delivery of the Performances in the Park events, which are popular summer concerts held in Boitanio Park in Williams Lake each year.

Contribution agreements were established for a three-year term with ten arts and culture groups in 2020 including:

Museum of the Cariboo Chilcotin  
Station House Gallery  
Community Arts Council of WL  
Cariboo Festival Society  
Women's Contact Society Festival

Horsefly Pioneer Museum  
Likely Cedar City Museum  
150 Mile Schoolhouse  
Arts on the Fly (Horsefly)  
Scout Island Arts in Nature Program

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**

### **2021 Goals**

- 1. Goal:** Make major energy efficiency upgrades to the Central Cariboo Arts Centre building.  
**Rationale:** Improvements to the building will increase the functionality and reduce the operational costs and carbon footprint of the facility.  
**Strategy:** The scope of work will include implementing the recommendations from the City of Williams Lake assessment of the facility (2019). Community Works Funding from the Cariboo Regional District has been allocated in the budget for this purpose.
- 2. Goal:** Develop a new strategic plan for the Society and the function.  
**Rationale:** A strategic plan is important to further guide the organization and the arts and culture function into the future.  
**Strategy:** The Society will develop a strategic plan to 2025 through a facilitated board session.
- 3. Goal:** Review the Performances in the Park agreement.  
**Rationale:** The Performances in the Park service contract between the Society and the Region and the City expires at the end of 2021.  
**Strategy:** The Society will continue to work with the Community Arts Council of Williams Lake in ensuring the delivery of Performances in the Park in 2021. The

CCACS will also review the Performances in the Park agreement for future considerations.

## **2022 Goal**

**Goal:** Complete a feasibility study for improvements and expansion of the Arts Centre facilities.

**Rationale:** A feasibility study will assess opportunities for community needs, efficiency, improvements, and long-term feasibility in order to maximize use and income of the facilities.

**Strategy:** The Society will work with City/CRD to identify external funding opportunities for the study and the procurement of consulting services as necessary.

## **Overall Financial Impact**

The 2021 requisition is increased by 5% from 2020 amounting to \$10,332 for a total current requisition of \$216,981. This increase is required to account for renewal of the service delivery and arts centre management agreements with the Central Cariboo Arts and Culture Society. A 1.5% increase is included each year thereafter to account for maintenance of the service agreement commitments contained within the business plan.

The 2020 requisition was increased by 1% from the 2019 requisition.

The three-year Fee for Service contribution agreements with ten arts and culture groups were executed in 2020 with a total of \$84,500 provided through the CCAC function.

The annual project grant program delivered by the CCAC Society has been stabilized at \$20,000 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**

The COVID-19 pandemic resulted in significant challenges for operation of the arts centre and other facilities supported through Fee-for-Service agreements. These challenges resulted in higher operational costs, numerous event cancellations and lower rental revenue, which in turn had to be balanced with appropriately reducing expenses. It is unknown at this time if this will continue and to what extent into 2021.

The CCAC function has evolved with a stable, full-service delivery structure; however, the budget available for new programs is limited. The main objective of creating a sustainable support mechanism for continuing to develop arts and culture in the area has been achieved.

The Central Cariboo Arts Centre continues to be a busy hub for arts and culture activities. In 2019 the arts centre had 258 rental bookings and the annual total in 2018 was 304. It is expected due to COVID-19 that this number will be down significantly in 2020.

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:** Review the service management agreement with the Central Cariboo Arts and Culture Society.

- Completed. Following a review, the Society submitted a proposal to renew both agreements for another five years (2021-2025) to the Central Cariboo Joint Committee meeting of September 16, 2020. It is expected the agreements will be renewed in November 2020.

**Goal:** Implement the new CCACS grants program.

- Completed. The CCACS launched the new program in late 2019 with spring and fall 2020 intakes. The new program streamlines the process and increases accessibility to the program.

**Goal:** Continue Indigenous relationship building and arts outreach program development.

- Completed. The CCACS is utilizing their Guiding Principles for Collaborating with Indigenous Peoples in their work. The Principles are integrated into new CCACS grants program. The Society continues to work on attracting Indigenous voices to our Board, and recognizes that this is a long-term, ongoing goal.

**Goal:** Support the delivery of Performances in the Park.

- Completed. The CCACS is working with the Community Arts Council of Williams Lake to ensure the events continue to the best of their ability in the face of uncertain times. The Society supported the CACWL's pivot program of the events in 2020, which saw the performances move to an online "Listen Live" format, and the Society will continue to support the CACWL through the final year of the Performances in the Park contract in 2021.

**Goal:** Work with the City of Williams Lake to complete a building assessment and improvement plan for the Arts Centre.

- Completed. The CCACS has worked with the City to complete a detailed assessment of the building, and the City has developed a list of potential capital improvements to maintain the Centre. Considerations of efficiency and making the building more functional are ongoing.

**Other Accomplishments:**

- Major pivot program with Performances in the Park to an online format with "Listen Live" community participation.
- Awarded \$10,530 in CCACS grants from the spring 2020 intake, and is expecting to award the remainder of the \$25,000 allocation through the fall intake.
- Prepared a condensed version of Graham Kelsey's report on the development of arts and culture in the Central Cariboo.
- Purchased new tables for use at the Arts Centre as a result of a donation from the Cariboo Piecemakers' Quilting Club.
- Reopened the Arts Centre to the public in September following the closure in March due to COVID-19.
- Created a COVID-19 safety plan for the Arts Centre facility, users, and staff (reviewed monthly).
- The Board continued to meet via Zoom during the pandemic.