



building communities together

2022 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.

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 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

2022 Goals

- 1. 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 2026 through a facilitated board session.
- 2. Goal:** Review the Fee for Service Agreements with various non-profit groups.
Rationale: There are operating support agreements with 10 non-profit groups through the arts and culture function and they expire at the end of 2022. The agreements are intended to stabilize core funding available to the groups such that they can leverage other sources and undertake efficient advance planning.
Strategy: A review committee will be coordinated by the CCACS to gather information from the groups and then propose renewal agreements and/or new agreements to the Central Cariboo Joint Committee.
- 3. Goal:** Increase usage of the Arts Centre.
Rationale: The COVID-19 pandemic has forced the Arts Centre to lose or reduce usage and bookings.
Strategy: Working under all current COVID guidelines, support and promote the space to encourage the community to again utilize the facilities.
- 4. Goal:** Review the Arts Centre and Grant program.

Rationale: The Society's policies require regular review of programs and facilities.
Strategy: The Society will produce surveys to gauge the effectiveness of the Grants program and usage of the Arts Centre.

2023 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 2022 requisition is increased by 2% from 2020 amounting to \$4,340 for a total current requisition of \$221,322. A 2% increase is included each year thereafter to account for maintenance of the service agreement commitments contained within the business plan.

The 2021 requisition was increased by 5% from the 2020 requisition. 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.

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 2022.

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. Due to COVID-19, this number is down significantly in 2020 and 2021.

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: Make major energy efficiency upgrades to the Central Cariboo Arts Centre building.

- In progress with completion expected by December. The upgrade focused on lighting, windows, doors and mechanical systems.

Goal: Develop a new strategic plan for the Society and the function.

- Not completed. Goal is carried forward to 2022 in anticipation of participation of the new executive director for the CCACS.

Goal: Review the Performances in the Park agreement.

- Completed. Agreement was renewed for one year at the current terms.

Other Accomplishments:

The CCACS hired a new Executive Director to replace the previous long-serving staff member and attracted several new Directors to the Board.

The group continued to pivot Performances in the Park to a 'Listen Live' online program in partnership with Arts on the Fly and operated the Arts Centre through the pandemic

to the restrictions/guidelines of the day, and through the extended leave of the Arts Centre Administrator.

The CCACS worked with the City and other arts/community groups to develop a public mural policy for the City.