



building communities together

2024 Business Plan Central Cariboo Arts and Culture (1665)

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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 an arts centre administrator 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 a bi-annual grant program, which provide support for arts and cultural projects and events throughout the service area.

A funding support agreement is in place for the delivery of the Performances in the Park events, which are popular summer concerts held in Boitano Park in Williams Lake each year.

Contribution agreements established for three-year terms with ten arts and culture groups, pending approval at CCJC, and set to start in 2023 include:

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

Horsefly Pioneer Museum
Likely Cedar City Museum
150 Mile Schoolhouse
Williams Lake Studio Theatre
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

2024 Goals

- 1. Goal:** Complete a feasibility study for improvements and expansion of the Arts Centre facilities.
Rationale: The study will assess opportunities for community needs, efficiency, improvements, and long-term feasibility to maximize use and income of the facilities.
Strategy: The Society will work with the Regional District and City of Williams Lake to identify external funding opportunities for the study and the procurement of consulting services as necessary. This goal is dependent on grant funding for 2024 and will be revisited for budget funding in 2025 if unsuccessful.
- 2. Goal:** Increase community awareness of the Arts and Culture Society and the Arts Centre.
Rationale: To better inform our community about CCACS programs and services available through the Central Cariboo Arts and Culture Society and Arts Centre.
Strategy: Develop and distribute a regular email newsletter and better utilize outreach opportunities, like the Williams Lake Farmers Market.
- 3. Goal:** Explore a possible mural on the exterior entrance of the Arts Centre.
Rationale: To increase the visibility and awareness of the Arts Centre and the Central Cariboo Arts and Culture Society through a piece of public art

Strategy: The Society and staff will explore an agreed-upon theme for the work, extend a call for proposals to the community, and establish a budget and timeline for this project.

4. Goal: Review the CCACS grants program.

Rationale: Examine, through internal review and public consultation if the grants program is serving the community and if any gaps in offerings or delivery could be addressed. This review is a part of a regular schedule of program reviews, set in CCACS policies.

2025 Goals

1. Goal: Review the Service Delivery Agreement with the Central Cariboo Arts and Culture Society.

Rationale: The five-year agreement with the Society for operation and management of the arts centre as well as program support for arts and culture groups will expire in December 2025.

Strategy: Regional District and City of Williams Lake staff will engage with the Society for a review of agreement deliverables and cost and bring forward a renewal agreement to the Central Cariboo Joint Committee for consideration.

2. Goal: Review an agreement for Performances in the Park.

Rationale: The Performances in the Park service contract between the Society and the Region and the City expires at the end of 2025.

Strategy: It is expected, the Society will continue to work with the Community Arts Council of Williams Lake in ensuring the delivery of Performances in the Park. The CCACS will also review the Performances in the Park agreement for future considerations.

3. 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 2025. 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.

2026 Goal

Goal: Develop a new five-year Strategic Plan for the CCACS.

Rationale: A strategic plan helps to guide the staff and Board in decision-making and recommendations. A strategic plan is important to the organization and the arts and culture function into the future.

Strategy: The Society will discuss and develop a strategic plan (2026-2030) through facilitated board session.

Overall Financial Impact

The 2024 requisition is increased 3% amounting to \$6,772 for a total current requisition of \$232,514. Funding for an arts centre expansion feasibility study is included for consideration in 2025. A 3% increase is included each year thereafter to account for maintenance of the service agreement commitments contained within the business plan.

The 2023 requisition was increased by 2% from the 2022 requisition.

The three-year Fee for Service contribution agreements with ten arts and culture groups are continued in 2024 with a total of \$84,500 provided through the CCACS function.

The annual project grant program delivered by the CCACS 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 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 and the focus is now trending towards forward-looking strategic direction for the function and longer-term options for development the arts and culture centre.

Rental bookings at the Arts Centre facility in were deeply impacted by the pandemic, public health restrictions, Arts Centre pandemic closures, and individual decisions regarding gatherings. The Arts Centre completed 81 bookings in 2020 and 54 in 2021. For 2023, bookings returned to pre-pandemic levels with 294 rentals for the year.

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: Develop a new five-year Strategic Plan for the CCACS.

- A three-year strategy is planned for completion in December.

Goal: Conduct a review of Arts Centre operations for user satisfaction.

- Completed. Results of the survey were presented to the joint committee in September 2023.

Goal: Review an agreement for Performances in the Park.

- Completed. A new three-year agreement was signed with the CCACS and the Williams Lake Community Arts Council.

Goal: Continue to review, update and improve the CCACS website.

- Completed.

Other Accomplishments

- Continued new employee support and guidance for the Arts Centre Administrator
- Improved grant advertising reach and increased applications coming to program
- Completed a Performances in the Park re-branding and increased CCACS administrative work and community presence, in collaboration with the Community Arts Council
- Grant funding for 2023: \$13,657 in Spring and \$6,325 to go out in Fall (pending approved applications)
- Improvements, coordinated with the city, to improve the entrance space of the Arts Centre with seating, landscaping, and bike rack (to replace old fire truck structure)
- Quality Board Strategic Planning sessions in Fall with a draft plan to be prepared for late 2023.
- Co-lead a community executive leadership group: meetings and information sharing.
- Increasing visibility of arts and culture public programming, classes, and experiences at the Arts Centre and within region.
- Work to review and strategically implement recommendations of Arts Centre review.