



*building communities together*

## **2025 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 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 Boitanio Park in Williams Lake each year.

Contribution agreements established for three-year terms with ten arts and culture groups, pending approval at Central Cariboo Joint Committee, 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**

### **2025 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 for 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 partially dependent on external grants for 2025 with matching funding included in the 2025 budget.
- 2. Goal:** Install public art at 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.
- 3. 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.

4. **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.

5. **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:** Undertake community engagement and analysis of the feasibility study results for the Arts Centre.

**Rationale:** The study is planned for completion in 2025 and an arts community engagement process along with analysis of design options is a logical next step.

**Strategy:** The Society will coordinate the engagement process with participation from City and Regional District staff.

## 2027 Goal

**Goal:** Conduct an operational review of the Arts Centre.

**Rationale:** CCACS policy directs that a review be undertaken every four years and is useful to determine the operational efficiency and effectiveness of the facility.

**Strategy:** The Society will coordinate and the review process and report out to the City and Regional District on the results.

## **Overall Financial Impact**

The 2025 requisition is increased 3% amounting to \$6,973 for a total current requisition of \$239,490. Matching funding for external grants to undertake 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 2024 requisition was increased by 3% from the 2023 requisition.

The three-year Fee for Service contribution agreements with ten arts and culture groups are continued in 2025 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 Central Cariboo Arts and Culture Society (CCACS) 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.

In 2023, rental bookings at the Arts Centre facility continued a gradual but positive path of recovery following the pandemic-related closures. The Arts Centre maintained a dynamic and diverse schedule, with bookings and activities taking place over 286 days—a 7% increase compared to the 267 days in 2022. Notably, 2022 also saw 11 new user groups and organizations utilizing the facility, contributing to its growth. Looking ahead, the 2024 booking calendar indicates a continuation of this upward trend, with increased usage anticipated, albeit at a modest pace.

Historically, many of the activities in this sector have relied heavily on the efforts of volunteers from a wide range of distinct organizations. These volunteers have been instrumental in organizing events, running programs, and supporting the operations of cultural facilities. However, this volunteerism has generally taken place without a strong framework for integrated planning or coordination, leading to a more fragmented approach to delivering arts and culture experiences. In recent years, the community has faced a noticeable decline in volunteerism. A variety of factors, such as an aging volunteer base, increased work commitments, and changing priorities among younger generations, have contributed to this trend. This decline has created challenges for arts and culture organizations that have traditionally relied on volunteer support to sustain their activities.

Arts and culture play a vital role in the challenges faced in recruitment and retention of residents and professionals in the city of Williams Lake and surrounding areas. Arts and culture activities and events foster a sense of pride and engagement among residents, helping to retain those who might otherwise seek opportunities elsewhere, and contribute to the region's appeal, making it an attractive place to live, work, and invest. By enriching the region's livability, arts and culture can become integral to its economic and social fabric, playing a key role in supporting sustainable growth and fostering a vibrant community atmosphere.

Moving forward, the best way to meet the community's growing interest and demand for arts and cultural activities—despite the challenges facing organizations and the recognized economic, health, and wellness benefits these activities provide—is through the sustained leadership and strategic vision of the Central Cariboo Arts and Culture Society (CCACS). By fostering collaboration, offering resources, and championing the arts, the CCACS plays a crucial role in building a vibrant cultural ecosystem in the Central Cariboo. Their ongoing efforts to promote and support arts, culture, and the creative initiatives essential for community growth ensure that the region remains a dynamic and enriching place for all.

### **Measuring Previous Years Performance**

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

- Not completed. Grant funding as required was not obtained. Goal is carried forward to 2025.

**Goal:** Increase community awareness of the Arts and Culture Society and the Arts Centre.

- Completed. Included such tasks as developing new signage and improving distribution of the newsletter.

**Goal:** Explore a possible mural on the exterior entrance of the Arts Centre.

- Completed. Work on the building entryway delayed installation of a mural, which will be carried forward to 2025.

**Goal:** Review the CCACS grants program.

- Completed.

### **Other Accomplishments**

- Collaborating with the City of Williams Lake to enhance the Arts Centre facility, focusing on safety and accessibility improvements through upgraded lighting and walkways.

- Successfully conducting a recruitment process for the Arts Centre Administrator position, which involved hiring and ongoing training for a new staff member following the resignation of the previous occupant.
- Awarding \$13,760 in grant funding through the Spring intake, with an anticipated allocation of the remaining \$6,240 during the Fall intake.
- Initiating a review of the Grant Program alongside community consultations, with completion of the data gathering process expected by December 2024.
- Finalizing the Strategic Plan for 2024-2028, which has received approval.
- Continuing to build upon the success of the "Performances in the Park" concert series, resulting in increased sponsorship and attendance in 2024.
- Attending the Creative City Summit to gather innovative ideas and insights on arts and culture spaces, support systems, grant funding, programming, placemaking, data collection, and events and festivals that will benefit both residents and visitors of the Central Cariboo.