

2022-23 Strategic Plan

Our Vision: We will lead the development of our community into a recognized centre of creativity; a place where art has no boundaries.

Table of Contents

Our Story	3
Our Mission	3
Our Vision.....	3
Our Mandate.....	3
Strategic Context.....	4
Goal #1	5
Goal #2	6
Goal #3	7
Goal #4	8



Our Story

The Community Arts Council of Prince George & District (CAC) was established in 1968 to respond to a growing need to expand the reputation of artistic endeavours throughout the Regional District of Fraser-Fort George. The CAC has been a vital component of the Prince George district for over 50 years. Since its founding, the CAC and its members have been providing a wide range of services and programs that have helped contribute to the spirit of innovation, ingenuity and open-mindedness that defines the Prince George district. As of this year, the CAC is the umbrella organization to approximately 200 members, comprising professional and emerging artists, performers, ensembles, artisan guilds and cultural organizations, all living and working in an area covering more than 51,000 km². The heart of our organization has been at Studio 2880, situated on the traditional unceded territory of the Lheidli T'enneh First Nation, for the past forty-six years. These facilities have become a destination for people who wish to purchase locally created artwork and access and benefit from the unique educational programs and services offered there.

Our Mission

To foster the arts by providing events, programs and services to residents and artists in our community.

Our Vision

We will lead the development of our community into a recognized centre of creativity; a place where art has no boundaries.

Our Mandate

- To deliver arts and cultural events, programs, and services to residents of, and visitors to, Prince George & District.
- To provide support services to local artists and cultural organizations.
- To stimulate public interest and participation in arts and culture.
- To operate and maintain a creative arts facility that serves the needs of local artists, cultural organizations, and residents of our area.
- To bring the artistic and cultural needs of Prince George & District to the attention of municipal, provincial, and federal authorities.

Strategic Context

The CAC is emerging from the COVID-19 pandemic with a renewed sense of confidence in areas of programming and signature events, but also faces unique challenges regarding its need and ambitions for a new Creative Hub. Federal and provincial funding for the proposed building at 3rd and Quebec did not materialize, and the City of Prince George is faced with finding concurrent solutions for a replacement for Studio 2880, as well as the PG Playhouse and Vanier Hall. We have a timely opportunity to branch into performing arts programming by way of co-developing the new Knox Concert Hall. We anticipate taking an active role in the upcoming Civic elections by way of candidate engagement, to ensure that local arts and cultural infrastructure, as well as sustainable funding for the arts, become a top priority during the four-year term of the new council and city administration.

What are our high points?

We have become more successful with grants and building relationships. There is a growing reception and understanding of the importance of arts and culture to social, community and economic development that we are leading. The CAC is nimble and can adapt. This has been our strength over the years developing ambitious opportunities from the Children's Festival, Studio Fair, NIAC, the BC Gourmet Arts Festival and now new arts facilities for the community.

What are our values?

We care about our members and are cautious about supporting, but not competing with them. We strive to be equitable, inclusive, open minded, connected, progressive and user friendly, grass roots, business oriented and not focused on limitations but rather abundance.

What is changing?

There is a growing understanding that there is a vibrant arts community here and it is directly connected to our residents' wellness. We want to grow in our advocacy role, working to secure increased funding tied with economic development. We are preparing for a transition to a new facility and new ways of operating.

What is the best future we can imagine?

We will be in a building that serves us and our members, creating a very vibrant and active space. We will be one of the first new arts facilities in a post pandemic era which opens the opportunity for us to be best in class doing novel and unique things. There will be new challenges as a downtown tenant - can we be a beacon and steer conversations in a new direction and play a role in healing the downtown environment.

What will it take to get us there?

We will need to be realistic and set reasonable targets for what we can achieve. There is a challenge in being transformative yet also honest about our goals. There will be a need for good advisors. We cannot alienate our members and need to continue to be advocates for them and respond to their needs. We will need commitment from everyone for what we can do, individually and collectively, not what we cannot do.

Goal #1

Residents, community leaders, members, and funders will recognize and value the significant contributions of the CAC to arts and culture in North Central BC

*OUTCOMES: Increased level of participation in CAC events, programs * Local leaders are fully aware and prepared to embrace the CAC Vision, Mission and Strategic Plan * More funding from corporate sponsors, government, private donors * CAC Community Relations Strategy results in an arts and culture engaged city council and administration*

ACTIONS	DELIVERABLES
<ul style="list-style-type: none"> Develop, launch, and support the work of a volunteer-lead Prince George Arts & Culture Action Committee 	<ul style="list-style-type: none"> A cohesive and active group comprised of community and arts leaders who will pro-actively engage in the upcoming 2022 municipal election, to ensure that the appropriate emphasis and commitments are made to local arts facilities and sustainable funding for local arts and cultural organizations
<ul style="list-style-type: none"> Become a project team member for the Downtown Civic Precinct Planning Project and recommend strategies successfully used by benchmark communities, along with our local experiences, to inform strategic decisions to be undertaken 	<ul style="list-style-type: none"> CAC board members are fully engaged with the implementation of the Downtown Arts Strategy recommendations and planning and public consultation activities of the civic planning project
<ul style="list-style-type: none"> Engage in thorough input, feedback and reporting on a timely basis between the CAC Board and Executive Director regarding municipal issues, challenges, and opportunities 	<ul style="list-style-type: none"> Timely opportunities for the Board to effectively respond to, or participate in municipal initiatives impacting local arts and culture and advocate for arts and culture with community leaders, partners, guilds, and politicians
<ul style="list-style-type: none"> Deliver a live presentation to the new City Council advocating for the CAC and partners needing improved, sustainable funding, and new or improved arts infrastructure 	<ul style="list-style-type: none"> Directions provided to city administrative by city council that support adequate funding for the replacement of Studio 2880, other arts facilities, and sustainable operating funding support
<ul style="list-style-type: none"> Broaden and increase the use CAC communications platforms, particularly <i>Arts North</i> channels Hire or engage appropriate resources to enhance CAC communications 	<ul style="list-style-type: none"> Delivery of frequent, pro-active and impactful messaging and “good news” stories regarding the organization, its members, and the significant impact the arts and culture sector has on the local economy and quality of life for the residents of Prince George

Goal #2

A full suite of arts events, programs, and services for the benefit of the entire community, including emerging and professional artists, in partnership with and with the support of our members, stakeholders and community partners.

*OUTCOMES: Evaluate and enhance the CAC annual operating plan to ensure it meets the current needs of our artists and arts-based programs and events that were impacted by pandemic restrictions * Provide meaningful services to members that will grow their entrepreneurial and artistic capabilities and success * Directly support strategic initiatives for the community-at-large including new arts facilities and infrastructure*

ACTIONS	DELIVERABLES
<ul style="list-style-type: none"> Executive Director presents a 2022-2023 Operating Plan by September 2022 	<ul style="list-style-type: none"> 2022-2023 Operating Plan developed and approved with appropriate board and staff inputs
<ul style="list-style-type: none"> Engage with members in planning on specific inclusions and deliverables of CAC operational programs, events, services 	<ul style="list-style-type: none"> Budgets, target audiences, participants, marketing plans, contractors, sponsors (where applicable)
<ul style="list-style-type: none"> Hold meetings, discussions, and develop potential partnership understanding with Trinity United Church regarding developing Knox Performance Hall as the new performing arts programming space available to the CAC 	<ul style="list-style-type: none"> Knox partnership confirmation and action plan, including funding applications and the development of new performance or live event program streams
<ul style="list-style-type: none"> Research and access appropriate funding to support any proposed expansion of existing events, programs, and services, as well as proposed new activities 	<ul style="list-style-type: none"> Increased funding appropriately aligned with the operating plan, also incorporating flexibility around new opportunities that may become available throughout the term of the Operating Plan.
<ul style="list-style-type: none"> Hold the inaugural BC Gourmet Arts Festival as a pilot event 	<ul style="list-style-type: none"> Evidence that the event is sustainable and supports overall goal of expanding services as well as increased operating fundraising for the CAC
<ul style="list-style-type: none"> Provide leadership, mentorship, administrative, event and grant writing support, and in-kind office space to the Northern Indigenous Arts Council (NIAC) 	<ul style="list-style-type: none"> Increased level of independence, financial security and program confidence so that the organization can excel and thrive

Goal #3

Optimized management of an aged and deteriorated facility on behalf of the City of Prince George while engaging in planning for a future creative hub

*OUTCOMES: Remedial repairs at Studio 2880 * Prompt response to safety and security needs as they arise * Collaboration with CPG on arts infrastructure planning resulting in a safe and more intentional and functional facility*

ACTIONS	DELIVERABLES
<ul style="list-style-type: none"> Liaise and communicate maintenance needs with CPG staff 	<ul style="list-style-type: none"> Timely response to maintenance needs that fall under the CPG areas of responsibility, ensuring safe and effective access to spaces 24/7 or as mutually agreed upon with facility tenants and users
<ul style="list-style-type: none"> Address risk assessment to identify immediate facility vulnerabilities and develop a risk mitigation plan 	<ul style="list-style-type: none"> Risk mitigation plan that itemizes available options that address major risks identified
<ul style="list-style-type: none"> Identify and evaluate internal CAC funding capacity to undertake remedial upgrades such as new paint, flooring etc. Work with user groups and members to identify additional resources that can be leveraged 	<ul style="list-style-type: none"> Refreshed and safer communal spaces and private suites at Studio 2880 while also leveraging a CAC financial contribution to secure a commitment to other repairs to be undertaken by CPG (new doors etc.)
<ul style="list-style-type: none"> Hold regular meetings with CPG planning and zoning departments with respect to future opportunities 	<ul style="list-style-type: none"> Clear understanding with CPG on the available options for short-, mid- and long-term redevelopment at Studio 2880, and ensure that these have been properly vetted by the CAC members and elected officials
<ul style="list-style-type: none"> Liaise with city staff and politicians to acquire base funding to leverage other funding from other organizations, ensuring that the CAC's facility needs are integrated and advanced, distinct from other core arts and culture assets 	<ul style="list-style-type: none"> A viable funding construct with multiple private, public, corporate and individual funding sources for the new facility that minimizes the requirements from local municipal tax base.
<ul style="list-style-type: none"> Explore all alternative options for a future new facility, including those that are privately owned 	<ul style="list-style-type: none"> A list of serious contenders for a privately owned / leased space that could serve as a future home of the CAC, including privately funded support for such a space. Done with transparency and input from CPG, if any options are seen as potentially viable

Goal #4

Enhanced financial, volunteer and staffing capacities to fulfill growth opportunities in 2022-23

OUTCOMES: increased revenue, improved and enhanced staffing, updated compensation packages, enlarged and engaged volunteer base

ACTIONS	DELIVERABLES
<ul style="list-style-type: none"> Develop and deliver an appropriate and forward-looking diversity, inclusivity, and equity statement for the CAC 	<ul style="list-style-type: none"> Board and staff engagement on the statement and receive input and approval from the CAC membership, prior to the development of policies reflective of the statement
<ul style="list-style-type: none"> Develop tools and mechanisms that communicate volunteer opportunities and supports the recruitment and training of volunteers 	<ul style="list-style-type: none"> A team of enthusiastic and appreciated volunteers who are prepared to help advance our vision while assisting with the successful implementation of programs and events
<ul style="list-style-type: none"> Review, evaluate and discuss the PIVOT HR Plan at board level 	<ul style="list-style-type: none"> Viable human resource planning and compensation implementation in keeping with our vision and mission Incorporate appropriate elements of the PIVOT HR Plan into 2023-2024 staffing plan and organizational chart
<ul style="list-style-type: none"> Develop and implement measures to maximize profitability from Studio Fair and the Gourmet Arts Festival 	<ul style="list-style-type: none"> Increased revenue to improve financial viability, compensation levels and allocation of funds to investment and endowment accounts