

## 2023-26 Strategic Plan

*CREATE Local. PLAY Local. BUY Local.*

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

**Our Mission: To elevate local arts and culture through advocacy, and by offering accessible events, programs and services to all community members.**

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## 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 55 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 245 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 km<sup>2</sup>. The heart of our organization has been at Studio 2880, situated on the traditional unceded territory of the Lheidli T’enneh, since 1976. These facilities have become a destination for people who wish to purchase locally created artworks, and access and benefit from the unique educational programs and services offered there.

The CAC respects and values the full spectrum of differences among people. We are committed to reflecting that diversity with our board, staff, and volunteers and through all aspects of our operations. With that commitment, the CAC strives to develop a community that fully includes, celebrates, and supports the needs, and contributions of all our residents.

Arts are central to the well-being of our communities. All our residents are elevated through the diverse contributions of our artists and arts lovers. The CAC advocates for the support and investment in diversity - individuals, organizations, and communities. Unique perspectives lead to the long-term health and richness of our people and is integral to achieving excellence. The CAC is committed to supporting and promoting the expression and creation of culturally diverse experiences, and spaces throughout our community.

## Our Vision

We will inspire our diverse community to become a centre of creativity and well-being; a place where art has no boundaries.

## Our Mission

To elevate local arts and culture through advocacy, and by offering accessible events, programs and services to all community members.

## Our Values

Collaborative: *Entrepreneurial, accessible, inviting, hospitable*

Inclusive: *Equitable, grassroots, respectful, connected*

Resilient: *Adaptable, nimble, open-minded*

Progressive: *Forward-looking, informed, well-researched*

## 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.

**Goal #1 – By the End of 2026 the CAC will:  
Have construction underway for new Prince George arts and culture infrastructure.**

*OUTCOMES: Rebuilt Studio 2880 facility \* Support existing and new performing arts in collaboration with community arts groups  
\* Increased internal funds to be allocated to future building and capital plans*

ACTIONS	DELIVERABLES
<ul style="list-style-type: none"> <li>Work with City of Prince George (CPG) administration on a Studio 2880 co-development plan</li> </ul>	<ul style="list-style-type: none"> <li><b>2025 deliverables:</b>  <b>February</b> – complete feasibility study with final revisions  <b>April</b>– City admin bring update to council in closed meeting to get approval to begin rezoning and enter into agreement with BC Builds  April – Enter into discussions with a viable Non-Profit Housing Operator Partner  <b>April to June</b> – rezoning process, and begin working with BC Builds on Property and Housing Opportunity Bid  <b>April onwards</b> – plan and prepare to launch capital campaign, grants applications  <b>July to September</b> – Bids received and evaluated  <b>October into 2026:</b> Site designs and construction plans developed <ul style="list-style-type: none"> <li><b>2026 Year-End Deliverable:</b> Construction underway</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Collaborate with Trinity United Church (TUC) on a performing arts series at Knox Performance Centre and Prince George Playhouse</li> </ul>	<ul style="list-style-type: none"> <li>Diverse performing arts series brings top talent to Prince George</li> </ul>
<ul style="list-style-type: none"> <li>Collaborate with the CPG on operating the Prince George Playhouse</li> </ul>	<ul style="list-style-type: none"> <li>Rejuvenated performing arts series and activities at the Playhouse in order to build a successful case for a new, larger performing arts venue in Prince George</li> </ul>
<ul style="list-style-type: none"> <li>Be a leader on the Downtown Civic Core Planning Committee resulting in a plan to be reviewed and approved by CPG Council</li> </ul>	<ul style="list-style-type: none"> <li>CAC voice given to development of new arts complex in the downtown civic core plaza area</li> </ul>

## Goal #2 - By the End of 2026 the CAC will:

### Have diversified revenue streams to support expanded organizational activities and capacity.

*OUTCOMES: New earned revenue streams that also support financial and entrepreneurial aspirations of our members \* Increased collaboration with partner organizations on funding applications and projects \* Improved grant writing capacity \*  
Become a \$1 million organization \**

ACTIONS	DELIVERABLES
<ul style="list-style-type: none"> <li>Increase fee generating events and activities such as markets, events, workshops, classes</li> </ul>	<ul style="list-style-type: none"> <li>25% increase in annual earned revenue</li> </ul>
<ul style="list-style-type: none"> <li>Undertake gift shop revitalization</li> </ul>	<ul style="list-style-type: none"> <li>25% increase in annual earned revenue</li> </ul>
<ul style="list-style-type: none"> <li>Investigate arts residencies and opportunities for regional artists and workshop facilitators</li> </ul>	<ul style="list-style-type: none"> <li>CAC members are able to share in the CAC's financial success and profile</li> </ul>
<ul style="list-style-type: none"> <li>Refine new performing arts series and Arts North workshop series to ensure profitability for the organization</li> </ul>	<ul style="list-style-type: none"> <li>New performing arts streams that increase the CAC's operational budget by 15%</li> </ul>
<ul style="list-style-type: none"> <li>Create subsidies with thresholds for limited income workshop participants</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of workshop participants</li> </ul>
<ul style="list-style-type: none"> <li>Undertake planning and research on new donor programs, including legacy programs</li> </ul>	<ul style="list-style-type: none"> <li>Identified donor program options analyzed and implemented</li> </ul>
<ul style="list-style-type: none"> <li>Prepare and submit grant applications that focus on collaborative partnerships for more revenue generating projects and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>More grant funded activities that also support increased collaborations throughout the community</li> </ul>
<ul style="list-style-type: none"> <li>Maintain staff resources able to contribute to grant writing, research, proposals etc.</li> </ul>	<ul style="list-style-type: none"> <li>Overall significant financial growth</li> </ul>
<ul style="list-style-type: none"> <li>Increase value of Prince George Community Foundation endowment fund</li> </ul>	<ul style="list-style-type: none"> <li>Provide merit-based artistic grants to individuals and groups in the community (similar to "micro-grants" administered by BC Arts Council) with regional impact art-specific</li> </ul>

	funding (This may be more suited to deliverable associated with grant applications noted above)
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**Goal #3 - By the End of 2026 the CAC will:  
Achieve a robust staffing cohort to deliver programs, services and events to achieve our mission.**

*OUTCOMES: Two new FTEs \* ED Succession plan \* Risk Management plan*

ACTIONS	DELIVERABLES
<ul style="list-style-type: none"> <li>Research and develop a Diversity, Equity, Inclusivity recruitment and staffing statement</li> </ul>	<ul style="list-style-type: none"> <li>DEI strategy and goals developed</li> </ul>
<ul style="list-style-type: none"> <li>Review 2021 PIVOT HR plan</li> </ul>	<ul style="list-style-type: none"> <li>Implement appropriate recommendations from plan including compensation levels</li> </ul>
<ul style="list-style-type: none"> <li>Develop job descriptions for new Performing Arts Promoter and Membership and Outreach Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Position descriptions developed by Executive Director in collaboration and with input from Board members</li> </ul>
<ul style="list-style-type: none"> <li>Hire and onboard during 2023-2024</li> </ul>	<ul style="list-style-type: none"> <li>Successful recruitment, hiring, and onboarding completed</li> </ul>
<ul style="list-style-type: none"> <li>Board to Develop ED succession plan with dedicated HR committee established</li> </ul>	<ul style="list-style-type: none"> <li>Plan developed in collaboration with Board members by end of 2024</li> </ul>
<ul style="list-style-type: none"> <li>Research and financially plan for employee benefits plan</li> </ul>	<ul style="list-style-type: none"> <li>Benefits plan developed and implemented</li> </ul>
<ul style="list-style-type: none"> <li>Research and financially plan for staff professional development and support plan</li> </ul>	<ul style="list-style-type: none"> <li>PD plan developed and implemented</li> </ul>
<ul style="list-style-type: none"> <li>Complete Risk Management plan by 2023-2024 with identified parameters around Board review period</li> </ul>	<ul style="list-style-type: none"> <li>Risk Management plan in place</li> </ul>

**Goal #4 - By the End of 2026 the CAC will:**

**Be representative and reflective of the diversity of all Prince George residents.**

*OUTCOMES: Multicultural programming, diverse membership base, staffing, and Board \* Increased capacity with NIAC*

ACTIONS	DELIVERABLES
<ul style="list-style-type: none"> <li>Support the work of Northern Indigenous Arts Council and Multicultural Heritage Society through space and technology support, grant writing, event and space activation</li> </ul>	<ul style="list-style-type: none"> <li>Diverse participants in all CAC programs, events and services.</li> </ul>
<ul style="list-style-type: none"> <li>Integrate the work of membership and outreach coordinator by inviting community participation in mid-year meeting and by utilizing audience-based events</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the membership and potential donor base to include broader community members</li> </ul>
<ul style="list-style-type: none"> <li>Develop Board recruitment strategy</li> </ul>	<ul style="list-style-type: none"> <li>New Board members with diverse backgrounds and skills</li> </ul>