

2011 ANNUAL REPORT

Arts and culture reflect, communicate and celebrate the spirit of the Cariboo, inspiring and enlivening its people and its communities.



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IMAGE CREDITS: Graham Kelsey photo by Leah Selk. Leah Selk photo by Laureen Carruthers Photography. *Creative Hands* Mural Postcard photo by Casey Bennett. McLeese Lake mural photo by Daniel Jalbert. All other photographs by Leah Selk. CCACS Logo design by Todd Sullivan.



A MESSAGE FROM THE PRESIDENT

It is a pleasure to introduce this first annual report of the Central Cariboo Arts and Culture Society. The report is a landmark in more ways than one. It marks the completion of our first complete calendar year. It records our successful overcoming of the challenges that beset any new organization. It shows what a rich variety of arts and cultural activities, ideas and initiatives exist in the Central Cariboo. It gives testimony to the wisdom of the Williams Lake City Council in seeing the possibilities inherent in the former Fire Hall.

Particularly, however, the report provides tangible evidence of the success of the Cariboo Regional District's establishment of funding dedicated to arts and culture. The CRD was the first regional district in the province to have passed a bylaw allocating money to the arts. Many cities have done so, but not the province's regional districts. The Central Cariboo has become a beacon for other jurisdictions who want to recognize the increasingly strong research evidence of the value of the arts in fostering community health and helping to diversify local economies.

What is described in the following pages would not have been possible without the efforts and support of many people. The elected officials of the Central Cariboo Joint Committee have given attentive and sympathetic hearings to our requests. The staff members of both City Council and the CRD have been constructively helpful in trouble-shooting and in the development of our various proposals. The many volunteers that help not only the Society, but also all the groups whose work makes the Arts Centre hum with creative activity, are a crucial part of the arts and culture scene.

My very deep personal thanks go to the Board members that have guided the Society through this first calendar year and laid the foundations for its efficient operation in the future. Their work has been unstinting and always helpful. And to our Coordinator, Leah Selk, we all owe an enormous debt of gratitude. From her first day of work back in March she has been efficient, imaginative, forward-looking and quite simply, indispensable.

Graham Kelsey

President, Board of Directors

A MESSAGE FROM THE COORDINATOR



After tasting the cultural lives of Victoria and Montreal during my Fine Arts studies, I was having a hard time being excited about moving back to the community that, while I was growing up here, never seemed to have anything going on with regards to arts and culture. Indeed there are monthly Gallery exhibitions, periodic theatre productions, and occasional music concerts, but...where were all of the artists doing artsy things? It wasn't until I was appointed as Coordinator for the Central Cariboo Arts and Culture Society that I realized that this region has so much more to offer than it was letting on! After some research, I found that there are approximately seventy organized groups in the area, all with arts and culture either at the forefront of their existence, or deeply rooted in their programming. The CCACS has presented the community with a special opportunity to become acquainted with our artists. As Coordinator, it is my duty to ensure the community is aware of this opportunity and can reap the rewards of a healthy arts and culture sector.

The Central Cariboo Arts Centre has become the "hub" of the arts community, and a physical location for arts and culture area resources. Use of the Centre is ever increasing, and I frequently answer the door to connect individuals with organizations, or organizations with potential funders, partners, and collaborators. Along with the Arts Centre as a resource location, we have implemented various communications and media outlets to ensure that our close friends in rural areas are still kept in the loop. Not only is the community presented with the opportunity to get to know our artists, but our artists now have an accessible opportunity to get to know each other.

I am truly honored and proud to have the opportunity to serve as Coordinator. My heartfelt thanks to the Board for their patience, encouragement and endless support, and to the many organizations and individuals who enthusiastically welcomed me to the position.

After tasting the cultural life of the Central Cariboo, I have a hard time imagining anywhere else that I would rather live!

Leah Selk Coordinator



Boitanio Day Camp visits the Central Cariboo Arts Centre

1. THE SOCIETY'S ROLE AND MANDATE

The Society was formed in June, 2010 as a BC registered not-for-profit society. Our mandate is fourfold:

- (a) to support artistic and cultural organizations and events in the Central Cariboo,
- (b) to facilitate, coordinate and assist in the development of arts and culture in the Central Cariboo,
- (c) to provide strategic advice on arts and culture to local governments and other organizations,
- (d) to educate the public with respect to arts and culture matters.

We administer the arts and culture function of the Cariboo Regional District and the City of Williams Lake. We also manage the Central Cariboo Arts Centre. We take seriously the notion of assisting the development of the arts—not simply supporting the status quo.

As befits a service organization with a mandate to serve all taxpayers and not simply the interests of member groups, the Society's Directors are its only members.

Managing the Central Cariboo Arts Centre and coordinating its activities is a year-round responsibility. Currently CCACS also administers a competitive grants program for arts groups and societies in the region. In addition, it offers occasional workshops, provides advice and assistance to arts groups, develops and maintains an inventory of facilities and activities in the region and seeks opportunities for mutually beneficial partnerships.

2. HOW THE SOCIETY IS FINANCED

The Society's core funding comes from two contracts. The first is a Contracting Services Agreement with the Cariboo Regional District (CRD). The second is an agreement with the City of Williams Lake. Funds for both these contracts are from the CRD's arts and culture function. The function provides for tax revenue dedicated to arts and culture in the Regional District's Areas "D", "E" and "F" and the City of Williams Lake. The municipal/regional governing body for this function is the Central Cariboo Joint Committee, consisting of the Williams Lake Mayor and Council members and the elected Directors for Areas "D", "E" and "F" of the Cariboo Regional District. The Society reports to this Committee which, in turn, reports to its members' parent bodies (William Lake Council and the CRD Board of Directors).

The two contracts are respectively for (a) the Society's administration of the arts and culture function and (b) the management of the Central Cariboo Arts Centre. The first contract is specific about the expectation that the Society will be active in leveraging funds for arts and culture from other sources. The Society also derives revenue from space rental in the Arts Centre, from grants and from occasional working arrangements with other agencies. It does not, however, do direct fund raising on its own behalf because that would be fund raising at the expense of the region's other arts and culture groups and hence contrary to the spirit of the mandate.

3. DEVELOPING AN ORGANIZATION



The basic structure for the organization and a business plan for 2011 were developed in the fall of 2010 following detailed work with Kathleen Speakman and Associates—work which was funded by a grant from 2010 Legacies Now in collaboration with the Cariboo Regional District.

With the late 2010 addition of two new Board members to the original founding five, the year began with seven Directors. The Board has met regularly once a month throughout the year. Following nation-wide advertising, a full time Coordinator was appointed in March.

During 2011 the Directors approved operating policies in key areas:

- o Board size, composition and renewal
- Board-Coordinator Decision Linkages
- $\circ \, \text{Finance}$
- \circ Grant Awards
- Nominations
- Purchasing
- Reimbursement of expenses
- Workshops
- \circ Use of the Arts Centre and an Arts Centre Fee Schedule

Regular reviews of the business plan and the budget were undertaken throughout the year and a new business plan and budget for 2012 were adopted. Prudent financial management enabled us to establish an "Opportunity Reserve" so that money would be available to allow us to pursue grant opportunities requiring matching cash.

The Society's first AGM was held in September. Three of the first year's Board members did not seek re-election and five new Board members were elected for a full complement of nine. One new Board member subsequently resigned for personal reasons, creating a vacancy to be filled in 2012.

4. 2011: A YEAR OF ACHIEVEMENT

As the first full year of our operation, 2011 has been a year of development, challenges, excitement and, above all achievement. The following description of what has been accomplished is organized with reference to the Society's 2011 business plan.

This plan was focused on six specific goals:

- Goal #1 Function as a Coordinating Resource
- Goal #2 Cultivate Mutually Beneficial Partnerships
- Goal #3 Deliver Effective, Accountable Arts and Culture Funding
- Goal #4 Manage an Accessible, Multi-Use Arts and Culture Facility
- Goal #5 Develop Community Engagement and Communications
- Goal #6 Establish a Vision

Goal #1: Function as a Coordinating Resource

Specifically we are to act as a resource to the arts and culture community by providing funding advice and expertise, and workshops on developing and improving arts and culture organizations, as well as coordination and resources for events, activities and organizations. Our business plan made clear that our response to current and emerging issues in the arts, culture and heritage community should always be, "How can we be a resource here? How can we be part of facilitating a solution?"

We have:

- Gained a deeper knowledge of the various groups, their activities, and their roles within the Central Cariboo. This has allowed us to assist groups and individuals with their own needs by providing examples of other groups' successes or failures, by connecting groups through resources or activities (and thus minimizing "reinventing the wheel"), and encouraging collaboration among groups, individuals and businesses—we have for example, connected a Vancouver –based aboriginal production company with a local business able to provide a venue and assist with volunteers; and we have connected a Victoria theatre company with the Williams Lake Studio Theatre to facilitate a show.
- Responded to the many individuals who have dropped in to the Arts Centre to ask about particular art activities by referring them to groups or people whose interests coincided with theirs.
- Worked at different times with several arts organizations and individuals who approached us seeking help on such matters as developing private art classes, establishing a First Nations group exploring culture, healing and art, setting up a non profit arts organization, developing a new music series, understanding copyright issues in creating a children's mural, applying for grants, etc.
- Initiated a program of workshops in response to proposals from the arts community designed (a) to assist
 artists in preparing proposals and presenting their work and (b) to help non-profit groups in management
 and grant application issues.
- Made regular scans of the availability of funding possibilities, posted them on our web site and developed an electronic mailing list for disseminating such information.



ArtsBC Sustainability Semesters - Not Just Another Workshop Cariboo Region



Nenqayni Drummers perform at the CCACS Open House / Volunteer Appreciation Night

Goal #2: Cultivate Mutually Beneficial Partnerships

This goal called for us to increase the value of the Society's coordinating function in the longer term by building partnerships across the multi-stakeholder environment of arts and culture activity in the Central Cariboo.

We have:

- Entered into an agreement to work with CRD's "Grant Writer" program
- Joined Arts BC and become one of only six partners province-wide to host their Sustainability Semester series providing local arts organizations with expertise in arts non-profit management.
- Added "Economic Value Partners" such as Cariboo Chilcotin Beetle Action Coalition and the Cariboo-Chilcotin Tourism Association to our mailing list, and discussed project funding with them.
- Initiated connections with First Nations in the Central Cariboo. We have sought their advice on the design of a mural project, attended the 2011 opening of the Xat'sull Heritage Village (and assisted in Xat'sull's invitation to the Cariboo Art Society to paint there), and enjoyed a presentation by the Nenqayni Drummers at our Open House.
- Attended a "Learning and Planning Together" workshop hosted by the BC Rural Network and the City of Williams Lake to explore issues of aboriginal/non-aboriginal relations.
- Met with the Campus Director of Thompson Rivers University and some of his staff with a view to developing specific collaborations.
- Worked with the BC Rural Network in a round table on youth and the arts, and with Island Mountain Arts in their "Art is Your Business" conference.
- Continued collaborations with urban ink of Vancouver (originally developed in 2010 by the Community Arts Council of Williams Lake) and Theatre SKAM of Victoria (originally developed in 2009 by the Big Lake Community Association).

Goal #3: Deliver Effective, Accountable Arts and Culture Funding

The budget of the CRD's arts and culture function for 2011 included \$20,000 for grants to arts and culture organizations and groups and we were charged with administering a grants program and recommending to the Joint Committee which groups should receive grants

We developed criteria and an assessment process for two kinds of grant, project and operating. For project grants applicants had to show that (i) the project had some degree of originality, (ii) the project would increase participation (either by artists or by the public or both) and (iii) the proposer was fiscally responsible. Operating grants were to assist registered arts and culture organizations with ongoing operational costs. We developed assessment criteria which were applied by a panel of three independent assessors. Ten project grants and two operating grants were recommended by the adjudicators and all recommendations were approved.

All applicants were given feedback on their application, and we incorporated lessons learned from the 2011 program into the design of the 2012 program which we were able to advertise before the year end.

Goal #4: Manage an Accessible, Multi-Use Arts and Culture Facility

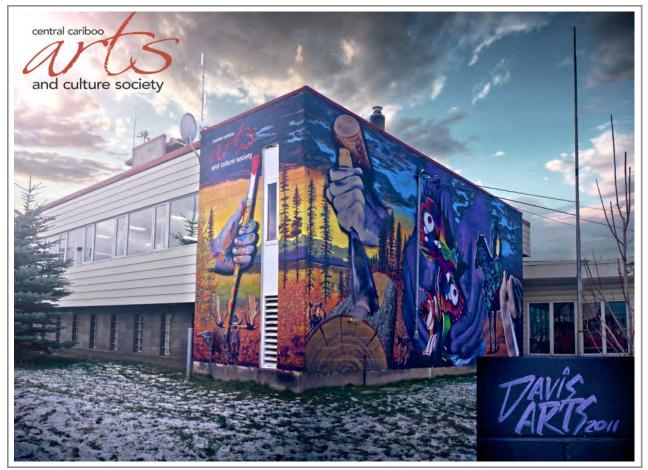
By prior arrangement with the City of Williams Lake, three groups had been awarded tenancy of studio spaces on the main floor of the converted former Fire Hall, now the Central Cariboo Arts Centre. Our contract for the management of the Centre required us to take over and maintain these tenancies as well as to make other space in the Centre available for arts and cultural activities.

Much of our work in 2011 has been geared to ensuring that the Centre is a well used, welcoming venue for arts and culture activities. We have dealt with nuts and bolts issues and we have worked hard at welcoming people and activities.

On nuts and bolts issues, following our detailed assessment in 2010 of needed improvements and renovations, we have:

- Painted and re-floored the Great Room, and kitchen and landing area, installed new window blinds and made the top floor into a versatile, open and attractive space.
- Painted and re-carpeted formerly shabby areas of the basement. A small office/meeting room and good storage space are now available.
- Purchased basic furniture and received donations of some office furniture.
- Contracted for independent janitor services and worked with City on issues of repairs and maintenance.
- Installed new signage and a bulletin board outside the entrance.
- Installed a multi-code lock for easier, yet more secure access to the facility.
- Made some improved furniture purchases: a number of smaller tables more suitable for meetings than the large black ones hitherto used, and a lectern for the Great Room.

Manage an Accessible, Multi-Use Arts and Culture Facility, CONTINUED



Creative Hands Mural Postcard

With respect to people and activities, we have:

- Developed a fee schedule, refined relevant polices and developed a rental agreement for use by those booking space in the Centre.
- Met with all three tenant groups to discuss policies and any issues arising.
- Seen the numbers of users continuing to rise steadily, with many people dropping in to tour and learn about the Centre or to inquire about joining an arts organization. In the month of May alone, for example, counting only the times at which the Coordinator was in the Centre, over 250 people came through the door.
- Provided, in collaboration with our three tenants, tours for children's groups showcasing not just the Centre, but also the art continually being made there.

We have also gone beyond the specifications of the business plan to seize the opportunity of a grant by the BC Government's Community Tourism Opportunities program via the Cariboo Chilcotin Coast Tourism Association, and with the assistance of the Cariboo Regional District and City of Williams Lake to commission a mural by Davis Arts for the entire north exterior wall of the Centre. This formerly drab, grey, oppressively large and factory-like wall is now a piece of exciting art in its own right. Board member Casey Bennett has designed a promotional postcard showing this new mural.

The Central Cariboo Arts Centre provides a concrete symbol for arts and culture groups in the region. Its presence will help arts and culture to grow as more groups utilize the space.

- Anonymous quote from the 2011 Key Stakeholder Survey results

Goal #5: Develop Community Engagement and Communications

The fifth goal of the business plan called for us to build a structure for communicating about arts and culture events across the Central Cariboo and effectively communicate CCACS value to key constituencies.

Communications have been of central importance for us. With respect to media:

- We initiated a competition for a logo design for the Society. We were very pleased to adopt the one designed by Todd Sullivan, the winner of five entries in our competition.
- We developed a web site which we launched in July and which we have expanded and amplified in the months following. We also have a Facebook page.
- A frequently updated calendar is available on our website, along with a comprehensive list of arts and culture groups. Our Facebook page also highlights and shares information provided by groups or other media, and frequently features events as they approach.
- Our Coordinator maintains various e-mail lists specific to types of content and publicizes advocacy materials and studies related to arts and culture on our Facebook page.
- In the print media we have published articles on the Arts Centre and on the value of the arts in *Arts North* and the *Williams Lake Tribune* respectively. The Tribune has also published a letter to the Editor from us and we have seen a feature interview with the Coordinator in *The Stew*, another in *The Cariboo Advisor*, and a radio interview (CKWL) with the President.
- Press releases go out to the media list for any information of relevance (mural project, workshops, grants program, etc) on a regular basis.

We have also maintained formal and personal communication with various groups and funders:

- The Coordinator made personal contacts with at least fifteen groups over the summer and attended seven of the projects funded by the grants program.
- We have made regular reports to Central Joint Committee detailing what we are doing and have done.
- One or more Board members attended the various Central Cariboo "Open House" Meetings of the Cariboo Regional District to serve as resource persons if questions on arts and culture arose.
- We made a formal response to the draft of the Williams Lake Official Community Plan.

It is very clear that the health of arts and culture depends to a very high degree on the work of volunteers. We wanted to make a strong message of recognition and appreciation to these people and to that end we mounted an Open House and Volunteer Appreciation night in October. The event proved very successful. It was well attended by volunteers, First Nations Representatives and both City and CRD officials. In addition to speeches and refreshments, participants enjoyed the Nenqayni Drummers, the Cariboo Chilcotin Youth Fiddle Association, the GAD-Z-Ukes Ukelele group, and music by Steve Hunter from Big Lake accompanied by Christine Constabel.



GAD-Z-Ukes perform at the CCACS Open House / Volunteer Appreciation Night

Goal #6: Establish a Vision

The sixth and final goal called for us to review all our work since our inception and hold a Board retreat dedicated to laying the groundwork for developing a long-term vision for the arts and culture for the Central Cariboo.

We were to prepare for this retreat by obtaining and assessing the responses of stakeholders to our work over the previous months. Accordingly, we conducted a survey of stakeholders, using both the "Survey Monkey" technology and hard copy questionnaires. Thirty-nine respondents gave us their views, an analysis of which suggested that our mandate, function and programs were not yet as well understood as they might be, but that people were in general very well pleased with the facilities and management of the Arts Centre. Responses made useful suggestions for improving coordination among and between groups and a majority clearly expressed an understanding of the importance of arts and culture for a healthy community.

Our Board retreat was held in December. Assisted by an outside facilitator, we reviewed our work to date, examined the survey results and collectively adopted a vision statement, not for the Society only, but for arts and culture in the Central Cariboo:

Arts and culture reflect, communicate and celebrate the spirit of the Cariboo, inspiring and enlivening its people and its communities.



Left & Right: Boitanio Day Camp visits the Central Cariboo Arts Centre. Middle: Aboriginal Day celebrations at Boitanio Park

7. IN CONCLUSION

We feel there is much to celebrate in our first full year of operation. We have placed the Society on a sound organizational, financial and operational footing. We have made the Central Cariboo Arts Centre an attractive, welcoming and well-used milieu. We have administered a well-thought out grants program which has provided the stimulus for new projects throughout the Central Cariboo. Our web-site and Facebook page are informative and increasingly well used, not only to inform, but also to stimulate collaborations and new ventures. We have begun to establish partnerships with arts groups beyond our own borders.

One final note is in order. It is a note that is implicit in what we have said in this report, but we feel it should be stated explicitly: we have provided evidence that arts and culture do indeed make a contribution, not only to a community's enjoyment, but also to its economy. Over this one year we have increased revenue directly to arts and culture by over \$8,000 in grants, partnership remunerations and venue rentals. We have spent almost \$38,000 in the local purchase of goods and services, and, through our hosting of events which have brought people from "away" we have brought revenues of about \$4,000 to the hoteliers and restaurateurs of Williams Lake. Another way of putting it is to say that our contracted fees (\$70,000 from the Cariboo Regional District and \$20,000 from the City) have put \$50,000 into the local economy, quite apart from the great boost they have given to arts and culture in the Central Cariboo.



The McLeese Lake Recreation Commission presents artist Chelsea Kuhn with a cheque for her painted mural at the Oasis Resort in McLeese Lake

Arts and Culture is more than just soft feel good stuff...it actually is a business, tourism draw, and the heart of a community's vibrancy in helping people have a sense of identity in the community they live in.

- Anonymous Quote from the 2011 Key Stakeholder Survey results

APPENDIX A: Board Members & Volunteer Contributors

BOARD MEMBERS

Casey Bennett (2011-12) Sheryl-Lynn Lewis (2010-11) Harry Jennings (2010-11, 2011-12) Graham Kelsey (2010-11, 2011-12) Maureen LeBourdais (2010-11, 2011-12) Debra McNie (2011-12) Melissa Newberry (2011-12) Thomas Schoen (2010-2011, 2012) Karen Tschierschwitz (2010-11, 2011-12) Jane Wellburn (2011-12) Sheila Wyse (2010-11)

VOLUNTEERS & DONORS

About Face Photography Cariboo Art Society Cariboo Chilcotin Youth Fiddle Association Cariboo Potters' Guild Chris Balul City of Williams Lake Community Arts Council of Williams Lake Dr. Christine Constabel GAD-Z-Ukes Larry and Jan Day Marg Evans Pam Hedley-Smith Harry Jennings Carl Johnson Jesse Madden Photography Graham Kelsey Michael Kjelsrud of Degree Management Inc. Ministry of Forests, Lands and Natural Resource Operations Susan O'Sullivan Jane Perry Thomas Schoen Leah Selk Joan Sorley Kathryn Steen Karen Tschierschwitz Laurie Walters Gladys Wheatley Williams Lake Spinners, Weavers & Fibre Artists' Guild Williams Lake Studio Theatre Charlie and Sheila Wyse

APPENDIX B: Operating & Project Grant Recipients

OPERATING GRANT RECIPIENTS

Williams Lake Museum & Historical Society (Museum of the Cariboo Chilcotin) Station House Studio & Gallery Society

PROJECT GRANT RECIPIENTS

150 Mile Greenbelt & Trail Society Arts On the Fly Cariboo Art Society Cariboo Chilcotin Youth Fiddle Association Cariboo Direct Farm Market Association Cedar Point Park Board / Cedar City Museum Horsefly River Round Table Society Likely Community School Association McLeese Lake Recreation Commission Station House Studio and Gallery Society Williams Lake Spinners, Weavers & Fibre Artists' Guild



Practicing the art of Gyotaku at the Horsefly River Salmon Festival

APPENDIX C: External Reviewer's Financial Reports

CENTRAL CARIBOO ARTS AND CULTURE SOCIETY

Financial Statements

Year Ended December 31, 2011

(Unaudited - See Notice To Reader)

CENTRAL CARIBOO ARTS AND CULTURE SOCIETY Index to Financial Statements Year Ended December 31, 2011 (Unaudited - See Notice To Reader)

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Statement of Changes in Net Assets	3
Statement of Revenues and Expenditures	4
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CENTRAL CARIBOO ARTS AND CULTURE SOCIETY Statement of Financial Position December 31, 2011

(Unaudited - See Notice To Reader)					
			2011	2	2010
	ASSETS				
Current Cash Term deposits Accounts receivable		\$	5,462 7,003 5,562	ю	7,978
Capital assets (Note 2)			18,027 19,467		7,978
		ŝ	37,494	ŝ	7,978
Current Accounts payable and accrued liabilities	LIABILITIES	\$	1,500	S	ı
General fund	NET ASSETS	69	35,994 37,494	θ	7,978 7,978

On the basis of information provided by management, we have compiled the statement of financial position of Central Cariboo Arts and Culture Society as at December 31, 2011 and the statements of revenues and expenditures and changes in net assets for the year then ended.

NOTICE TO READER

We have not performed an audit or a review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Williams Lake, BC February 27, 2012

PMT CHARTERED ACCOUNTANTS

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APPRAVED BY THE DIRECTORS

CENTRAL CARIBOO ARTS AND CULTURE SOCIETY Statement of Changes in Net Assets
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mer

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Year Ended December 31, 2011

		2011	2010
Net assets - beginning of year Excess of revenue over general and administrative expenses	∽	7,978 \$ 28,016	- 7,978
Net assets - end of year	\$	35,994 \$	7,978

CENTRAL CARIBOO ARTS AND CULTURE SOCIETY Statement of Revenues and Expenditures Year Ended December 31, 2011

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		2011	1)	2010 (7 months)
Revenue Municipal and regional contract revenue Other sources	\$	85,000 11,574	ф	7,500 35
Rental income		8,365 104,939		950 8,485
General and administrative expenses Advertising and promotion		3.273		ı
Amortization		2,790		•
Bank charges and interest		251		147
Insurance Office		3,650 764		
Professional fees		2.371		'
Projects and workshops		3,309		'
Repairs and maintenance		9,654		360
Supplies		1,986		'
Telephone and utilities		9,133		•
Travel		2,970		•
Wages and benefits		36,775		'
		76,926		507
Excess of revenue over general and administrative				
expenses from operations		28,013		7,978
Other income				
Interest income		ę		'
Excess of revenue over general and administrative expenses	ŝ	28,016	69	7.978

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CENTRAL CARIBOO ARTS AND CULTURE SOCIETY Year Ended December 31, 2011 Notes to Financial Statements

, · , (Unaudited - See Notice To Reader)

1. Significant accounting policy

The preparation and presentation of these financial statements may not conform to Canadian generally accepted accounting principles and therefore may not be appropriate for all readers' purposes.

2. Property, plant and equipment

					2011		2010
		Cost	Accuance	Accumulated amortization	Net book value	×.	Net book value
Computer equipment	φ	3,223	÷	886	\$	2,337	÷
urniture and fixtures		4,577		458	ч	4,119	
-easehold improvements		14,457		1,446	13	13,011	
	ŝ	22,257 \$	ŝ	2.790 \$		19.467 \$	ю

3. Comparative figures

Some of the comparative figures have been reclassified to conform to the current year's presentation.

WITH FINANCIAL SUPPORT FROM:





Cariboo Regional District and City of Williams Lake



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