

STRATEGIC PLAN

2020-2023

Chilliwack Museum & Historical Society

Chilliwack Museum
45820 Spadina Avenue
Chilliwack, BC, V2P 1T3

Chilliwack Archives
9291 Corbould Street
Chilliwack, BC, V2P 4A6

The Chilliwack Museum & Archives is located on the traditional and unceded territory of the Ts'elxwéyeqw and Pelólhwx communities of the Stó:lō. We are thankful for the opportunity to live and learn on this territory.

Chilliwack Museum & Archives Strategic Plan

1. Introduction

On February 21, 2019, the newly appointed Executive Director of the Chilliwack Museum & Archives (CMA) facilitated a strategic planning session with the staff of the Museum & Archives and the Board of Directors.

The planning session used the Learning Coalitions discussion framework for building responsive museums. Using this framework, the Board and Staff were able to identify a number of internal and external symptoms and triggers for developing a strategic plan.

Internal Symptoms and Triggers	External Symptoms and Triggers
<ul style="list-style-type: none"> • Decline in visitation • Decline in museum memberships • Major staffing changes • Inability to articulate the museums value to the community • New board members have been elected • Museum needs a new strategic plan to set a new direction for the museum • Planning to revise museum policies • Renewed vision • Mandate for the museum has not been evaluated or changed since the inception of the museum • Decline in volunteer support • Little or no evaluation, consultation, or representation from the audience for which a program or service is intended • Lack of evaluation of programs and services • Staff morale problems • Renovations/repairs needed to current facility 	<ul style="list-style-type: none"> • Number of businesses in the community have increased/decreased • Number of students in schools have increased/decreased • Competition from other leisure activities/facilities • Election of new government • Competition from the internet • Demographic changes • More major events that attract tourists within a 30-minute drive • Higher cost of living • Negative information about the museum has come to light in the community: ie. Relatively high turnover amongst Directors and Staff.

Over the course of 2019, the Chilliwack Museum & Archives accomplished a number of significant goals that were brought up at the strategic planning session. These include: a revised membership program and promotions, the installation of an exhibition relevant to Chilliwack’s downtown redevelopment, a rental and events program and promotions, a renewed social media presence, implementation of a yearly fundraiser, a revised holiday education program, and a revitalized giftshop.

This plan has been completed in consultation with the Board of Directors and the Staff of the Chilliwack Museum & Archives.

1.1. 2020 Highlights

As a living document it should be noted that the goals of the Chilliwack Museum & Archives are constantly being worked towards and action items complete. Throughout 2020 the organization has successfully addressed a number of action items and are able to mark them as complete. As these goals move to completion, our other action items move into the in-progress phase and we continue to our growth and achievements. While this document awaits approval at this time, it is due to the cycle and the nature of living documents that the Chilliwack Museum & Archives can say that the following goals have been completed this far in 2020:

- **Conduct a public engagement survey:** This survey was completed over the summer in 2020 and helped the organization to cross reference the information presented by staff and board at our planning sessions with the needs of the community. The survey

highlighted key aspects of accessibility, engagement and public awareness, and the exhibition program. This in turn allowed the organization to develop further action items to support the goals of the Chilliwack Museum & Archives.

- **Review and adjust operational hours for the Museum & Archives:** As a result of the public engagement survey it was highlighted that the Chilliwack Museum & Archives does not have accessible hours of operation, particular in regards to working adults and families. After a review, the Museum will extend its hours to be open on Thursday evenings until 8:00pm in hopes of providing accessibility to the community. The Archives will extend its hours to be open Monday to Friday from 9:00am to 4:30pm removing the stipulation for appointments only on Tuesdays and Thursdays. Both of these initiatives are seen to be a pilot project with success to be determined by the number of visitors attending the Museum and the number of researchers accessing the Archives. Reviews will be held quarterly.
- **Permanent Gallery Upgrade:** The Chilliwack Museum & Archives applied for and received a grant amount of \$14,268 through the Canada Cultural Spaces Fund for renovations to the permanent gallery space. The remaining funds were graciously received from the City of Chilliwack. The permanent gallery exhibition had been on display for excess of 10 years and was time for renewal. The new space consists of an exhibition space and a dedicated programming space. This project will allow for an increase in our exhibition rotations and provide dedicated space for customized exhibit programming and public programs.
- **Website Renewal:** A continued step in the area of accessibility, public awareness, and renewal has resulted in a website upgrade. The new website features a modern design that is not overbearing, a more accessible platform from the staff perspective, and easy to navigate front end for our community.

The Chilliwack Museum & Archives will continue to act on the goals remaining for 2020 and have already began work on goals slated for 2021. A planning session is recommended for early 2021 to begin building the next set of strategic plan goals.

2. Background

The Museum's permanent collection started in 1958 when the Chilliwack Museum was first opened in a room in the local police station. The founders of the historical society had deep roots in the community. Brothers Oliver Wells and Casey Wells were the grandsons of A.C. Wells who settled on a farm in Sardis in 1865. As amateur historians and anthropologists, they left us with our foundation collection, biographies of early re-settlers, interviews with Stó:lō elders, oral histories from a wide variety of people, and much more.

Their influence was profound and helped propel the Chilliwack Museum & Archives on a course that continues today. Our collections have expanded greatly since those early days but the spirit of the Wells brothers still guides the staff in daily decision-making.

Since 1958, the Museum has moved several times. The current configuration has the Museum housed in the City of Chilliwack's former City Hall building, while the object storage and Chilliwack Archives are housed in Evergreen Hall, also owned by the City of Chilliwack, three blocks from the Museum.

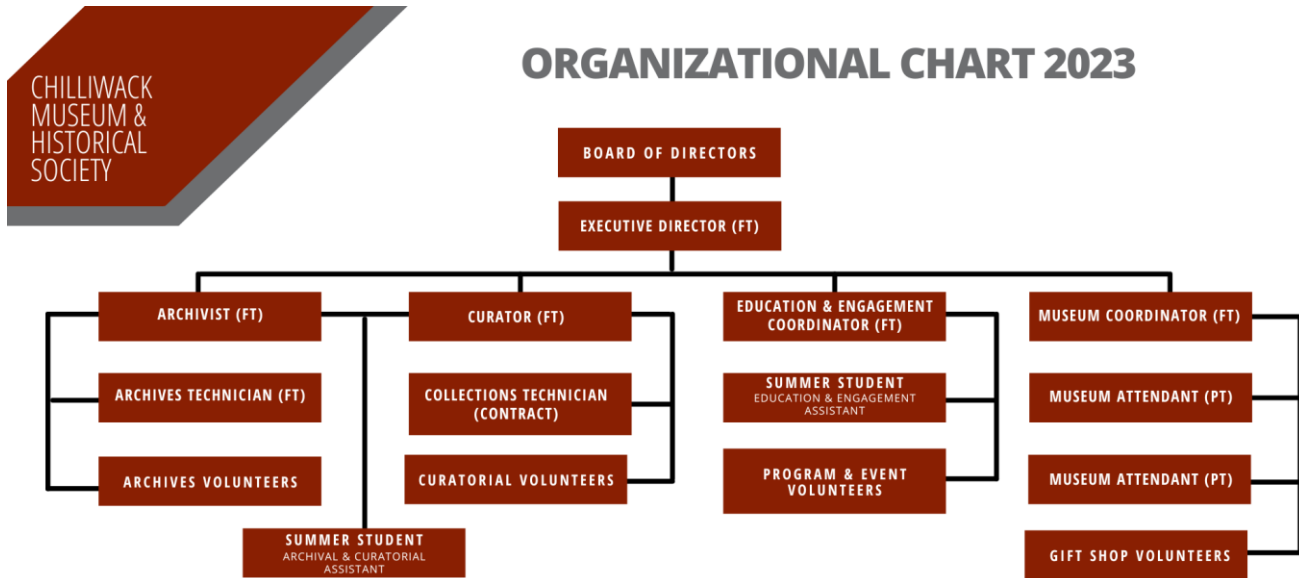
The Chilliwack Museum & Archives is governed by the Chilliwack Museum & Historical Society (CMHS) Board of Directors. The Board of Directors are elected yearly at the Annual General Meeting of the Society. Directors must be members of the Society in good standing for a minimum of 90 days prior to being elected to the Board. The Chilliwack Museum & Historical Society welcomes new members year-round.

The management and operations of the Chilliwack Museum & Archives is overseen by the Executive Director and executed by a team of 4 full-time and 3 part-time staff.

The Chilliwack Museum & Historical Society receives generous support from the City of Chilliwack, supplemented with support from the Chilliwack Foundation, the Province of British Columbia, The BC Arts Council, Heritage Canada, the GMR Foundation, and various other private donors.

3. Organizational Structure

3.1. Organization Chart, Chilliwack Museum and Historical Society



3.2. Board of Directors

The Chilliwack Museum and Historical Society Board of Directors constitute the governing body of the Chilliwack Museum and Archives. As such, they have trusteeship responsibilities in law that exceed those of staff.

Elected directors should have a genuine interest in the Chilliwack Museum and Archives, be familiar with the Society’s Constitution and Bylaws, and have a proper understanding of their public trust responsibilities.

Public Trust Responsibilities include:

- Obtaining the support and financial resources necessary to achieve the museum’s aims and mandate;
- Ensuring the prudent use of resources to maintain and enhance all aspects of the museum’s collections and services;
- Providing a clear public statement of museum policies and mandate;
- Acting in a corporate manner in the best interests of the museum;
- Being aware of social or economic factors which affect the community served by the museum;
- Ensuring compliance with ethical guidelines.

3.3. Executive Director, Chilliwack Museum and Archives

The Executive Director of the Chilliwack Museum and Archives is the only member of staff who is directly answerable to the Board of Directors. As such, the Executive Director is the senior staff member of the Chilliwack Museum and Archives.

The Executive Director is responsible for providing professional competency and effective strategic leadership for the Chilliwack Museum and Archives.

Key Responsibilities include:

- Human Resource Management;
- Fiscal Management;
- Financial Analysis and Reporting;
- Operation and Strategic Planning;
- Communications and Marketing;
- Partnership Development and Relationships;
- Liaison with the Public and act as the Face of the Museum & Archives;
- Volunteer Management;
- Implementation of Best Practices.

3.4. Full-Time Permanent Staff

A full-time permanent staff member describes a person who is doing a single job for an average of 37.5 hours or more per week.

In addition to the Executive Director, the Chilliwack Museum and Archives currently has four (4) full-time permanent staff:

- Coordinator of Volunteers and Administration
- Education and Engagement Coordinator
- Archivist
- Curator

Permanent, full-time staff report directly to the Executive Director. Job descriptions are developed for each full-time staff member by the Executive Director and approved by the Board of Directors.

3.5. Part-Time, Permanent Staff

A part-time, permanent staff member describes a person who is employed for less than 24 hours per week.

Part-time positions are created for jobs that are self-contained and that can be picked up and put down at any time. Part-time positions should not be assigned time sensitive or complex projects.

The Chilliwack Museum and Archives currently has three (3) part-time permanent staff:

- Archives Technician
- Museum Attendant x2

3.6. Contract and/or Grant Positions

These are fixed-term positions with a specifically assigned project and measurable outcomes.

3.7. Volunteer Positions

Volunteer positions are created to assist with the day-to-day tasks of employees or for other specified projects that will benefit the organization.

4. Vision

Connecting you with Chilliwack's history.

5. Values

Relevance

Diversity

Collaboration

Accessibility

Education

6. Mission

The Chilliwack Museum & Archives is dedicated to inspiring, engaging, and fostering a sense of place through sharing aspects of the diverse history of Chilliwack and its surrounding communities.

7. Problem Statement

The Chilliwack Museum & Archives has experienced a high rate of staff turnover since 2014, leading to a number of issues relating to staff morale and progress with the institution's mandate.

8. SWOT Analysis

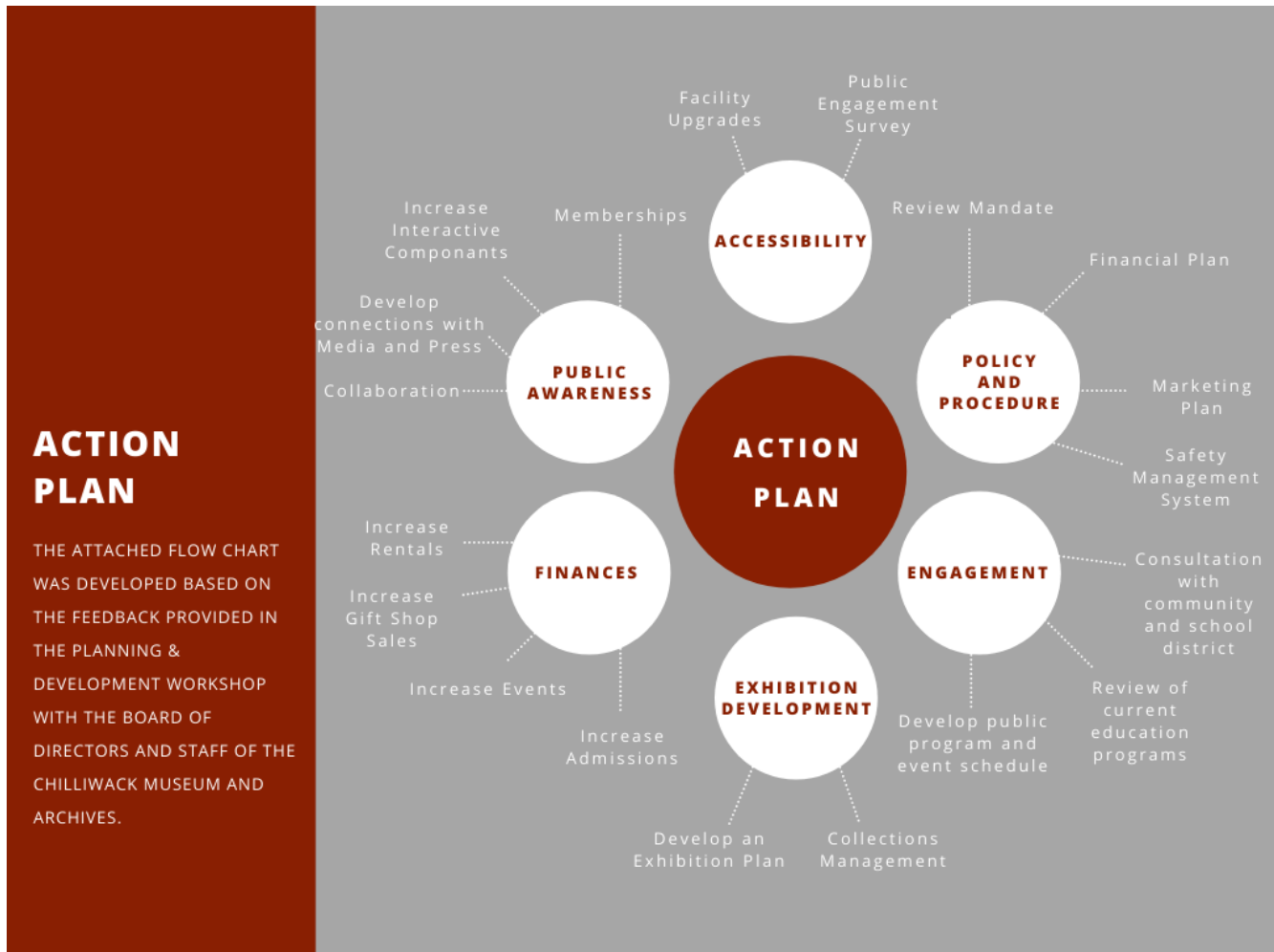
A SWOT analysis is a compilation of the organization's strengths, weaknesses, opportunities, and threats. This tool also provides a foundation and context for developing a strategic plan by examining the strengths and weaknesses within an organization as well as external opportunities and threats.

		HELPFUL FOR ACHIEVING OBJECTIVES	HARMFUL TO ACHIEVING OBJECTIVES
INTERNAL FACTORS ATTRIBUTES OF THE ORGANIZATION	STRENGTHS	<ul style="list-style-type: none"> • Staff: dedicated and skilled staff; knowledgeable about their roles; fresh perspectives and willing to modernize • Consultation: relevant community stakeholders such as the City of Chilliwack, School District #33, Stó:lō Research and Resource Management Centre (SRRMC) and Coqualeetza Archives are consulted within the exhibition development process and during day-to-day activities when appropriate (other groups are consulted as needed) • Collections: object and archival collections are well stored, well preserved • Programming: in process of being aligned with BC's new curriculum • Leadership: contemporary, financially-minded Executive Director; Board committees formed to review policy and procedure 	WEAKNESSES
	OPPORTUNITIES	<ul style="list-style-type: none"> • Anniversary Years: Chilliwack turns 150 years old in 2023; BC turns 150 next year in 2021 (anniversary of joining Confederation) • Migration: Many people are choosing to move to Chilliwack and are looking to make connections and learn about where they live • Growth: new businesses in downtown are opening and revitalization of Five Corners will likely result in downtown becoming more of a destination • Potential Collaboration and partnerships: local museums, art galleries; school district continues to engage with our programs and future initiatives • Amalgamation of Museum & Archives: Potential to move the Archives closer to the Museum; or combine the Archives and Museum in one building 	THREATS
EXTERNAL FACTORS ATTRIBUTES OF THE ENVIRONMENT			<ul style="list-style-type: none"> • Staff Turnover: lack of consistent faces over the past few years has contributed to loss of institutional knowledge, lack of trust from the board, and community confusion (high turnover) • Staff Cohesion: staff split over two facilities – hampers-day-to-day communication and feelings of staff unity; communication within buildings sometimes challenging • Lack of staff: current staff unable to take on additional projects (or sometimes even meet own job requirements); • Exhibition space: is small (1350 sq/ft between two galleries); museum gallery has drastic humidity swings due to building envelope - unable to display all collections in exhibition spaces safely – challenging to obtain loans as a result • Collections space: Collection has grown substantially and will face space constraints within the upcoming years; large objects and small object storage are full. • Evaluation: program and exhibition evaluations largely uncompleted in past due to lack of resources and staff time • Leisure activities: many types of leisure activities (arts, sports, etc.) within the city all competing for same market • Instability of funding: largely supported by grant funding, which fluctuates regularly – challenges both museum operation and feasibility of projects • Slow Growth: remains underutilized/invisible; slow growth of new membership, visitation, and lack of diversity at the Board level • COVID-19: Potential short and long term effects relating to decreased admissions, engagement, and program attendance

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9. Goals

The goals listed below have been developed based on the action plan discussion from the Planning & Development Workshop held in February 2019, with the Board of Directors and Staff of the Chilliwack Museum and Archives. These ideas were compiled into the below chart:



These ideas were considered in conjunction with the vision, mission, and values of the CMA, the results of the internal and external triggers activity, and the SWOT Analyses to provide the foundation of the goals outlined in this report.

The goals listed below can be summarized into the following categories:

1. Accessibility
2. Policy & Procedure
3. Engagement
4. Exhibition Development
5. Finances
6. Public Awareness

Goal: To ensure the history of Chilliwack is accessible to all.					
Supporting Values: Relevancy, Diversity, Accessibility					
How does this goal support our Vision & Mission? Accessibility is a key component to fulfilling our vision of connecting the community with Chilliwack's history. To reach the entirety of our community we must ensure we are accessible as a building, but also that we are accessible as people. It is our commitment to include the community in the development of exhibitions, programs, and events.					
Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Conduct a Public Engagement Survey	Help to determine the needs of the community; what do they know, what do they want to know, what do they want to see, what demographics are we missing, are we accessible, etc.	2020	Laura	NA	COMPLETE
2. Review and adjust operational hours for the museum and archives	Utilizing the public engagement survey to help determine our opening hours based on accessibility and the needs of the community.	2020	All Team	NA	COMPLETE
2. Update museum entrance with accessible door	The front door of the museum does not meet accessibility standards; pavement needs to be adjusted and an automatic door installed.	2022	Shawna	Project Cost: \$10,000 Grants are available through the Government of Canada, the Province of British Columbia, and the Museums Assistance Program to offset the costs of accessibility projects.	COMPLETE
3. Update museum washroom to meet accessible standards	The downstairs washroom does not meet accessibility standards and requires a number of upgrades to be consistent with today's standards.	2023	Shawna	Project Cost: \$15,000 See above note on grants.	COMPLETE

Goal: To develop a relevant, diverse, and engaging exhibition program.					
Supporting Values: Relevancy, Education, Collaboration, Diversity, Accessibility					
How does this goal support our Vision & Mission? We are committed to connecting the community with Chilliwack's history through a series of programs, exhibitions, and events. By engaging our community in the exhibition development process, we are creating an accessible, relevant, and diverse foundation for sharing Chilliwack's history. Through a three-year plan we aim to collaborate with our community members and partners to develop exhibitions that are educational, relevant, and engaging.					
Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Permanent Gallery Upgrade	Updates to the permanent gallery to coincide with the updates recently completed on the travelling gallery. The new gallery will include exhibition and programming space.	2020	Shawna	Project Cost: \$30,000	COMPLETE
2. Community Engagement Exhibition Survey	Develop a visitor centered approach to developing exhibitions by allowing the community to voice their interests and needs.	2020	Kate\Laura	NA	COMPLETE
3. Develop 3-year Exhibition Plan/Schedule	Based on the results of the exhibition engagement survey, develop a 3-year plan that addresses the community and utilizes both exhibition spaces to their capacity.	2021	Kate/Shawna	NA	COMPLETE
4. Execute Exhibition Schedule	<p>Begin rotating exhibitions in both exhibition spaces. Research and planning for exhibitions will be the sole role of the Curator and take the majority of her time to ensure constant progress.</p> <p>This will require additional staff to maintain the collection – this could be accomplished with a part-time staff member who is solely focused on the role of collections management.</p> <p>An increase in exhibitions would provide an increase in visitation through admissions and</p>	2022	Kate	<p>Funding: increased budget to allow for multiple exhibitions per year</p> <p>New Staff Required: Collections Manager (PT) \$25,000</p>	COMPLETE

	<p>tour revenues. It also provides the opportunity to create Exhibition Based Programs and content that will drive repeat revenue, as the exhibits change so do the programs.</p>				
<p>5. Identify and Implement Storage Hazard Solutions</p>	<p>Prevention of damage to artifacts from flood, earthquakes, fire or other natural disasters.</p>	<p>2023</p>	<p>Kate</p>	<p>Project Cost: \$10,000</p> <p>The Museum Assistance Program provides grants and funding opportunities for Collections Management Projects such as these.</p>	<p>In Progress</p>

Goal: To develop educational, collaborative, and relevant programs for the community.					
Supporting Values: Relevancy, Education, Collaboration, Diversity, Accessibility					
How does this goal support our Vision & Mission? In conjunction with our exhibitions we aim to connect the community to Chilliwack’s history through our programs and events. Programs are developed in consultation with our community partners to develop relevant and accessible programs that meet the BC Curriculum objectives. By extending our programming department to public programs and events we create a more accessible and diverse base to reach more demographics in our community.					
Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Review Current Education Programs	This process has begun – all programs need to be reviewed to ensure they relate to the new BC Curriculum and that they are targeting the right demographic for content.	2020	Sarah	NA	COMPLETE
2. Consultation with School District #33 to develop new Education Programs	Consultation with the school district to continue partnership and to tailor programs to the schools that are fundamentally important. What do the schools want to see?	2021	Sarah/Shawna	NA	In Progress
3. Develop new relevant Education Programs & Review Pricing Structure	Based on the internal review of education programs and school district consultation programs will be revised/updated/created. Pricing of education programs will also be addressed at this time.	2021	Sarah	NA	In Progress
3. Develop Public Programs and Community Engagement Events Schedule	Engage the families, teens, and adults with public programs and events that generate earned revenue. This would result in an expansion to our current Programming Department. We would focus not only on Education programs, but also on public programs for other demographics outside the school system. Focus would also be moved to promoting the Museum through more events, such as Family Day and Culture Days.	2022	Sarah/Laura	New Staff Required: Public Programs & Special Events Coordinator (\$FT) \$50,000.	In Progress

	<p>Additional staff will be required to support this entirely new department. Revenue will be generated through additional program offerings outside regular operating hours and to multiple demographics.</p>				
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Goal: To review, update, and develop relevant policies and procedures.

Supporting Values: Relevancy, Accessibility

How does this goal support our Vision & Mission? The mandate of the Chilliwack Museum and Archives has not been altered since the inception of the Historical Society; as an important feature in defining our activities, and remaining relevant to our community we must review and, if needed, revise our mandate to fit with our current activities. Adequate policies and procedures are essential for promoting accessibility in the workplace and promoting a healthy work culture.

Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Finalize Personnel Policy	The current personnel policy is outdated, both in regards to legislation and employee retention initiatives. The revised Personnel Policy is complete and awaits approval/implementation. The policy sites the City of Chilliwack standards and the Employment Standards Act of BC ensuring it complies to all legislation.	2020	Shawna	Pending: Board Approval – will add to the December 2020 Board Meeting Agenda; a copy will be sent out prior for review	COMPLETE
2. Review and Update Mandate	The Mandate has not been reviewed since its inception and no longer represents what we promote as an institution nor does it support our vision, mission, and values.	2021	All Team	NA	COMPLETE
3. Develop Health & Safety Management System	<p>While organizations will have different needs and scope for specific elements required in their health and safety program, the following basic items should be considered in each case:</p> <ul style="list-style-type: none"> • Individual responsibility. • Health and safety rules. • Correct work procedures. • Employee orientation. • Training. • Workplace inspections. 	2021	Shawna	NA	In Progress

	<ul style="list-style-type: none"> • Reporting and investigating accidents/incidents. • Emergency procedures. • Medical and first aid. • Health and safety promotion. • Workplace specific items. 				
5. Review and Update Collections & Archives Management Policy	The Collections Management policy and the Archives Management policy will be updated to current standards and guidelines; they will be combined into one policy. An accompanying procedure manual will be developed and attached to the policy.	2022	Kate/Shawna/Tristan	NA	In Progress

Goal: To ensure we maintain fiscal responsibility and financial stability.

Supporting Values: Relevancy, Accessibility

How does this goal support our Vision & Mission? In order to fulfil our vision and mandate, it is essential that we establish earned revenue streams that can support our exhibition, programs, and events. In addition to developing these streams, it is important that we develop a financial management plan to stay on track with our future projects that promote accessibility, relevancy, education, collaboration, and diversity.

Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Review and update admissions pricing	Comparison with other institutions to determine the accuracy of our pricing structure.	2020	Shawna	NA	COMPLETE
2. Continue to expand Gift Shop Revenue	Expand into more locally sourced items, more Chilliwack specific items, and local artist works.	2020/2021	Laura	NA	In Progress
3. Develop a Financial Management Plan	a. Prioritize funding needs b. Increase self-generated revenue c. Develop purchasing/procurement policy d. develop guidelines for seeking and applying for grants	2021	Shawna	NA	In Progress

Goal: To develop a modern and effective marketing strategy.					
Supporting Values: Relevancy, Education, Collaboration, Accessibility					
How does this goal support our Vision & Mission? A strong organizational culture and brand is essential to engaging our community and developing a strong public awareness. Through these initiatives we will be able to promote our vision and mission through consistency and promotion of our core services.					
Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Website Renewal	Changes to the current website to reflect the modern and relevant institution that we are portraying; ensure that the website is accessible and information can be easily obtained.	2020	Shawna	NA	COMPLETE
2. Rebrand	The current branding of the Chilliwack Museum and Archives does not reflect the modern, enthusiastic, and engaging platform that we are building. The color scheme specifically will be addressed.	2021	All Team	Project Cost: \$5000	In Progress
3. Develop a Marketing Plan	<p>A marketing plan is a report that outlines your marketing strategy.</p> <p>Typically, a marketing plan will include these elements:</p> <ul style="list-style-type: none"> • An overview of your business's marketing and advertising goals • A description of your business's current marketing position • A timeline of when tasks within your strategy will be completed • Key performance indicators (KPIs) you will be tracking • A description of your business's target market and customer needs 	2022	Shawna	NA	In Progress

Goal: To continue to recruit and retain a diverse volunteer base.					
Supporting Values: Relevancy, Accessibility, Diversity					
How does this goal support our Vision & Mission? At the Chilliwack Museum and Archives, our volunteers are essential in fulfilling our vision of connecting the community with Chilliwack's history. Our volunteers provide us with a connection directly to the community and vice-versa. A strong volunteer program promotes accessibility and diversity in the organization, and continues to promote our relevancy to the community.					
Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Volunteer Management Policy and Procedure Manual	Create and implement a Volunteer Management Policy and Procedure that provides guidelines to volunteers and staff regarding expectations and regulations for volunteers. The policy will also include descriptions for each volunteer position.	2020	Cari/Shawna	NA	In Progress
2. Volunteer Recruitment & Retention Program	With our aging volunteer demographic, it is has become evident that we need to invest in a recruitment & retention strategy that will garner interest from other demographics in our community.	2021	Cari/Tristan	Increase of Volunteer positions.	Not Started

10. Executive Summary

The goal of the Chilliwack Museum & Archives is to connect our community with Chilliwack's history through a series of programs, events, and exhibitions. We aim to:

- Maintain relevancy by engaging with the community and addressing the concerns within our community;
- Provide a diverse exhibition and programming agenda that targets various demographics in our community;
- Collaborate with other community organizations and partners to engage with our community;
- Operate an accessible Museum and Archives;
- And educate our community about Chilliwack's history.

The museum industry continues to evolve and change. Museums are no longer stagnant exhibitions focused on the past. Instead, we are relevant, changing, community driven institutions that focus on the past, present, and future of our communities.

The goals that have been outlined in this plan will allow the Chilliwack Museum and Archives to evolve with the rest of the industry and to continue to maintain relevancy in our community. Each goal is accompanied by action items that will motivate the Museum's success and achievements.

As we move through the strategic planning process and implementation of our strategic goals, it becomes apparent that our future as an organization is dependent on a strong, cohesive team, our ability to connect with our community, and the exhibitions, programs, and events that we offer. A challenge we continually face is the disconnect between our Museum facility and our Archives facility. Out of this planning process we have identified that a long-term goal would be the retention of a facility that allows for one cohesive team and organization, while continuing to maintain the Heritage Building the Museum currently occupies. While out of the scope of this plan, it is important to note for future development and planning exercises.

The Chilliwack Museum and Historical Society has made a dedicated pledge to focus on creating a diverse and transparent governing body. The Board of Directors is committed to engaging with our community and dealing with the issues of our times. The Board of Directors is in full support of the goals and action items laid out in this document and looks forward to providing the support required to achieve the mission of the Chilliwack Museum & Archives.

10. List of Appendices

Appendix 1: Planning and Development Workshop Summary Notes

Appendix 2: Community Engagement Survey Results

Appendix 3: Collections Manager Job Description

Appendix 4: Public Programs and Events Coordinator