

CHILLIWACK
museum & archives

STRATEGIC PLAN 2024-2028

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CHILLIWACK MUSEUM & HISTORICAL SOCIETY STRATEGIC PLAN | 2024-2028

1. INTRODUCTION

On October 23, 2021, the Chilliwack Museum & Historical Society (CMHS) Board of Directors and the Chilliwack Museum & Archives (CMA) Staff came together for a facilitated planning session. The objective for this planning session was to review the current mandate and purposes of the society and determine if updates were needed. A review of the mandate and purposes was highlighted as an action item in the CMHS 2020-2023 Strategic Plan.

After this planning session a committee consisting of two board members and two staff members was created to review the feedback from the session and propose a mandate and set of purposes. The proposed mandate and purposes was presented to the Board and Staff in March of 2022 for review and feedback. The proposed mandate and purposes were also posted on the CMA website and sent via email to all members of the CMHS for an opportunity to provide feedback.

On April 12, 2022, the Board of Directors approved a final set of purposes and a mandate for the CMHS. The mandate and purposes were then approved by the membership at the Society's Annual General Meeting on May 26, 2022.

This new mandate and set of purposes have been the guiding components to the completion of the CMHS 2024-2028 Strategic Plan. Additionally, the Board and Staff came together for a two-day strategic planning session on March 17 and 18, 2023, to identify goals and priorities for the next five years.

As with the previous Strategic Plan, 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 (Table 1.1).

This plan has been completed in consultation with the CMHS Board of Directors and the Staff of the CMA. The plan also takes into consideration a number of other documents that have a direct influence on the operations of the CMA, including:

- City of Chilliwack Parks, Recreation, and Culture Master Plan
- City of Chilliwack, Heritage Strategic Action Plan - 2022-2023
- Archives Association of British Columbia, Site Visit Report - 2023
- Canadian Museums Association, Moved to Action: Activating UNDRIP in Canadian Museums

Table 1.1. | Symptoms & Triggers

Internal Symptoms & Triggers	External Symptoms & Triggers
<ul style="list-style-type: none"> ·Decline in volunteer support ·Decline in memberships to the museum ·Increasingly difficult to recruit qualified staff ·Moving to a new location or facility ·Major repairs needed to current facility ·Significant changes in the collection ·Plan or requirement to address the cultural and/or spiritual needs of a particular collections ·Difficulty in recruiting board members ·Major staffing changes ·Staff morale problems ·Inability to articulate the museum’s value to the community ·Programs underutilized or unsuccessful ·Little or no consultation with and/or representation from the audience for which a program or service is intended ·Lack of evaluation of programs and services ·A community group/organization/business has approached the museum about a project ·A school class is interested in partnering with the museum for the year ·A new board has been elected ·Museum needs a new strategic plan to set a new direction for the museum ·Planning to revise the museum’s policies 	<ul style="list-style-type: none"> ·Demographic changes ·Number of businesses in the community has increased/decreased ·Essential services in the community have been reduced/increased ·There are now more major events that attract tourists within a 30-minute drive of the community ·Number of students in schools has increased/decreased ·Higher cost of living ·Higher utilities costs, insurance rates ·Competition from other leisure activities, facilities ·Competition from the internet

2. ORGANIZATIONAL 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 settlers, interviews with Stó:lō elders, oral histories from a wide variety of people, and much more.

The Wells Brothers influence was profound and helped propel the CMA 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 objects storage and Chilliwack Archives are housed in Evergreen Hall, also owned by the City of Chilliwack, three blocks from the Museum.

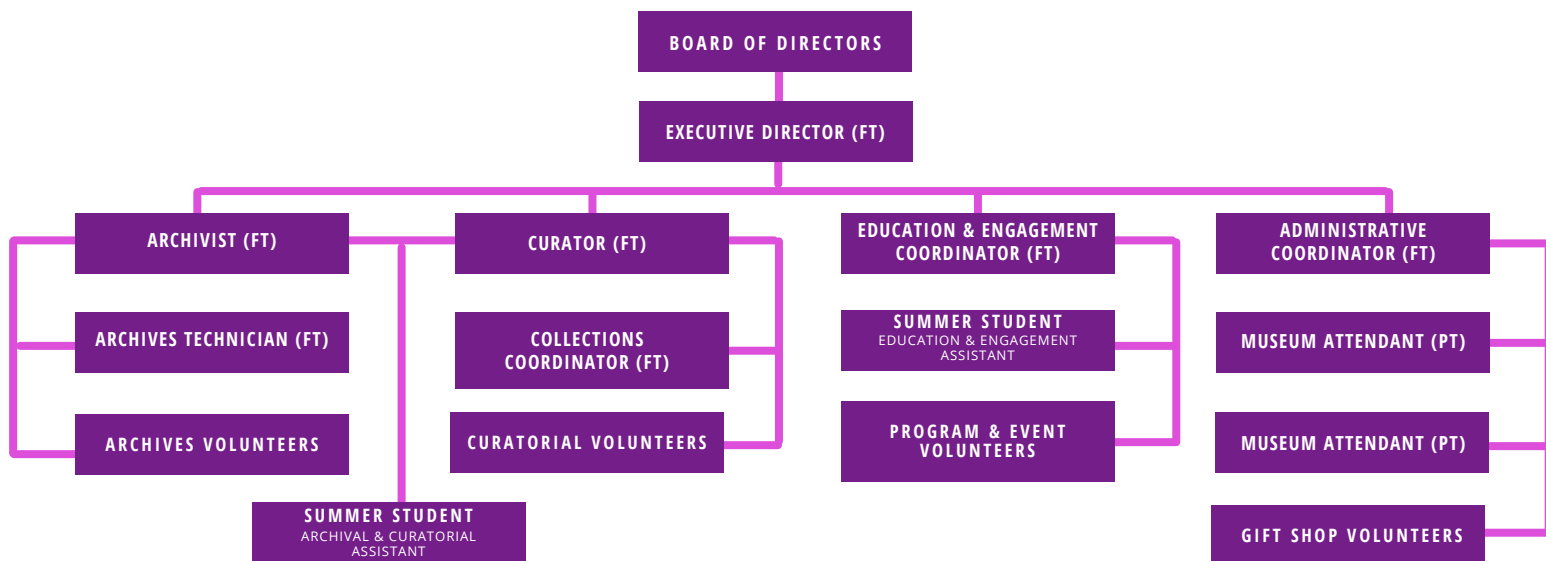
The Chilliwack Museum & Archives is governed by the Chilliwack Museum & Historical Society (CMHS) Board of Directors. The Board of Directors are elected yearly at the Annual General Meeting of the Society. Directors must be members of the Society in good standing for a minimum of 90 days prior to being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

The management and operations of the CMA is overseen by the Executive Director and executed by a team of six full-time and two part-time staff.

The CMHS 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. Organizational Chart 2023



3.2. Board of Directors

The Chilliwack Museum and Historical Society Board of Directors constitutes 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 & 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 Resources Management
- Fiscal Management
- Financial Analysis and Reporting
- Operational and Strategic Planning
- Communications and Marketing
- Partnership Development and Relationships
- Liaison with the Public - Serving as the Face of the Museum & Archives
- Decolonization and Reconciliation
- Implementation of Best Practices

3.4. Full-time, Permanent Staff

A full-time permanent staff member describes a person who is responsible for a single job for an average of 30 hours or more per week.

In addition to the Executive Director, the Chilliwack Museum and Archives currently has six (6) full-time permanent staff:

- Administrative Coordinator
- Archivist
- Archives Technician
- Curator
- Collections Coordinator
- Education & Engagement Coordinator

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 30 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 two (3) part-time permanent staff:

- 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. MANDATE

The Chilliwack Museum and Archives is an innovative, responsive, and inclusive organization that connects people with the past, present, and future.

5. PURPOSES

- Create experiences with local and global significance that encourage dialogue and inspire action
- Collaborate with the community to ensure that the Society operates in a representative, participatory, and inclusive manner
- Develop relevant programming that is creatively and intellectually stimulating, modelled to promote lifelong learning
- Make Chilliwack's diverse histories accessible with the enhancement and exploration of the Museum and Archives Collection

6. VALUES

Relevance

Diversity

Collaboration

Accessibility

Education

7. COMMITMENT TO DECOLONIZATION AND RECONCILIATION

The Chilliwack Museum & Historical Society recognizes that museums and archives are inherently colonial organizations that must take accountability and action in dismantling the parts of these organizations that continue to perpetuate colonial harm.

The Chilliwack Museum & Archives is committed to decolonization and reconciliation and is committed to implementing the Truth & Reconciliation (TRC) Commissions Calls to Action and the standards outlined in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

4. GOALS + ACTION ITEMS

<p>Goal 1: Increase public awareness of the CMHS and enhance engagement with the Community</p>
<p>Related Purpose(s): Collaborate with the community to ensure that the Society operates in a representative, participatory, and inclusive manner; Develop relevant programming that is creatively and intellectually stimulating, modelled to promote life-long learning</p>
<p>Supporting Values: Relevancy, Diversity, Accessibility</p>
<p>How does this goal support our Mandate? 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.</p>

Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Conduct a Public Engagement Survey	Following a period of growth and change at the Chilliwack Museum and Archives, it is important to perform evaluation to ensure that the community is perceiving these changes at the museum and continuing to have valuable experiences.	2024	Executive Director	Will be incorporated into rebranding process and subsequent fees	
2. Develop Public Programs and Community Engagement Events Schedule	Engage the families, teens, and adults with public programs and events that generate earned revenue.	2025	Executive Director/ Education & Engagement Coordinator	New Staff Required: Public Programs & Events Coordinator (\$FT) \$50,000	

Goal 2: Develop a meaningful commitment to TRC Calls to Action and UNDRIP, engage in equity training, and support Indigenous self-determination

Related Purpose(s): Collaborate with the community to ensure that the Society operates in a representative, participatory, and inclusive manner.

Supporting Values: Relevancy, Diversity, Accessibility, Education, Collaboration

How does this goal support our Mandate? The Chilliwack Museum & Historical Society recognizes that museums and archives are inherently colonial organizations that must take accountability and action in dismantling the parts of these organizations that continue to perpetuate colonial harm

Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Commitment from staff and board for self-education on Indigenous Matters	As part of an ongoing commitment to TRC and UNDRIP, staff and board members will familiarize themselves with Moved to Action: Activating UNDRIP in Canadian Museums. The standards outlined in this document will guide the CMA in matters related to repatriation, reconciliation, and decolonization.	Ongoing	CMA Staff/ CMHS Board of Directors	N/A	
2. Continue to build relationships with Indigenous community members and make space for additional members at a decision-making level in the Museum's governance.		Ongoing	Board of Directors	N/A	

<p>3. Develop a Memorandum of Understanding</p>	<p>Create a protocol agreement (Memorandum of Understanding) between the Chilliwack Museum and Historical Society and Stó:lō Cultural Advisors to reflect expectations and relationships. This agreement lays out the roles and responsibilities for physical caretaking and preservation of Indigenous belongings, and ensures that repatriation efforts are conducted in a culturally appropriate manner.</p>	<p>2024</p>	<p>Executive Director/ Curator</p>	<p>N/A</p>	
<p>4. Initiate a Repatriation Project</p>	<p>This project will include multiple components, supported by the development of a Memorandum of Understanding. Steps include performing an inventory of belongings and identifying candidates for repatriation; cleaning, photographing, rehousing items as needed; provenance research and consultation; determining appropriate homes for belongings; and securing funding to build appropriate displays/facilitate their return to the community.</p>	<p>2028</p>	<p>Curator/ Collections Coordinator/ Archivist</p>	<p>TBD</p>	

Goal 3: Implement sustainable object and archival storage solutions; improve the collection to better reflect Chilliwack’s diverse communities; and improve physical and emotional access for community researchers

Related Purpose(s): Make Chilliwack’s diverse histories accessible with the enhancement and exploration of the Museum and Archives Collection.

Supporting Values: Relevancy, Education, Collaboration, Diversity, Accessibility

How does this goal support our Mandate? Expanding our collection to include more of Chilliwack’s diverse histories promotes inclusion and accessibility as does providing improvements to physical and emotional access to our collections.

Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Identify and implement storage hazard solutions for the object collection.	Prevention of damage to artifacts from flood, earthquakes, fire or other natural disasters.	Ongoing	Curator/ Collections Coordinator	Project Cost: \$10,000 The Museum Assistance Program provides grants and funding opportunities for Collections Management Projects such as these.	
2. Identify “holes” in the Collections and begin active collecting	Create a list of themes/topics/organizations that are not represented in existing Archives and Object Collection and that are relevant to the Chilliwack Region. Identify contacts and events for future networking.	2026	Archivist/ Archives Technician/ Curator/ Collections Coordinator	N/A	

<p>3. Accessibility upgrades to Archives facility</p>	<p>A) construction of wheelchair ramp outside of the Archives entrance point</p> <p>B) Replace the two internal double doors with a single-door unit that provides more space to safely enter the Archives. Door should also be equipped with an automatic door opening mechanism.</p>	<p>2027</p>	<p>Executive Director/ Archivist/ Superintendent of Civic Facilities</p>	<p>TBD</p>	
<p>4. Development of a Safe Space Research Room</p>	<p>Creation of a separate, safe research space in the reference room that can be used by researchers who may need privacy when viewing sensitive records or listening to audio/visual videos/recordings that may elicit an emotional response. Consultation with City of Chilliwack and local First Nations Cultural Advisors required.</p>	<p>2028</p>	<p>Executive Director/ Archivist/ Superintendent of Civic Facilities</p>	<p>TBD</p>	
<p>5. Improve exterior visibility of the archival facilities</p>	<p>Create signage for the archival facilities that is visible from Corbould Street</p>	<p>2028</p>	<p>Executive Director/ Archivist/ Superintendent of Civic Facilities</p>	<p>TBD</p>	

Goal 4: To review, update, and develop relevant policies and procedures
Related Purpose(s): Collaborate with the community to ensure that the Society operates in a representative, participatory, and inclusive manner
Supporting Values: Relevancy, Accessibility
How does this goal support our Mandate? In order fulfill our mandate to the best of our ability it is important to have a strong policy and procedure base to ensure the success of our team.

Action Item	Description	Timeline	Person Responsible	Resources Required	Project Status
1. Develop Health & Safety Management System	Develop a Health & Safety Management system complete with all required policies, procedures, and forms to ensure the organization is compliant with all federal and provincial work safe regulations.	2024	Executive Director/ Administrative Coordinator	N/A	
2. Develop a retention strategy and succession plan for senior leadership	<p>A retention strategy is a plan organizations create and use to reduce employee turnover, prevent attrition, increase retention, and foster employee engagement.</p> <p>Succession planning is a strategy for identifying and developing future leaders at organizations – not just at the top but for major roles at all levels. It helps organizations prepare for all contingencies by preparing high-potential workers for advancement.</p>	2026	Executive Director	N/A	

Goal 5: To ensure we maintain fiscal responsibility and financial stability

Related Purpose(s): Collaborate with the community to ensure that the Society operates in a representative, participatory, and inclusive manner; Make Chilliwack’s diverse histories accessible with the enhancement and exploration of the Museum and Archives Collection

Supporting Values: Relevancy, Accessibility

How does this goal support our Mandate? To fulfil our 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. Continue to expand Earned Revenue	Expand into more locally sourced items, more Chilliwack-specific items, and local artist works in the gift shop; continue to develop outreach and events for various demographics of the community.	Ongoing	All Team	Depends on initiative	
2. Develop a Financial Management Plan	<ul style="list-style-type: none"> a. prioritize funding needs. b. increase self-generated revenue. c. develop purchasing/ procurement policy. d. develop guidelines for sourcing and applying for grants 	2024	Executive Director/ Finance Committee	N/A	
3. Develop a sponsorship program		2025	Executive Director/ Fundraising Committee	N/A	

Goal 6: To develop a modern and effective marketing strategy

Related Purpose(s): Create experiences with local and global significance that encourage dialogue and inspire action

Supporting Values: Relevancy, Education, Collaboration, Accessibility

How does this goal support our Mandate? 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. Rebrand	The current branding of the Chilliwack Museum and Archives does not reflect the modern, enthusiastic, and engaging platform that we are building. The colour scheme specifically will be addressed.	2024	All Team	Project Cost: \$5,000-\$10,000 Develop and issue an RFP.	
2. Develop a Marketing Plan	A marketing plan is a report that outlines your marketing strategy.	2025	Executive Director	N/A	

Goal 7: To continue to recruit and retain a diverse volunteer base

Related Purpose(s): Collaborate with the community to ensure that the Society operates in a representative, participatory, and inclusive manner; Make Chilliwack’s diverse histories accessible with the enhancement and exploration of the Museum and Archives Collection

Supporting Values: Relevancy, Accessibility, Diversity

How does this goal support our Mandate? At the Chilliwack Museum and Archives, our volunteers are essential in fulfilling our vision of connecting the community with Chilliwack’s history. They 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 Manual that provides guidelines to volunteers and staff regarding expectations and regulations for volunteers. The policy will also include descriptions for each volunteer position.	2024	Executive Director/ Administrative Coordinator	N/A	
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.	2025	Administrative Coordinator/ Archivist	N/A	

9. EXECUTIVE SUMMARY

The success of the CMHS 2020-2023 Strategic Plan is evident when we consider the growth the organization has experienced over the last three years. The execution of the three-year exhibition scheduled aimed to encourage reflection on a variety of relevant topics has been a success. With the increased turnover of exhibits we have seen an increased number of visitation and program attendance. This dynamic shift will continue to drive exhibition and program development in coming years.

While we have seen significant increases in visitation at both the Museum and Archives, as well as in our programs and events, we still struggle with securing a high public awareness. We continue to see engagement with our membership and set demographic, however, it is imperative that we find methods to engage with new demographics. Our goal over the next five years is to promote the CMA as an inclusive, relevant, and diverse organization that appeals to various demographics and community groups.

Reconciliation with Indigenous communities is of the highest priority to the Chilliwack Museum & Historical Society. The Chilliwack Museum & Archives is committed to decolonization, reconciliation, and implementation of the Truth & Reconciliation Commissions (TRC) Calls to Action and the standards outlined in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

A continued challenge for the CMHS is the disconnect between the Museum Facility and the Archive Facility. A key long-term goal carried over from the 2020-2023 Strategic Plan would be the securing of a facility that allows for one cohesive team and organization, while continuing to maintain the Heritage Building the Museum currently occupies. While this longer-term goal is beyond the scope of this Strategic Plan, it is important to note for future development and planning exercises. It is also important to note that a purpose-built museum and archives facility is noted as a line item in the City of Chilliwack Master Plan.

10. LIST OF APPENDICES

Appendix 1: Strategic Planning Session Notes (March 17-18, 2023)

**Appendix 2: Archives Association of British Columbia Site Visit Report
(September 25, 2023)**

Appendix 3: Public Programs and Events Coordinator Detailed Job Description

**Appendix 4: Canadian Museums Association, Moved to Action: Activating
UNDRIP in Canadian Museums**

Appendix 5: Terms and Definitions