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Section 1.0 Executive Summary



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Purpose of this Museum Master Plan

The museum wishes to express its vision in the context of a museum master plan to ensure all aspects of the museum's development priorities are considered as the museum prepares for the future. The core purpose of the museum is embedded in its mandate to preserve evidence associated with the human history of the area. Beyond the mandate, this master plan is the strategic planning document for the Pemberton Museum that will guide activities to achieve the vision stated in this plan over the next five years. The ultimate end goal of this master plan is to enhance the visitor experience to the museum on site and online.

Context

The Pemberton and District Museum and Archive Society recently celebrated three significant events that resulted in the desire to express the vision and plans for the completion of the museum facility at 7455 Prospect Street in the heart of Pemberton B.C.

The three events were:

- In 2005 an annual tax requisition was approved by the community to support annual museum operating costs.
- In 2012 the museum celebrated its 30th anniversary as a Society.
- In 2013 a new Administration and Display building was constructed through community donations and Heritage Canada grants.

These accomplishments served to illustrate the depth of community support and pride in the museum and the community memory it preserves. Our funding successes reflect Heritage Canada's view that the collection is regionally significant.

Intended Audience

This document will provide information about the museum and its history, mandate, vision and future plans to all key stakeholders including: the Board of Trustees, museum members, and current and potential funders and partners. Additional information and reports can be found in the Appendix.

Statement of Authority

This master plan is a revision of the 2011-2015 master plan. It was adopted by the Board of Trustees on March 9, 2016.

Section 1.2 History

A Brief History of Pemberton

Pemberton B.C., lies within the traditional territory of Lil'wat Nation. It was founded as a stopping place along the Harrison-Lillooet Gold Rush Trail (Douglas Trail) of 1858. This trail was the first public works project on the mainland, and it was commissioned by Governor James Douglas. Pemberton was named for Joseph Despard Pemberton who was the Surveyor-General of Vancouver Island. The Yale/Lillooet route eventually became the main road inland and use of the Douglas Trail and Port Pemberton declined by 1874. Famed for its agricultural potential, then and now, permanent settlement began to follow, with John Currie, settling at the base of the mountain that now bears his name in the 1880's.



Life moved slowly in the area as the connection to the outside world was by pack train. The railroad did not arrive until 1914. Electrical power was not available until 1951 and the highway was not open until 1967.

History of the Pemberton and District Museum and Archives Society

In 1967, the Pemberton Pioneer Women, a committee of the Pemberton Women's Institute started collecting examples of life in the area and made the first moves to found a museum that would house the collection and tell the story of the early days. Margaret Fougberg, Francis Decker and Mary Ronayne wrote *Pemberton: A History of a Settlement* which is based on the records collected through their research.

A piece of land was made available in the Village of Pemberton and the first museum opened in 1982. The Pemberton and District Museum and Archives Society was also founded in 1982 and the museum mandate was determined to guide collection development. As the museum grew and more artifacts were contributed, a larger site was obtained from BC Rail and the Village of Pemberton. This is the current location.

The official move to the new site started in 1992 and buildings to house the growing displays continue on an ongoing basis. The museum is run by volunteers and a curator. It is open from May to October.

The site currently consists of four heritage houses, an administration and display facility, the Soo Logging Display building (programming/event building), two small storage buildings, a washroom and a machine shed. The new two-storey administration/archive and display building was completed in 2013 and this building is key to the long term sustainability and accessibility of the museum collection.

The organization was 100% volunteer driven until 2005 when strong community support was expressed in a tax requisition referendum, therefore giving the Society an annual requisition to fund basic operating costs. This has enabled the Society to focus fundraising efforts on capital improvements, so it can ensure long term preservation of the museum collection in accordance with the mandate.

Section 1.3 Current Reality

The Museum Mandate

The museum mandate was developed by the principles of the Society when it was formed in 1982. The mandate is the thesis statement expressed in the book, *Pemberton: History of a Settlement* written by Decker, Fougberg and Ronayne. This statement guides the museum's collection activities and program themes. The mandate is a foundational policy of the Society. It defines the museum's collection and guides what is collected and why it is collected. The mandate also defines the geographical boundaries of the collecting area.

I. Statement of Purpose

The purpose of the museum at Pemberton is to collect, preserve and display artifacts which illustrate themes connected with the human history of Pemberton and district. These artifacts should have a long lasting association with the district. (Until the Society has expanded and appropriate facilities for artifact storage, the museum Society reserves the right to accept only those materials which can be stored and conserved (adequately).

Subject to revision, the themes illustrated will be three, with major emphasis on the third (C). They will be:



- A. The complete self-sufficiency of the Lillooet people before contact with people making their way to the gold fields of the Fraser and beyond.
 - B. The coming of people attracted by gold on the Fraser and some of the physical changes they created in the district, principally in the period 1858-1863.
 - C. Lives of Settlers and later residents
 - 1. before the railway – up to 1914
 - 2. after the railway – up to the present
- Theme “C” has sub-themes in both 1 and 2;
- i) modes of travel and transport
 - ii) homes
 - iii) making a living
 - iv) services and institutions established
 - v) flooding and how it was combated

II. The Collecting District

- A. Those areas drained by waters entering the north end of Harrison Lake and,
- B. Those areas drained by waters entering Anderson Lake

Significance of the site

Displayed in a setting that resembles a small village are three original hand hewn log homes and artifacts dating from 1860 - 1950. Around the Museum grounds you will see various horse drawn tools, wagons, machinery, a trapper’s cabin and other curiosities from times past.

The Pemberton Museum has over 2,000 artifacts, 2,000 photographs and more than 20 meters of archival and reference materials that have been collected since 1982, acknowledging the Lil’wat Nation history of the region and documenting European settlement here since the gold rush and founding of the colony of British Columbia in 1858. It has been called “a small town time machine” and its innovative programming, devoted volunteers, and refurbished original settlers’ cabins make it a genuine community asset.

The Importance and Value of the Museum

The Pemberton Museum is, a non-profit permanent establishment open to the public and administered in the public interest, for the purpose of conserving and preserving, and exhibiting to the public for its instruction and enjoyment objects of educational and cultural value.

Governance

Museums are defined as non-profit permanent establishments open to the public and administered in the public interest for the purpose of conserving and preserving, and exhibiting to the public for its instruction and enjoyment objects of educational and cultural value. In Pemberton the museum has a collection of historic objects related to the mandate.

Archives are defined as a place where unpublished, one-of-a-kind materials (also called archives) are preserved for their research value. It is a place where public records or historic documents are kept. These may include: public & corporate records (archives) generated by government or business, or private papers and records (manuscripts) created or kept by individuals. In Pemberton the archives are primarily comprised of private papers and records (manuscripts) and photographs. However, a significant amount of



material is considered to be an 'artificial collection' that was created during the research for the book, *Pemberton: History of a Settlement* by Decker Fougberg and Ronayne, published in 1977.

The Pemberton Museum and Archive Society is currently using a Working/Administrative Board model. This means that the Board is not only responsible for the development of policy, but is responsible for its implementation.

The members of the Board of Trustees are composed of: President, Vice-president, Secretary, Treasurer, Trustees. All trustees are private individuals who together with their fellow members of the Board are fiduciaries for the public and have the collections, property, premises and resources of their Museum in their care as assets in trust for the public of the present day and descendants of that public in future.

The role of the Board of Trustees is to determine the action and the policy making decisions that enable the staff/museum to meet its goals and objectives. Working within the by-laws and constitution the Board shall formulate, approve, direct and establish all matters of policy, procedure, budgeting and planning. Policies are rules established by the Board of Trustees that give concrete form to the mandate of the organization.

The membership of the Society is one hundred and thirty members, and the majority are local residents.

Annual Visits to the Museum

The Museum visits rise and fall in line with general tourist traffic in the District and the museum usually sees an average of 6000 visitors between April and October on an annual basis. This equals an average of twenty nine percent of the tourist traffic counted by the Visitor Center at the junction of Pemberton and Highway 99.

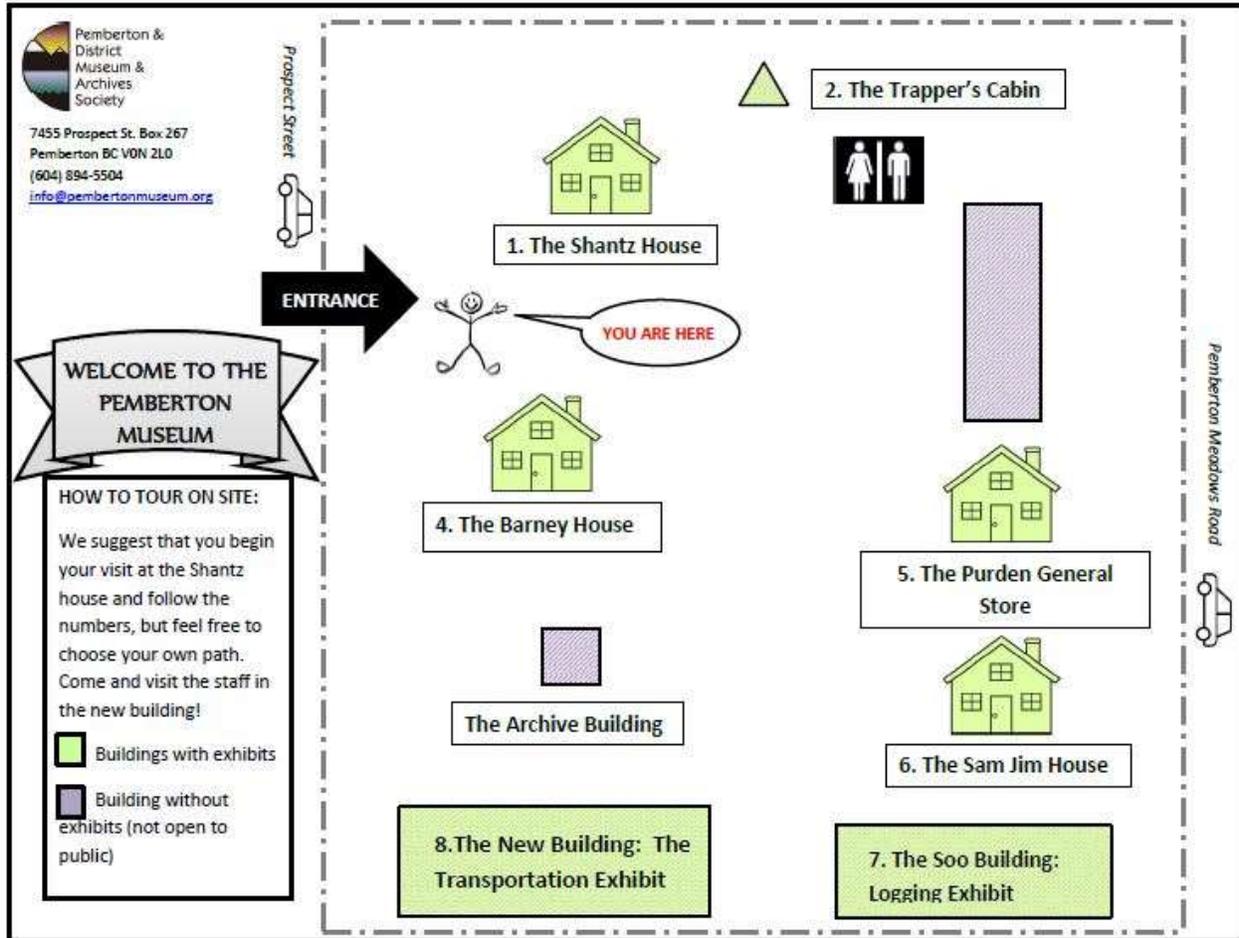
Years of visitor increase in 2004, 2007 and 2011 were generated by increased use of the site by community members due to site rentals, programming and events.

Annual Visits Online

Visits online to www.pembertonmuseum.org continue to rise and the website becomes more popular each year. The majority of the website visits occur during the operating season in tandem with new content being added. The website has greatly expanded the museum's audience.

Museum Site Overview

See below for display of the approximate shape and position of structures on the current site.



Structure Survey

The museum has ten buildings arranged to create the illusion of a small pioneer village. There are five historic structures including the Shantz (Miller) house, the Barney house, the Sam Jim house, John Andrew's Trapper cabin and the Purden General Store. There are also two modern building constructed since 2005; the Soo Building and the new Administration and Display building. Temporary structures include the machine shed and storage buildings. The museum also has ownership of the Pemberton Station School and John Arn Cabin and plans to move these to the museum site by 2020. The building would be placed where the map indicates in purple (Buildings without exhibits). These temporary structures will be removed to make room for the remaining two buildings. See Section D. for more information.

For the complete survey of all structures and a summary of their condition please see the Appendix.

Annual Programs

The museum hosts the following programs on an annual basis that draw over 50% of the annual visits.

Core Programs:



Tea and Tales: Visitors can enjoy tea, coffee or juice and home-baked treats for \$2 at the Museum's Tea & Tales program every Tuesday in July and August. Each week tea-goers are invited to listen to a local tale presented by a Pemberton resident on various themes connected to life in the valley. The presentations are filmed for the historic record in the Soo Building. Or visitors can simply just enjoy the grounds and have tea with a friend in the shade of the cedars.

Strawberry Tea: The Women's Institute hosts the Strawberry Tea and see as many as 300 people stream into the museum to enjoy their strawberry shortcake, with home baked cake, fresh local strawberries, and fresh whipped cream. The W.I. also delivered nearly 200 pre-ordered slices around town this year.

The Country Fair: This is an all-day event organized by the Pemberton Women's Institute. Many vendors, fresh garden goods, homemade crafts, children's activities, art and music can be enjoyed on the museum grounds.

Scope of Collections:

The museum's collection consists of historic objects and archives that are collected in accordance with the mandate. For a table outlining the scope of collections and archives please see Section 2.3 of the full report.

Section 1.4 Plans for the Future 2015-2020

The Community Vision

The Village of Pemberton and the Squamish Lillooet Regional District (SLRD) recognize the importance of local culture and heritage. As such, they support the development, enhancement and sustainment of the Village's cultural vitality and consequently the museum.

The Museum Vision to 2020

By 2020, the museum will be an established museum institution and will be in a financial and physical position to sustain its mandate to collect, preserve and promote the community memory of Pemberton and District.

The "Pioneer Village" concept will be completed with the addition of the Pemberton Station School and the John Arn Cabin. The visitor experience will be immersive and authentic and we will offer a broad range of programs and events to connect local and destination visitors to the heritage of the area. The museum collection will be accessible year to the public and archive and collection development policies will be inclusive of all residents. The museum will continue to be a member of the larger museum and archive professional associations, and will strive to participate and contribute to these networks. The museum supports local governments' heritage preservation goals and enhances the downtown core with authentic heritage and cultural activities. The museum site will be accessible, safe and secure for all visitors. The museum will be a source of pride to local residents who will support it through gifts, donations and memberships.

Key Museum Roles

- Enhance Pemberton's growing cultural tourism sector and contribute to the ongoing success of the local community and regional economy.



- Preserve Pemberton and District’s history and celebrate local culture through museum collection development and outreach activities (collection management, exhibits, programs, and events).
- Provide a public place for residents and tourists to socialize, reflect, relax and explore the past, present and future of Pemberton and District.

Strategy Map

The museum’s goals build upon one another as expressed in the strategy map below:



- Good governance and community engagement is the foundation and leads to overall community support.
- Community support leads to success with funding strategies for capital improvements.
- Capital improvements leads to an increased ability to preserve and develop the collection.
- A well developed and managed museum collection is the foundation for authentic and immersive programs and exhibits.
- Authentic programs and exhibits leads to an enhanced visitor experience on site and online.



Pemberton Museum Goals and Action Plans 2015-2020

To achieve the strategy the following goals and action plans are as follows:

1. Good Governance

We strive to adopt best practices for governance and stewardship of the museum.

- Archive and collection management policies updated and reviewed by 2020.
- Collection is inclusive of all residents and organizations.
- Policy and procedure development goals are created in the area of financial operations, human resources, gift and donations policy.
- Participation and contribution to professional associations (BC Museums Association, BC History, Canadian Museum Association, Archive Association of BC etc...).

2. Community Engagement:

We strive to be a source of pride for all residents and seek to encourage gifts, donations, and memberships to the Society.

3. Complete Capital Plan to Achieve an Improved and Sustainable Museum

We strive to complete the pioneer village vision for the site that will enable the museum to focus on program, collection and archive development to sustain its mandate and enhance the visitor experience.

- Improve accessibility
- Improve safety and security

4. Collection Development

Collection Care: Management of risks to collection:

- We strive to increase condition reporting and the preparation of objects for long term storage.

Collection Management Priorities:

- We strive to increase public access to the collection. We will ensure public access to collection on site and online.

5. Archive Development

Archive Care: Management of risks:

- We strive to increase audits and appraisals and the preparation of the archives for long term storage.
Key Measure: Number of audits/appraisals by collection beginning with MG 34 in 2015.

Archive Management Priorities:

- We strive to increase public access to the collection. We will ensure public access to the archive on site and online.

6. Program & Exhibit Development

- Improve visitor orientation and learning opportunities
- Improve program and exhibit design



- Improve partnerships to offer authentic heritage and cultural experiences in the downtown core.

Summary of Key Measures for Annual Reporting

Annual progress in goals and objectives stated in the master plan will be monitored by the following measures.

<p>1. Good Governance</p>	<p>Archive and collection policy & procedure manuals updated, number of “collections” (archives, photographs, objects) 2015 vs. 2020, policy & procedure manual development in other operational areas, number of memberships, value of summer student grants.</p>
<p>2. Community Engagement:</p>	<p>Revenues in gifts and memberships annually, number of memberships compared year over year beginning in 2015, Number of partnership organizations collaborating with museum compared year over year (grant letters of support, co-production of programs/events, shared online content), number of Facebook “friends” and “likes”, development and enactment of an <i>In-Memorium and Gifting/Donations Policy</i> to encourage and guide donations to the Society.</p>
<p>3. Complete Capital Plan to Achieve an Improved and Sustainable Museum</p>	<p>Revenues vs. expenses (operating) budgets met, proper tracking of CIP (Capital Improvements) 2015-2020, 0 Accidents (visitors & staff), 0 theft/vandalism (visitors & staff), value of capital grants, and gifts 2015-2020.</p>
<p>4. Collection Development</p>	<p>Number of “unique” digital objects uploaded to pembertonmuseum.org/collections and other websites (Memory BC, Virtual Museum of Canada), number of loans out 2015-2020. Develop a preventative maintenance schedule for all historic structures on site.</p>
<p>5. Archive Development</p>	<p>Number of research & reproduction requests from 2015 forward. Number of website visits to pembertonmuseum.org/collections.</p>
<p>6. Program & Exhibit Development</p>	<p>Visitor analysis comparisons year over year beginning in 2015, visits – on site (core & supplementary programs) and online (Tea & Tales), admission & program revenues, value of program & exhibit development grants 2015-2020, value of summer student grants 2015-2020.</p>



1.4.1 Goal and Activity Details

For more specific activity details associated with the goals that are planned over the next five years, please see the full report Section 2.4.1.

1. Good Governance & Community Engagement

The museum sees the goals of good governance and community engagement as interwoven and success in one area leads to success in the other and both lead to the overall sustainability of the museum.

Goal: Good Governance

- Archive and Collection management policies updated and reviewed by 2020.
- Collection inclusive of all residents and organizations.
- Policy and Procedure development goals in the area of financial operations, human resources, Gift and Donations policy.
- Participation in local associations (BCMA, BC History etc...).

Goal: Community Engagement

We strive to be a source of pride for all residents and seek to encourage gifts, donations, and memberships to the Society. Policy and procedure to guide donations, gifts and In-Memorium donations will be developed. Physical space at the museum site will be designated for In-Memorium dedications.

2. Capital Expansion and Facility Requirements

Goal: Complete Five Year Capital Expansion Plan

Completion of the capital expansion plan will result in:

- Completion of the Pioneer village vision for the site.
- Improvement of programming and event capacity on site.
- Improvement of accessibility via access pathway.
- Improvement of site safety via fire minor electrical upgrades, exterior lighting and tree removal.
- Improvement of site security with extension of fence to property line and repairs.
- Improvement of educational opportunities in exhibits with addition of the Pemberton Station School and John Arn Cabin.

To see the proposed budget please see the full report section 2.4.1

3. Collection Management and Development

The Pemberton Museum adopted policy and procedure manuals for management of its archives and objects in the last five years. The manuals identify areas for policy development in the future to ensure preservation and access to the collection. The manuals are to be reviewed and revised every five years. The last revision was in 2013. The goals stated in this plan are linked to these policy manuals.

Goal: Collection Management and Development

Collection Care: Management of risks to collection:



- We strive to increase condition reporting and the preparation of objects and historic buildings for long term preservation. Condition Reporting is a priority for the next five years.

Collection Management and Development Priorities:

- We strive to increase public access to the collection and archives. Ensure public access to collection via digitization, online access and database finding aids.

Goal: Archive Management and Development

Collection Care: Management of risks to collection:

- We strive to increase appraisals, audits and the preparation of the archives for long term preservation.
- Appraisals and audits of the archive collection are planned in the next five years.

Archive Management and Development Priorities:

- We strive to increase public access to the repository. Ensure public access to collection via digitization, online access and database finding aids.

5. Program & Exhibit Development

Goal: Improve Program Design

We strive to engage community members in the museum via programming, partnerships and promotions to ensure the vibrancy and value of the site to all its visitors and stakeholders.

Goal: Improve Exhibit Design

The exhibit concepts for the Pemberton Museum provide the visitor with a hands-on and immersive setting to experience Pemberton's pioneer history through historic houses and pioneer living arrangement displays, storytelling, encounters with local residents, and special programs for children and schools. Rather than adopting a traditional exhibit approach that is characterized by a gallery space with a number of static displays, the Pemberton Museum envisions an innovative one acre site that will incorporate core exhibits, feature exhibits that change on a regular basis, and provide interaction settings, and outdoor exhibits.

Section 1.5 Implementation Plan

The implementation plan will begin in February 2016 with a review of this revised master plan by the Board of Trustees of the Pemberton Museum. Following approval the following action plan and timelines are suggested for management of this plan and the goals and activities described in the plan.

ACTION	TIMELINES
Roll out Museum Master plan to board, members and key partners for review and feedback to include in final planning document.	Feb 2016
Use Master Plan when creating annual operating and capital request budgets and plans.	Feb 2016-2020

Use Key Measures in Annual Report to the Board at AGM.	April 2016-2020
Track Capital Improvement Projects (CIP) using chart of accounts developed in 2014.	Jan 2016-2020
Use government funding to leverage other funding sources (private and public).	July 2016-2020
Determine grant writing strategy for all capital projects.	Oct 2016-2019
Secure funds from granting agencies.	April 2017
Lay out capital project completion schedule based on funding secured with a deadline of Dec 31, 2020 for completion of capital plan.	April 2017- Dec 31, 2020

Phased Implementation of Increased Operating Costs

The museum submits a five year operating budget to the local governing bodies and this annual process ensures a phased implementation to the increased operational costs associated with completion of the capital project plan.

Funding Strategy

The museum will continue to access grants for capital and operational funding (for programs and events and collection management/access projects). The museum has had much success with grants through its history and the last five years has seen significant investment by local government and Heritage Canada.

Funding for summer students, special programs and events, collection management and access projects has been strong since 2010 and this trend is expected to continue.

The museum will better define programs for residents to provide gifts to the museum including In-Memorium programs for remembering friends and family. Currently the museum receives a few requests a year for dedication benches and there is limited space in the future for benches with the current number. The museum also receives cash and in-kind gifts annually, some of which are made in dedication to a friend or family member. The museum board sees this as an important community program and will design and launch new programs for residents to participate in over the next five years.

See section 2.5 of the Full Report for more funding strategy details. The funding strategy will be reviewed and revised as per the Implementation Plan schedule.

[end of Section 1.0 Executive Summary Report]