

TABLE OF CONTENTS

INTRODUCTION	4
Purpose of this Museum Master Plan.....	5
Context.....	5
Intended Audience.....	5
Statement of Authority	6
HISTORY	6
A Brief History of Pemberton.....	6
History of the Pemberton and District Museum and Archives Society.....	6
Phases of Development of the museum.....	7
Phase One 1982-1994	7
Phase Two 1992-2013	7
Phase Three 2015-2021	8
CURRENT REALITY.....	9
The Museum Mandate	9
Thematic Focus	10
Significance of the site	11
The Importance and Value of the Museum	11
Governance.....	12
Annual Visits to the Museum.....	13
Annual Visits Online	13
You Tube Analytics (Online Video).....	14
Museum Site Overview	15
Structure Survey	16
Summary of Building Conditions.....	16
Annual Programs.....	17
Scope of Collections.....	18
Scope of Archives.....	18
GENERAL PLANS FOR THE FUTURE 2021-2026	20
The Community Vision	20
The Museum Vision to 2026	21

Key Museum Roles.....	22
Strategy Map.....	23
SPECIFIC MUSEUM GOALS & ACTION PLANS 2021-2026	24
1. Good Governance and Community Engagement Goals.....	24
1. a) Good Governance	24
1. b) Community Engagement	24
2. Capital Improvement Goals 2021-2026	25
3. Collection Management & Development goals	25
3. a) Collection Management and Development (for physical objects).....	25
3. b) Archive Management and Development	26
4. Program and Exhibit Development Goals	26
4. a) Program and Event Goals.....	27
4. b) Exhibit Development Goals.....	29
5. VISITOR EXPERIENCE GOALS.....	29
5. a) Provide Visitor Service Training to all Staff and Volunteers	30
5. b) Evaluate Visitor Service	30
KEY MEASURES FOR ANNUAL REPORTING	30
IMPLEMENTATION PLAN	31
Phased Implementation Plan	31
Funding Strategy	32
Capital (grants).....	32
Operation Enhancement (grants)	32
Local Funding Sources	32
BACKGROUND INFORMATION.....	33
1. Good Governance & Community Engagement.....	33
2. Capital Improvement Plans.....	33
3. Collection Management and Development	33
Collection Care Risk Management	34
Collection Development Priorities	35
Archive Development.....	36
4. Program & Exhibit Development	37
Core Program Visitor Numbers	37

Visitor Observation Exercise	38
Visitor Observation Conclusions	38
Improve Exhibit Design [established in 2010]	40
Visitor Assessment: Exhibit Improvements NEEDED.....	42
5. Visitor experience	43
Why is Visitor Service So Important?	43
Who are our Visitors?	43
Appendix.....	45
1. Pemberton Museum and Archives Society Constitution	45
2. Legal Plan for museum site at 7455 Prospect Street.	45
3. SLRD Requisition Request 2021-2026 – Operating Plan Requirements.....	46
Operating Plan Request 2022-2026	47
Grant and Programming Opportunities	47
Operational expenses explanation:	48
Operating Budget Requisition Process.....	48
Budget Notes:	48
Staffing Requirements:	49
4. Structure Survey.....	50

INTRODUCTION



"Shantz House" photograph donated by David Steers

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 and to engage the community providing significant community benefit.

CONTEXT

The Pemberton and District Museum and Archive Society will celebrate its 40th Anniversary in 2022 and desired to express the vision and plans for the completion of the museum facility at 7455 Prospect Street in the heart of Pemberton B.C.

Significant recent milestones in capital development and operational sustainability:

- In 2005 an annual tax requisition was approved by the community to support annual museum operating costs.
- In 2013 a new Administration and Display building was constructed through community donations and Heritage Canada grants.
- In 2017 a new Machine Shed and accessible paved path was constructed. The fence along the back of the site was repaired and the site was resurveyed to prepare for two additional buildings. Funding was raised through BC Canada 150 Infrastructure Grant, local government grants and community donations.
- In 2021 the John Arn Cabin was moved and restored on the site and a replica of the Pemberton Stn. School was constructed through Government of Canada grants (Heritage Canada, Enabling Accessibility Fund), Provincial Community Economic Recovery and Infrastructure Grant, local government capital funding support and community donations.

These accomplishments serve 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 and the intrinsic value the museum has to local government and the citizens of Pemberton & District.

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 2015-2020 master plan. It was adopted by the Board of Trustees on Feb 23, 2022.

HISTORY

A BRIEF HISTORY OF PEMBERTON

Pemberton B.C., lies within the traditional unceded territory of Lil'wat and Stl'atl'imx Nations. 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 and head of the Royal Engineers. 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. In 1947 the drainage and reclamation project began resulting in dyking and drainage protection and new farmland became available for settlement in the 1950s.

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 November.

The site currently consists of five heritage houses; The Shantz house, the Barney House, the Sam Jim House, Purden's General Store and the John Arn Cabin (newly restored on site 2021). There are also four newly constructed buildings; the Soo Logging Display building (2001), an administration and display facility (2013), the Pemberton Station Schoolhouse, (programming/event/display building) (2021), and a machine shed (2017). There are also two small storage buildings, and a washroom building. A historic [Johnny Andrews] Trapper's Cabin and small freestanding roofs for equipment are on the site as well.

The new two-storey administration/archive and display building was completed in 2013 and this building has been key to the long term sustainability and accessibility of the museum collection. The Pemberton Stn.

Schoolhouse and John Arn Cabin Projects are future keys to the museum's ability to offer a broad array of programs, events over an extended season and directly support exhibit and program goals stated in this master plan. The museum is poised to generate long term community benefit while also serving to better preserve the collection by providing more environmentally controlled spaces.

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, display and development of the museum collection in accordance with the mandate. This revised master plan seeks to expand and develop exhibit and program offerings to provide socio-cultural learning opportunities for all visitors to the museum whether the visits are online or in person.

PHASES OF DEVELOPMENT OF THE MUSEUM

PHASE ONE 1982-1994

- The first site was on one lot situated in downtown Pemberton on Aster Street. Lands were donated by the Village of Pemberton.
- The buildings consisted of the Shantz Miller House, Barney House, and the Sam Jim House. A screened covered area for machinery was built. An outhouse was built.

PHASE TWO 1992-2013

In 1992 the museum moved to a new one acre site at 7455 Prospect Street on Village of Pemberton park land.

- The Shantz House, Barney House, Sam Jim House and temporary machine shed were placed. The buildings were moved to the new site via financial assistance from Heritage Canada.
- The area was secured with a wire fence.
- A Village of Pemberton airport building was converted to an archives storage building.
- A bunkhouse was converted to an office and gift shop.
- The Soo building was started and completed.
- A Village of Pemberton airport building was converted into a tool shed.
- The washrooms were extended.
- The new display building and administration center was started.
- Permanent roof structures were built for the Priest's wagon and the Smallest Cat.
- A new Administration, Archives and Display building was built in 2013.
- The museum signed a 30 year lease with the Village of Pemberton to operate on the lands at 7455 Prospect Street.
- Upgrades to water and sewer occurred in 2013

PHASE THREE 2015-2021

In 2015 the museum began planning for build out of the site in terms of buildings and began to prepare for long term sustainability of operations and to develop and expand exhibit and program offerings for the benefit of the community.

- 2017 A new machine shed was built and the old one was demolished.
- 2017 A paved path was installed through the site to improve accessibility.
- 2017 Safety and security upgrades included a realignment of the fence at the rear of the lot, additional drive through gate installed, danger trees removed. Storage building moved to western side of site (next to Soo Building).
- 2021 The John Arn Cabin and Pemberton Station Schoolhouse projects were completed adding one year round heated space for programs and events and one additional historic building for agricultural display and programming.

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;

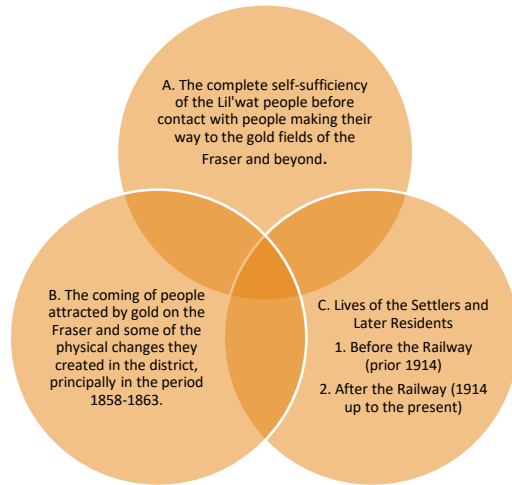
- i) modes of travel and transport
- ii) homes
- iii) making a living
- iv) services and institutions established
- v) flooding and how it was combated

II. The Collecting District

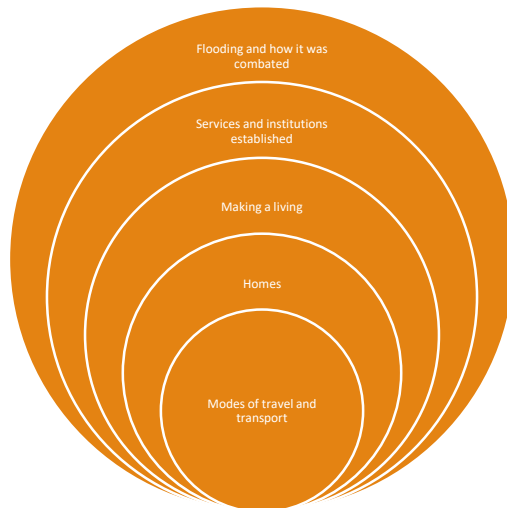
- A. Those areas drained by waters entering the north end of Harrison Lake and,
- B. Those areas drained by waters entering Anderson Lake

THEMATIC FOCUS

Main themes: The three collection themes overlap equally and guide development of exhibits, programs and the collection.



Theme C. Sub-themes: The majority of the collection relates to the theme “Lives of the Settlers and Later Residents – After the Railway” and these sub-themes build upon one another as the community continues to grow. These sub-themes further guide development of exhibits, programs and the collection.



SIGNIFICANCE OF THE SITE

Displayed in a setting that resembles a small village are five 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 traditional title to the lands and documenting European settlement here since the gold rush and the 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 staff, 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.

The Pemberton & District Museum provides a museum service to residents of Pemberton and is appreciative of funds received since 2006 from local taxpayers to support and preserve the history of Pemberton and District. Despite the perilous times the pandemic in 2020 caused for many museums across the country, the Pemberton museum completed a long term capital construction project in 2021 that adds two additional spaces to the site, completing the Pioneer Village vision established by the museum founders in 1982. The museum would like to thank local government and citizens of Pemberton & District for their support throughout this project; from the letters of support and the capital contributions received. This greatly assisted in our success with federal, provincial and local grants. These spaces provide additional public space for programs, presentations and exhibits that will have long term community benefit.

The museum reopened to the public on May 25th, 2021 after an 18 month closure due to pandemic. The museum operated 7 days a week through July/August and September and was open to the public 4-5 days a week in May, June, Oct and November. Thanks to many grant opportunities for youth employment in 2021 the museum created seven full-time positions and three part-time positions with the operational funding received this year. There were events, programs, videos, and guided tours and activities on site this season along with many small improvements to the site thanks to this army of youth.

The museum upgraded computer hardware and software in 2021 to ensure the system was secure from malicious attacks and added additional security cameras to monitor the site.

The museum continues to work with local St'at'imx Nations on repatriation of cultural objects of significance as requested by Lil'wat Nation in 2018. To date 14 objects, mostly archaeological, have been repatriated. The museum has audited the collection and identified all indigenous artifacts and has shared these records online to enable further repatriation requests. In 2021 the museum signed the BC Museum Association's "Repatriation Call to Action" which calls for the return of all ancestral human remains held in publicly funded institutions, in addition to changes to institutional policies. The museum does not hold any human remains or funerary objects in its collection.

Museums and their role in community are often hidden or misunderstood. The Canadian Museum Association provides the following summary of what museums are and what they can do in these challenging times.

“Museums are transformative. They are windows on our past, our present and future. They provide people with safe places to reflect and bring us together while celebrating our differences. They stimulate creativity, spur discovery, and help make our communities more attractive places to live, work, and visit.

From the awakening of a national consciousness based on Indigenous truths rather than colonial myths, to the need to reinvent an economy and lifestyle fueled by plentiful carbon, the shifting sands of change challenge our sense of what it means to be Canadian and demand reconciliation not only between peoples, but with our own sense of being.

In the midst of this uncertainty and upheaval, museums – among the institutions most trusted by Canadians – provide the solid ground from which, together, we can map a way forward.

The pandemic demonstrated the economic vulnerability of many Canadian museums. The pandemic served to highlight the need to build resiliency and adaptability of the sector, if it is to fulfil its unique and important role. The world museums help explain is changing every more rapidly”.

We would add that we believe museums are way finders in times of change, with many paths yet to be discovered. The Pemberton Museum is poised to deliver significant community benefit through reconciliation initiatives that take meaningful action in acknowledging the unceded traditional territory of Lil’wat and Stl’atl’imx Nations and acknowledging the negative impacts of settlement on ‘those who were here first’. The museum provides a place for socio-cultural learning opportunities that build community connections between visitors through the interaction and dialogue that occurs at events and programs. The museum provides a space for community group use, community and family gatherings and for educational programs and events. The museum strives to be accessible to all, and to ensure the museum collections are accessible year round for research and reproductions and educational use. The museum supports local government heritage policies and initiatives. Most importantly, the museum preserves the community memory of Pemberton & District and ensures this knowledge is accessible so it can be explored today and by future generations.

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.

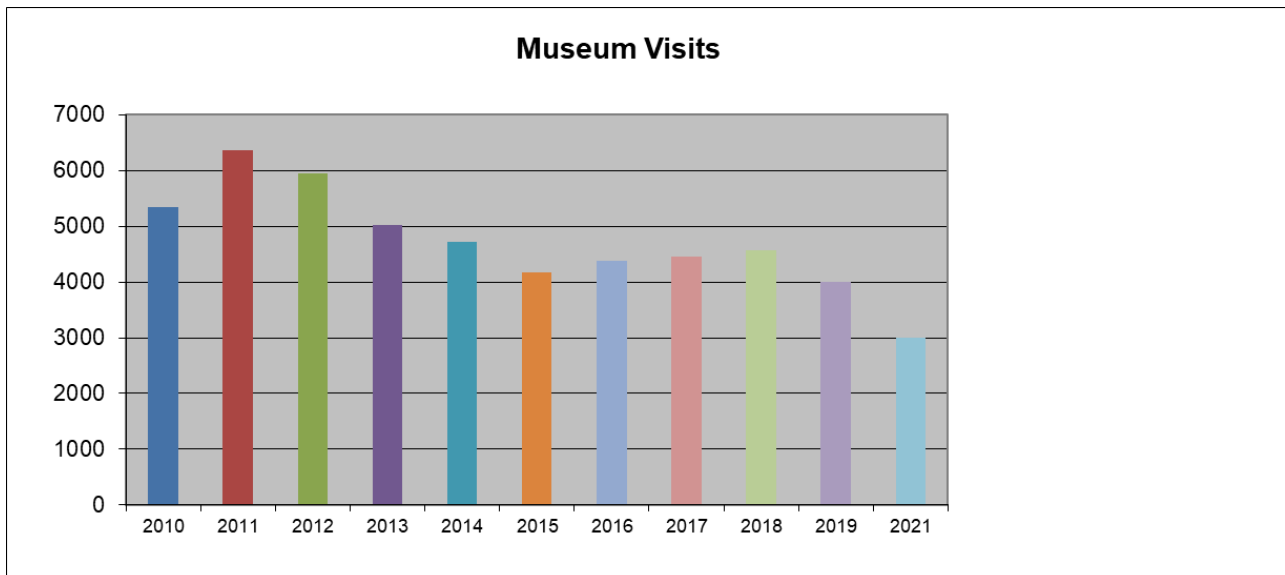
The role of the Board of Trustees is to determine the action and the policy making decisions that enable the staff/museum to meet its goals and objectives. Working within the by-laws and constitution the Board shall formulate, approve, direct and establish all matters of policy, procedure, budgeting 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 twenty members, and the majority are local residents.

ANNUAL VISITS TO THE MUSEUM

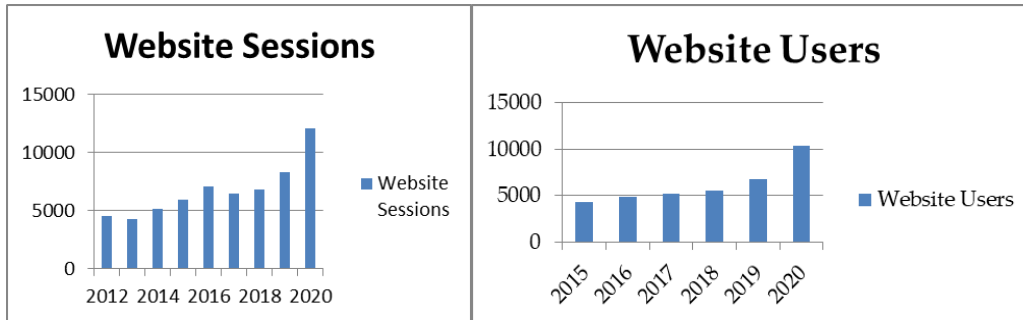
The Museum visits rise and fall in line with general tourist traffic in the District and the museum usually sees an average of 5000 visitors between April and October on an annual basis. This equals an average of twenty nine percent of the tourist traffic counted by the Visitor Center at the junction of Pemberton and Highway 99.

Years of visitor increase in 2011 were generated by increase in visitors to the Pemberton Area due to the Pemberton Music Festival. The museum was closed to the public in 2020 due to the pandemic and reopened May 25th, 2021. Visits were lower than average, reflecting general tourism trends in the Sea to Sky region, which were also low in 2021.



ANNUAL VISITS ONLINE

Despite lower than average physical visits to the site, 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.



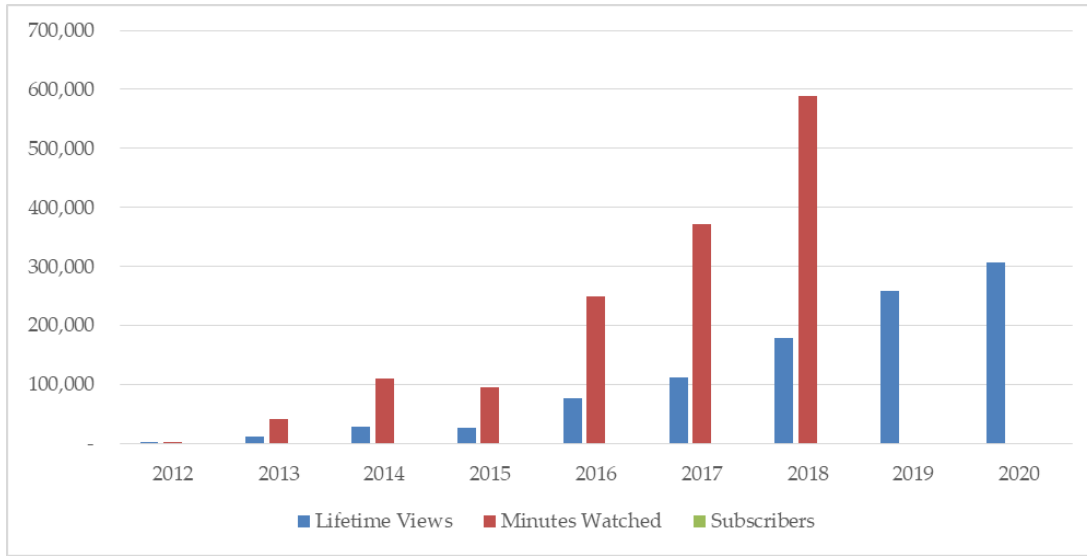
Since 2016 the museum has continued to gain users and last year again saw an all time peak in Website Sessions and is the biggest increase since the website was launched up to 10,337 from 6808 the previous year. As the Pemberton Museum begins to look at upgrades to the website, it will be important to think about website design that helps to generate sessions as well as new users.

How do people find us on Google? Organic searches provide most of the traffic (8168 searches). Direct searches result in some of the traffic (1838 searches) and Sea to Sky region (1008 searches).

YOU TUBE ANALYTICS (ONLINE VIDEO)

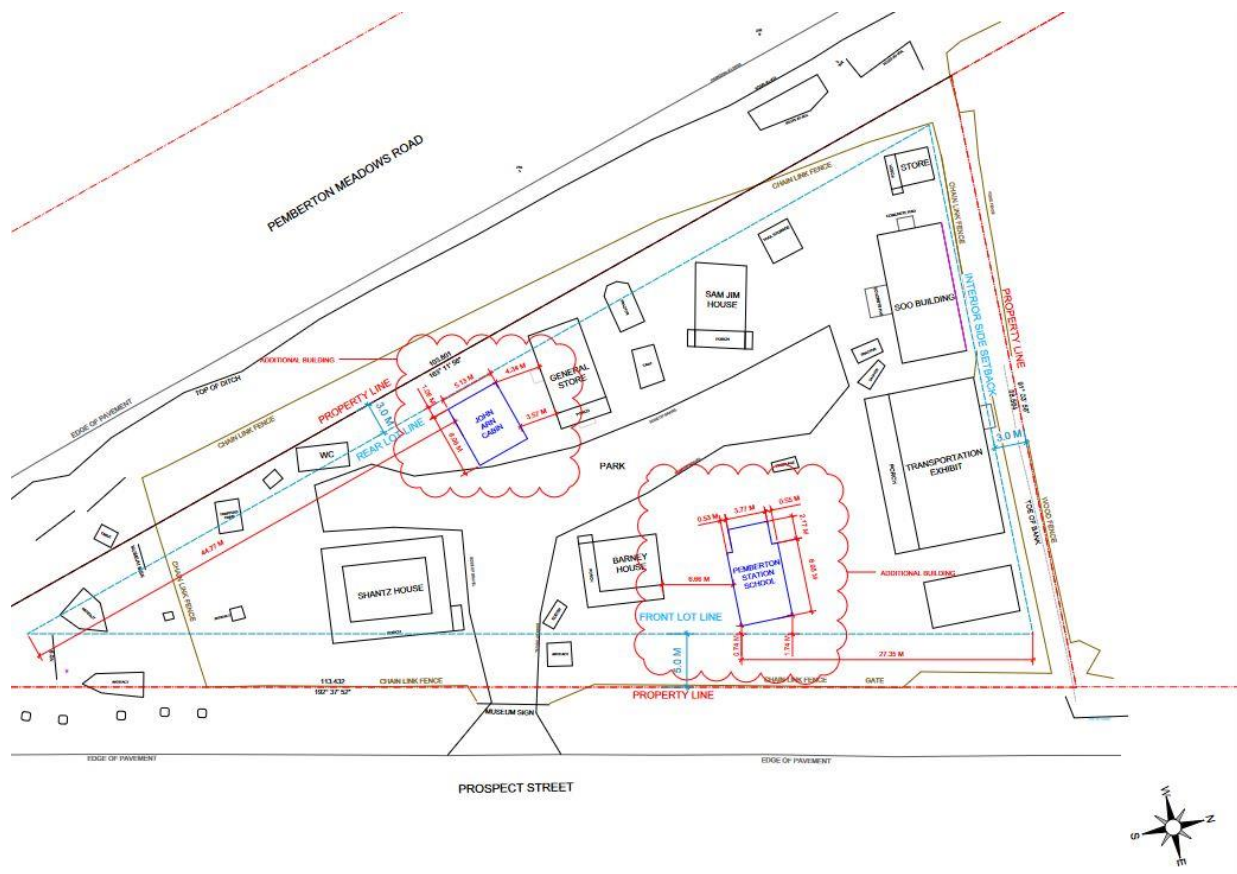
The museum began uploading videos to You Tube in 2009 that are linked to the museum’s website. This has resulted in Lifetime Views of over 300,000!! The average duration of a video watched is 3 minutes. The Pemberton Flood of 1984 was the 2nd most popular museum video in 2020 with 6200 views. The most popular video overall, with 232,000 Lifetime Views, was “West Coast Logging,” a clip from “The Incredible Forest” produced by MacMillan Bloedel which was converted from an old VHS tape.

You Tube Stats	2012	2013	2014	2015	2016	2017	2018	2019	2020
Lifetime Views	3,155	12,816	29,725	27,179	77,009	113,206	178,322	258,660	307,500
Minutes Watched	2,917	42,806	110,496	95,094	250,349	371,574	589,316	*data not available in same format as before	
Subscribers								310	390

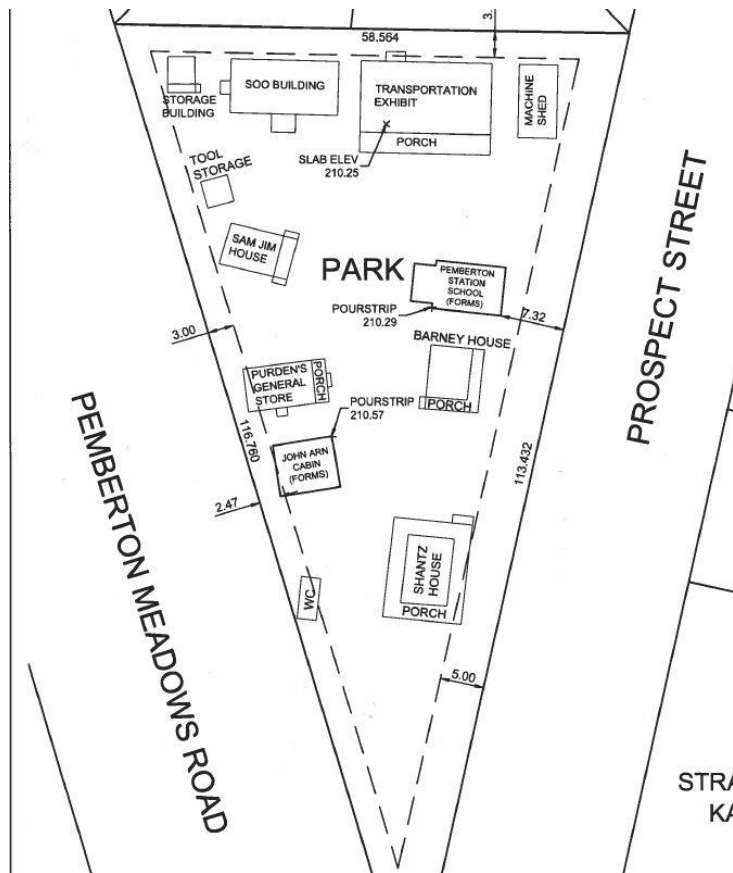


MUSEUM SITE OVERVIEW

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



See below for official updated site survey plan from Doug Bush surveying services in 2021.



STRUCTURE SURVEY

The museum has ten buildings and many outdoor feature exhibits arranged to create the illusion of a small pioneer village. There are six 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 three modern buildings constructed since 2005; the Soo Building and the new Administration and Display building and the Pemberton Stn. School. Temporary structures include two storage buildings. In 2021 a replica of the Pemberton Station School was built and the John Arn Cabin was moved and restored at the museum.

For the complete survey of all structures please see the Appendix. A building and asset management plan was developed in 2019 to document the description and history of buildings and planned maintenance schedules for all structures at the museum.

SUMMARY OF BUILDING CONDITIONS

The historic structures and new buildings have been assessed by staff and volunteers in the last decade and the condition is as follows:

BUILDING	CONDITION
The Shantz House: permanent exhibit	Good
The Barney House: permanent exhibit	Fair
The Storage Building	Good
The Sam Jim House: permanent exhibit	Fair
The Soo Logging Display Building: multi-purpose facility.	Excellent
Purden's General Store	Excellent
John Andrew Trapping Cabin	Fair
Pemberton Station School (new construction)	Excellent
John Arn Cabin (restored and re-engineered)	Good
The New Administration & Display Building (2013)	Excellent

Environmental conditions in each building were measured in 2013. Conditions included relative humidity, temperature, and light in each building using an electronic reader. This information is used to guide storage of artifacts, exhibit conditions for items on display and overall collection care. Ratings for the Schoolhouse and Cabin established in 2021 are assumed and will need to be benchmarked in 2022.

ANNUAL PROGRAMS

The museum hosts the following programs on an annual basis that draw over 60% of the annual visits.

Core Programs:

1. Tea & Tales. Oral history program about the District featuring the museum collection and local residents.
2. Children's Programs. Educational programs with local schools and daycare providers to improve educational offerings that are of benefit to these groups.
3. Halloween at the Museum. Successful community event since 2015 (suspended during pandemic) and an authentic Halloween community experience at the museum.

SCOPE OF COLLECTIONS

The museum's collection of objects predominantly consists of items called "Historic Objects" that are collected in accordance with the mandate.

	none	1-20	21-100	101-500	501-1000	1001-5000
Archaeology		x				
Arms & Armour/weapons		x				
Botany	x					
Ceramics & glass				x		
Ethnographic		x				
Geology/mineralogy/paleontology		x				
Historic Objects					x	
Metalwork/metal sculpture		x				
Musical Instruments		x				
Paintings		x				
Science/Technology/Medicine		x				
Stone Artifacts and sculpture		x				

SCOPE OF ARCHIVES

Pemberton Museum Archives: Holdings

	none	1-20	21-100	101-500	501-1000	1001-5000	5000-10,000
Photographs					x		
Manuscript collection							x
Oral histories			x				

VHS videos		x					
Posters		x					
Postcards			x				
Information files						x	
Pamphlets					x		
Local newspapers					x		
Maps			x				

The description of the archive holdings is as follows:

Total Volume: TBD approx.: 9.08 m (29 feet). Backlog: 17.38 m (57 feet)

Inclusive Dates: 1846 to present. Pre-dominant Dates: 1914 – 1958

The holdings consist of both public and private records generated by residents and organizations of Pemberton and District. Holdings include personal records of families and individuals in the community as well as the records of organizations and businesses that reflect the social, political and economic life of Pemberton and District. The collecting district is defined as those areas drained by waters entering the north end of Harrison Lake and those areas drained by waters entering Anderson Lake.

References are made to surrounding areas such as: Pemberton (Agerton, Port Pemberton), Port Douglas, 29- Mile, Poole Creek, Mt. Currie (Creekside), Birken, D'arcy, Whistler (Alta Lake), Seton and Shalalth, Lillooet (Cayoosh), Skookumchuk (At. Agnes Wells, Skatin).

GENERAL PLANS FOR THE FUTURE 2021-2026

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 Pemberton and District Museum and Archives Society supports the heritage and cultural goals of the local government's as outlined in the following plans:

The Official Community Plan – SLRD

- Museum supports the SLRD Area C OCP including objectives and policies in support of heritage resources. Specifically the following objective is relevant: To encourage and facilitate the identification, protection and conservation of heritage resources, including historical buildings, archaeological sites and historic trails.

The Integrated Sustainability Plan – SLRD

- The museum supports the SLRD's long range strategy out to 2030 to help the region celebrate its history, heritage and current culture with a view on providing authentic experiences that reflect the diversity of the region. The museum supports SLRD initiatives to establish a heritage inventory for the region.

The Regional Growth Strategy Bylaw

- The museum supports the SLRD's Regional Growth Strategy Bylaw specifically in Goals 7 & 8, pages 39-43.

GOAL 8 Enhance Relations with Indigenous Communities and First Nations

8.1 g) Encourage opportunities to learn about the many First Nations and Indigenous communities within whose traditional territory the SLRD operates, including culture, history, laws, rights, governance, roles, and responsibilities. This will be pursued by exploring opportunities to implement cross cultural professional development training on relevant topics and skills, such as: the history of Indigenous peoples; including the history and legacy of residential schools; the United Nations Declaration on the Rights of Indigenous Peoples; Treaties and Aboriginal rights; and intercultural competency, conflict resolution, human rights and anti-racism.

GOAL 7 Create Healthy and Safe Communities

The Regional Growth Strategy supports the creation of healthy, secure, safe and accessible communities. A healthy community approach is one that is continually improving the physical and social environments that people live, learn, work and play in. They are mutually supportive and allow individuals the opportunity to live in a healthy, safe and meaningful society.

The Official Community Plan – Village of Pemberton

- The museum supports the Village's Community Principles, specifically, "We know where we are because we embrace our heritage – We value that which makes Pemberton distinctive. We ground our unique sense of place in our people, history, culture and physical setting."

- Under “Planning Directions, Policies, Strategies and Actions:,” the need for a heritage plan is identified, along with preservation and designation of heritage properties. The museum supports establishment of a heritage inventory for the Village of Pemberton that includes historical buildings, archaeological sites and historic trails.

Pemberton and Area Cultural Plan – Village of Pemberton

- The museum supports Pemberton’s Cultural Vision “Pemberton: a community where culture reflects its mountain environment, active lifestyle and bold creative spirits.” Museum priorities align and complement Cultural Plan guiding principles.
- The museum will play an integral role in connecting locals and visitors to the history of the district through displays, stories, programs and events at the museum.

Downtown Enhancement Plan – Village of Pemberton

- The museum supports the community’s desire to increase exposure for local arts and culture within the downtown.
- The museum supports the need to implement a Downtown Arts, Culture and Heritage Plan.
- The museum supports the plan’s principles – to be environmentally, socially and economically sustainable; create great, focused and designed open spaces; strong sense of arrival; share Pemberton’s authentic identity; and showcase natural assets.
- The museum recognizes that the local government partners need to work with the museum to execute their plans and for the museum to increase its profile, public awareness of its location, and connections to the rest of downtown.

THE MUSEUM VISION TO 2026

By 2026, 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 museum will provide significant community benefit through achievement of goals in the following areas.

1. **Governance & Community Engagement.** The museum supports the Community Vision expressed by local government as it pertains to heritage. The museum will take meaningful action in acknowledgement of traditional territory of Lil'wat and Stl'atl'imx Nations and supports reconciliation initiatives. The museum will be a source of pride to local residents who will support it through gifts, donations and memberships and the museum will provide opportunity to memorialize loved ones and will recognize the contributions of volunteers.
2. **Capital Development.** The museum will build a Community Cookhouse (kitchen), expand the site to boundaries on the west side, build accessible washrooms and develop a safe, well-maintained and accessible site that will be of benefit to all visitors and users of the site over the long term.
3. **Collection Management & Development.** The museum collection will be accessible year round to the public and archive and collection development and preservation policies will ensure access is maintained for the future.

4. Programs and Exhibits. The museum will offer a broad array of programs and exhibit designs that are immersive and authentic and connect local and destination visitors to the rich heritage of the area. The museum will offer valuable socio-cultural and learning opportunities for all visitors.

5. Visitor Experience. The visitor experience will result in repeat visits and word of mouth promotion that reinforces community engagement.

KEY MUSEUM ROLES

- Preserve Pemberton and District's history and celebrate local culture through museum collection development and outreach activities (collection management, exhibits, programs, and events).
- Lead meaningful action in acknowledgement of traditional territory of Lil'wat and Stl'atl'imx Nations and support professional association calls to action for museums in reconciliation initiatives.
- Provide a public place for residents and tourists to socialize, reflect, relax and explore the past, present and future of Pemberton and District.
- Enhance Pemberton's growing cultural tourism sector and contribute to the ongoing success of the local community and regional economy.

STRATEGY MAP

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



- If the museum has good governance and community engagement this foundation will lead to overall community support.
- If the museum has community support it will have success with funding strategies for capital improvements.
- If the museum achieves capital improvements it will have an increased ability to preserve and develop the collection and to leverage the site for community benefit.
- If the museum has a well-managed and developed museum collection this will result in authentic and immersive programs and exhibits.
- If the museum has authentic programs and exhibits, delivered in a variety of ways, it will enhance the visitor experience on site and online.
- If the museum provides a great visitor experience this will generate word of mouth promotion and reinforce community engagement and support.

SPECIFIC MUSEUM GOALS & ACTION PLANS 2021-2026

To achieve the strategy the following goals and action plans for the next five years are as follows:

1. GOOD GOVERNANCE AND COMMUNITY ENGAGEMENT GOALS

The museum supports the Community Vision expressed by local government as it pertains to heritage. The museum will take meaningful action in acknowledgement of traditional territory of Lil'wat and Stl'at'imx Nations and supports reconciliation initiatives. The museum will be a source of pride to local residents who will support it through gifts, donations and memberships and the museum will provide opportunity to memorialize loved ones and will recognize the contributions of volunteers.

1. A) GOOD GOVERNANCE

We strive to continually review and revise Policies and Guiding documents to ensure Good Governance of the museum society. Policy goals include:

- Continue to enact Repatriation Policy and repatriate indigenous artifacts of cultural significance along with continued acknowledgement that the museum operates on the traditional unceded territory of Lil'wat and Stl'at'imx Nations in all public communications.
- Review and revise Collection and Archive Policy & Procedure Manuals – include Disaster Management & Digitization Procedures.
- Communicable Disease Health & Safety Plan policy – review and revise ongoing.
- Review Site Use – Temporary Use Agreements – policies and fees.
- Review and enact Gift Giving and In-Memorium policy.
- Review Research and Reproduction Policy and revise if necessary.

1. B) COMMUNITY ENGAGEMENT

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

- Review and identify what museum programs would be of benefit to the community.
- Review and identify key community partnerships and how we can partner with them.
- Volunteer Engagement – identify a menu of ways people can volunteer with the museum and identify youth vs. adult opportunities.
- Review and identify how the museum supports heritage strategies and values in Official Community Plans for VOP and SLRD.
- Volunteer Engagement – identify how to best document volunteer efforts and how to best track hours volunteered.
- **Involve community** in development of one room schoolhouse programming, community group use and exhibits.
- **Involve community** in development of farming/agricultural programs and exhibits.

2. CAPITAL IMPROVEMENT GOALS 2021-2026

The museum completed the pioneer village vision for the site in 2021 and the focus now shifts to developing the museum to sustain its mandate and to leverage the site and its assets for community benefit. The museum will carry out some final expansion plans to enhance public benefit of the site. Over the next five years the museum will build a Community Cookhouse (kitchen), expand the site elevations to boundaries on the west side and repair the boundary fence, build accessible washrooms and develop a safe, well-maintained and accessible site that will be of benefit to all visitors and users of the site over the long term.

- BC Hydro Upgrade from 200amp to 400 amp to improve electrical capacity and safety for the site overall.
- Accessibility remains a focus in all physical improvements.
- Washroom redevelopment will need consideration in the next five years.
- Community kitchen facilities have been a long term goal and will enhance programming capacity and revenue opportunities with temporary use agreements.
- Expansion of site to full perimeter boundary along Meadows Road.

3. COLLECTION MANAGEMENT & DEVELOPMENT GOALS

3. A) COLLECTION MANAGEMENT AND DEVELOPMENT (FOR PHYSICAL OBJECTS)

The museum collection will be accessible year round to the public and archive and collection development and preservation policies will ensure access is maintained for the future.

COLLECTION MANAGEMENT PRIORITIES:

The museum manages risks to the historic objects collection:

- We strive to increase condition reporting and the preparation of objects and historic buildings for long term preservation. Condition Reporting is a priority [again] for the next five years.
- We strive to ensure we can respond to disaster and have the equipment and resources in place along with a Disaster Management Plan (e.g. Sprinklers for roofs, Plan for sprinkler system during power outage, back up of digital assets offsite etc....)
- We strive to mitigate the risk of public to the collection through appropriate staffing so that all visitors are monitored and exhibits are checked and cleaned regularly.
- We strive to establish Digitization Policy that informs procedures for managing and preserving the museum's digital assets and well as determining digitization priorities for the collection.

COLLECTION DEVELOPMENT PRIORITIES:

The museum actively develops the historic object collection for public benefit:

- We strive to increase public access to the collection. We will upgrade our website platform to ensure continued public access to collection via digitization, online access and database development. We will adopt Chenhall's Nomenclature and adopt museum standards for

categorization. See rules: <https://app.pch.gc.ca/sgc-cms/nouvelles-news/anglais-english/?p=10425>.

- We will continue to maintain our Name Authority to ensure proper spelling of all Proper Names used in registration and establishment of community collections.
- We strive to audit the collection and to identify items for deaccession on an annual basis over the next 5 years.

3. B) ARCHIVE MANAGEMENT AND DEVELOPMENT

ARCHIVE REPOSITORY MANAGEMENT PRIORITIES:

The museum manages risks to the archive repository:

- We strive to increase appraisals, audits and the preparation of the archives for long term preservation in the next 5 years. The Condition of various MG groups will be assessed and priorities will be established. Items requiring immediate intervention in terms of encapsulation (folders and storage) will be identified.
- We strive to ensure we can respond to disaster and have the equipment and resources in place along with a Disaster Management Plan (e.g. Sprinklers for roofs, Plan for sprinkler system during power outage, backup of digital assets off-site etc....)

ARCHIVE REPOSITORY DEVELOPMENT PRIORITIES:

The museum actively develops the archive repository for public benefit:

- We will upgrade our website platform to ensure continued public access to collection via digitization, online access and prepping our descriptions for database development. We will develop a digitization policy that dictates our digital preservation formats in use, migration and hardware and software requirements to maintain the digital assets into the future. [Added by Curator in Nov 2021 at suggestion of AABC and CMA]
- See Resources for development of automated archive management processes: BCAA: Rules for Archival Description (<http://aabc.ca/>). The AABC Archivist's Toolkit: Arrangement and Description (RAD) <http://aabc.ca/resources/archivists-toolkit/arrangement/>
- See Resources for Digital Preservation Policy Development
- <https://aabc.ca/Electronic-Records-&-Digital-Preservation-Management>

4. PROGRAM AND EXHIBIT DEVELOPMENT GOALS

The museum will offer a broad array of programs and exhibit designs that are immersive and authentic and connect local and destination visitors to the rich heritage of the area. The museum will offer valuable socio-cultural and learning opportunities for all visitors.

4. A) PROGRAM AND EVENT GOALS

1. Improve Learning Opportunities at Events and Programs.

- a. Considerations include:
 - i. Improve visitor access to interactive learning opportunities like Scavenger Hunts. Socio-cultural learning opportunities about the history of Pemberton can only be accessed via permanent exhibits and textual labels.
 - ii. Audio and visual formats should be explored and hands on learning opportunities should be provided in the future.
 - iii. Currently, the entrance kiosk and the title boards describing each house on the exterior are the most accessible learning opportunities for visitors.

2. Improve Program Design.

- a. Considerations include:
 - i. There are many choices upon entering the museum but it is not clear what these are without exploration. Visitors are un-directed beyond the kiosk at the entrance gate. Few visitors ask for directions.
 - ii. Visitors exercise total choice over the visit in terms of admission, activities and interaction.
 - iii. Some Visitors stay longer than others and generally these appear to be families and seniors.
 - iv. Many people utilize benches and seating areas throughout the site.
 - v. The average visit was approx. 30 min.
 - vi. Visits were longer during programs and events.
 - vii. Special Needs individuals had less choice due to access restrictions; most exhibits and outdoor washroom are not accessible to strollers or wheel-chairs.

3. Improve Learning Opportunities at Events and Programs

- a. Actions include:
 - i. Improve Interactive elements (touch, feel, play) in programs & exhibits.
 - ii. Improve opportunities for dialogue (opportunity to comment/contribute) in programs & exhibits.
 - iii. Improve Choice & Control over experience at the physical site.
 - iv. Introduce a visitor survey to assess their experience with programs & exhibits (random survey).

4. Improve the museums ability to reinforce events and experience beyond the site.

- a. Actions include:
 - i. Website Upgrade
 - ii. Handouts
 - iii. Social Media campaigns

5. Improve partnerships and positioning of the site for community events, programs and gatherings.

- a. Actions include increase Site Use (public/private):

- i. Pemberton Arts Council
- ii. Pemberton Quilters Guild
- iii. Stewardship Pemberton
- iv. Pemberton Children’s Center
- v. Pemberton Public Library
- vi. Pemberton Women’s Institute
- vii. Pemberton Farmer’s Institute
- viii. The Pemberton Chamber of Commerce
- ix. Tourism Pemberton
- x. Squamish Lillooet Regional District and the Village of Pemberton
- xi. Local Schools including D’arcy, Mt. Currie, Whistler and Squamish.

6. Improve promotion and marketing of museum events and programs to Local Visitors and Destination Visitors

- a. Actions include:
 - i. Online blogging and newsletters.
 - ii. Social media tools like Facebook and You Tube.
 - iii. Sea to Sky Heritage promotions and partnerships with regional organizations like Whistler Museum & Archives and the Squamish Lillooet Cultural Centre.
 - iv. Partnerships with Tourism Pemberton members in the context of museum participation in cultural tourism packages.

7. Increase Program & Event Offerings

- a. Actions include:
 - i. **Continue to offer Core Programs & Events 2021-2026**
 - o **Tea & Tales.** Continue collecting and presenting stories about the District featuring the museum collection and local residents.
 - o **Children’s Programs.** Continue to build educational programs with local schools and daycare providers to improve educational offerings that are of benefit to these groups.
 - o **Halloween at the Museum.** Build on the success of the 2015 event and create an authentic Halloween community experience at the museum.
 - ii. **Develop and Offer New Programs & Events 2021-2026**
 - o **Christmas at the Schoolhouse.** New event using the School house in early December. Partner with community crafters and musicians.
 - o **Back to School programs.** Offered in the Fall and Spring School Programs – target local elementary schools for field trips.
 - o **Life on the Farm.** New educational programs using the new Arn Cabin and agricultural equipment on site to demonstrate and celebrate agriculture in the Pemberton Valley.
 - o **Date Night.** New event fall 2021 that saw a lot of interest. Extend museum hours until 7pm and partner with local restaurant for food.

- **Arts & Cultural Programs.** Partner with the local artists and crafters to promote local artists on site and to provide unique visitor experiences like workshops, presentations, interpretations and performances

4. B) EXHIBIT DEVELOPMENT GOALS

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, schools and groups. 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 interaction settings, and outdoor exhibits. [See Exhibit Design Background Information below]

The exhibit design will provide a connection to the Pemberton outdoor setting using large-scale images and display configurations.

- Provide a variety of display settings that encompass the overall themes and sub-themes.
- Allow visitors to learn more about specific topics by exploring artifacts and interpretive materials that are incorporated into major display modules.
- Have a number of exhibits that can be modified or replaced on a frequent basis to support particular events or programs.
- Accommodate a variety of group activities including activities for school and adult groups, presentations, readings, luncheons, private and public events, community open houses and discussion groups.

IMPROVE EXHIBIT ACCESS

The museum strives to offer barrier-free access to exhibits to ensure access for all.

- Improve physical accessibility to exhibits and provide digital alternatives if access is challenged by physical barriers.
- Improve online exhibit experiences (photo galleries that illustrate educational themes expressed in the museum mandate).
- Improve digital element interactivity online and in exhibits (I can choose what I want to learn about).
- Create alternative accessible ways to access information about museum exhibits (audio/visual) for those with hearing and vision impairment.

5. VISITOR EXPERIENCE GOALS

The majority of visitors to the site pre-pandemic and post-pandemic are Local Visitors. A great experience will also drive goals in the “Community Engagement” part of the master plan. Great Visitor Experience outcomes are also driven by the “Programming & Exhibit goals” components of the master plan.

5. A) PROVIDE VISITOR SERVICE TRAINING TO ALL STAFF AND VOLUNTEERS

- Provide Visitor Service Training to all staff and volunteers at the museum as part of their orientation beginning in 2022.

5. B) EVALUATE VISITOR SERVICE

- Evaluate Visitor Service in the spring, summer and fall seasons using a Visitor Service survey. Gather random sample of responses. Example below.

General Visitor Info

1. How often do you visit museums?
2. Who did you come with on your trip?
3. What is your favorite type of museum?
4. How did you hear about this museum?
5. What was the primary motivation for your visit?

Following the introductory part of your questionnaire, you want to shift into questions evaluating their experience.

On a scale from 1 to 5, how satisfied were you with your visit?

1. What did you enjoy most about the museum?
2. What did you least enjoy about the museum?
3. Would you recommend the museum to a friend?
4. What would you change, if anything, about the museum?
5. What kind of exhibits would you like to see here in the future?

KEY MEASURES FOR ANNUAL REPORTING

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

1. Good Governance & Community Engagement	Gross Revenue generated by museum and net per year Visitor numbers – onsite and online
2. Capital Improvement	Value of museum Assets per year
3. Collection Management & Development	Annual Research and Reproduction Requests

	Annual Acquisitions, Deaccessions & Transfers
4. Exhibit & Program Development	Exhibit Evaluations x 1 annually (Comfortable, Engaging, Reinforcing, Meaningful)
5. Visitor Experience	<p>Visitor Service Survey x 5 (1 x June, July/August x 2, Sept/Oct x 2)</p> <p>Visitor Sign-in Book comments</p> <p>Visitor feedback online (following, liked, shares, comments, email).</p>

IMPLEMENTATION PLAN

The implementation plan will begin in April 2022 with a review of this revised master plan by the Board of Trustees of the Pemberton Museum. Following approval the following action plan is suggested for management of this plan tracking of the goals and activities described in the plan.

ACTION
Roll out Museum Master plan to board, members and key partners for review and feedback to include in final planning document.
Use Master Plan when creating annual operating and capital request budgets and plans.
Use Key Measures in Annual Report to the Board at AGM.
Track Capital Improvement Projects (CIP) using chart of accounts developed in 2014.
Use government funding to leverage other funding sources (private and public).
Determine grant writing strategy for all capital projects.
Secure funds from granting agencies.

PHASED IMPLEMENTATION PLAN

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

project plan. The new buildings constructed on site in 2021 will generate new program and event revenue for the site which will help to off-set operational costs over the long term.

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 ten years has seen significant investment by local government, the provincial and federal governments 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 below for a list of potential funding sources over the next 3 years:

CAPITAL (GRANTS)

Cultural Spaces Canada, Local Government, Local Foundations, Heritage BC, BCMA, Enabling Accessibility Fund, Provincial Heritage/Community Infrastructure Grants

OPERATION ENHANCEMENT (GRANTS)

Young Canada Works, Museum Assistance Program (museum collection projects), Documentary Heritage Community Program (archive development projects), Canada Summer Jobs, Building Communities through Arts & Heritage, BC Gaming Grants for Arts & Culture.

LOCAL FUNDING SOURCES

- Village of Pemberton (VOP)
- Squamish Lillooet Regional District (SLRD)
- Whistler Community Foundation
- Pemberton and Area Endowment Fund
- Community Enhancement Grant (VOP)
- Whistler Blackcomb Foundation
- Community members and organizations

This funding strategy will be reviewed and revised as per the Implementation Plan schedule.

BACKGROUND INFORMATION

The rest of this section of the report provides context and further background information for each goal.

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.

Since 2010 the museum has developed policy in the following areas:

- Trustee Orientation guide that outlines the scope and role of the museum board along with descriptions of individual roles and responsibilities. The document provides governance guidance for a working board in conjunction with the bylaws and constitution for the Society.
- Human Resources policy that defines the terms and conditions of the employee/employer agreement including an Employee Handbook for use in training and orientation.
- Financial Management Policy
- Temporary Use Agreements Policy.
- In-Memorium and Gift Giving Policy: 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.
- Communicable Disease Health & Safety Policy.

Since 1982 the museum has engaged the community of Pemberton & District.

The museum has always been a community project and will continue to engage local community members in volunteer activities that provide a sense of enjoyment and contribution toward the museum's development and sustainability. This is achieved via expansion of our membership base, promotional activities along with communication of this master plan and providing ways for community to engage in the museum plan.

The museum will continue to partner with local organizations for promotions, programs and events at the museum. Local partnerships currently include: The Pemberton Women's Institute, Pemberton & District Library, Pemberton Arts Council, Tourism Pemberton, Pemberton & District Chamber of Commerce, local museums including Whistler Museum, Lillooet Museum & Visitor Center, Bralorne museum, Squamish Lil'wat Cultural Center, West Coast Railway Association, Lil'wat Lands & Resources Department, the Pemberton Seed Grower's Association, Pemberton Farmer's Institute.

2. CAPITAL IMPROVEMENT PLANS

The museum has had good success with pairing federal, provincial and local government grants. Once these funds are in place, securing grants from local sources is more successful. Community support for capital improvement projects is encouraged by multi-tiered government funding that can match fundraising efforts.

3. COLLECTION MANAGEMENT AND DEVELOPMENT

To ensure the long term preservation of the museum collection the Trustees of the Society will request that staff review and update Collection Management policy and procedure manuals to ensure current procedures and information about the collection is current every five years

Policy and Procedure development will include reports on scope of collections and archives that can be used to assess museum inclusiveness of all residents and organizations over the long term. In the short term policy will be developed in the areas of Disaster Management and Digitization to ensure management of risks associated with natural and man-made disasters.

COLLECTION CARE RISK MANAGEMENT

What follows is a collection care risk assessment from 2010 that can be used as a guideline for prioritization and resource allocation.

COLLECTION CARE RISK ASSESSMENT

To summarize the risks assessed at the Pemberton Museum from a preliminary assessment of the agents of deterioration, from greatest to least, we will use Robert Waller's, *Table 1*¹. The definition of risks are *Constant, Sporadic and Rare* and are illustrated below.

Table 1

RISK	Constant	Sporadic	Rare
Flood		x	
Vandalism/Theft	x		
Relative Humidity	x		
Visible Light and UV	x		
Inherent Vices	x		
Earthquake		X	
Public usage	x		

¹ Robert Waller. "Conservation Risk Assessment: a strategy for managing resources for preventive conservation," *Preventive Conservation Practice, Theory and Research* (A. Roy and P. Smith, eds). London: International Institute for Conservation of Historic and Artistic Works, London, (1994), pp. 12

Temperature	x		
Pollutants		x	
Fire			x

The risks, in priority are:

1. public usage,
2. vandalism, and theft,
3. relative humidity, temperature, visible Light and UV,
4. inherent vices,
5. pollutants,
6. flood, fire and earthquake

Annual Collection management projects and activities are guided by this information and inform policy development and budgeting annually.

COLLECTION DEVELOPMENT PRIORITIES

The Pemberton Museum demonstrates how public accessibility to digital networks is a catalyst for change and transforming the cultural heritage community. This small community museum is required to keep in step with the larger cultural heritage community in order to increase public accessibility. To achieve this, the museum needs to continue to invest in professional development for employees, continue long range planning for technology upgrades, and adhere to evolving information management standards in the larger museum and archives community.

The recent experience with the launch of the website in 2009 clearly demonstrates how the web provides another entrance door for the public to access and interact with the museum in new ways. The continued development of the website and social media tools will continue to be a new focus for the museum. The growth in research and reproduction requests demonstrates the interest the public has in accessing the collection and interacting with the museum. Digital technologies have been a catalyst for changing how this small community museum opens its doors to public.

In this context the museum strives to increase public access to the collection. We will ensure public access to collection via digitization, online access and database finding aids.

The short term priorities for collection development include:

- Database (Registers) – Since 2007 databases for archive, object and photo registers were created to ensure easy searching for research. The databases were built with information from accession ledgers catalogue cards and gift forms. The archive register is built to adhere to Rules for Archival Description (RAD) standards. The object register is built to adhere to Canadian Heritage Information Network (CHIN) standards and museum principles and practices. The photo register provides links to Archive Collections (MG). A name authority was created for donors stated in all

the registers. As records are updated to meet professional standards and items are digitized, the database is updated to reflect the changes. The databases will continue to be developed to meet professional standards so they can be shared via professional associations like Memory BC, CHIN, etc.....

- Historic Object access (online). <http://www.pembertonmuseum.org/collections/objects/>
In 2013, with funding from the Museum Assistance Program (MAP), the historic object register was updated to include fields and data standards advised by CHIN. Condition reporting policy and procedure was developed and over 1000 objects have been appraised and photographed. Images and updated descriptions have been uploaded online. Since 2013 all new accessions have condition reports completed along with photographs and web records.
- Condition Reporting. This policy and procedure was developed beginning in 2013 and continues to be an area for development. Photography equipment (lighting, drop sheet, camera flash) is required to improve quality of images. Oversized objects and historic buildings require specialized reports.
- The museum will upgrade the website in 2022 to WordPress platform as the current platform Umbraco is poorly supported.

Resources for development of automated collection management processes:

CHIN: "CHIN Data Dictionary" <http://www.rcip-chin.gc.ca/application/ddrcip-chindd/description-about.app?lang=en>

Changing in 2015 to: <https://www.canada.ca/en/services/culture/heritage/museology/index.html>

Getty Vocabularies: "Introduction to Vocabularies: A Guide to Enhancing Access to Art and Material Culture Information." Elisa Lanzi, revised by Patricia Harpring (2000) Getty's Information Institute Website.

http://www.getty.edu/research/conducting_research/vocabularies/

ARCHIVE DEVELOPMENT

The Archives will actively pursue the expansion and maintenance of its collection with photographs, maps, historical documents and records, ephemera, and oral histories. In addition, the Museum will collaborate with local organizations to build accrual agreements and repository agreements to ensure the long term preservation of the community memory.

Our five year plan (2021-2026) focuses on database development and online access. We strive to increase public access to the collection. Ensure public access to collection via digitization, online access and database finding aids

- Photo Archive access (online). In 2010 the museum built an online image bank using the photo register. <http://www.pembertonmuseum.org/collections/photos/>
Over 2000 images were uploaded since 2010. Photos are digitized annually as they meet priority scan status (40 years or older including new acquisitions).
- Archive Collection access (online). In 2013 the museum began uploading archival materials for public access. In 2015 MG34 (Printed Materials) was appraised and audited and 150 items were

identified for web access. This continues to be an area for development and MG 35 (Clipping Collection) is the next focus area. <http://www.pembertonmuseum.org/collections/archives/>

- Archive Collection Development. Fond level (MG) descriptions are required along with research to support biographical statements. MG’s with open accruals require Series and Sub-series descriptions. Vocabulary controls are required for all descriptions at all levels. MG’s will be targeted based on informational value for research. Backlog processing will be completed as items are required for research and/or public access. Policy and procedure to manage born digital objects (videos, images, and documents) will be developed by 2026 to ensure long term preservation of these items. A long term storage plan will be developed by 2026.

Resources for development of automated archive management processes: BCAA: Rules for Archival Description (<http://aabc.ca/>). The AABC Archivist's Toolkit: Arrangement and Description (RAD) <http://aabc.ca/resources/archivists-toolkit/arrangement/>

Resources for Digitization:

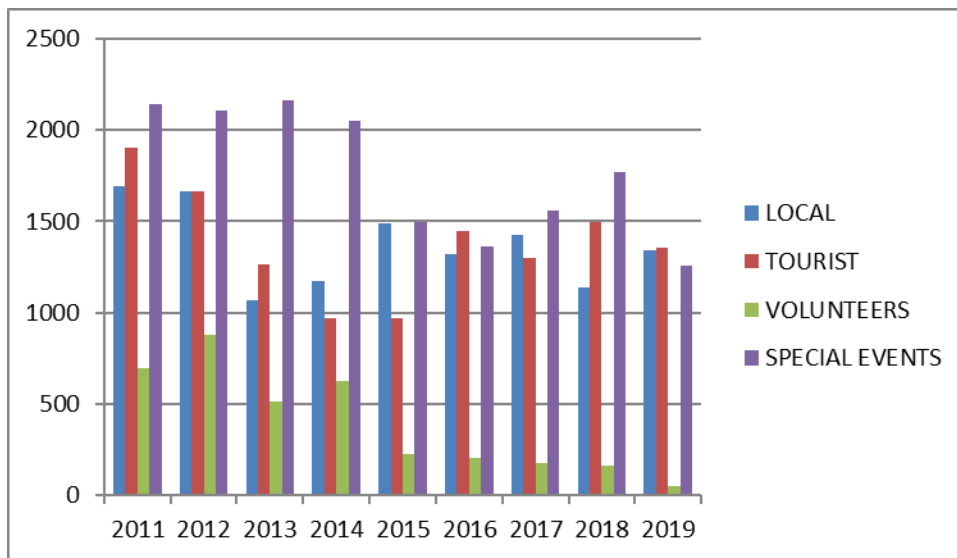
CHIN: “Capture Your Collections”

http://www.rcip-chin.gc.ca/contenu_numerique-digital_content/numerisez_collections-capture_collections/index-eng.jsp

4. PROGRAM & EXHIBIT DEVELOPMENT

CORE PROGRAM VISITOR NUMBERS

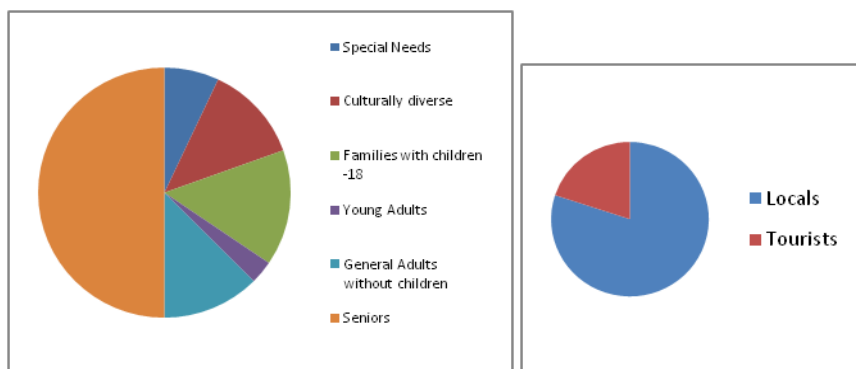
Visitor numbers below, demonstrate the value of the site to local visitors who generally make up sixty percent of the museum visits annually.



VISITOR OBSERVATION EXERCISE

Country Fair Sept 12, 2009 and Visitor Assessment September 18th, 2015

In 2009 a Visitor Observation exercise was conducted for the museum and the Country Fair event was used to collect information on visitor demographics and the various uses and non-uses of the site. In 2015, staff used a scoring sheet to assess visitor amenities, learning opportunities and signage and labeling. This information was used in the development of a programming and exhibit improvement plan for the next five years.



VISITOR OBSERVATION CONCLUSIONS

Based on the Visitor Observation exercises in 2009 and 2015 and a review of visitor comments the following priorities for program development are to:

- Improve visitor orientation and amenities including accessibility.
- Improve learning opportunities at museum events and programs.
- Improve program design.
- Improve learning opportunities at events and programs.
- Improve exhibit signage and labeling.
- Improve the museums ability to reinforce events and experience beyond the site.
- Improve partnerships and positioning of the site for community events, programs and gatherings.
- Improve promotion and marketing of museum events and programs to local visitors and destination visitors using social media.

Based on the Visitor Observation exercise and review of visitor trends the following priorities for program development are to:

Improve Visitor Orientation.

- It isn't clear to visitors how to use the site, especially during an event or program.
- There is not a formal plan to orient visitors once they are through the gate.
- The site is not fully accessible and a solid surface pathway is required.

Improve Learning Opportunities at Events and Programs.

- Improve visitor access to interactive learning opportunities like the “Little Pioneers” Scavenger Hunt. Socio-cultural learning opportunities about the history of Pemberton can only be accessed via permanent exhibits and textual labels.
- Audio and visual formats should be explored and hands on learning opportunities should be provided in the future.
- Currently, the entrance kiosk and the title boards describing each house on the exterior are the most accessible learning opportunities for visitors.

Improve Program Design.

- There are many choices upon entering the museum but it is not clear what these are without exploration. Visitors are un-directed beyond the kiosk at the entrance gate. Few visitors ask for directions.
- Visitors exercise total choice over the visit in terms of admission, activities and interaction.
- Some Visitors stay longer than others and generally these appear to be families and seniors.
- Many people utilize benches and seating areas throughout the site.
- The average visit was approx. 30 min.
- Visits were longer during programs and events.
- Special Needs individuals had less choice due to access restrictions; most exhibits and outdoor washroom are not accessible to strollers or wheel-chairs.

Improve Learning Opportunities

- Improve Interactive elements (touch, feel, play) in programs & exhibits.
- Improve opportunities for dialogue (opportunity to comment/contribute) in programs & exhibits.
- Improve Choice & Control over experience at the physical site.
- Introduce a visitor survey to assess their experience with programs & exhibits (random survey).

Improve the museums ability to reinforce events and experience beyond the site.

- Website
- Handouts
- Projects
- Satellite Exhibits & Loans to other Institutions

Improve partnerships and positioning of the site for community events, programs and gatherings.

- Site Rentals (public/private)
- Pemberton Arts Council
- Pemberton Quilters Guild

- Stewardship Pemberton
- Growing Great Children
- Pemberton Public Library
- Pemberton Women’s Institute
- Pemberton Farmer’s Institute
- The Pemberton Chamber of Commerce
- Tourism Pemberton
- Squamish Lillooet Regional District and the Village of Pemberton
- Local Schools including D’arcy, Mt. Currie, Whistler and Squamish.

Improve promotion and marketing of museum events and programs to Local Visitors and Destination Visitors

Actions include:

- Online blogging and newsletters.
- Social media tools like Facebook and You Tube.
- Sea to Sky Heritage promotions and partnerships with regional organizations like Whistler Museum & Archives and the Squamish Lillooet Cultural Centre.
- Participation in the Van Dop Arts & Cultural Guide and the annual BC Cultural Crawl.
- Print ads in Coast Mountain Tourism publications, local newspapers and exposure via Tourism Pemberton.
- Partnerships with Tourism Pemberton members in the context of museum participation in cultural tourism packages.

IMPROVE EXHIBIT DESIGN [ESTABLISHED IN 2010]

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.

The exhibit design will provide a connection to the Pemberton outdoor setting using large-scale images and display configurations.

- Provide a variety of display settings that encompass the overall themes and sub-themes.
- Allow visitors to learn more about specific topics by exploring artifacts and interpretive materials that are incorporated into major display modules.
- Have a number of exhibits that can be modified or replaced on a frequent basis to support particular events or programs.
- Accommodate a variety of group activities including activities for school and adult groups, presentations, readings, luncheons, private and public events, community open houses and discussion groups.

There are three types of exhibit settings envisioned for the Pemberton Museum:

EXHIBIT DESIGN: BACKGROUND INFORMATION REGARDING EXHIBIT DESIGN AT THE MUSEUM.

There are three types of exhibit settings at the Pemberton Museum:

Core Exhibits: will help create a memorable museum experience, reflect the major themes, and provide visual references to the museum mandate. Core exhibits at the museum include: The Shantz house (Pioneer Life), the Barney House (one room school), General Store, The Sam Jim House (early services and institutions established), the Transportation Exhibit and the Machine Shed. Soon the Arn Cabin will join this group of Core Exhibits and will display farming equipment and the story of agriculture in the Pemberton Valley.

Feature Exhibits: will be altered as required to provide broader exploration of particular stories and/or an extended range of topics and ideas. These exhibits will be designed to be temporarily moved to create a larger open area when required for presentations or other group activities and to be easily dismantled to minimize disruption when exhibits change. The Feature Exhibits will be rotated, changed or replaced regularly, perhaps as often as every four to six months. Feature Exhibits at the museum include: The Soo Building logging/forestry exhibit. The School house will become this type of exhibit so that the space can be easily transformed from a one room schoolhouse display to a presentation/event space for public use as needed.

Outdoor Feature Exhibits: will be incorporated into publicly accessible outdoor program areas. The intention will be to spark interest and curiosity about the Museum and thereby help attract visitors. The contents would change periodically. Outdoor Feature exhibits include: The Trapper Cabin and many pieces of equipment on the site.

Exhibit Design – other considerations:

Interaction Settings: Interaction Settings will be located at each heritage house and in outdoor areas and will provide a comfortable context for storytelling, conversation and interaction between visitors and local residents. The interior interaction settings are incorporated into the base building design and/or created with display components.

An outdoor example of this concept would be a fire pit located on site that would be used for storytelling sessions including hot chocolate. An indoor example could be realized in the form of a children's activity zone with books, games, age-appropriate display elements, and seating for family participation.

Loans and MOU's between Institutions: The museum developed incoming and outgoing loan policy in 2012 and loans have occurred with the Squamish Lil'wat Cultural Centre located in Whistler B.C., borrowed a few historic objects for a one year loan in their exhibit hall (2013). The museum borrowed a few items from West Coast Railway Association for the recent 100th Anniversary of the Railway in 2014. The museum borrowed a few items from BC Hydro's collection for the Bridge River Project component of the Transportation exhibit in 2015. Loans are a great way of cross promoting local institutions and building partnerships and the museum plans to participate in loans in the future. There is also opportunity as the museum works through repatriation of artifacts and houses to work with Lil'wat and N'Quatqua Nations on future MOU's concerning the houses and the displays within. Perhaps these are recognized outreach spaces for indigenous perspectives on settlement and opportunity to educate museum visitors on concept of traditional territory.

EXHIBIT EVALUATION

The Pemberton Museum strives to develop exhibits that can be judged according to the following Framework for Excellence criteria developed by the National Science Foundation.

Comfortable:

- An excellent exhibition helps the visitor feel comfortable—physically and psychologically.
- Good comfort opens the door to other positive experiences.

Engaging:

- An excellent exhibition is engaging for visitors. It entices them to pay attention.
- Engagement is the first step toward finding meaning in the exhibit story.

Reinforcing:

- In an excellent exhibition, the exhibits provide visitors with abundant opportunities to be successful and to feel intellectually competent—beyond the “wow” of engagement.
- In addition, the exhibits reinforce each other, providing multiple means of accessing similar bits of information that are all part of a cohesive whole. Visitors are confidently on their way to having meaningful experiences.

Meaningful:

- An excellent exhibition provides personally relevant experiences for visitors. Beyond being engaged and feeling competent, visitors find themselves changed, cognitively and affectively, in immediate and long-lasting ways.

Improve Exhibit Design

- Improve digital elements in exhibits (images, videos).
- Improve digital element interactivity in exhibits (I can choose what I want to learn about).
- Improve online exhibit experiences (photo gallery, VMC).

VISITOR ASSESSMENT: EXHIBIT IMPROVEMENTS NEEDED

The following activities were identified through a Visitor Assessment exercise in 2015 and these improvements would enhance the visitor experience.

Exhibit Signage and Labelling

- Improve ability to distribute materials to reinforce exhibit.
- Improve Object Labels – 75 words MAX.
- Develop more Group Text Signage (like Transportation Exhibit) to provide more context to objects.
- Develop Introductory Signs for permanent exhibits that explains rationale for each exhibit (e.g. Shantz exhibit illustrates Pioneer Living, the Sam Jim House exhibit illustrates Services and Institutions developed in the 1930s-1960s.).
- Add Title Signs to all new buildings (thematic).

5. VISITOR EXPERIENCE

To provide great visitor service the museum will offer the following service training to all staff and volunteers at the museum.

WHY IS VISITOR SERVICE SO IMPORTANT?

At the Pemberton & District Museum & Archives we exist only because we have visitors coming to the museum; or visitors using our museum services online. We want every visitor to feel special and to have a positive experience they will go home and tell their friends about. It is a competitive market out there and our visitors, like our staff, are a precious resource to us. Not only do we want to attract new visitors, we want our current visitors to come back.

The Visitor Experience can be defined by three concepts that define great service; Connect, Assist, Exceed.

CONNECT

- Smile – Use your smile to engage and connect with visitors, volunteers & employees, or “smile” with your voice on the phone or in writing.
- Eye Contact – Eye contact demonstrates that you are focused on the visitors needs. If not communicating in person validate what the person is saying by asking questions and letting them know you understand.
- Recognition – Make every effort to recognize someone by name, and strive to provide a more personal and individually tailored form of service
- Voice – Communicate clearly and simply with visitors, volunteers & employees when speaking and writing.

ASSIST

- Informed – Keep informed about the museum and be able to answer questions without hesitation. If you don’t know the answer to a question, let the visitor that you will find out for them and follow-up immediately.
- Clean – it is all of our responsibility to maintain a clean and professional appearance of the site including the people that work here. Please come to work ready to work with a neat & tidy appearance. Help keep the site clean, safe and cared for everyday.

EXCEED

- Everyone - It is up to all of us to bring the museum to its full potential and provide great community benefit. It is only when we all work together and support each other that we will become successful. Don’t be afraid to ask for help and don’t be hesitant to give assistance. Know your Visitors and anticipate what they need. Provide the extra effort so people feel great about their visit to the museum and tell others to visit.

WHO ARE OUR VISITORS?

BOOMERS & SENIORS

These are men and women, married and unmarried, who live in households where there are either no children, or the children are grown up and mostly going their own way. Also known as “Empty Nesters”, these folks are generally over the age of 50 but they can be younger, if there are no children present. Seniors are people 65+ who live in town and in the surrounding area. They are interested in consistent service and value. They love to visit museums and to reminisce about times gone by. They have time to browse and are core supporters of museum events and programs. They love the social aspect of the museum.

YOUTH

Teenagers and 20 something’s. But keeping in mind that it is more about a state of mind rather than an age range. They are extremely passionate about their activities and social life. They are advanced/expert users of technology. Providing group activities and technological tools for exploring the museum will provide them with a great museum experience.

FAMILIES

Parents with children (generally under the age of 16 or so). The parents can be any age, but will usually be between the ages of 35 and 50. They are looking for things to do as a family. Kids are big influencers on the visit and are very keen to explore (and climb) throughout the site. Providing age appropriate activities for families helps to keep children engaged and safe while visiting the museum.

INDEPENDENTS

Independents are young women and men, single or married but with no young children in their households. They are generally between the ages of 23 and 35. Independents are most likely to be found out and about after 6:00pm. Current with the technology and trends. Providing group activities and technological tools for exploring the museum will provide them with a great museum experience (even after hours).

RESEARCHERS & DONORS

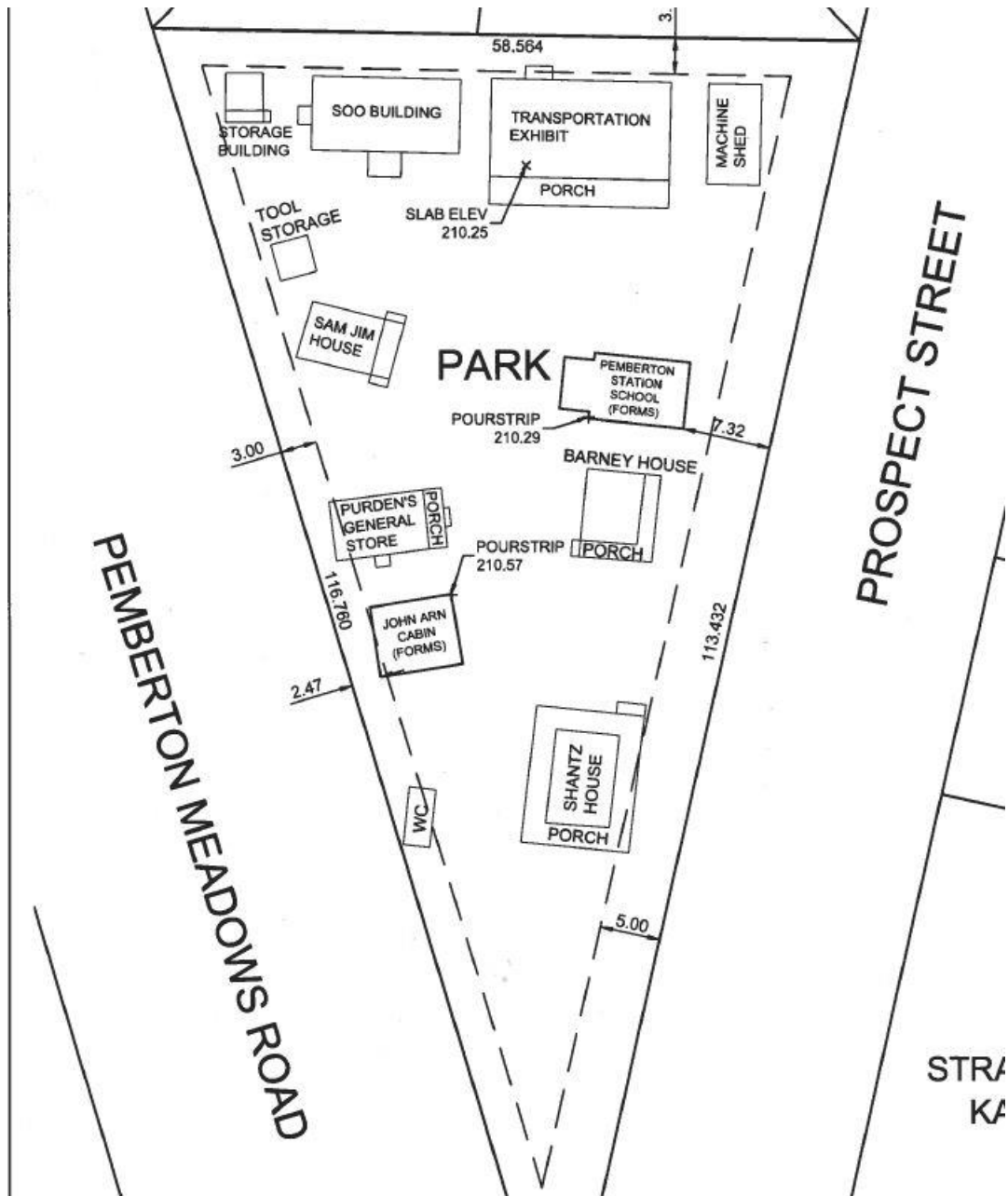
Research and reproduction requests are a core museum service we provide. Accepting donations of artifacts or archives is another core service we rely on as a museum. Requests often come through email, but can also happen via telephone or in person. Know how to deal with research and reproduction requests and what to do if someone wants to donate items to the collection. Ask for help. Never say “I don’t know”. Get contact information so the Curator can follow up on the request and let them know their request or donation is important to the museum.

APPENDIX

1. PEMBERTON MUSEUM AND ARCHIVES SOCIETY CONSTITUTION

1. The name of the Society is the Pemberton and District Museum and Archives Society
2. The purposes of the Society are:
 - a. to collect and preserve information, records and objects of scientific, educational, historical and cultural value associated with the area, and without limiting the generality of the foregoing.
 - b. To establish and maintain a museum and archives for the purpose of preserving, recording and exhibiting or otherwise making available such material for the public.
 - c. To undertake an education program
 - d. To undertake other such activities which, from time to time, may be deemed appropriate.
3. The operations of the Society are to be carried on in the Pemberton District and surrounding area. This provision is alterable.
4. The Society shall be carried on without purpose of gain for its members and any profits or other accretions to the Society shall be used to promote its purposes. This provision is unalterable.
5. In the event of dissolution of the Society, any funds of the Society remaining after the satisfaction of its debts and liabilities shall be given or transferred to such organizations concerned with social problems or organizations promoting the same object of this Society as may be determined by the members of the Society at the time of dissolution. Then such funds shall be given or transferred to some other organization, provided that such organization referred to in this paragraph shall be a Canadian charitable organization, a Canadian charitable cooperation, or a Canadian charitable trust recognized by the Department of National Revenue of Canada as being qualified as such under the provisions of the “Income Tax Act” of Canada from time to time in effect. This provision is unalterable.

2. LEGAL PLAN FOR MUSEUM SITE AT 7455 PROSPECT STREET.



3. SLRD REQUISITION REQUEST 2021-2026 – OPERATING PLAN REQUIREMENTS

The following plan was submitted to the Squamish Lillooet Regional District 2016 Budget Committee.

Our mandate: Our mandate defines what we collect at our museum to preserve the community memory for the future. 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.

OPERATING PLAN REQUEST 2022-2026



Box 219, 1350 Aster Street
 Pemberton, BC V0N 2L0
 P. 604-894-6371 TF. 800-298-7753
 F. 604-894-6526
 info@slrd.bc.ca www.slrd.bc.ca

5 YEAR PLAN - SUMMARY
 Pemberton & District Museum & Archives Society

	2022	2023	2024	2025	2026
REVENUE					
Requisition amount - Operations	\$ 149,991.60	\$ 157,277.60	\$ 163,387.60	\$ 169,735.60	\$ 169,735.60
Requisition amount - Major Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -
Other Source of revenue:	\$ 78,534.00	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$228,525.60	\$157,277.60	\$163,387.60	\$169,735.60	\$169,735.60
EXPENSES					
Operating expenses:	\$ 228,525.60	\$ 157,277.60	\$ 163,387.60	\$ 169,735.60	\$ 169,735.60
Major Capital Project expenses:	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES:	\$228,525.60	\$157,277.60	\$163,387.60	\$169,735.60	\$169,735.60
Surplus / Deficit (should be \$0)	\$ -	\$ -	\$ -	\$ -	\$ -

Monique Midgley
 Signature (President, Chair or Treasurer)

02-Oct-21
 Date

GRANT AND PROGRAMMING OPPORTUNITIES

Local government contributions to the Pemberton Museum have helped the Museum to be successful in applying for and receiving grants. Many grants are contingent on evidence of financial commitment from local government. We were successful in obtaining funds from the following grants in 2021:

Young Canada Works and Canada Summer Jobs (summer student full-time positions) \$19,158 was applied for in 2021 creating four full-time positions.

The museum applied for and received \$127,844 from the Community Economic Recovery Infrastructure Program (CERIP) program that ensured the Schoolhouse and Arn Cabin project could be completed in 2021 after 4 years of fundraising. A construction contract was signed in June with a local contractor for \$280,000 and to date the build is on track and budget.

The museum applied for and received \$37,000 for an access ramp and door for the new Schoolhouse building from the Enabling Accessibility Fund and this ensures barrier free access to this new programming space.

The museum requested assistance with contingency fund on the School & Cabin project and received \$20,600 from the Area C Amenity Fund.

In the future the museum will be able to leverage local government support of the museum facility through programming and event grants through Heritage Canada, the Province of BC and provincial museum and historical societies.

OPERATIONAL EXPENSES EXPLANATION:

The requisition request for operating from Aug 01, 2022 to July 31, 2022 is anticipated to be \$150,833 which will cover operations into early December 2022 including a new staffing plan to leverage the site and its assets for the benefit of the community. The wages will be supported by youth employment grants and graduate/intern grants. Anticipated deferred revenues from the Aug 2021 requisition of \$78,000 will cover the costs associated with this new operating plan from Jan 01-Aug 01, 2022.

The museum has determined an urgent need to upgrade the main hydro service feed for the site which is required to meet safety requirements and to ensure the electrical service is adequate for the number of buildings and activities planned for the site. The estimated cost of this upgrade is \$50,000 and any deferred funds from the capital project or operations in 2021 beyond \$78,000 required for operating (Jan-Aug 2022) will be designated to this important safety upgrade.

The museum also plans to migrate to a new website platform in 2022 using monies in reserve earmarked for this project that ensures online public access to the collections for research into the future.

With the additional buildings and extended operating season the museum anticipates minor increases in wages and operations.

OPERATING BUDGET REQUISITION PROCESS

The museum submits a five year operating budget to the local governing bodies and this is the most recent submission to the local government. Funding is received in August annually.

In 2010 the museum had assets of \$169,000 and operated six months of the year on \$88,000. In 2019 (pre-pandemic) the museum had assets of \$513,000 and operated on \$126,000. The museum has increased assets 200% since 2010 while operating expenses only increased 30% in same time period. This tight management of operating costs is due to the efforts of management and staff to maintain and operate the museum on all fronts instead of contracting or outsourcing services, even as the site and operating season have expanded. (e.g. we clean our own windows, mow our lawns, etc....)

BUDGET NOTES:

- Insurance: Increase based on new building construction,
- Utilities: increase based on new buildings on site by 2021 and increased heating costs

- Repairs & Maintenance: increase based on historic structure maintenance pending 2021-2026. The museum has created an asset management plan for all buildings on the site to better forecast major repairs like roof re-shingling, deck and rail maintenance etc....The Sam Jim House and Barney house need to be re-shingled by 2022.
- Exhibit Development: The museum has expressed its five year plan and goals for programing, community engagement and exhibit development in the museum master plan document available on the website. This plan will be updated by the end of 2021.
http://www.pembertonmuseum.org/media/260329/pdmas_masterplan_revision_jan2016_execsum.pdf

STAFFING REQUIREMENTS:

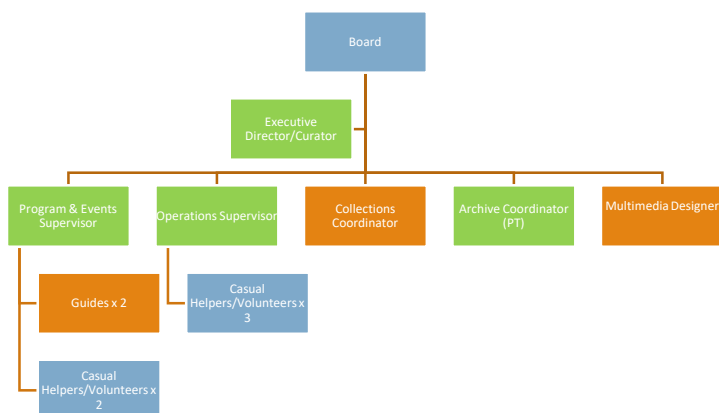
Proposed is a (New) Program & Events Supervisor (\$18,000), an Operations Sprv (\$25,000), a Curator/ED (\$33,000), and 6 x Students (\$12,000). The museum is able to access 60-80% matching grants for summer students and will create 6-8 positions for local youth under the age of 30. Revised and increased staffing is due to plans to extend the season in 2022-2023 using the new Schoolhouse space for public visits and programs through the fall period into early December. The museum will also offer more programs and events at the site through the season which will require oversight and supervision to meet health and safety requirements. Youth under 30 require constant supervision and coaching and our success with youth employment grants is dependent on our ability to provide a safe, supervised, skill building employment opportunity for youth

Labour Plan Budget Requisition Request 2022

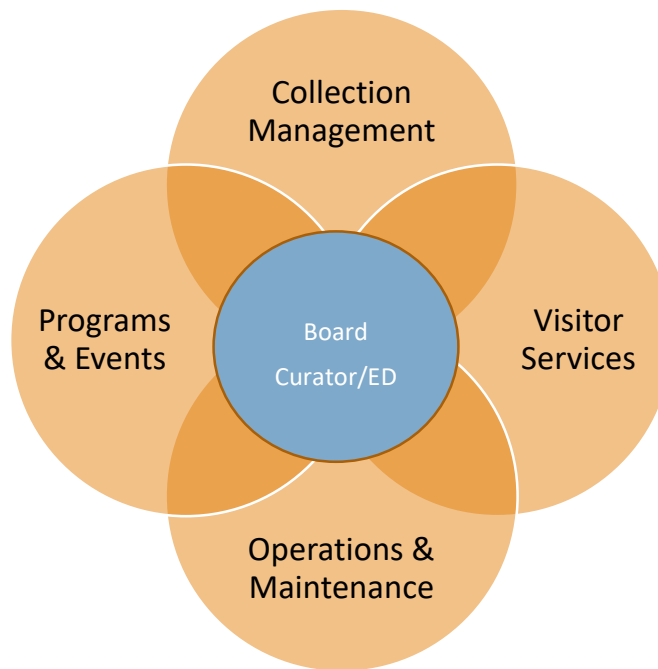
Labour Plan	2019	2020	2021	2022	2023	2024	2025	2026
Total Wages	\$ 69,250.00	\$68,260.00	\$ 68,360.00	\$ 71,660.00	\$ 73,960.00	\$ 78,960.00	\$ 84,260.00	\$ 84,260.00
MERC 16%	\$ 9,757.50	\$ 9,465.00	\$ 10,937.60	\$ 10,743.60	\$ 11,111.60	\$ 11,591.60	\$ 12,439.60	\$ 12,439.60
Total Wages and Benefits	\$ 79,007.50	\$77,725.00	\$ 94,881.60	\$ 103,283.60	\$ 110,127.60	\$115,607.60	\$121,755.60	\$121,755.60

Organizational Chart

Blue = Volunteer, Green = Operational Funding, Orange = Youth Employment Grants (60-90% funded)



Staffing Functions



4. STRUCTURE SURVEY

The following is a general survey outlining the years the buildings were constructed, additions and renovations, predominant materials, and the condition of the building envelopes and interiors.

1. The Shantz (Miller) House: permanent exhibit



Significance and History: Having walked into Pemberton from Vancouver about 1894, William Morgan Miller built this house on District Lot 498. After living on the land and improving it, and having it surveyed he acquired it by Crown Grant in 1907. Among later residents of this house were Ian Nicholson with his wife and daughter, Bill Harding, known for his huge team of horses, and Milton and Stella Shantz, residents of the house for over 40 years,

who were famed for their hospitality. In December 1982, Warner and Audrey Oberson gave the building, then vacant, to the Pemberton and District Museum and Archives Society. With much help from local residents, the Society had it moved to the site made available by the Village of Pemberton.

The building was moved after 1907 from its original site up the Pemberton Meadows (near?) to a site further down the Lillooet River at Agerton. The house was last owned and occupied by Milton and Stella Shantz. The building was donated by the Oberson family in 1982 and moved from its location to the first site in 1984, and then moved again to the present site in 1994. The building is an excellent and authentic example of a pre-emption Pioneer homestead in the Coast Mountains.

Building construction, pre-dominant materials and changes to historic structure: It is a 2-storey, hand-hewn log home with dovetail joinery and cedar is the predominant building material. The foundation is point load construction. It does not have an attic or a basement, or plumbing and it has 110 v electrical service for lighting. The building is not insulated or environmentally controlled and the windows are single pane. There are two windows upstairs and four downstairs. A wrap-around porch, fir and cedar, was constructed in 1992. The roof was re-shingled in 2002 and the porch was re-shingled in 2013. The building envelope is rustic, and has gaps under doors, and windows. The upper windows and sills were replaced in 2014 and interior sheathing was installed on the south wall where there had been nothing previously other than exterior sheathing. Cedar materials were used to match the existing material of the envelope. The gables were also re-shingled at this time. The porch post bearing points on the south side were repaired in 2017 as the foundation bearing here had shifted. The building had a new electrical system installed in 1992 for lighting. There is no heat or plumbing in this building.

Current Use: The Shantz House exhibits a variety of composite objects including archaeological, taxidermic, art, ephemera, textiles, clothing, household equipment and furniture pre-dominantly from the period 1914 through to 1940. The objects are from all periods of the collecting mandate and some of the Society's oldest and most valued objects are exhibited in the Shantz house. Of the three historic structures it is considered the most secure, structurally sound, and environmentally controlled. The upstairs was used by the museum as an office and processing room until the Purden's General Store building was brought to the site.

Condition: There are no interior signs of structural distress or water damage and the roof has been re-shingled as required. The building is skirted and roof and ground drainage is good due to the significant overhang created by the porch additions. The perimeter of the building has gardens and galvanized metal sheeting visibly protects the foundation skirting from the moisture of the flower gardens.

The condition is Good.

2. The Barney House: permanent exhibit



Significance & History: Built in 1920, by Chief Eddy Thevarge of D'arcy [N'Quatqua], for his wife Maria. When they moved to a new house, their daughter Agnes and her husband moved into the old home. Their four children were born here. In 1985 new homes were being built on the reserve in D'arcy and, in order to prevent the destruction of the cabin, Agnes donated it to the museum Society. This building is an example of hand built log construction in the early part of 20th century.

Building construction, pre-dominant materials and changes to historic structure: It is a log cabin with stacked logs joined with lap joints on the corners. There is an attic (crawl space) and the foundation is a load point footing on supporting concrete slabs. No insulation, heating or plumbing exists. It has 110V service for lighting. There are three single pane windows. The envelope has many gaps, light is visible between the logs, there are gaps around doors and windows. The roof system has a one foot overhang and roof drainage is fair. The roof was re-shingled with cedar in 2011. Porches were added to this structure in 1994. The predominant material is pine.

Current Use: The Barney House exhibits a variety of composite objects including, books, ephemera, household equipment, school equipment and supplies, photographic exhibits and furniture pre-dominantly from the period 1914 through to 1940. The objects are predominantly from Theme C in the collecting mandate [1914 through the present]. The display is arranged as a one room school house currently but after the Pemberton Stn. Schoolhouse is reconstructed on site this display space will be empty. The museum will acknowledge the request for repatriation of the house to N'Quatqua Nation and/or collaborate with the Nation to create a permanent display/interpretive space for the mandate theme of "Those who were here first" where the building is currently situated at the museum. Future use to be determined.

Condition: The condition is Fair. The building has seen some pest infestation including carpenter ants, carpenter bees and racoons. The building is treated for pests seasonally.

3. The Sam Jim House: permanent exhibit



Significance & History: This home was built by Sam Jim down along the Birkenhead River in 1929. Sam Jim first saw white men “when he was in his early teens and ran. He hid in the bush until the pale faces went away. Sam Jim lived to the age of 105. He was a valued worker at the John Ronayne farm. Every Monday morning he would run all the way from Mt. Currie to the Ronaynes. Sam Jim was a builder and helped to build many of the settler’s barns and homes throughout the valley including Charles Barbour, John Peter van der Hoop, Count van Rechteren, Fred Menzel and Vivien Lokken. When he was in his nineties he built his last house at Shalalth”. (from Canadian Panorama July 11, 1970). When he passed away, the house stood empty for a number of years. His family became concerned when vandals broke in and damaged the cabin and then left it open. For a number of years cattle used it as a shelter from the weather. The family donated it to the museum in 1985.

Building construction, pre-dominant materials and changes to historic structure: The building is a typical 2-storey log construction with interior cedar plank paneling. The upper storey was added to the original lower storey in 1983 at the 1st museum site with a Heritage Canada grant. It is not insulated, or heated and has two single pane windows downstairs and two upstairs. It has 110 V electrical service for lighting. The envelope has many gaps, light is visible between the paneling, there are gaps around doors and windows. The roof system has a one foot overhang and roof drainage is fair. A roof was added to this structure when it was donated and moved to the first museum site in 1982. A porch was added to this structure in 1995. The predominant material is pine, with cedar strapping, and there are some fir logs too. The roof was re-shingled with cedar shingles in 2010.

Current Use: The Sam Jim House exhibits a variety of composite objects including art, ethnological, ephemera, household equipment, medical equipment, sports and farm equipment and furniture pre-dominantly from the period 1914 through to 1960. The objects are predominantly from theme C in the collecting mandate [1914 through the present].

Condition: The Condition is Fair. The upstairs attic space of the Sam Jim house is used for storage of objects that are not environmentally sensitive.

4. Purden's General Store: permanent exhibit and satellite office/storage



Significance and History: An original building from the Pacific Salmon Commission of 1911 it was used to temporarily house workers associated with the fisheries project at Owl Creek. The building was moved to the Purden farm in the 1960's and donated to the museum in 2002 and renovated.

Building construction, pre-dominant materials and changes to historic structure: It is a frame constructed building laid on full length concrete footings. It has shiplap board siding with some sawn shingle siding on the framed structure. The roof system is fair with a steel roof. A porch was added along with windows and doors. The interior was renovated and a steel roof was put on the building. The predominant material is cedar. The building has 110v electrical service for lighting and heating. It is insulated and has three insulated windows and is heated year round. It does not have plumbing.

Current Use: The building is known as Purden's General Store and features a general store display since 2015. Prior to this it was the museum office and Gift Shop. It still has a small office at the back with one wireless work station for employee use along with a storage area for event supplies and equipment.

Condition: The condition is Good

5. The Soo Logging Display Building: multi-purpose facility.



Significance and History: Built in 2001 by the Pemberton Museum with financial support from the Soo Logging coalition, the building was built using local skills and materials.

Building construction, pre-dominant materials: It is a balsam wood dovetail log building on a concrete slab foundation. It has standard 2x10 fir framed, un-insulated attic, with 110v electricity for lighting and heating. It does not have plumbing. The attic has an exhaust system that can be turned on manually during periods of extreme summer temperatures. The roofing system is excellent as is ground drainage. The roof is steel. The pre-dominant material is balsam, followed by fir and cedar.

Current Use: The building is used as a multi-purpose room for programming, private use, History of Forestry and Logging display, events and conferences. The upper attic is accessible via a pull down ladder and a lift. The attic is used for storage of operational and event equipment and historical objects predominantly logging and forestry related. It is only heated downstairs as required for usage over the winter months using portable electrical heaters.

Condition: The condition is Excellent.

5. Pemberton Station School – new permanent exhibit



Significance and History:

Located at the former Coast Mountain Outdoor School, School District #48. 9471 Upper Lillooet River Forest Service Road, Pemberton, BC V0N 2L0. Originally located at 1353 Aster St. in Pemberton.

Description of Historic Place

The Pemberton Station School is 34' $\frac{3}{4}$ " L x 18' 3" W = 588 square feet. The 2x4 wood frame construction structure constructed in 1929. The building is situated along side purpose-built log sleeping cabins and historic buildings in what was once a school district outdoor school program, it is adjacent to a rural forest service road that passes through a mountainous area. In 1929 The community volunteers at Pemberton Station built this school and the Pemberton School Board hired teacher, Bertha "Bussie" Green (Pomeroy). In 1950 The Howe Sound School Board sold the school site with the building to the British Columbia Electric Railway Company. In 1973 British Columbia Hydro gave the school to the Pemberton Lion's Club who renewed the roof. In 1977 The Lions returned ownership to the Howe Sound School Board who removed the roof, trucked the building to its present site, and restored it. In 1995 the school was closed. In 2013 the School board gifted the building to the museum who wrote that "the cabin and schoolhouse form an integral part of the history of Pemberton & District and should be preserved and located where they can be appreciated by everyone". In 2019 the museum had the building assessed and it was determined not to be salvageable and would not meet building code requirements without major renovations. The museum decided to build a replica of the building that maintains the character defining elements of the schoolhouse.

Heritage Value

The Pemberton Station School was in use from its construction in 1929 to 1950. It is a rare tangible reminder and salient example in rural British Columbia of the kind of small one-room schools that served rural settlement areas. The schoolhouse recalls the simple vernacular building traditions, construction materials and small open-space floor area that characterized this building type.

Building construction, pre-dominant materials and changes to historic structure:

Character-Defining Elements

Key elements that define the heritage character of the building's exterior include:

- The simple rectangular form built with additional coat room on front, 8'x 14'

- Left elevation with five 2/1, double-hung mullioned wooden sash windows
- Gabled roof
- The use of local wood building materials
- Entry door at the right of the front façade, with one 2/1 double-hung mullioned wooden sash window on the left

Key internal elements that define the school's basic construction and functional character include:

- The open-space floor plan
- Wainscoting
- Hardwood flooring

The building is a (fir) wood frame construction on point load foundation. It is 42 x 18 ft. (800 sq. ft.) in size with six window openings with one door and vestibule (cloak room). It is 18 feet high. The interior is sheathed in fir board with wainscoting and a chalkboard mounted on 1/3 of the west wall. There are five wood framed windows with paneled glass in the school room. The floor is 2 1/2 inch oak nailed flooring. The interior is painted white and the exterior is painted red with white trim.

Current and Prior Use: The building was acquired by School District #48 and was moved to the newly constructed Coast Mountain Outdoor School on the Hurley River Rd. in the 1970s. The roof was replaced at this time. The building was used for outdoor education programs and experiences for children in SD#48 and beyond for many years. The CMOS School closed in the early 2000's. The museum constructed a replica in 2021 and the space will be used for public programming, exhibit, private use, and community group use.

Condition: The Condition is Excellent. It is a heated year round space.

6. John Arn Cabin - new permanent exhibit



Significance and History:

Located at the former Coast Mountain Outdoor School, School District #48. 9471 Upper Lillooet River Forest Service Road, Pemberton, BC V0N 2L0

Description of Historic Place

The John Arn Cabin is a simple cedar log, lap joint structure constructed in about 1907. The building is situated alongside purpose-built log sleeping cabins and historic buildings in what was once a school district outdoor school program, it is adjacent to a rural forest service road that passes through a mountainous area. It has two rooms and is 22' 7 1/2" x 19' 21/2" = 434 square feet.

Builder of this cabin was probably Robert "Bob" Miller who in 1907 received a Crown Grant to District Lot 188. The cabin was originally built on D.L. 188 on a site not far from the north bank of Miller Creek. Builder of this cabin was probably Robert "Bob" Miller who in 1907 received a Crown Grant to District Lot 188. The cabin was built on D.L. 188 on a site not far from the north bank of Miller Creek. Later Owners of the Cabin include: 1912 – The Howe Sound Northern & Development Co., 1915 – James Cavers Gill, 1916 – William Godfrey and Alexander Harold Douglas, 1916 – James Cavers Gill – Gill bought the cabin with 20 acres of land (Lot 7 of D.L.'s 188, 189 & 498), 1921 – Thomas Manley Mighton, 1927 – J. C. "Jay" Mighton, 1934 – John Arn, 1957 – A.B. Staehli. Those who have lived in the Cabin include: Bob Miller, the Studebaker Family, the Jay Mighton Family, John Arn.

A.B. Staehli donated the Cabin to the School Board in 1977 to be used at the Coast Outdoor Mountain School. In 1995 the school was closed. In 2013 the School board gifted the building to the museum who wrote that "the cabin and schoolhouse form an integral part of the history of Pemberton & District and should be preserved and located where they can be appreciated by everyone". In 2021, the building was dismantled and restored at the museum.

About John Arn: He was a farmer and trapper arriving after 1914. He trapped worked above North and South Creeks, up Donelly Creek and on the Hurley River.

Heritage Value

The John Arn Cabin was in use from its construction in 1907, until its eventual donation. The cabin recalls the simple vernacular building traditions, construction materials and small floor area that characterized this building type. Its history of ownership is well documented from 1907 to present.

Building construction, pre-dominant materials and changes to historic structure:

Character-Defining Elements

Key elements that define the heritage character of the building's exterior include:

- The form built with cedar logs with basic lap joint corners.
- Entry door at the right of the front, with 6-pane window on left.
- Left elevation with 3 windows, one a 6-pane wooden window centred in gable, two 6-pane windows mullioned centered off peak on main floor, and a third window 6-pane offset from the right .
- Right elevation with one small 6-pane window in the gable, one entry door on the right.
- Back elevation with one tall 6-pane window to the right, offset.
- Offset Gabled cedar shingled roof. Ends are clad with cedar shingles.
- The use of local wood building materials.
- Covered porch on the front elevation.

Key internal elements that define the cabin's basic construction and functional character include:

- The small floor plan.
- Rear Log section added to enlarge building with like construction and materials, unknown time frame. It is an example of pioneer log construction. It is 22 x 20 ft. (500) sq. ft. in size with five window openings with two doors. It is 15 feet tall. The building was originally located on the Ryan River.

Current and Prior Use: It was used for many years by local residents until given to SD#48 by A.B. Staehli and it was moved to the Coast Outdoor Mountain School. It was renovated and became a General Store that was used for outdoor education programming. At this time the building was completely dismantled and reconstructed at the C.M.O.S. site on a full length foundation. In 2021 it was moved and restored at the museum and will be used for a permanent display of Pemberton & District's agricultural history.

Condition: The Condition is Excellent. In 2021, the museum dismantled the building and restored it at the museum; on engineered foundation with a re-engineered and constructed roof system. Character defining elements were preserved.

7. New Administration/Archives and Display Building – permanent admin/storage/display



Significance and History: The building was funded by museum members, local residents, businesses, local government and Heritage Canada (Cultural Spaces Grant) and was constructed from 2007-2013. The building was constructed to enable the museum to achieve its mandate and five year plan goals stated in the last master plan. The building provides administration and processing space for collection management. It also stores the museum's archive repository on the second floor (high above the flood plain). In 2013, the museum received Museum Assistance Program funding that enabled the transfer of historic objects from the machine shed to the new building. In 2014 funding from local grants and local government enabled the construction of a Transportation Exhibit on the first floor (east side).

Building construction, pre-dominant materials: The building was constructed to modern commercial building code and features a wet and dry fire suppression system. It is a frame constructed two storey building on a concrete slab foundation. It has five windows on the upper storey, three double doors on the front and one fire exit on the rear. The roof is steel with engineered snow stops. The front of the building features a post and beam porch with plank decking. The rear exist has a small covered porch. The building has an accessible washroom on the first floor. The building was wired to meet modern commercial code, along with a commercial water system (to include fire suppression), and lift station for sewage. It has environmental controls for temperature and air circulation and lighting is pre-dominantly LED.

Current Use: The building is the heart of the museum operation and houses the majority of the collection of historic objects and archives. It is the best environmentally controlled space the museum has and sensitive objects are stored here. Items that require conditioning and examination are brought to this building. Work continues to develop display space downstairs and to develop a research and reading room upstairs for public use. Storage and processing room will require planning in conjunction with other uses.

Condition: The building is in Excellent condition.

8. The John Andrew Trapping Cabin – permanent exhibit



Significance and History: This trapper's cabin belonged to Chief John Andrew of Mount Currie B.C. It was built in 1925. The trappers would build this cabin around the middle of their trap line. The trappers would dig two or three feet down into the ground so they would have enough room to stand in, and place this cabin on top of the hole. All the trapper needed was a candle and himself, and he was good for the night. This cabin acted as an igloo does. The snow would fall on top of it and that would insulate the cabin very well.

The trapper would dig out around the door so he could get in and out but the rest would stay covered. The trappers would use these little cabins when checking their trap lines.

Building construction, pre-dominant materials and changes to historic structure: The cabin is 7 feet 5 inches wide by 7 feet 6 inches long and 5 feet 3 inches high. The pre-dominant material is cedar. The roof was rebuilt in 2015.

Current Use: The cabin is on permanent display in the front yard (in front of the Shantz house) and is a favourite exploratory building for small children. The museum plans to develop a new title board for this area to further explore the story of Chief John Andrew whose dug out cedar canoe is also on display in the new building.

Condition: The roof was badly deteriorated and was a safety concern and was replaced in 2015 by a local resident. Some of the logs are showing signs of dry rot. The building should be monitored annually.

9. Machine Shed: new (equipment storage and display)



Significance and History: The building was funded by museum members, local residents, businesses, local government and BC/Canada 150 grant and was constructed in 2017. The building was constructed to enable the museum to preserve collections and create new permanent display space for equipment. The old machine shed was demolished as part of this project, along with a fence realignment to the property line, addition of a second access gate and a paved pedestrian walkway through the site.

Building construction, pre-dominant materials and changes to historic structure: The building is wood frame construction with exterior board and batten sheathing of cedar. It sits on a structural concrete foundation. It has two openings on the front (no doors) and a side door. .

Current Use: The building stores and displays oversized equipment like horse carriage, sleigh, tractor, farming equipment, and two dug out canoes.

Condition: The Condition is Excellent.

10. The Storage Building: exhibit materials and collection storage



The storage building is a pre-fabricated, insulated, utility building on steel skids. Constructed in the 1980's and used previously for airport navigational equipment; it has a basic system for ventilation. It is approximately 100 sq. ft., and was donated to the museum in 1999 by the village of Pemberton. The building has a cedar façade in keeping with the theme of the museum. It has 110v service for heat, ventilation and lighting. This building is heated year round. The ventilation fan is triggered by interior temperature. This building is an environmentally controlled structure and houses objects and exhibit materials and other objects sensitive to environmental fluctuations.

The condition is Good.