

# Sidney Museum and Archives 2025-27 Strategic Plan

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## 1. Introduction

The 2025-27 Sidney Museum and Archives (SMA) Strategic Plan is a road map for the board, employees and volunteers to continue to achieve SMA's mission and vision. This plan builds on the excellent work that has been done since the last strategic plan was updated in 2021. The 2025-27 plan was developed to be both aspirational and practical. The objectives and actions for the next three years takes advantage of opportunities and mitigates risks that are inherent in our ever changing world.

This plan is the result of the Board's clarity of vision, employees' dedication and passion, and volunteers' valuable feedback on changes to vision statements and the drafting of new value statements.

## 2. Mission

Sidney Museum and Archives' reason for being:

- We are a community organization that acquires, preserves, displays and interprets the heritage and culture of the Saanich Peninsula.

## 3. Vision

Where we want to be:

- Interpret and share local history and culture, bringing them to life.
- Engage with the community through meaningful and memorable experiences.
- Create public programs that connect generations and cultures.
- Reflecting our commitment to Truth and Reconciliation, create opportunities for Indigenous community members to share their worldviews and stories with the broader community.

## 4. Values

What we will reflect at the Sidney Museum and Archives:

- **Accessibility** - an accessible, safe, respectful, and welcoming environment for all.
- **Continuous Learning** - empowering community members to engage in learning and self-reflection beyond their visit
- **Dialogue** - connecting the past and the present to understand contemporary issues
- **Diversity** - reflecting the diversity of ideas and people across the Saanich Peninsula
- **Partnership** - connecting with local organizations, municipalities, and community members for mutually beneficial outcomes
- **Reconciliation** - a commitment to reconciliation with Indigenous communities, and repatriation of culturally sensitive and significant items
- **Stewardship** - excellence and care in the curation of archival and collection materials
- **Professional Development** - a commitment to providing learning and growth opportunities for museum personnel and volunteers

## 5. What's in the plan?

This strategic plan identifies six focus areas that will continue to drive the SMA towards its mission and vision:

- Space and Exhibit Planning - Page 3-5
- Visitor Experience and Awareness - Page 6-8
- Indigenous Relations - Page 9-11
- Collections Management and Archives - Page 12-16
- Employee and Volunteer Experience - Page 17-19
- Financial and Business Management - Page 20-21

Each focus area includes:

- Long-term, aspirational outcome statements
- Objectives and actions that specify the goals and actions that will be taken 2025-2027
- Key success factors

## 6. Focus Areas

### Focus Area 6.1 - Space and Exhibit Planning

**Aspirational outcome:**

- A robust, sustainable feature exhibit schedule and revitalized permanent gallery drives visitorship, ensures continued organizational relevance, and encourages community collaboration.

**Objectives and Actions for 2025-27**

**1. Exhibit planning is robust, sustainable and manageable.**

2025	2026	2027
<ul style="list-style-type: none"> <li>• Develop a 2025-27 Exhibit Plan that establishes ongoing exhibit schedule for an annual feature exhibit and the LEGO Exhibition, including implementation tools and human (employee and volunteer) and financial resource needs</li> <li>• Plan for LEGO 20th anniversary</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the 2025-27 Exhibit Plan</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Implement the 2025-27 Exhibit Plan (cont'd from 2026)</i></li> <li>• Update the exhibit plan for 2028-30</li> </ul>

**2. Physical space is leveraged to reflect settler and under-represented peoples' experiences and share local stories in a fresh and dynamic way.**

2025	2026	2027
<ul style="list-style-type: none"> <li>• Develop Permanent Gallery Revitalization Plan and Budget that documents opportunities, challenges, risks and human resource needs</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Permanent Gallery Revitalization Plan</li> <li>• Plan for museum closure to support implementation of the revitalization</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize implementation of the Permanent Gallery Revitalization Plan</li> <li>• Conduct a debrief of the permanent</li> </ul>

<p>(employee and volunteer) to implement the plan</p> <ul style="list-style-type: none"> <li>Send letter to the Town of Sidney expressing interest in being part of Town planning for a new building to include a space for the museum and archives and the value for the Town <i>(Action for the Sidney Museum and Archives Board Executive)</i></li> </ul>	<p>plan</p> <ul style="list-style-type: none"> <li>Track and monitor to ensure spending of grants/funding is on track to achieve revitalization plan</li> </ul>	<p>gallery revitalization plan and implementation to identify new and outstanding actions that will inform planning for 2028-30</p>
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**3. Permanent gallery reflects settler and under-represented peoples’ experiences and uses the space to share local stories in a fresh and dynamic way.**

2025	2026	2027
<ul style="list-style-type: none"> <li>Engage and consult with community members and groups (e.g. academics, residents, etc.) to inform development of Permanent Gallery Revitalization Plan</li> <li>Engage and collaborate with community groups for events to create opportunities to actively collect and share underrepresented histories</li> <li>Co-curate pop-up displays in collaboration with community members to actively collect and share underrepresented histories</li> </ul>	<ul style="list-style-type: none"> <li>Engage and collaborate with community groups for events to create opportunities to actively collect and share underrepresented histories based on Permanent Gallery Revitalization Plan</li> <li><i>Co-curate pop-up displays in collaboration with community members to actively collect and share underrepresented histories (build on 2025)</i></li> </ul>	<ul style="list-style-type: none"> <li>Engage and collaborate with community groups for events to create opportunities to actively collect and share underrepresented histories</li> <li><i>Co-curate pop-up displays in collaboration with community members to actively collect and share underrepresented histories (build on 2026)</i></li> </ul>

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**4. Exhibits and galleries are accessible for visitors with diverse needs.**

<b>2025</b>	<b>2026</b>	<b>2027</b>
<ul style="list-style-type: none"><li>● Engage with accessibility expert(s) to inform development of an accessibility plan</li><li>● Leverage Town of Sidney Accessibility Plan to inform development of an accessibility plan</li><li>● Develop Accessibility Plan with phased implementation for both floors of the museum and for outreach events</li><li>● Implement sensory hours for LEGO exhibit</li></ul>	<ul style="list-style-type: none"><li>● Implement phase 1 of Accessibility Plan</li></ul>	<ul style="list-style-type: none"><li>● Implement phase 2 of Accessibility Plan</li></ul>

Key Operating Indicators:

- Completion of the Permanent Gallery Revitalization Plan in 2025
- Completion of the Exhibit Plan in 2025
- Completion of the Accessibility Plan in 2025

## Focus Area 6.2 - Visitor Experience and Awareness

**Aspirational outcome:**

- Visitors and the community are made aware of and seek out the museum and archives because they know we showcase local history in an engaging and accessible way, and encourage dialogue and belonging through sharing inclusive stories.

**Objectives and Actions for 2025-27**

**1. Showcase local history from diverse perspectives and eras to connect the past to the present.**

2025	2026	2027
<ul style="list-style-type: none"> <li>• Leverage the Permanent Gallery Revitalization Plan to build visitor and community awareness</li> <li>• Celebrate underrepresented histories during national months through pop-up displays e.g. Asian History Month, Indigenous History Month</li> <li>• Fabricate panel to highlight waterfront signage and direct visitors to the signs to support continued learning after visiting the museum</li> <li>• Review upper gallery interpretive panels and draft quality of life updates to maximize value of displays in present configurations</li> <li>• Maintain list of annual outreach events that employees and volunteers can participate in to tell local stories, including anticipated annual expenses to support this work</li> <li>• Leverage local events to continue to highlight stories and raise awareness of the museum and archives</li> </ul>	<ul style="list-style-type: none"> <li>• Design historical timeline of Sidney and Saanich Peninsula</li> <li>• Apply for grants that will support collaboration with community groups to tell the stories from diverse perspectives</li> <li>• Leverage the Permanent Gallery Revitalization Plan to build visitor and community awareness and embed in outreach efforts</li> <li>• <i>Celebrate underrepresented histories and stories during national months through pop-up displays e.g. Asian History Month, Indigenous History Month (build on 2025)</i></li> <li>• <i>Leverage local events to continue to highlight stories and raise awareness of the museum and archives (ongoing from 2025)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Fabricate and install historical timeline of Sidney and Saanich Peninsula</li> <li>• Leverage the permanent gallery revitalization to showcase diverse perspectives and history</li> <li>• <i>Leverage local events to continue to highlight stories and raise awareness of the museum and archives (ongoing from 2026)</i></li> </ul>

**2. Interactive, tactile, multimedia exhibits and programs reflect the diverse needs and abilities of visitors, employees, and volunteers.**

2025	2026	2027
<ul style="list-style-type: none"> <li>• Embed interactive, tactile, multimedia tools in Permanent Gallery Revitalization Plan</li> <li>• Develop audiovisual material that can be presented in interim as revitalization plan is developed e.g. filmed oral histories or commissioned animations, etc.</li> <li>• Develop list of activity options for annual LEGO exhibition with focus on interactivity and tactile elements</li> </ul>	<ul style="list-style-type: none"> <li>• Implement sensory hours for the LEGO exhibit</li> <li>• Refine programming and activity options for annual LEGO exhibition with focus on interactivity and tactile elements based on learning from previous year</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Implement sensory hours for the LEGO exhibit (continue work from 2026)</i></li> <li>• <i>Refine programming and activity options for annual LEGO exhibition with focus on interactivity and tactile elements based on learning from previous year (continue work from 2026)</i></li> <li>• Continue to ensure accessibility considerations are part of interpretive planning for all exhibits</li> </ul>

**3. Leverage data to inform decision-making and storytelling.**

2025	2026	2027
<ul style="list-style-type: none"> <li>• Develop and maintain exhibition binder to track previous exhibit research and content samples to help inform consistent approach to exhibits and leverage information already collected</li> <li>• Formalize review of completed exhibitions to identify strengths and learnings and inform planning for future exhibits e.g. staff time invested and revenue, visitor numbers and feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain exhibition binder to track previous exhibit research and content samples to help inform consistent approach to exhibits and leverage information already collected</li> <li>• Collect and monitor data to inform decision-making</li> <li>• Initiate website traffic tracking for website and database of public collections to inform decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Maintain exhibition binder to track previous exhibit research and content samples to help inform consistent approach to exhibits and leverage information already collected (continue from 2026)</i></li> <li>• <i>Collect and monitor data to inform decision-making (continue from 2026)</i></li> <li>• Trial new initiatives to gather data to inform if the action is worthwhile</li> </ul>

<ul style="list-style-type: none"> <li>● Formalize collecting data to inform decision-making</li> <li>● Revamp front desk tool to track visitor demographics e.g. use categories and checkboxes to gather information so its easier and consistent for use by volunteers</li> </ul>		
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**4. Collaboration with local schools and organizations results in programming that complements exhibits and engages students to learn and be active members of the community.**

2025	2026	2027
<ul style="list-style-type: none"> <li>● Conduct research on how other museums, galleries and archives in BC develop and engage school groups for educational programs and activities</li> <li>● Engage and work with Saanich Peninsula educators to identify how the the Sidney Museum and Archives can further support learning goals including school trips and learning resources</li> <li>● Explore partnerships with other organizations to determine interest in developing programs</li> <li>● Engage students to participate in exhibits e.g. photography</li> </ul>	<ul style="list-style-type: none"> <li>● Draft 1-3 prototype education kits for visiting schools</li> <li>● Develop and prototype historical walking tour in Sidney using revitalized signs as focus pieces</li> <li>● <i>Engage and work with Saanich Peninsula educators to identify how the the Sidney Museum and Archives can further support learning goals including school trips and learning resources (build on outcomes from 2025)</i></li> <li>● Partner with organizations who expressed interest in co-developing programs</li> <li>● <i>Engage students to participate in exhibits e.g. photography (ongoing from 2025)</i></li> </ul>	<ul style="list-style-type: none"> <li>● Leverage education kits to engage schools and organizations that support student learning</li> <li>● Finalize historical walking tour in Sidney using revitalized signs as the foundation</li> <li>● <i>Engage and work with Saanich Peninsula educators to identify how the the Sidney Museum and Archives can further support learning goals including school trips and learning resources (build on outcomes from 2026)</i></li> <li>● <i>Partner with organizations who are interested in co-developing programs (build on work in 2026)</i></li> <li>● <i>Engage students to participate in exhibits e.g. photography (ongoing from 2026)</i></li> </ul>

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Key Operating Indicators for Focus Area 6.2 - Visitor Experience and Awareness

- Revamp of front desk tool to track and monitor museum visitorship and reason for visiting to inform planning
- Visitor and community member feedback confirms that SMA is reflecting stories from diverse perspectives and what is important to the community
- Permanent gallery and exhibits reflect the diversity of our community

## Focus Area 6.3 - Indigenous Relations

### Aspirational outcome:

Indigenous community members proactively engage the Sidney Museum and Archives to share Indigenous worldviews and stories with visitors, and to have the Museum serve as a steward for Indigenous belongings and cultural heritage.

### Objectives and Actions for 2025-27

#### 1. Continue to foster relationships and build trust with the WSÁNEĆ communities.

2025	2026	2027
<ul style="list-style-type: none"> <li>● Continue liaison with the WSÁNEĆ Leadership Council</li> <li>● Explore opportunities for consultation so Indigenous cultural sensitivity and worldviews are embedded in permanent gallery and exhibits</li> <li>● Continue to invite WSÁNEĆ community members to participate in projects and events</li> <li>● Attend Indigenous community events</li> <li>● Revise fee schedule specific to First Nations Peoples</li> <li>● Offer learning experiences for employees and volunteers to proactively explore and learn about WSÁNEĆ and Indigenous experiences</li> <li>● Host a Waterfront Project blessing ceremony to acknowledge the collaboration involved in this work</li> <li>● Allocate budget for Indigenous relations, including events and projects</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Continue liaison with the WSÁNEĆ Leadership Council (ongoing)</i></li> <li>● Explore ways to improve consultation so that Indigenous cultural sensitivity and worldviews are embedded in permanent gallery displays and feature exhibits</li> <li>● <i>Continue to invite WSÁNEĆ community members to participate in projects and events (ongoing)</i></li> <li>● <i>Attend Indigenous community events</i></li> <li>● <i>Offer learning experiences for employees and volunteers to proactively explore and learn about WSÁNEĆ and Indigenous experiences (ongoing)</i></li> <li>● <i>Allocate budget for Indigenous relations, including events and projects (ongoing)</i></li> </ul>	<ul style="list-style-type: none"> <li>● <i>Continue liaison with the WSÁNEĆ Leadership Council (ongoing)</i></li> <li>● <i>Explore ways to improve consultation so that Indigenous cultural sensitivity and worldviews are embedded in feature exhibits (build on 2026)</i></li> <li>● <i>Continue to invite WSÁNEĆ community members to participate in projects and events (ongoing)</i></li> <li>● <i>Attend Indigenous community events (ongoing)</i></li> <li>● <i>Offer learning experiences for employees and volunteers to proactively explore and learn about WSÁNEĆ and Indigenous experiences (ongoing)</i></li> <li>● <i>Allocate budget for Indigenous relations, including events and projects (ongoing)</i></li> </ul>

**2. Implementation of collaborative Indigenous-focused curatorial projects and education programs.**

2025	2026	2027
<ul style="list-style-type: none"> <li>● Invite Indigenous community groups and volunteers to develop pop-up displays for National Indigenous History Month (June) and National Indigenous Peoples Day (June 21)</li> <li>● Engage WSÁNEĆ community members to explore holding Indigenous story circle events to support cross-cultural learning and understanding</li> <li>● Engage with Indigenous education sector to develop programs that complement permanent and feature exhibits and meet the needs of children and youth</li> <li>● Explore opportunities to record oral stories with WSÁNEĆ community to collect and share lived experiences</li> <li>● Evaluate feasibility to hire, on contract or part-time basis, a WSÁNEĆ cultural worker as liaison/representative</li> </ul>	<ul style="list-style-type: none"> <li>● Develop budget for contract curatorial position(s) for in-house exhibition development</li> <li>● Explore opportunities to record oral stories with WSÁNEĆ community to collect and share lived experiences</li> <li>● Complete inventory of Alpha and host a sharing event with WSÁNEĆ elders and knowledge keepers</li> <li>● <i>Invite Indigenous community groups and volunteers to develop pop-up displays for National Indigenous History Month (June) and National Indigenous Peoples Day (June 21) (ongoing)</i></li> <li>● Implement outcomes from exploration of opportunities undertaken in 2025</li> <li>● Explore opportunities to collaborate to share stories based on object inventories</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Invite Indigenous community groups and volunteers to develop pop-up displays for National Indigenous History Month (June) and National Indigenous Peoples Day (June 21) (ongoing)</i></li> <li>● Engage with WSÁNEĆ community members to explore holding Indigenous story circle events to support cross-cultural learning and understanding</li> <li>● Engage WSÁNEĆ community to determine interest in their community developing a featured exhibit</li> <li>● Engage with SENĆOŦEN speaker to support language presentation in the museum</li> <li>● Explore developing a WSÁNEĆ-led tour program of the Sidney region</li> <li>● Implement outcomes from exploration of opportunities undertaken in 2026 to share stories</li> </ul>

**3. Implement collaborative Indigenous collections management.**

2025	2026	2027
<ul style="list-style-type: none"> <li>● Continue completing inventories of materials in collections that pertain to Indigenous communities</li> <li>● Explore opportunities to develop stewardship policies in collaboration with Indigenous community members so they can leverage the museum space to safeguard and display Indigenous belongings</li> <li>● Focus on the repatriation of Indigenous belongings whose provenance lies beyond Sidney Museum &amp; Archives collecting mandate</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Continue completing inventories of materials in collections that pertain to Indigenous communities (build on work in 2025)</i></li> <li>● Implement stewardship policies so Indigenous community members can leverage the museum space to safeguard and display Indigenous belongings</li> <li>● Continue the repatriation of Indigenous belongings whose provenance lies beyond Sidney Museum &amp; Archives collecting mandate</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Implement stewardship policies so Indigenous community members can leverage the museum space to safeguard and display Indigenous belongings (build on work in 2026)</i></li> <li>● <i>Continue the repatriation of Indigenous belongings whose provenance lies beyond Sidney Museum &amp; Archives collecting mandate (build on work in 2026)</i></li> </ul>

Key Operating Indicators

- Inventories and materials in collections that pertain to Indigenous communities and belongings are completed by end of 2026
- Repatriation of Indigenous belongings occurs throughout all three years of the plan, on an ongoing basis
- Stewardship Policies are finalized by end of 2026

## Focus Area 6.4 - Collections Management and Archives

### Aspirational outcome:

- The collections and archives are organized, documented and digitized to enable us to:
  - Bring to life history and culture in a way that reflects the diverse experiences and perspectives of people who have lived, and are living, on the Saanich Peninsula,
  - Make them publicly accessible as a resource for the community, and;
  - Improve capacity to adequately care for objects and records in our collection

### Objectives and Actions for 2025-27

#### 1. Well-documented and organized inventory means the collection can be leveraged to achieve organization objectives.

2025	2026	2027
<ul style="list-style-type: none"> <li>● Continue backlog of Foxtrot</li> <li>● Continue Inventory of Alpha, Beta, and Foxtrot</li> <li>● Ensure that temperature and humidity of all three collections management rooms are actively monitored and regularly recorded in Alpha, Beta, and Foxtrot</li> <li>● Begin “professional” photography of Beta items</li> <li>● Begin reorganization of larger collection items &amp; non-collection items in Foxtrot</li> </ul>	<ul style="list-style-type: none"> <li>● Complete “professional” photography of Beta items</li> <li>● Conduct inventory of objects on display, ensuring that information is accurate and tracked in registers, cabinets, and CatalogIt.</li> <li>● Complete initial inventory of storage room Alpha</li> <li>● Complete and post summary inventory of storage room Beta.</li> <li>● Identify which Chenhall Categories are not currently represented in Alpha and Beta, and apply missing categories to Foxtrot organization</li> <li>● Conduct research to enable collection of underrepresented histories</li> </ul>	<ul style="list-style-type: none"> <li>● Complete inventory of storage room Foxtrot</li> <li>● Begin “professional” photography of storage room Alpha</li> <li>● Complete and post summary inventories of storage rooms Alpha and Foxtrot</li> <li>● Implement continued CatalogIt work on extant collection, updating entries with less “crucial” object information e.g. dimensions, materials, condition reports etc.</li> <li>● Host ‘Live’ CatalogIt database online, hosted on SMA website. Ensure that public facing inventory omits Deaccessioned items</li> </ul>

**2. Complete archives inventory and ensure there are a quantifiable amount of photos accessible online.**

2025	2026	2027
<ul style="list-style-type: none"> <li>● Ongoing review possibility of permanent part-time Archives Assistant</li> <li>● Ongoing hire staff to drive inventory projects that includes applying for annual funding</li> <li>● Recruit volunteers to assist term staff</li> <li>● Conduct research and determine ideal means of hosting online database.</li> <li>● Develop project outline for inventory</li> <li>● Conduct review re: copyright for photo groups to be added to public database</li> <li>● Develop a Project Plan to take this on year-by-year. E.g. 1975, 76 etc. determining physical location, duplicates etc.</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Review possibility of permanent part-time Archives Assistant (ongoing)</i></li> <li>● <i>Hire staff to drive inventory projects. Includes applying for annual funding (ongoing)</i></li> <li>● Prepare for possible rescanning, resizing, and watermarks to photos to be uploaded</li> <li>● Develop and print/organize for public access finding aids for archives</li> <li>● Ensure ongoing funding for hosting due to increased database expenses</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Implement permanent part-time Archives Assistant (dependent on exploration of funding in 2026))</i></li> <li>● <i>Hire staff to drive inventory projects. Includes applying for annual funding (ongoing)</i></li> <li>● <i>Ensure funding for hosting due to increased database expenses (ongoing)</i></li> <li>● Develop descriptive content - including necessary research - for photo groups to be uploaded</li> </ul>

**3. Policies, procedures and fees documents guide the work of employees and volunteers.**

2025	2026	2027
<ul style="list-style-type: none"> <li>● Conduct review of Collections Policy and CatalogIt Procedures &amp; update as-needed</li> <li>● Write a minimum of 4 procedures documents per year for Archives operations</li> <li>● Review and draft Archives Collections Policy</li> </ul>	<ul style="list-style-type: none"> <li>● <i>Conduct review of Collections Policy and CatalogIt Procedures &amp; update as-needed (ongoing)</i></li> <li>● <i>Write a minimum of 4 procedures documents per year for Archives operations (ongoing)</i></li> </ul>	<ul style="list-style-type: none"> <li>● <i>Conduct review of Collections Policy and CatalogIt Procedures &amp; update as-needed (ongoing)</i></li> <li>● <i>Write a minimum of 4 procedures documents per year for Archives operations (ongoing)</i></li> </ul>

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<ul style="list-style-type: none"> <li>• Research and draft a new Archives Schedule of Fees with strategic goals in-mind</li> <li>• Identify policies, procedures, and documents that would support the work of staff and volunteers</li> <li>• Develop Accession and Deaccession Procedures for staff and volunteers</li> <li>• Draft Transfer Policy and Procedures, and identify how fees are reimbursed (method and line-item)</li> </ul>		
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**4. A consistent roster of archives volunteers are onboarded and trained to process, digitize or assist in conducting research.**

2025	2026	2027
<ul style="list-style-type: none"> <li>• Assess specific needs of volunteers, and target their recruitment</li> <li>• Post volunteer positions for the Archives &amp; selectively recruit those able to commit reliably to projects.</li> <li>• Recruit photography volunteer</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to use materials developed to onboard and train archive volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Continue to use materials developed to onboard and train archive volunteers (ongoing)</i></li> </ul>

**5. Under-represented community members share experiences and strengthen the museum’s collection and archive holdings.**

2025	2026	2027
<ul style="list-style-type: none"> <li>Establish an oral history project outline and proposal</li> <li>Identify previously under-represented community groups to collaborate with to enable prioritizing gaps in the collection</li> </ul>	<ul style="list-style-type: none"> <li><i>Identify previously under-represented community groups to collaborate with to enable prioritizing gaps in the collection (build on work in 2025)</i></li> <li>Build and leverage relationships with Saanich Peninsula museums, libraries, and archives to assist with targeted collecting</li> <li>Identify, contact, and relationship-build with priority communities for oral history project</li> <li>Identify staff to lead and schedule oral history sessions with community members</li> <li>Leverage a partnership with University of Victoria history class(es) for the above</li> </ul>	<ul style="list-style-type: none"> <li><i>Identify staff to lead and schedule oral history sessions with community members (build on work in 2026)</i></li> <li><i>Leverage a partnership with University of Victoria history class(es) for the above (build on work in 2026)</i></li> <li>Continue consultation with community partners and groups on inventory in collections and archives</li> <li>Transcribe oral histories and make them available for research</li> </ul>

**6. Processes and procedures enable collaboration with WSÁNEĆ communities for mutually beneficial stewardship opportunities.**

2025	2026	2027
<ul style="list-style-type: none"> <li>Identify professional development for employees to better understand WSÁNEĆ cultural protocols</li> <li>Draft Repatriation Policy for WSÁNEĆ belongings</li> <li>Draft Indigenous Belongings Collections Policy</li> </ul>	<ul style="list-style-type: none"> <li>Maintain direct line of communication with WSÁNEĆ communities regarding our holdings of their materials / immaterial culture.</li> <li>Conduct outreach with WSÁNEĆ community to review belongings and confirm any slated for Repatriation.</li> </ul>	<ul style="list-style-type: none"> <li>Once available space is determined from the completion of the inventory project, conduct open discussions with the community regarding SMA stewarding any belongings of theirs.</li> <li>Submit final draft of Repatriation Policy to Board and WSÁNEĆ</li> </ul>

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<ul style="list-style-type: none"><li>● Create direct line of communication with ALL WSÁNEĆ communities regarding our holdings of their materials / immaterial culture</li></ul>	<ul style="list-style-type: none"><li>● Share draft policy with WSÁNEĆ Leadership for review and feedback</li></ul>	<p>Leadership Council for final review and approval.</p> <ul style="list-style-type: none"><li>● Complete repatriation work for Indigenous Belongings collection, ensuring that only objects relevant to the WSÁNEĆ People are retained.</li><li>● Submit final draft of Indigenous Belongings Collections Policy with Board for review and approval</li></ul>
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Key Operating Indicators

- Increase number of archive volunteers by end of 2026
- Complete organization and inventory of storage rooms Alpha, Beta, and Foxtrot, & Inventory of Catalogt
- Policies and procedures guide for employees and volunteers reflect collections management and archive objectives
- Repatriation Policy for WSÁNEĆ belongings finalized by end of 2025
- Indigenous Belongings Collections Policy finalized by end of 2025

## Focus Area 6.5 - Employee and Volunteer Experience

**Aspirational outcome:**

- Employees and volunteers feel supported, appreciated, and have ample access to training and professional development opportunities such that SMA's work environment is stable and healthy even in the event of personnel turnover

**Objectives and Actions for 2025-27**

**1. Develop a robust, volunteer recruitment, onboarding, and management system.**

2025	2026	2027
<ul style="list-style-type: none"> <li>• Develop front-desk volunteer job description</li> <li>• Review volunteer recruitment process</li> <li>• Engage employees and volunteers to review onboarding and recruitment documents to inform development of improved processes and materials</li> </ul>	<ul style="list-style-type: none"> <li>• Call out for current and new volunteers for specialty roles</li> <li>• Explore Volunteer Advisory Committee</li> <li>• Develop and test a more robust volunteer onboarding and training package</li> <li>• Document volunteer archives procedures to support understanding and awareness of special handling and documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Implement revised volunteer onboarding package</li> <li>• Conduct annual review of volunteer onboarding package and get feedback to ensure package meets new volunteer needs</li> </ul>

**2. Foster a safe, respectful work environment for employees and volunteers.**

2025	2026	2027
<ul style="list-style-type: none"> <li>• Research best practices in developing and implementing Respectful Workplace Policy, including hiring an external consultant and/or facilitator to deliver training</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Respectful Workplace Policy based on research and submit to Board for approval</li> <li>• Implement Respectful Workplace Policy including delivering training for employees and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Respectful Workplace Policy, including training</li> <li>• Implement annual familiarization of policies and procedures with employees and volunteers</li> <li>• <i>Hold annual check-ins to get</i></li> </ul>

<ul style="list-style-type: none"> <li>● Foster an environment where there is open communication using formal tools for constructive feedback from employees to volunteers and volunteers to employees</li> <li>● Review HR policies (employee and volunteer) to ensure it supports outcomes and objectives</li> <li>● Replace security cameras and ensure full coverage of premises with system recommended by IT Committee</li> <li>● Provide training for employees and volunteers on security cameras, how to monitor and what to do if issues come up (technical and security)</li> <li>● Research cultural sensitivity training for employees and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>● Implement annual familiarization of policies and procedures with employees and volunteers</li> <li>● Hold annual check-ins to get feedback on employee and volunteer perspectives to support a safe, respectful work environment</li> <li>● Provide refresher training on security systems and what to do for employees and volunteers</li> </ul>	<p><i>feedback on employee and volunteer perspectives to support a safe, respectful work environment (ongoing)</i></p> <ul style="list-style-type: none"> <li>● <i>Provide refresher training on security systems and what to do for employees and volunteers (ongoing)</i></li> </ul>
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**3. Prioritize employee engagement and retention.**

2025	2026	2027
<ul style="list-style-type: none"> <li>● Formalize team building and develop a plan for 2025-2027</li> <li>● Formalize communication channels that support sharing ideas and actions before taking action to get input and raise awareness of how actions link to outcomes and objectives (e.g. add to team meeting agendas)</li> <li>● Engage employees to develop and discuss annual employee</li> </ul>	<ul style="list-style-type: none"> <li>● Host team building sessions</li> <li>● Revise Professional Development Policy based on 2025 review</li> <li>● Leverage communication channels that support sharing ideas and actions before taking action to get input and raise awareness of how actions link to outcomes and objectives (e.g. add to team meeting agendas)</li> <li>● <i>Engage employees to develop and</i></li> </ul>	<ul style="list-style-type: none"> <li>● <i>Host team building sessions (choice of topic dependent on 2026 actions)</i></li> <li>● Implement new Professional Development Policy</li> <li>● <i>Leverage communication channels that support sharing ideas and actions before taking action to get input and raise awareness of how actions link to outcomes and objectives (e.g. add to team meeting agendas) (ongoing)</i></li> </ul>

<p>performance and learning plans aligned with the 2025-27 strategic plan, including actions to support physical and mental well-being</p> <ul style="list-style-type: none"> <li>• Continue regular check-ins and open communication</li> <li>• Make available professional development to support employee growth and achievement of goals</li> <li>• Provide flexibility for employee time off and professional development even in busy times</li> <li>• Review approach to term employee hiring and consider means of hiring a permanent part-time Archives Assistant</li> <li>• Review Professional Development Policy to make it more robust</li> <li>• Conduct annual review of employee benefits and explore opportunity to make changes that support retention (Action for the Sidney Museum and Archives Board Executive Committee)</li> <li>• Consider making CPI wage increases standard (Action for Sidney Museum and Archives Board Executive Committee)</li> </ul>	<p><i>discuss annual employee performance and learning plans aligned with the 2025-27 strategic plan, including actions to support physical and mental well-being (ongoing)</i></p> <ul style="list-style-type: none"> <li>• <i>Continue regular check-ins and open communication (ongoing)</i></li> <li>• <i>Make available professional development to support employee growth and achievement of goals (ongoing)</i></li> <li>• <i>Provide flexibility for employee time off and professional development even in busy times (ongoing)</i></li> <li>• <i>Review approach to term employee hiring and consider means of hiring a permanent part-time Archives Assistant (ongoing)</i></li> <li>• <i>Conduct annual review of employee benefits and explore opportunity to make changes that support retention (ongoing) (Action for the Sidney Museum and Archives Board Executive Committee)</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Engage employees to develop and discuss annual employee performance and learning plans aligned with the 2025-27 strategic plan, including actions to support physical and mental well-being (ongoing)</i></li> <li>• <i>Continue regular check-ins and open communication (ongoing)</i></li> <li>• <i>Make available professional development to support employee growth and achievement of goals (ongoing)</i></li> <li>• <i>Provide flexibility for employee time off and professional development even in busy times (ongoing)</i></li> <li>• <i>Review approach to term employee hiring and consider means of hiring a permanent part-time Archives Assistant (ongoing)</i></li> <li>• <i>Conduct annual review of employee benefits and explore opportunity to make changes that support retention (ongoing) (Action for the Sidney Museum and Archives Board Executive Committee)</i></li> </ul>
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Key Operating Indicators:

- Employee annual plans are reviewed twice a year providing constructive feedback to support skills development and growth
- Annual performance reviews and bi-annual check-ins with employees and volunteers demonstrates that they feel supported and appreciated

## Focus Area 6.6 - Financial and Business Management

**Aspirational outcome:**

- We are a sustainable organization that prioritizes responsible business practices, strong financial management, and balances operational and project needs while accounting for organizational capacity and limitations.

**Objectives and Actions for 2025-27**

**1. Embed resilience and build for the future.**

2025	2026	2027
<ul style="list-style-type: none"> <li>• Draft a Communication and Outreach Plan</li> <li>• Develop and implement staff hiring plan and succession plan</li> <li>• Add succession planning to annual employee performance and learning plan discussions</li> <li>• Develop a business continuity plan (e.g. weather events, pandemic, employee changes, etc.)</li> <li>• Develop grant tracker to support tracking and reporting and links to budget planning</li> </ul>	<ul style="list-style-type: none"> <li>• Implement annual staff hiring and succession plan</li> <li>• <i>Add succession planning to annual employee performance and learning plan discussions</i></li> <li>• Review and update business continuity plan, if needed</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Implement annual staff hiring and succession plan (ongoing)</i></li> <li>• <i>Add succession planning to annual employee performance and learning plan discussions (ongoing)</i></li> <li>• <i>Review and update business continuity plan, if needed (ongoing)</i></li> </ul>

**2. Continue to explore revenue generation opportunities to augment/offset changes in funding and grants.**

2025	2026	2027
<ul style="list-style-type: none"> <li>• Develop guidelines, policies and documentation needs for revenue generation and fees to support</li> </ul>	<ul style="list-style-type: none"> <li>• Implement guidelines and policies for revenue generation to support effective implementation and</li> </ul>	<ul style="list-style-type: none"> <li>• Review guidelines and policies for revenue generation e.g. gift shop, room rentals, archives fees, paid</li> </ul>

<p>effective implementation and reporting e.g. gift shop, room rentals, archives fees, paid outreach, public programming to support knowledge transfer and consistency</p>	<p>reporting e.g. gift shop, room rentals, archives fees, paid outreach, public programming to support knowledge transfer and consistency</p> <ul style="list-style-type: none"> <li>Engage the community to understand service interests and needs that could provide alternative revenue sources</li> </ul>	<p>outreach, public programming reflecting learning from two years of implementation and results of community interest surveying</p>
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**3. Establish procedures for internal systems-building and documentation.**

2025	2026	2027
<ul style="list-style-type: none"> <li>Develop annual planning calendar to support effective implementation and monitoring of the the 2025-27 strategic plan</li> <li>Develop and implement standard format for Board reporting aligned with the 2025-27 strategic plan</li> <li>Develop document retention policy</li> <li>Develop phased plan to clean-up GoogleDrive</li> <li>Develop and implement structure for creating and reviewing policies</li> <li>Develop standards for correspondence</li> <li>Develop phased plan to separate digital collections from GoogleDrive</li> </ul>	<ul style="list-style-type: none"> <li>Develop 2026 annual planning calendar to support effective implementation and monitoring of the the 2025-27 strategic plan</li> <li><i>Report to Board using standard format aligned with 2025-27 strategic plan</i></li> <li>Implement document retention policy</li> <li>Conduct phased clean-up of GoogleDrive</li> <li>Conduct 2026 annual review of all policies</li> <li>Implement phased plan to create separate collections database from GoogleDrive</li> </ul>	<ul style="list-style-type: none"> <li>Develop 2027 annual planning calendar to support effective implementation and monitoring of the the 2025-27 strategic plan</li> <li><i>Report to Board using standard format aligned with 2025-27 strategic plan</i></li> <li><i>Implement document retention policy (build on work in 2026)</i></li> <li>Continue phased clean-up of GoogleDrive</li> <li>Conduct 2027 annual review of all policies</li> <li><i>Implement phased plan to create separate collections database from GoogleDrive (build on work in 2026)</i></li> </ul>

Key Operating Indicators:

- Standardization and documentation to address risks and support achievement of business objectives
- Develop and implement guidelines to govern exploration of alternative revenue sources
- Board feedback on tracking and reporting shows that information being provided meets needs

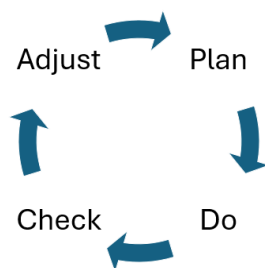
## 7. Budget

The proposed budget for 2025 is outlined below. Budgets for 2026 and 2027 are estimates only and will be confirmed annually based on the contents of this plan.

2025	2026	2027
<b>\$224,450.00</b>	\$230,061.00 (estimating a 2.5% CPI) + Gallery Revitalization Project (~\$25,000 - \$50,000) +Contract Indigenous Curatorial Position (~\$36,400 at least)	\$235,812.00 (estimating a 2.5% CPI) + Ongoing Gallery Revitalization (\$ TBD) + Contract Indigenous Curatorial Position (~\$36,400 at least)

## 8. Implementing the plan

Strategic plans are living documents. Annual planning will be done in November for the next year. The annual plans will identify milestones, timelines and the RACI (responsible, accountable, consulted and informed) for actions outlined in the plan for the following year. Progress reviews will be completed quarterly to proactively identify if adjustments to the plan are required using the continuous improvement approach:



Outcomes from quarterly reviews will be shared with the Board and inform annual reporting to interested parties and communication with volunteers.