



913 Ash Street
Sherwood Park, AB T8A 2G3
780 467 8189
strathconacountymuseum@shaw.ca
www.strathconacountymuseum.ca

November 16, 2017

Mayor Rod Frank
2001 Sherwood Drive
Sherwood Park, Alberta T8A 3W7

Re: Strathcona County Museum and Archives

Thank you for attending our Remembrance Day event. We understand you are very busy and it meant a great deal to us that you took the time to join us.

Operating as the Strathcona County Museum and Archives (nonprofit), The Strathcona County Heritage Foundation (The Foundation) has strengthened our community's identity and deepened our heritage and culture for more than twenty years now. On an ongoing basis, the Museum and Archives provides curriculum support to schools, guided tours, and a home for artifacts and archival records including oral histories narrated by local residents. Annually, the Museum organizes and hosts popular community events including the Family Day Pancake Breakfast, Spooky Saturday, Remembrance Day, and this year, hosted a special Canada 150/Strathcona County Museum 20th Anniversary Celebration.

In the past we have approached Recreation, Parks and Culture for our funding requests, but through conversations with Strathcona County Councillors over the past week, we are approaching the Mayor and Council directly. The Foundation recognizes and has always appreciated Strathcona County's financial and building/maintenance support through Recreation, Parks and Culture.

The Foundation's Strategic Planning Committee (primarily volunteer) has completed a review of our Strategic Plan and is in the process of building an associated long-term Business Plan. Several key areas of concern have been identified and must be addressed to maintain current levels of service to the community, and ensure the Museum remains a vibrant cultural resource for the residents of Strathcona County.

Our strong but now aging volunteer base has been heavily relied upon to supplement our Museum staff to perform tasks needed to maintain the day to day operations as our funding has always been inadequate to provide the required staffing level. We believe that we have been fortunate to have an unusually strong volunteer base.

The Museum requires funding that will enable it to sustain the excellent level of services that are now being affected due to lack of resources. The Museum has had to limit school tour class size to 50 students. As a result, some schools are no longer booking their May/June tours with the Museum. This has reduced tour revenue by 20% from 2016 to 2017 and a further decrease is anticipated as bookings have already been cancelled for 2018. (see attached – Information Sheet on Strathcona County Museum and Archives for more details)

The Museum is now in a position where it can no longer sustain itself with the funding we have been receiving. The Foundation is asking Strathcona County to take over the Museum, which has been discussed over many years with at least three of our past Presidents and the Foundation understands that this is an option. (see Attached – Funding of St. Albert and Grande Prairie Museums for more detail on how other museums in similar sized areas are funded)

Ideally, the Foundation would like the County to immediately take over the Strathcona County Museum and Archives and the responsibility for its employees. The Foundation has every desire to see the Museum thrive and the County can feel assured that the Foundation is committed to working with the County to implement the takeover to ensure that the transition process is supported to the greatest extent possible.

As stated, we are currently working on our long-term Business Plan which addresses all issues that the Museum is facing.

In the short term (for 2018) the Museum can continue to operate with an increase of \$100,000 (this is over and above the \$125,000 we currently receive through Recreation, Parks and Culture). This will enable the Museum to maintain its level of services, allow the Foundation to complete the Business Plan and give the County time to include the Museum in its long-term Heritage and Culture plans. The following are our immediate needs:

- Hire IT Support.
- Hire an Office Manager/Volunteer Coordinator.
- Hire university students to be Interpreters for May and June and work on special projects such as new programming ideas, exhibit ideas, and archiving for July and August.
- Hire a contract cleaning service to relieve staff and volunteers of these duties.
- Increase staff salaries to a level on par with similar museums and provide Medical/Dental benefits (possibly through the County) to ensure staff retention. (see Attached - Salary Comparisons for more information on Museum Salaries)

The Foundation will continue to work on the long-term Business Plan and we ask for the opportunity to present the plan to the Mayor and Council by April 2018.

The Foundation is concerned that without this immediate additional funding and the eventual implementation of the long-term Business Plan (which will include the takeover of the Museum), the Museum cannot continue to operate. If the Museum must close, it is required to adhere to the Province of Alberta Deaccessioning Policy, and must offer its artifacts and archives to other Museums in the province. The Foundation believes it would be in the best interest of our community to have our history, heritage, and culture continue to reside within Strathcona County.

The Foundation looks forward to your response.

Regards,



Coral Dorosh
President,
The Strathcona County Heritage Foundation

Cc: Linton Delaine, Councillor, Strathcona County
Robert Parks, Councillor, Strathcona County
Russ Pawlyk, Director, Recreation, Parks & Culture
Teresa Koslo, Manager, Culture Services, Recreation Parks & Culture
Chris Munn, Cultural Development Liaison, Recreation Parks & Culture
Board of Directors, Strathcona County Heritage Foundation

Attachments:
Information Sheet - The Strathcona County Museum and Archives
Funding of St. Albert Museum and Grande Prairie Museums
Salary Comparison

Museum Funding					
Museum	Funding Source	Funding Amount	Population	Funding Per Capita	
Grande Prairie	City of Grande Prairie	\$829,002*	63,166	\$13.12	
St. Albert	City of St. Albert	\$506,260* (includes Grants & Site Administration) Actual Revenue \$539,640.	65,589	\$7.71	
Sirathcona County Museum and Archives	Sirathcona County	\$175,00 (includes County Grants and est. rent of \$25,000**and Utilities of \$5,000)	Sherwood Park 70,618 Sirathcona County over 98,000	SP \$2.47 SC \$1.78	

* Numbers based on 2017 Budgets

** We don't pay rent but County supplies our building - we did a rent and utility estimate to make our funding a fairer number.

Grande Prairie has 10 staff and St. Albert has 11 staff. Sirathcona Count Museum has 3.

In the late 1980's a study was done by the Curator of the Museum in the Pas Manitoba. The study found that at that time Museums that were funded by their city, county, municipality were generally funded on average \$4.80 - 9.80 per capita.

If we were funded at \$4.80 by the County we would be getting approximately \$470,700 in funding at \$9.80 we would be getting approximately \$960,000.

Even though our Museum is currently smaller than either of these two above Museums were have a higher population and with adequate funding our Museum could be as notable as either of these two.

COMMUNITY SERVICES

	2014	2015	INC (DEC)	% CHG	2016	2017	2018	2014 Actuals
COMMUNITY LIVING								
COMMUNITY SERVICES								
1280 CUSTODIAL SERVICES	693,031	720,130	27,099	4	734,675	764,065	800,413	589,882
3401 TRANSIT OPERATIONS	4,236,748	5,545,186	1,308,438	31	5,533,158	5,797,041	6,083,642	4,285,167
6701 PUBLIC HOUSING	5,000		(5,000)	(100)				
6702 COMMUNITY HOUSING PROJECT								1,598,503
7101 COMMUNITY LIVING	447,808	359,223	(88,585)	(20)	368,927	372,257	376,233	409,878
7103 RECREATION & SPORTS DEVELOP	1,068,217	1,550,995	482,778	45	1,564,877	1,677,181	1,595,405	986,483
7402 PEACE LIBRARY SYSTEM	302,676	302,676			352,580	370,270	427,427	302,676
7403 MONTROSE CULTURAL CENTRE	2,027,273	2,363,369	336,096	17	2,467,885	2,518,346	2,526,733	2,099,498
* 7408 HERITAGE RESOURCES (MUSEUM)	712,282	749,949	37,667	5	791,096	* 829,002	869,088	822,555
7410 SECOND STREET THEATRE	50,058	55,170	5,112	10	55,579	56,008	56,458	49,450
7434 CREATIVE ARTS CENTRE	114,809	115,566	757	1	115,919	116,290	116,679	115,024
7533 CULTURE	393,435	474,011	80,576	20	481,788	494,648	500,323	302,493
Total COMMUNITY SERVICES	10,051,337	12,236,275	2,184,938	22	12,466,484	12,995,108	13,352,401	11,561,609
Total COMMUNITY LIVING	10,051,337	12,236,275	2,184,938	22	12,466,484	12,995,108	13,352,401	11,561,609
Total COMMUNITY SERVICES	10,051,337	12,236,275	2,184,938	22	12,466,484	12,995,108	13,352,401	11,561,609

City of Grande Prairie Long Term Capital Plan Comparison - 2015 - 2018



Project Title	Funding Source	Budget Year 2015	2016	2017	2018
Bear Creek South - BMX Track	Facility Renewal Reserve	-	50,000	-	-
Bear Creek South - Diamond Renewal	Facility Renewal Reserve	100,000	100,000	100,000	110,000
Bear Creek South - Infield Maintenance (Diamond Master)	ACP - Metropolitan Funding	72,000	-	-	-
	Capital Tax	48,000	-	-	-
Bear Creek South - Mowers	ACP - Metropolitan Funding	87,000	-	-	-
	Capital Tax	59,000	-	-	-
Bear Creek South - Nine of Diamonds & Wea Links Camp Grounds	Facility Renewal Reserve	130,000	-	-	-
Bear Creek South - Pavilion Upgrade	Facility Renewal Reserve	45,000	755,000	-	-
Bear Creek South - Refurbish Wea Links	Facility Renewal Reserve	340,000	-	-	-
Bear Creek South - Rehab Dugouts (East Side)	Facility Renewal Reserve	-	-	60,000	-
Bear Creek South - Sani Dump	Facility Renewal Reserve	60,000	-	-	-
Bear Creek South - Steel Building (West Side) Upgrades	Facility Renewal Reserve	33,000	-	-	-
Total: Community Living		1,218,000	1,380,000	160,000	110,000
Community Social Development					
CSD Building Renovation	Facility Renewal Reserve	100,000	-	-	-
CSD Flooring Replacement	Facility Renewal Reserve	50,000	-	-	-
CSD Handicap Lift	Unfunded	-	-	-	250,000
Total: Community Social Development		150,000	-	-	250,000
Culture & Heritage					
Feasibility Study for Performing Arts Centre	Capital Tax	40,000	-	-	-
	Non-Government Sources	35,000	-	-	-
MCC Autoscrubber Replacement Project	Capital Tax	12,500	-	-	-
Montrose Cultural Center Emergency Generator	Facility Renewal Reserve	120,000	-	-	-
Montrose Cultural Centre Southside Stairs Project	Facility Renewal Reserve	20,000	-	-	-
Montrose Greenway Concourse Construction	ACP - Metropolitan Funding	45,000	1,200,000	-	-
	Capital Tax	30,000	800,000	-	-
* Museum - New Offices	Unfunded	60,000	-	-	-
* Museum and Heritage Village Facilities Assessment	Facility Renewal Reserve	60,000	-	-	-
Security Cameras - Montrose Cultural Centre	Facility Renewal Reserve	8,000	-	-	-
* Security Enhancements for Museum	Facility Renewal Reserve	30,000	-	-	-
Wyvern Building Improvements	Unfunded	150,000	-	-	-
Total: Culture & Heritage		610,500	2,000,000	-	-
Parks					
100th Anniversary park's Naming	Capital Tax	200,000	-	-	-

Not included
in funding #'s

Arts at Heritage St. Albert 2017 Budget

Revenue	Administration	Museum	Heritage Sites	Gallery	Total
Grants Conditional (City of St. Albert)	387,025	* 417,827	383,202	440,385	1,628,439
Grants Conditional (Other)	-	* 63,308	23,219	110,255	196,782
Program and Site Administration	-	* 25,125	22,875	211,060	259,060
Father Lacombe Chapel	-	-	76,000	-	76,000
Gift Shop Sales	-	14,300	4,000	23,160	41,460
Donations and Fundraising	5,400	5,900	20,950	13,800	46,050
Art Fundraiser	-	-	-	35,000	35,000
Art Rental & Sales	-	-	-	59,310	59,310
Hogan & Cunningham Houses Revenues	-	-	16,643	-	16,643
Miscellaneous	5,070	13,180	390	990	19,630
Total Revenue	397,495	539,640	547,279	893,960	2,378,374

\$506,360 inc. in Museum Funding Attachment

Expenses	Administration	Museum	Heritage Sites	Gallery	Total
Wages, Benefits and Contracted Services	403,555	350,175	313,471	465,531	1,532,732
Projects	1,800	-	9,000	20,400	31,200
Office	77,974	25,683	15,932	40,634	160,223
Rent	44,798	32,451	-	-	77,249
Exhibition Supplies and Expenses	-	31,250	7,463	32,827	71,540
Repairs and Maintenance	9,084	25,880	41,775	24,890	101,629
Father Lacombe Chapel	-	-	59,664	-	59,664
Utilities and Telephone	13,650	7,725	21,931	18,830	62,136
Program Supplies and Expenses	-	2,398	10,800	114,424	127,622
Advertising and Promotion	6,756	5,056	4,256	18,656	34,724
Goods Purchased for Resale	-	4,405	-	45,479	49,884
Professional Fees	16,020	-	-	-	16,020
Insurance	9,390	-	-	-	9,390
Professional Development	11,157	2,891	3,305	4,904	22,257
Amortization	4,500	4,920	3,450	2,340	15,210
Hogan & Cunningham Houses Operating Costs	-	-	6,643	-	6,643
Administrative Services Recovered	(201,392)	46,796	49,572	105,024	-
Total Expenses	397,292	539,630	547,262	893,939	2,378,123

Net Total	203	10	17	21	251
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Salary Comparison			
Position	Qualifications	Salaries	
Manager/Curator - Strathcona County Museum	Accounting Museum Studies Relevant Degree/Experience	About \$54,000	
Curator - Jobs Canada - Museums	Certificate in Museum Studies, Business Diploma or Event Planner	\$61,000 - \$72,00	
Program Director - Strathcona County Museum	Related Degree/Experience	\$18.00 per hour	
Recreation Program Director - Strathcona County	Related Degree/Experience	\$64,750 - \$80,933 or \$31.12 - \$38.91 per hour	
Museum Educator/Programmer - GALT	Post Secondary Degree or Equivalent education and experience	\$33.93 per hour	
Operations Director, Collections and Exhibits - Strathcona County Museum	Related Degree/ Related Studies Equivalent education and experience	\$18.00 per hour	
Coordinator, Collections and Resources - Reynolds Alberta Museum	Post Secondary Degree Years Related Experience	\$67,547 - \$88, 583 Annually	