



STRATHCONA COUNTY



REVIEW

Strathcona County Museum and Archives
September 2018

CONTENT

ACKNOWLEDGMENTS	2
.....	
EXECUTIVE SUMMARY	3
.....	
1. INTRODUCTION	6
.....	
2. REVIEW PROCESS	7
.....	
3. COMMUNITY BENEFITS	9
.....	
4. MAKING THE LINKS	14
.....	
5. CURRENT STATE OF MUSEUM AND ARCHIVES OPERATIONS	21
.....	
6. REVIEW OF OTHER COMMUNITY MUSEUM OPERATIONS	27
.....	
7. MOVING FORWARD	39
.....	
8. RECOMMENDATIONS AND NEXT STEPS	47
.....	
9. CONCLUDING REMARKS	50
.....	
ENDNOTES	51
.....	
LIST OF APPENDICES	52
.....	



ACKNOWLEDGMENTS

We acknowledge that the efforts to undertake this Review of the Strathcona County Museum and Archives (SCMA) took place on the traditional lands, referred to as Treaty 6 Territory, and that the specialized municipality of Strathcona County and all the people within the county are beneficiaries of this peace and friendship treaty. Treaty 6 encompasses the traditional territories of numerous First Nations, including Cree, Dene (DEN-Ē), Nakota, Saulteaux (SO-TO) and Ojibwe (OJIB-WĒ), and the traditional homeland of the Métis Nation.

This Review has raised awareness about the Strathcona County Museum and Archives and its current state of operations. With a finite amount of time to complete the review, May-June 2018, many community members and stakeholders mobilized to provide input and guidance.

Local wisdom and experience is the best way to understand a community's vision for the future – drawing from their past and current experiences, and engaging their creative imaginations.

We would like to thank the following people for their contributions to this process:

- Project Lead, Manager of Cultural Services
- Project Steering Committee Members
- Strathcona County Heritage Foundation Board Members
- SCMA Staff
- SCMA Summer Students (aka JARs)
- Strathcona County Council
- Strathcona County Executive and Administration
- Community Members and Stakeholders

EXECUTIVE SUMMARY

The landscape of Strathcona County has evolved considerably since the 1950s. Strathcona County is continuing to build for its future with the needs and wants of its residents in mind. With excellent community facilities built or revitalized in recent years – Emerald Hills Leisure Centre, Glen Allan Recreation Complex, the Community Centre and Festival Place for example, the County is beginning to consider future options for the Strathcona County Museum and Archives (SCMA). An investment in the Museum and Archives is an investment in the people - past, present and future. Along with other cultural and recreational amenities, the County is actively engaged in building a legacy, one that encourages social cohesiveness and community pride, and contributes to a sense of belonging and a sense of place.

The SCMA opened its doors 21 years ago when a group representing the Strathcona County Heritage Foundation recognized the need for a community museum. Subsequently Strathcona County provided them with the former headquarters of the Royal Canadian Mounted Police, previously the County's first fire hall. In February 2018, the Board of the Strathcona County Heritage Foundation (SCHF) approached Council to share some concerns and current limitations of the museum and its related operations, and to request funds to assist with their needs. In turn, County Council approved funding to assist with their immediate needs, undertake a review of their current operations, and complete a value-for-service audit to identify options for the Museum in the future.

In more detail, the scope and key deliverables for the review included:

- Aligning the project with the Strathcona County's strategic direction
- Reviewing museum operations
- Scoping community values and expectations (Listen and Learn - Engaging the Community)
- Identifying and assessing trends, and best practices
- Identifying key insights, options, and areas of focus and priorities

Over the past five years, the population of the County has grown to 98,381 (2018), an increase of 4.3%. Over the same period of time, SCMA attendance has remained consistent while membership has fallen significantly. Older long-time volunteers and Board members are either unable to be engaged to the level they were previously or have since passed away. While an effort has been made to provide maintenance, the 1950s building requires significant ongoing repairs and there is no room for expansion. The collections have outgrown the building and are at risk in an environment that lacks humidity controls.

A new home for the Strathcona County Museum and Archives would be a welcoming place where the community would come to see the latest exhibitions, thoughtful and provoking; attend a special event or program; meet friends and relatives; bring out-of-town guests for an enjoyable and memorable experience. The SCMA would be a place in which everyone takes pride and that would enhance the County's quality of life. It would be a place that attracts new, current and future residents and businesses, adding vibrancy to the community. It would be a place for everyone to enjoy. It would make history.

This report presents the results of a community-wide public engagement process, a scan of comparable museums, an analysis of SCMA's current operations. It concludes with scenarios, and a recommendation and an optimal path to reach the best outcomes for this beloved local museum and archives.

A total of 916 people shared their thoughts and ideas about museums and archives now and into the future. They were engaged through a "Listen and Learn" process that included a kick-start meeting, online and intercept (face-to-face) surveys, direct interviews, and a community engagement session.

Key highlights from the engagement process include:

- 84% of people knew that Strathcona County has a local museum and 65% have visited it. The most common reason for their last visit was because they are interested in the County's history.
- 84% believe a museum is important or very important to future of the community.
- 68% of survey respondents were aware the Museum has a local archives.
- 80% of respondents shared that having a local archives is important or very important.
- Local museums are valued and seen as important in a community. A local museum tells the story of the County over time.
- Participants shared the museum acts as a central cultural hub amongst other cultural and heritage amenities giving the county a "sense of identity."
- A number of synergies already exist and there is potential for many others.
- What people appreciated most about the current SCMA was the hands-on aspect of interacting with certain artifacts, friendly and informed staff and volunteers, access to information contained in the archives and collections, having an area for children to play in, hosting of annual special events, and accommodating volunteers with special needs, challenges and interests.
- Some challenges people shared about the current SCMA included limited space to mull around displays, lack of a gathering space, lack of storage space to take on more local collection materials, outdated technology, and some displays are too static (have not changed over time).
- When asked to envision the future of a SCMA in 10 to 15+ years, participants imagined a better and larger facility that is accessible and used by all. They envisioned a place that:
 - › Tells the unique story of Strathcona County: its Indigenous rich history, being a specialized municipality, a mix of rural and urban, a fast-growing suburb, a horse capital of Canada
 - › Includes the archives, artifacts, experiential and

interactive learning, stationary and rotating exhibits, and programs and activities

- › Is financially supported by the County to properly run the operations
- › Has more trained and specialized staff to accommodate a larger scale museum with room for volunteers
- › Is surrounded by complementary services such as other cultural amenities, restaurants, a gift shop, and other shops, good parking, and transit
- › Partners with other historic and cultural sites and organizations

It is undeniable that the people of Strathcona County associate having a local museum with an ability to provide its people with a distinct and proud identity. Strathcona County has a proud story to share; it is a unique blend of ecologically sensitive naturalized areas, a place of rural settlement, a place of suburban development, an energy hub, a growing technology hub – a specialized municipality.

Through this review, there is demonstrated support for developing a legacy that realizes the vision of a 21st century Strathcona County Museum and Archives, one that tells the local story of the County's people and places over time. This legacy is envisioned in Centre in the Park.

Operations

Through the course of this review we have concluded that, in the immediate future, there are four operating scenarios:

Operating Scenario 1

Continue to support the Strathcona County Museum and Archives through a formal agreement, providing incremental funding in the amount of \$200,000 annually plus inflation, total of \$361,650, to ensure the stability of the current operations

Operating Scenario 2

Take on the governance and operations of the Strathcona County Museum and Archives – an incremental increase of \$339,000 plus inflation annually; impacts the budgets and workloads of eight County departments; estimated total funding \$500,000

Operating Scenario 3

Close the Strathcona County Museum and Archives – \$158,000 for one year, reduces to \$0 in subsequent years

Operating Scenario 4

Hybrid of Operating Scenarios 1 and 2: Immediate incremental increase of \$200,000 for the first three years, totalling \$361,650, with increased funding by year 4 (2022)

The most suitable operational scenario is Operating Scenario 4: Hybrid of Scenarios 1 and 2. It suggests selecting Scenario 1, provide an incremental increase of \$200,000 for an estimated total funding of \$361,650 plus inflation for 2019 - 2021, with a view to move to Operating Scenario 2 in a few years' time as plans ramp up for a new Museum and Archives, either in an existing, re-purposed facility, or in a new purpose-built space.

Vision

Through our public engagement process we learned that Strathcona County residents value having a museum in our community.

Visioning Scenario 1

Plan for a new Museum and Archives in Centre in the Park

Visioning Scenario 2

Plan for a new Museum and Archives outside of Centre in the Park

Visioning Scenario 3

Keep the Museum and Archives where it is

Visioning Scenario 4

Close the Museum and Archives

There are three compelling reasons to place a museum within Centre in the Park:

- I. A new Strathcona County Museum and Archives in Centre in the Park builds on an aspirational legacy by Councils and community members alike.
- II. A new Strathcona County Museum and Archives in Centre in the Park builds on current and future synergies by being co-located near a mix of other complementary and diverse cultural, recreational, social, educational, commercial, institutional and residential uses.
- III. Building a new Strathcona County Museum and Archives aligns with other County initiatives and plans, to provide overall community investment, community benefit and cost savings.

1. INTRODUCTION

In the mid-1980s, a number of heritage-minded individuals formed the Strathcona County Heritage Foundation (SCHF) to preserve local history. With the help of the County, they sought out and succeeded in finding a vacant facility. This resulted in the opening of the Strathcona County Museum in 1997. Housed in a municipally owned heritage building that was once the County's first fire hall and an RCMP detachment, the Strathcona County Museum and Archives (SCMA or Museum) has been implementing its mission to preserve and promote the history and heritage of Strathcona County.

In February 2018, the Strathcona County Museum and Archives (SCMA) approached the County Mayor and Councillors to share some concerns and current limitations of the Museum and its related operations, and to request funds to assist with their needs. In turn, County Council approved funding to assist with the immediate needs of the SCMA. Council also requested that Administration undertake a review of the Museum's current operations, and complete a value-for-service audit that includes options for the Museum in the future.

The scope and key deliverables for the review included:

- Aligning the project with Strathcona County's strategic direction
- Reviewing SCMA operations
- Scoping community values and expectations (Listen and Learn - Engaging the Community)
- Identifying and assessing trends and best practices
- Identifying key insights, options, and areas of focus and priorities

This report examines the Strathcona County Museum and Archives' progress and current challenges. The review and value for service audit provided in this report will help to define a vision and inform a plan for the Museum moving forward.

A presentation of the key considerations, options and recommendations contained within this report will be brought forward to Strathcona County Council for consideration in the 3rd quarter of 2018.

2. REVIEW PROCESS

The SCMA review process began in May 2018 and was completed by the end of June 2018. A final report and recommendations will be presented to Council in the Fall.

The review process was grounded in an Appreciative Inquiry Framework (AI), which is a holistic, strengths-based method of facilitation. AI seeks the generation of new ideas and engages stakeholders in self-determining change rather than viewing change as stemming from the need to "fix" or "solve" a problem. This model is intended to encourage meaningful,

future-forward discussions that focus on identifying opportunities. It also invites discussions regarding challenges and potential barriers, envisioning how one may overcome these through the identification of opportunities.

The review was completed through the following four phases, which resulted in the six deliverables. The phases and deliverables are summarized in the figure below.



Phase 1: Building the Foundation

Key Deliverable: Aligning the Project with Strathcona County's Strategic Direction

This included a review and alignment of the project with Strathcona County strategies and frameworks. This also included conforming to several key County policies and guidelines identified in the areas of: public engagement, privacy, history and heritage, cultural services, social media and corporate branding guidelines.

Phase 2: Review and Community Engagement

Key Deliverable: Review of SCMA Operations

This included an in-depth primary and secondary review of operations including SCMA guiding documents; overview of programming and services; staffing; overall finances and funding – operational, capital, resourcing, building and related.

Key Deliverable: Scope Community Values and Expectations

This phase included developing a comprehensive public engagement plan, utilizing a variety of public engagement tools: comprehensive interviews with Council, SCHF Board and Museum staff, municipal executives and various departments, an online and intercept survey, and a community-wide meeting. All engagement points were analyzed to create a 10- to 15-year (and beyond) vision and social benefits analysis for the Museum.

This component adhered to the public engagement policies and guidelines established by Strathcona County. The findings from the engagement process have been documented in a separate What We Heard report, which helped to inform the Museum Review overall.

Key Deliverable: Identify and Assess Trends, Best Practices and Different Scenarios

This included conducting an environmental scan of related heritage and museum practices, emphasizing sustainability, innovation and community relevancy. This phase also included a comparative analysis of

several community museums including, though not limited to: programs and services; client make-up and potential; governance; demographic trends; and strategic, operational and financial directions. This also included a gap analysis and identification of potential partnerships, collaborations and alliances.

Phase 3: Finalizing the Report (Review and Vision)

Key Deliverable: Identify Key Insights, Scenarios and Areas of Focus and Priorities

This included utilizing all the information from the previous components to provide a value for service audit that provides four alternatives and associated costs for continued Museum and Archives operations. Recommendations have been provided with an implementation strategy or next steps to create the making of a long-range, go-forward vision that have provided some further value-added considerations as part of this process.

Phase 4: Project Completion Strategic Advice and Catalyzing Next Steps and Initiatives

Key Deliverable: Review/Plan Roll-Out

Following the completion of the Review, a presentation to Council takes place. This includes outlining some potential next steps for each scenario. Given the scope of the Review being at a “high level”, any associated numbers attached to future museum investments, both operational and capital, would be subject to further detailed feasibility and functional studies.

3. COMMUNITY BENEFITS

Museums are unique. They are initiated by people who have passion for their history, and who strive to share and preserve it for future generations.

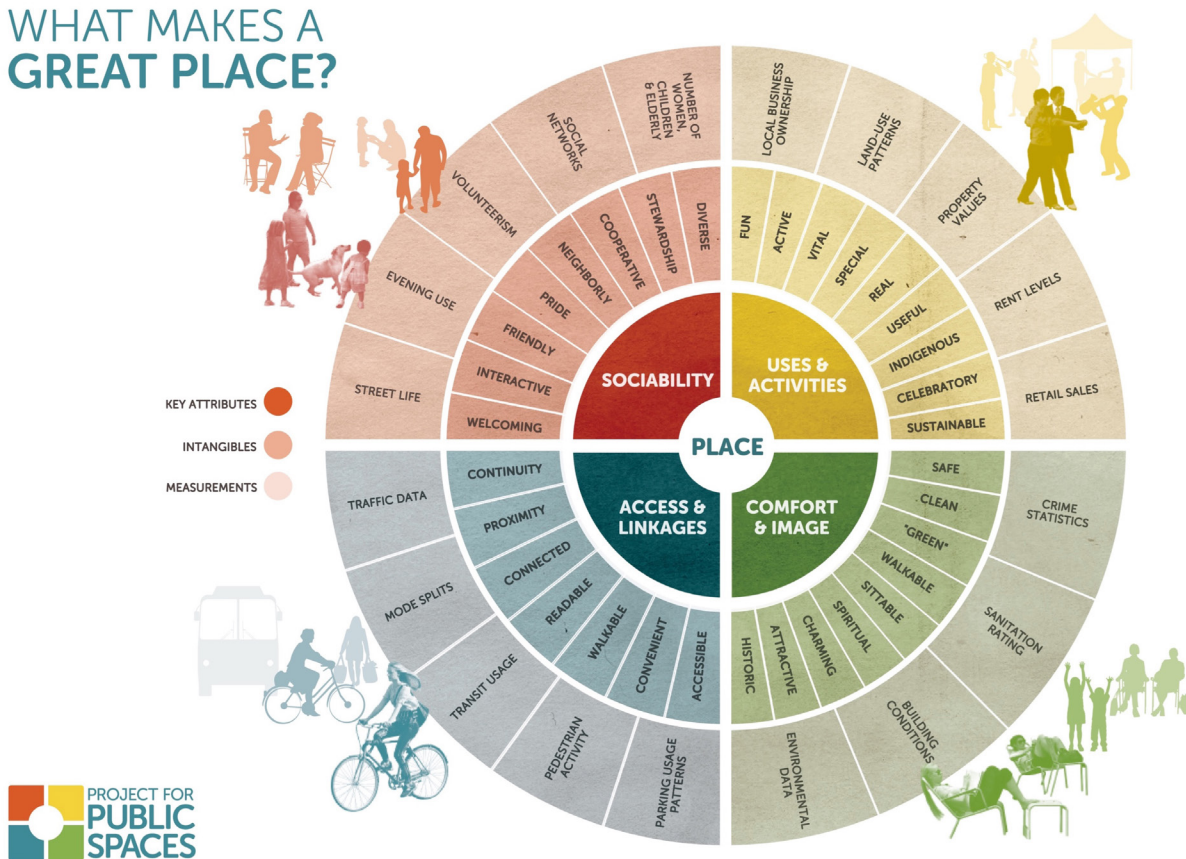
Strathcona County Museum and Archives (SCMA) is a young museum (opened July 12, 1997) and the motivation of the Museum founders reflects that of large stately institutions such as the internationally recognized British Museum in London, England and the Museum of Canadian History in Ottawa. Similarly, the community museums throughout Canada are driven by the same intentions.

Museums vary by type, shape, design, theme, method of delivery and more. While their mission is to collect and preserve, educating audiences is also key to what they do. These methods have been transformed in the digital age. In the midst of rising costs, museums have incorporated learning from new technologies, developed innovative fundraising strategies, welcomed diverse audiences and become a social hub of community engagement.

Museums are about stories. They bring their collections alive, animating them in many different and highly creative ways.

<https://www.pps.org/article/grplacefeat>

WHAT MAKES A GREAT PLACE?



Museums are viewed as one of the best ways to create, enhance and preserve a community's unique sense of place (aka placemaking). An evidence base for this is found through a number of sources including the United Nations Educational, Scientific and Cultural Organization (UNESCO), Project for Public Places, Museum Planner, and Canadian Museums Association as reliable sources.

In discussions with professionals from Strathcona County's Economic Development and Tourism department, an emphasis on placemaking and the fit of a county Museum as a placemaker was shared. Community museums are lending themselves well when located or co-located in proximity to a diverse mix of uses. This includes having them connected to nearby amenities such as a library, theatre, dense residential and commercial activities, and other nearby community amenities such as a high school.

As identified through the community engagement phase, it is undeniable that the people of Strathcona County associate having a local museum with its ability to provide its people with a distinct and proud identity. Strathcona County has a unique and proud story to share - blending as a place of ecologically sensitive naturalized areas, a place of rural settlement, a place of suburban development, an energy hub, a growing technology hub – a specialized municipality.



Medalta Museum

3.1 Compelling Stories

In Alberta, promising museum practices are thriving in every city. Major successes that bring both locals and visitors back again and again include the Fort Museum of the North West Mounted Police in Fort Macleod, and the Medalta Museum and the Esplanade Arts and Heritage Centre in Medicine Hat. These are examples of three Alberta museums that “think outside of the box”.

Medalta in the Historic Clay District Museum (Medicine Hat, AB)

Medalta tells its own unique story of the clay-making industry in a community that boasts the longest operating brick industry in Canada. With clay an abundant natural resource, and with an enormous quantity of available natural gas (termed “all hell for a basement” by Rudyard Kipling visiting in the early 20th century), as well as the Trans-Canada railway running through the property, Medalta supplied pipes, toilets, dinnerware, crocks, pots, kitchenware and the like, from coast to coast. The museum details how the clay is transformed from raw material to the finished product. Their Discovery Centre for school groups and visitors of all ages lays out not only the clay-making process but also tells stories of the workers, and even displays machinery and equipment that is still in use; all in the context of the local environment.

Medalta's comprehensive archives house the records of the clay industries in Medicine Hat - photographs, drawings, records and documents of every kind. They also have an art gallery featuring local and international exhibitions and sales of contemporary ceramics.

For almost two decades the Medalta has been offering an International Artists in Residence Program that attracts artists and ceramacists from around the world, establishing Medalta as a major destination for emerging and established artists. Several artists-in-residence subsequently moved to Medicine Hat because of this site and the availability of clay.



Fort Museum

The Fort Museum (Fort Macleod, AB)

The Fort Museum (Fort) of the North West Mounted Police (NWMP) and First Nations Interpretation Centre hires actors to perform vignettes of their past based on real historical events. They also present The Musical Ride throughout the week in the summer where riders dress in NWMP historically accurate re-created uniforms and perform the traditional routine. These re-enactments show visitors authentic history in action. Given it attracts so many international visitors, the Fort sells guidebooks in 10 different languages. The economic spin-offs in purchases of gas, food, hotels and retail are significant.

The Fort is conveniently located on Highway 3 in the centre of Fort Macleod. It's the only museum in town, but Fort Macleod is just a short drive from Head Smashed in Buffalo Jump. The Buffalo Jump was declared a National Historic Site in 1969, a Provincial Heritage Site in 1979 and a World Heritage Site in 1981. The pair of museums, both focusing on Indigenous history and early western settlement is a draw for visitors who are making a summer day trip.

The Fort operates from May to October, though a site manager works full-time throughout the year. The maintenance worker works April to November, 30 interns are hired from May until Labour Day, and each Halloween the Fort hosts the popular Fort of Terror. The gift shop opens for the annual Santa Claus parade, a long-standing town tradition that attracts visitors from far and wide.

Museums are:

- a. Agents of social change**
- b. Forums for cultural diversity, peace and community development**
- c. Centres of formal and informal education**
- d. Economic drivers (generating employment, tourism, etc.)**
- e. Entities that add value**

United Nations Educational, Scientific and Cultural Organization (UNESCO) on the importance of museums and collections across the world.

In 2017, Canada's 150th anniversary, this small but mighty "museum cluster" attracted 50,000 visitors – twice as many as usual. (Like many museums, the Fort was established by a not-for-profit society, the Fort Macleod Historical Society, in 1967, marking Canada's 100th anniversary.) This visitor draw far exceeds the population of Fort Macleod of approximately 3,000 residents.

The Fort's example demonstrates that thinking outside the box has benefits. It showcases the many benefits a museum brings to its community by drawing out-of-town visitors as well as locals. Unlike many museums that charge admission, the Fort is free to Fort Macleod's taxpayers when they bring in their tax assessments they receive a free membership. It's an incentive that brings them back regularly, along with visiting friends and relatives.

"Great modern location with a friendly intimate feel. Check out the museum!"

"Great place to listen to music"

"Very beautiful place, rich with culture and an amazing experience overall."

-Esplanade Reviews



Esplanade Arts and Heritage Centre

The Esplanade Arts and Heritage Centre (Medicine Hat, AB)

The Medicine Hat Museum and Art Gallery (MHMAG) was established in 1955 for the Queen's Jubilee. In the 1990s the MHMAG began looking for a new home when their city-owned building, situated on the periphery of the community in an industrial area on the Trans-Canada Highway, was in need of major repairs.

The MHMAG has a collection of artifacts from every decade dating back to its early days and approximately 750,000 archival records and photographs. After feasibility and functional plans, numerous strategic plans, open houses and community discussions, the Esplanade Arts and Heritage Centre was built in the downtown core and opened in 2005. During the planning, the need for a new performing arts centre became evident and as a result a 720-seat, state-of-the-art theatre was built into a combined multi-functional centre.

Looking back on the 10th anniversary of the Esplanade on October 22, 2015, Mayor Ted Clugston admitted he hadn't been sure it was a good idea at the time, before he became mayor. That night he reminded celebrants of how the city needed doctors. Candidates all asked what kind of cultural facilities and amenities do you have? The first place he showed them and their families was the Esplanade Arts and Heritage Centre. Mayor Clugston became a proud and

vocal supporter of this facility, which has drawn many people to Medicine Hat who may have not moved there otherwise.

Strathcona County also has a Compelling Story

Like other museums big and small throughout the province, the SCMA has a unique story to tell, and does so with a collection that reflects its history of Indigenous peoples to the present farmers, ranchers and pioneers. Strathcona County is a specialized municipality, boasting one of the first residential suburbs in Alberta while maintaining a strong rural population and sensibility. It was the first industrial development in Alberta's capital region to feature oil and gas industries at a time when ranches and farms filled the landscape. Those industries have played a significant role in Alberta's and Canada's economic history and still do.

Through the review process community members and stakeholders shared the importance of a local museum that tells this important story as the County continues to grow.

3.2 Museum Trends

Museums typically tell their stories well. They are grounded in place. It's what makes them distinctive and memorable. What is local in their stories are the very things that make these stories universal, appealing to area residents as well as visitors. Each individual community has a cultural past that residents strive to preserve in some capacity – only the details differ.

Museums are now reaching out more to translate that sense of connection using various tools, adding interactive technology and virtual reality for more modern displays and exhibits. The aim is to engage their audiences using tools that are becoming more sophisticated all the time. Museums are often the “place makers” and “maker spaces” for a community looking for a way to tell its own stories in new ways.

Acousta-guides, portable tapes that you listen to as you walk through an exhibition, have been used for the past 40 years and now inexpensive cell phone applications are available, suited to most visitors. Today, anyone can access a video game application about museum exhibitions. Maybe those individuals are not in the museum – yet. Chances are they will be intrigued enough to visit.

Museums are no longer passive treasure troves. Now they work hard to engage visitors. They reach out to engage people about wonders in their community, and concerns such as social justice issues related to identity and gender, racism, immigration and the environment. There is a greater desire now to become involved in social dialogues that teach us about ourselves, and museums are active leaders and partners in this regard. With their artifacts and historical documents to bring context to the engagement, museums remind us of our communities' darker pasts. Examples include: the Jewish Museum in Berlin; the Anne Frank house in Amsterdam; the Holocaust Museum in Washington, D.C; and the Museum of the American Indian, also in D.C.

Museums are also engaging communities in physical activity in their galleries. Yoga for example is offered at galleries and museums, as is contemporary dance.

There's more emphasis than ever on life-long education. Families are encouraged to attend where children of varying ages learn together. This promotes learning and may result in life-long museum attendance and interest.

Museums have been digitizing their collections for years and putting them online. In a world of smartphones and social media, the opportunities to engage visitors are endless. Museums learn from their visitors as much as visitors learn from museums. Museums use visitors' devices, track their website hits, and offer surveys online, encouraging continuous interaction. Audio labels, screen reader technology and tactile elements engage the visually impaired. Virtual tours allow visitors to zoom in. In all this, accessibility, an important value for the Museum and the County, takes on a new meaning.

4. MAKING THE LINKS

Strathcona County is a rapidly growing community with a population of 98,381 (Municipal Census 2018) and anticipated growth to 105,428 by 2022.¹

To manage development and plan for the future, the County has been leading a number of planning projects to ensure an integrated sense of identity for Strathcona County. These planning projects are driven by community engagement processes based on what the community would like to see in the future in relation to the County's physical, social, cultural and economic make-up.

Museums touch on all of these aspects of the community. It is important to "make the links" to move towards achieving the common vision of *Becoming Canada's Most Livable Community*.²



Strathcona County Strategic Plan 2013-2030

The Strategic Plan is the overarching vision for the County as a whole. This Plan was approved by Council in 2013 and recently refined in May 2018. Identified in the vision, Council agrees: *Investment in infrastructure, quality services, cultural and recreational programs, and facilities is a priority and sets us apart.*³

There are eight strategic goals identified in the Strategic Plan. Those most related to a local museum include:

- *Goal 1: Build strong communities to support the diverse needs of residents.*

- *Goal 2: Manage, invest and plan for sustainable municipal infrastructure.*
- *Goal 5: Foster collaboration through regional, community and governmental partnerships.*
- *Goal 6: Provide facilities and services that are available and accessible to residents.*
- *Goal 7: Provide opportunities for public engagement and communication.*
- *Goal 8: Foster an environment for safe communities.*

The County ensures consistency and alignment of processes through the Strategic Plan, Corporate Business Plan, Department Business Plans, Master Plans and Frameworks, and the Operating and Capital Budgets.

Municipal Development Plan Bylaw 20-2017

The *Municipal Development Plan* (MDP) sets out guidelines for future growth and development in the county for the next 20+ years. It includes a vision and goals for the future along with associated objectives and policies. The MDP and sustainability visions for Strathcona County are as follows:

- *Strathcona County is an energetic and thriving community. We use our energy to power our new tomorrow. We are a specialized municipality, and work cooperatively with our urban and rural residents to govern as a single municipality. We are a welcoming place to live and attract all people to join us.*
- *We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage. Investment in infrastructure, quality services, cultural and recreational programs and facilities is a priority that sets us apart.*
- *Sustainability for Strathcona County means developing in a manner that meets the needs of the present without compromising the ability of future generations to meet their own needs, while striking a balance between economic prosperity, social responsibility and environmental stewardship.*⁴

One of the key general policies in the *Municipal Development Plan* is for Arts, Culture and Heritage. *The goal will provide opportunities and support to residents to celebrate the arts, culture, heritage and creativity of Strathcona County.*

The idea is to recognize and celebrate the unique history of the County as a part of a vibrant and creative whole that includes heritage and cultural tourism.

A key element of the MDP vision has been to build strong and vibrant urban centres. As a suburb or edge city, Sherwood Park does not have a typical historic downtown. Despite this, the County has created its own unique downtown vision known as Centre in the Park. The vision has been for this core area to be a civic centre of multiple activities that serves as the hub for all of Strathcona County. Focused around open space, plus multi-use residential and commercial developments that have civic and cultural uses, this core has created the beginnings of a special place and identity for the County where residents can gather, live, work and play.

Centre in the Park

Centre in the Park Business Plan 2002

The Centre in the Park vision started in 1990 and the process of moving this forward was put forth in the *Centre in the Park Business Plan*. This Plan identified an urban design concept for 20 acres of land that includes a mix of uses: residential, commercial, hotel, office, municipal, and cultural facilities to create a *community identity and expanding opportunities for year-round activities in the heart of the Centre of the Park.*⁵

As part of the Centre in the Park Business Plan, public amenities and joint use facilities were identified: a Town Square, the Museum, Library, Farmers' Market, and others. The vision continues to be developed through the Centre in the Park Area Redevelopment Plan.

Centre in the Park Area Redevelopment Plan 2015 and Update 2018

The *Centre in the Park Area Redevelopment Plan* was adopted in 2015. This Plan was created to guide future development and redevelopment within this area focusing on the following components:

- The Civic Centre Commercial/Mixed Uses
- Institutional Uses
- Housing
- Major Open Space/Parkland

A part of this vision has been realized, creating a downtown Centre in the Park for Strathcona County. The Civic Centre includes a library, art gallery, County Hall, restaurant and public gathering spaces. This is surrounded by a mix of commercial, residential, mixed uses, institutional uses and park spaces.

There is now work being completed to update the *Centre in the Park Area Redevelopment Plan*. The updated Redevelopment Plan is intended to comprehensively reinforce the value of continuing to grow and integrate the best land uses, transportation and infrastructure needs within the Centre in the Park.

An engagement process is underway with the plan expected to be completed by the end of 2018 or early 2019. The Director, Planning and Development Services, and The Redevelopment Plan Project Lead have been informed of the Museum Review and have provided input into this process. ***Scenarios that arise from the SCMA Review will help inform the Centre in the Park Area Redevelopment Plan.***



Community Heritage Legacy Framework 2009

This Framework is a community-focused program dedicated to capturing and conveying the County's history and heritage for today and the future. Its *aim is to connect residents to the community by fostering a sense of identity, belonging and place.*⁶

*Strathcona County's Community Heritage Legacy Framework is built on the fundamental principle that an awareness and appreciation of community history and heritage are vital to the well-being, strength and continuity of the community. Strathcona is committed to fostering community development that focuses on its history and heritage.*⁷

Its purpose is as follows:

- *To preserve accounts of Strathcona County's history*
- *To protect intangible cultural heritage in the form of traditions, practices, knowledge and skills, as well as the meanings and values that people attach to historic places*
- *To increase public awareness of Strathcona's history, intangible cultural heritage and natural heritage by various means*
- *To make history and heritage accessible to residents.*⁸

The Framework captures community voice to validate community values and opinions regarding history and heritage. *Ninety percent of questionnaire respondents shared that history and heritage are important.* Respondents also shared they want the County to encourage residents and organizations to work in partnerships and as individuals on initiatives to research, identify, collect, preserve and celebrate the County's history and intangible cultural heritage. Many of them want this important work to be done creatively, innovatively, assertively and proudly by taking history and intangible cultural heritage into the community in ways that touch the everyday lives of residents.⁹

The Report makes direct reference to the SCMA: *This approach would not eliminate the need for a museum (or museums) to collect, conserve, store and*

*formally present artifacts. Rather it would boost the effectiveness of museums by having them serve as resources for innovative and interactive programming that takes place beyond the walls of the museum right in the community – programming that could be provided by museums themselves as well as other organizations and individuals.*¹⁰

Ten recommended strategies are provided to demonstrate the importance of history and heritage in the community.

Open Space and Recreation Facility Strategy 2008 and Strategy Update 2018

The Strathcona County Recreation, Parks and Culture department uses the Open Space and Recreation Facility Strategy to guide and plan for future open space and indoor facility development and redevelopment. This Strategy was completed to respond to the growing demand of recreational spaces.

There are three key concepts:

- *An investment in people*
- *A carefully planned infrastructure investment strategy built with the community*
- *An investment in a healthier environment*¹¹

Six guiding principles:

- *Investment in our community's health and wellness*
- *Reduce the ecological footprint of development*
- *Growing in place through reinvestment, revitalization and on-going operations*
- *Engaging the public and strengthening our community*
- *Planning for the needs of the future*
- *Creating a funding strategy to provide ongoing support for the Strategy's outcomes*

The Strategy speaks to park and facility "system" planning that ensures a mix of recreational uses and facilities accommodate County residents.

Culture is mentioned throughout the document as a link to recreation. It is noted as an indoor functional

service area as part of the systems approach. Culture is also mentioned through the engagement process e.g. use of cultural facilities and cultural groups. One key focus is mentioned under Strategy Goal #1: Investment in our community's health and wellness. It states:

*Community-based arts and culture play a vital role in giving meaning to people's lives. Arts and culture encourage social inclusion that can regenerate communities and spark social action. Historical heritage preservation is an important component of the cultural expression of the community. Opportunities exist in indoor and outdoor facilities to accommodate multiple public objectives.*¹²

The County is now embarking upon an updated Recreation and Culture Strategy to develop a 12-year plan for building community in its recreation, parks and culture services.

The SCMA Review will inform this update.

Social Framework 2017 and Proposed Community Hub

The County developed the Social Framework to explore delivery of services and collaboration of organizations. The focus of the Social Framework is organizational and system-level impacts.

Through an extensive engagement process, four outcomes were identified:

- Affordability – *citizens have an increased capacity to meet their basic needs.*
- Access to Programs and Services – *citizens have straightforward access to programs and services that are easy to find.*
- Safety – *citizens feel physically, emotionally, spiritually and mentally safe.*
- Connectedness and Inclusion – *citizens are connected to one another, and their individual differences are valued and respected.*¹³

Through this process, the development of a Community Hub is being proposed. The Community Hub could be in a single location and house

organizations that provide programs and services. This is being further explored and may provide potential synergies with the SCMA.

Bremner House Heritage Site

Bremner House is a municipal heritage site that is located on 80 acres northeast of Sherwood Park. It was built between 1912-1913. The first residents were Charlie and Edith Bremner, followed by the William Schroter Family. Strathcona County purchased the property in 2004, and Council designated the house as a municipal historic site in 2009. The house is open to the public by appointment and for special events. The County is using the land and some of the buildings to house the Agricultural Services Branch.

In 2009, a Bremner House Heritage Site Master Plan was created to guide development of the site. Overall, it was suggested that:

- 40 acres is future long-term open space
- 10 acres include historic farming demonstration
- 10 acres is for special events and a tractor pull area
- 10 acres includes the Bremner House Heritage Site
- 5 acres for a community garden and additional parking
- 5 acres for overflow parking¹⁴

Strathcona County's Growth Management Strategy 2012 mentions: *Bremner House should become a destination and gathering place to learn about and celebrate the area's heritage.*¹⁵

Multi-Purpose Agricultural Facility and Agriculture Master Plan

In 2012, the County responded to a need identified by community members and various planning documents for a multi-purpose agricultural facility. A feasibility study was completed in 2015. *Bremner House Heritage Site was identified as a potential location for the Facility.* In 2016, engagement was conducted for a facility concept and functional programming plan that was approved by Council. Following an internal site selection process, the County purchased 150 acres of land surrounding the Bremner House Heritage Site.

The Agriculture Master Plan that was developed in 2015 continues to ensure the future of agriculture in the County remains an integral part of its history and culture.

Further consideration of how to best enhance the Bremner House Heritage Site will be important as the County's interconnected planning visions continue to unfold. This includes drawing from promising practices as pointed out in this review as the County continues to grow and develop. *The Bremner House Heritage Site has much to offer in complement to other recreational, cultural and heritage amenities and initiatives including that of a County Museum, regardless of where it is located.*

Edmonton Metropolitan Capital Region Growth Plan 2017

The Edmonton Metropolitan Capital Region (EMCR) includes 24 rural and urban municipalities and acts as a hub for northern Alberta. The Region is recognized globally for its economic diversity, entrepreneurialism, leadership, energy development, environmental stewardship and excellent quality of life.

It is estimated that by 2044, the population of the region will double to 2.2 million people. The Region has completed an update to the 2010 Growth Plan that includes a vision, guiding principles and six regional policy areas to guide growth and development over the next 30 years.

Strathcona County is a member municipality of the EMCR. The Growth Plan includes low and high population projections for 2044. The low population projection is 138,000. The high population projection is 160,000 people.

Beaver Hills Biosphere Reserve and Strathcona Wilderness Centre

In March 2016, Beaver Hills was designated as one of Canada's latest biosphere reserves by the United Nations Educational, Scientific and Cultural Organization (UNESCO). There are 18 biosphere reserves across Canada with approximately 669 unique sites spread around the world. This designation provides global commitment to conservation and sustainable development.¹⁶

Biosphere reserves aim to conserve ecosystems and biodiversity. Biosphere reserves are UNESCO-recognized regions with conservation value, where the surrounding communities are committed to protecting biodiversity, cultural heritage and adhering to the principles of sustainable development. Biosphere reserves provide access to ecosystem services and promote sustainable development for the well-being of communities, the economy and the environment. No legal status is associated with biosphere reserves. National parks and provincial parks reconcile nature conservation and recreational activities by controlling them.¹⁷

Strathcona County is one of five counties that has a direct interest in the biosphere, which encompasses 572 square kilometres. In discussions with representatives from the Beaver Hills Biosphere Reserve, Strathcona County Administration and Council representatives, it was identified that there is excellent potential for establishing a working alliance between the newly formed Biosphere Reserve and the Museum. This includes opportunity for exhibitions, research, education and interpretation. This would also provide further national and international linkages for the work of the SCMA.

What We Heard Report June 2018 (Appendix E)

A key component of this Museum Review was to engage community members and stakeholders to understand their thoughts and ideas about the SCMA now and into the future.

The public was engaged through a 'Listen and Learn' process that included the following methods:

- Engagement Kick-Start Meeting
- Online and Intercept (Face-to-Face) Surveys
- Direct Interviews with the Mayor and Councillors, Strathcona County Executive Team, Administration, and community stakeholders
- Community Engagement Session

There were a total of 916 people engaged through this process.

What We Learned

Of the 836 survey participants, 80% shared they have been to a museum in the area. The most common museums visited include Fort Edmonton, Royal Alberta Museum and the Ukrainian Cultural Heritage Village.

84% of survey participants knew that Strathcona County has a local museum. This is compared to 16% who did not. Of those who did know about the Museum, 65% had visited it. The most common reason for their last visit was because they are interested in the County's history.

When people were asked how important do you think a museum is to the future of the community, 84% shared it was important or very important.

68% of survey respondents were aware that Strathcona County Museum has a local archives. Similar to the museum, 80% of respondents shared that having a local archives was important or very important to the future of the community.

The value and importance of a local museum was validated through direct interviews held with Administration and Council and through a community engagement session. Many acknowledged that a

local museum is a way of telling the story of the County and its people over time. Others shared they have memories visiting the museum as a child and contribute now as either a visitor taking others to the Museum or as a volunteer.

Through both the surveys and direct interviews, it was recognized that a County Museum may act as a central cultural hub amongst other cultural and heritage amenities giving the County a "sense of identity". It was also shared by a number of respondents that there are many synergies that exist and can potentially exist with other amenities in the area. This includes the Beaver Hills Biosphere Reserve, Strathcona Wilderness Centre, the Strathcona County Library, Art Gallery@501, Festival Place, Ukrainian Cultural Heritage Village, Fort Saskatchewan Precinct, Bremner House Heritage Site, local shops and more.

Current State of SCMA Comments

Some interviewees and survey respondents also shared insight regarding the current state of affairs of the SCMA. Most who responded stated that the SCMA has done well with the resources it has. They appreciated: the hands-on aspect of interacting with certain artifacts; friendly and informed staff and volunteers; access to information contained in the Archives and collections; having an area for children to play in; hosting of annual special events; and accommodating volunteers with special needs, challenges and interests.

Additionally, comments were shared that the Museum has provided an important educational function for not only schools within Strathcona County but also tells a compelling story that has drawn school tours from Edmonton and other counties. Specific to the Archives were comments made about the high quality and care of the collection – exceeding expectations of County archives.

Some challenges identified by survey respondents and interviewees included: limited space to mull around displays, lack of a gathering space, lack of storage space to take on more local collection materials, outdated technology and some displays are too static (have not changed over time).

There were a number of comments referring to the current facility being older, deteriorating and in need of major repair. Comments by those familiar with the SCMA shared that the current Museum and Archives collections are at risk due to the nature of storage and facility challenges (e.g. humidity control, leaking roof, flooding, and outdated computer systems to track collections).

Suggestions for the future of SCMA

Survey respondents, interviewees and community session participants were asked to envision the future of the SCMA in 10+ years. Many shared the common vision that the SCMA:

- Is accessible and used by all
- Be a better and larger facility
- Tells the unique story of Strathcona County: its Indigenous rich history, being a specialized municipality, a mix of rural and urban, a fast-growing suburb, the horse capital of Canada
- Includes the archives, artifacts, experiential and interactive learning, stationary and rotating exhibits, and programs and activities
- Will be financially supported by the County to properly run the operations
- Will have more trained and specialized staff to accommodate a larger scale with room for volunteers
- Will be surrounded by complementary services such as restaurants, a gift shop, and other shops, cultural amenities, good parking and transit
- Will partner with other historic and cultural sites and organizations

All respondents to the survey, people interviewed directly and those who attended the community meeting were asked about where they thought the SCMA would best be located in the future. The vast majority of respondents from all engagement processes shared that they thought it would best be located in Centre in the Park. Some people specifically shared that they felt a Museum may fit well within the building envelope of County Hall or nearby. Some respondents went as far as suggesting the

adaptive re-use of the County Hall given its first use was as a public amenity (library) and that it contains an amazing artistic staircase. Others commented that the SCMA could be located in a new building nearby. A small number of participants stated perhaps consideration could be given to the Bremner site or Emerald Hills area.

What was most insightful from the community engagement process was the sheer number of people who took the time through either on-the-street interviews (intercept surveys), online surveys or through direct interviews to share how important they felt having a County Museum and Archives was in helping to give Strathcona County a sense of identity, pride and meaning.

5. CURRENT STATE OF STRATHCONA COUNTY MUSEUM AND ARCHIVES OPERATIONS

This section provides a detailed review of the current Strathcona County Museum and Archives' (SCMA) operational components. This review has been informed by background information and materials provided by the SCMA and Strathcona County along with first voice through interviews with the Strathcona County Heritage Foundation Board, SCMA staff and County Administration.

5.1 Museum Standards and Guidelines

Museums follow standards and guidelines as set out by provincial and national museum associations (i.e. Alberta Museum Association (AMA) located in Edmonton and the Canadian Museums Association (CMA) in Ottawa).

The AMA's "Museum Achievement Program" is designed to guide museums on professional practice, enabling museum workers to assess their museum's policies and practices based on museum practices accepted by the museum community. It aids them in measuring their performance and improving it. The areas of study and application include: Museums and Society; Administration; Collections Management; Research; and Programming, which includes public programs, exhibitions and publications.

The SCMA has been awarded by the AMA its Certificate of Achievement, a significant recognition of the Museum's quality and professionalism. The process requires the Museum to reapply every five years to maintain this status and to acknowledge that they adhere to standard museum practices and guidelines. A similar process is followed to maintain status as a professional archive.

This review of the Museum has been completed for each area of study of the AMA's and CMA's standards and guidelines for museums.

5.2 Review of SCMA Operations

The Strathcona County Museum and Archives is guided by a vision, mission and philosophy.

Vision: *To provide an ongoing, vibrant, valued and educational service for the public.*

Mission: *To collect, preserve, promote and display the history and heritage of Strathcona County.*

Philosophy: *Honesty, integrity, professionalism, innovation, diligence, community collaboration, excellence and education.*

Stewardship and Governance

The Strathcona County Museum and Archives is a non-profit independent body that is governed by the Strathcona County Heritage Foundation Board. This is a voluntary Board made up of a total of 14 members. The Executive consists of a president, vice-president, past president, treasurer and a secretary. The Board meets regularly and is a working board, putting in significant hours especially in 2017/18 when they completed a strategic plan for the organization. In one month, board members put in between 30 to 40+ hours.

Board members are also aging and succession planning has been a challenge for them. They've had a recent success with three new young members who are skilled and very supportive of SCMA.

Collections

SCMA has 10,943 artifacts and 30,760 archival documents, family fonds and recorded oral histories reflecting the history of the growing community. Records, documents and photographs date back to settlement days. These are important for existing and new community members who wish to understand more about the community.

The archives were noted as "state of the art". The archives have been thoughtfully conserved and managed. They are kept in a vaulted area with limited access to the public unless staff is available to assist. All of the archives have been digitized and are available on Record on Alberta and being prepared to be loaded to Archives Canada. The SCMA has also captured stories from local community members. These are available in auditory and digital document formats.

Based on the above, the Strathcona County Library has provided its archives to SCMA. The Library has kept some records, though is running out of storage room. The Library has indicated it would be best to move these records to the SCMA.

Strathcona County Legislative and Legal Services also shared that the current County corporate archives are not being properly stored and are at high risk of potential deterioration. The department members shared it would be beneficial to see the County archives re-located to the SCMA.

The SCMA has a collection policy, to which it adheres, regarding limits of size of artifacts and following the protocol of provenance. The collections are outgrowing the size of the building and are at risk in a building with no humidity controls. Staff place containers of water in the building in order to add moisture to the dry air, a method which is inadequate and not to standard practice.

If the SCMA were ever to close, the collection would be deaccessioned following the Province of Alberta Deaccessioning Policy, a method by which they would legally be obliged to follow. The cultural history collection and the archives may be irretrievably lost to the community. Strathcona County Museum and

Archives Deaccession Policy states: If the Foundation is dissolved, any artifacts or proceeds will be donated to another charitable organization or transferred in trust to a municipality until such time as the assets can be transferred from the municipality to a charitable organization approved by the Board.¹⁸ This includes and relates to the collections as assets of the Museum.

According to Museum guidelines and standards, SCMA is obliged to take care of its collections that have been entrusted to them by the public in the most careful, sound and reasonable manner. This involves their physical care, providing proper storage, environmental controls, security, transportation of artifacts, the care and handling of collections as well as their record keeping. Museum and archives collections are a public trust that staff are responsible for ensuring the public will continue to benefit from them in the future. SCMA follows these guidelines within the limitations of the building, which has no humidity controls. The collection areas are crowded and proper textile storage is needed.

Research

Research is undertaken on artifacts and archival documents. Research on artifacts may be conducted in preparation for an exhibit or a publication. Research of archival documents is conducted in-house using records in the database or using ancestry programs. Helping historians, genealogists, student and other members of the community access history is a source of revenue for the SCMA. It is common to charge for making copies and time spent on research with most archives.

Public guests may use a computer in the SCMA library room to conduct their own research with guidance from staff. Oral history recordings of local residents who have shared memories are also available to the public. Research inquiries have dropped to a low of 43 users in 2017 compared to 83 users in 2013. Some reasons for this include people not knowing about the archives or relying on other search tools such as Google and Ancestry.ca.

Education

The education programs offered to school students and preschoolers is one of SCMA's main strengths. Last year 1,170 school children came to the SCMA. This includes local County schools and schools from Edmonton.

The programs for various grades are in sync with their social studies curriculum. SCMA produces booklets to distribute to the classes, which students complete in a workshop setting after a Museum tour, then take the book home with them.

My First Visit (to the Museum) is a successful new program designed for preschoolers. SCMA created a learning centre for this age group where they use felt boards, puzzles, building blocks, costumes and accessories as well as books to learn together with other children. The Manager/Curator shared that "the expansion of our facility's programs is beneficial to pre-school tours, home-schooled families and public visitors". This early childhood education at the SCMA is a trend that is gaining momentum. Such positive experiences, it is believed, may result in children visiting museums throughout their lives.

The SCMA is also used by post-secondary students. For example, students of MacEwan University's nursing program, as part of their Alberta history component, have benefitted from their visits through guided research assistance by staff.

Some special highlights in recent years include the involvement of the Elk Island Public School Division's "Place" program when SCMA reaches out to youth with developmental disabilities, providing an ongoing program. With the help of staff and teachers it enables youth to experience the Museum and learn in a museum setting. SCMA has also focused on youth offenders through partnering with the Youth Justice Committee, providing services for young offenders in an enabling, learning environment. Staff work with the Alberta Corrections Institute and from WJS Alberta helping adults who have sustained brain injury. The SCMA has also provided training opportunities for people looking to re-enter the work force. Staff and volunteers have contributed more than 1,500 hours to these innovative, socially relevant programs.

The SCMA provides experience in museum and archives work. These experiences allow students to practice English if it is not their first language and provide valuable volunteer and work experience. This is a win-win situation for both the students and the Museum.

In 2017 a newly designed exhibition room was opened with an exhibit about local Indigenous heritage. The SCMA engaged Diane Mieli, a descendant of Victoria Callihoo, a well-known Cree elder, and Indigenous artist Aaron Paquette to produce this exhibit. It features murals on two walls, a stained-glass window representing a medicine wheel and a dream catcher. According to the Manager/Curator they "partnered with Amiskwaciy Academy elder Francis Whiskeyjack and students to learn about their culture." When the exhibit opened they presented a special event for the community featuring "aboriginal drummers, pow wow dancers in their regalia, a jingle dancer in a jingle dress, flautist, rappers and musicians." The SCMA, proud of this collaboration, is planning many programs in the future led by Indigenous instructors.

In the winters, SCMA offers seniors a lunch and learn opportunity. It enables seniors an opportunity to come out during the day to have lunch with others and socialize while learning something new at the Museum by sharing stories.

2017, Canada's 150th anniversary and SCMA's 20th, was an ideal year for significant programming. In the Village Square, SCMA installed a Canada@150 exhibit that enticed visitors to test their knowledge of provincial flags, flowers and birds. When later hosted at the Museum the exhibit was used with school programs, grades 3 – 5, to test their knowledge of prime ministers, the national anthem and the development of the Canadian flag. In celebration of SCMA's 20th anniversary they held a major event in mid-July for the community with food and entertainment. It brought together 500 people, the largest single public event the SCMA has held – a true community celebration of the importance of and appreciation for the Museum. Visitors each painted a tile of a leaf that was placed on a canvas featuring a colourful tree that now greets visitors in the Museum lobby.

Strathcona County Museum and Archives offers annual programs that the community has come to cherish. Spooky Saturday, offered on Saturdays throughout October, attracts 500 visitors who explore the Museum that has been altered to surprise, delight and thrill its visitors, especially in the “Terror Trail”.

Other annual special events – the Pancake Breakfast on Family Day and a Remembrance Day program in November – make the SCMA a popular destination whether it is enjoying family time or honouring veterans for a more subdued, heartening event.

Opportunities to expand these programs and do more outreach into the community are limited by the current staffing levels and diminishing volunteer resources.

Partnerships and Community

The SCMA has worked closely with the community for years through partnerships with community organizations, businesses and individuals, extending the Museum into the community and bringing the community into the Museum when it can.

The SCMA is open from 10:00 am to 4:00 pm from Monday to Friday. This is a limitation of the Museum that was shared by the community. Some groups the SCMA hopes to reach may be available only in the evenings or on weekends. The SCMA does open in the evenings and weekends for special events and programs. They offer annual programs such as Spooky Saturday on Saturdays in October and a Family Day Pancake Breakfast.

It is easier to connect with the community when people physically come to the SCMA. This also helps to increase visitor numbers. In 2017, there were a total of 3,500 visitors. Fees to enter the SCMA are minimal. SCMA memberships are available for an affordable price. In 2017, there were 51 members, down from a high of 85 members in 2013.

Revenue generated through fees and membership is minimal:

Adult	\$5
Senior (65+)	\$4
Youth (5-17 years)	\$4
Booked Guided Tours	\$5
Evenings and Weekends	\$5/person (\$75 minimum)
Individual Membership	\$15
Family Membership	\$30

Based on the high cost of transaction fees, the SCMA is not able to offer debit or credit card payment.

Some organizations such as the Elk Island Retired Teachers’ Association use the SCMA to hold meetings and events. In return, they provide donations to the Museum. The SCMA may access grants and sponsorship from industry partners as long as there is no conflict of interest per the company’s policies.

One of the Museum’s greatest challenges is spending the limited advertising budget wisely. Advertising in the local paper, a source of information for their members, is very costly. Human resources are also limited with respect to time to create promotions and continuously update social media.

Human Resources

The SCMA has one full-time equivalent staff and two others who work 48 weeks of the year. Salaries are uncompetitive, especially for the Administrative Assistant and the Program Coordinator at \$18 and \$18.50/hr. They have no benefits or pension plan. They have too few staff for the work expected and very small office spaces.

The Museum counts on volunteers to assist with many administrative tasks, school programs, special events and mounting exhibits. The volunteers are aging and becoming unable to assist and it is difficult to recruit younger volunteers who are available in the day time. Volunteer hours are recorded. Since the SCMA opened, volunteers from kids to seniors have contributed 170,000 hours to the SCMA, a contribution we can value at \$3,400,000 (calculated at \$20 an hour).

Strathcona County Museum and Archives has a special place in the heart of its community. It has hosted thousands of visitors over the years and provided guided tours for schools, clubs, seniors' groups and various community organizations. This could not have been achieved without experienced staff and the innumerable hours donated by dedicated volunteers.

Long-term sustainability is a challenge in this light. Volunteers and staff are at risk of burnout.

Staff Job Descriptions

Typically, there is no clear path for work in museums, no particular degree or certificate that guarantees employment there. There are many kinds of diplomas, certificates, internship programs, degrees (Bachelor and Masters) that may lead to museum work but the professional bodies themselves (the Canadian Museums Association, for instance) do not provide a professional accreditation as the library profession does for libraries.

Museum workers, especially in community museums where workers act in many capacities at once, often have a generalized background and learn on the job. A Manager/Curator in a community museum is typically responsible for financial management, client and staff management/direction, as well as a myriad of other duties. He or she may also be dusting the artifacts and sweeping the floor. In large museums, the Curator would be responsible for managing the department budget and staff, grant writing, curating exhibitions, public and school programming, and writing catalogues and publications.

Recently, the Board and staff have reviewed and updated the staff job descriptions in draft form to more accurately reflect the responsibilities of the Manager/Curator, the Collections Coordinator and the Administrative Assistant. These are provided in Appendix A: Current State of Operations Review and Analysis including additional typical job descriptions for an Archivist and Curator.

Facility

The SCMA facility was built in 1959 as the first Fire Hall in Sherwood Park. In 1967, it was also used as the

first RCMP station. As you walk through, remnants of these uses can be seen and are now used as part of the SCMA's exhibit space. The fire hall design of the building impacts the ability to be creative with exhibits and the protection of the archive collection.

In a facility overview with County Administration, it was shared that this building is coming to the end of its lifecycle, noting this space is not meant for a museum.

Ongoing maintenance and repairs have been completed with assistance from Strathcona County Facility Services. The Museum has applied for grants to offset some of these costs. Examples of some maintenance and repair include: fixing the roof to stop leaks, some preventative measures to reduce flooding and some electrical fixes to prevent fire hazards.

The technology equipment in the SCMA is outdated and has the potential to compromise important records. There are servers that are at risk of crashing. There is no Information Technology support. Strathcona County has provided a one-time fund this year to replace aging equipment and provide a solution for ongoing computer maintenance.

There is no opportunity for expansion on the current site or to enhance the interior structure in the long-term without significant financial contribution. It was shared that the Museum needs to move forward and cannot continue as it is. Table 5.1 includes the total current SCMA facility square footage.

When exploring future scenarios, it was suggested to envision a future for the Museum not focused only on cost but also as an investment in a community and cultural asset. Through many of the conversations, and validated through community engagement, Centre in the Park was identified as a potential location.

As we look to the future we want to ensure the SCMA does not end up back where it is today.

The SCMA has achieved much with limited resources. There are opportunities to celebrate the successes and to learn from challenges as shared above. There are also opportunities to learn from museums of similar scale and size, and apply the learnings to potential options for the future of the SCMA.

Size of Current Museum and Archives

Function	Current (sf)
Public Facilities	
Lobby	500
Program Facilities	
Learning Centre	380
Boardroom (including meeting rooms, rentals)	400
Exhibit Galleries	
Permanent Museum	5,000
Archives Gallery, Library and Research Room	330
Offices	560
Staff Room with Kitchen	400
Exhibit Production Workshop	350
Collections Facility	
Compact Storage Rooms – for Archives and Museum	2,800
Building Support	460
Building Systems & Circulation	220
Total square feet	11,400



6. REVIEW OF COMPARABLE COMMUNITY MUSEUM OPERATIONS

6.1 Promising Practices

A scan of community museums in like-sized municipalities provides value in understanding what works for others and how their approaches may be applied to the Strathcona County Museum and Archives.

The selection of community museums was based on the following factors:

- Population
- Vision
- Mandate
- Mission
- Philosophy
- Governance
- Budgeting and Funding
- Facility Type
- Human Resources
- Visitor Type and Member Numbers

This scan included desktop research and direct interviews with museums in Alberta, Saskatchewan, New Brunswick, Nova Scotia and Montana. It should be noted that not all the above factors of information were provided. Some museums did not have the information or a comfort level to provide it. However, a consistency of key information was achieved through the research and interviews.

Please see also Appendix B: Comparable Community Museum Review and Analysis Table for additional museums that were interviewed. A summary of the key museums reviewed is provided on the following pages.

Galt Museum and Archives | Lethbridge, Alberta

Population	98,198
Vision	The Galt Museum and Archives is a vibrant gathering place that meets historical, cultural and educational needs.
Mandate/Mission	The Galt Museum and Archives engages and educates our communities in the human history of south-western Alberta by preserving and sharing collections, stories and memories that define our collective identity and guide our future.
Philosophy	A gathering place that meets historical, cultural and educational needs with a growing national profile, committed to international museum standards.
Governance	The Galt's Board consists of members appointed by City Council. A City councillor is also appointed to the Board. The Galt's Board submits its annual budget to City Council.
Funding/Budget	\$1.9 Million
Facility Type	<ul style="list-style-type: none"> • Museum and Archives. • Established in 1964. • 17,000+ artifacts. • 600,000 archival documents and photos based on the human history of Lethbridge and southwest Alberta. • High calibre exhibits and programs.
Staffing	<p>Full-time Employees: 12; unionized-2 of 12 are managers</p> <p>Casual and Part-Time: 9</p> <p>Volunteers: 260</p>
Visitor Type/Member Numbers	36,500 including rentals and 13,000 school children
Interviewee	Susan Burrows-Johnson, CEO/Executive Director, 403-553-4703, susanburrowsjohnson@galtmuseum.com

Fort Whoop Up (Satellite of the Galt Museum) | Lethbridge, Alberta

Population	98,198
Vision	Fort Whoop Up was the nickname given to a whiskey trading post, originally Fort Hamilton. During the late 19th century the post served as a centre for trading activities, including the illegal whiskey trade.
Mandate/Mission	Museum does not have a mandate/mission
Philosophy	Museum does not have a philosophy
Governance	Formerly managed by Fort Whoop Up Heritage Society, which disbanded in recent years due to aging volunteers, lack of resources and other reasons. The site was put up for bid and was assumed by the City, and the asset is managed by the Galt Museum.
Funding/Budget	Budget information was not provided
Facility Type	<ul style="list-style-type: none"> • Several re-created historical buildings. Mainly an outdoor experience. A re-creation of life in a frontier outpost on the great plains. • Fort does not have archives. • Seasonal: open May to October
Staffing	Full-time Employees: 1 contractor, 5 summer interpreters funded by Young Canada Works and STEP grant.
Visitor Type/Member Numbers	3000 school children in May/June.
Interviewee	Susan Burrows-Johnson, CEO/Executive Director, 403-553-4703, susanburrowsjohnson@galtmuseum.com

Esplanade Arts and Heritage Centre | Medicine Hat, Alberta

Population	63,260
Vision	Connecting Everyone with Arts and Heritage: A place to celebrate, enjoy and learn about culture, heritage and the arts.
Mandate/Mission	To enrich lives through diversity of programs including exhibitions, performances, activities and services.
Philosophy	Museum does not have a philosophy.
Governance	Municipally owned and operated. In 2005 the former Board of the Medicine Hat Museum and Art Gallery became a small part of an advisory committee of Council – the Arts and Heritage advisory committee, which advises Council in a broad sense but has no jurisdiction over staff or collections.
Funding/Budget	2017 Total Revenues: \$2,566,000 Archives Revenue: \$18,000 Total Expenses: \$3,295,000 Archives Expenses: \$125,000 Museum Revenue: \$35,000 Art Gallery Revenues: \$206,000 Museum Expenses: \$352,000 Art Gallery Expenses: \$477,000
Facility Type	<ul style="list-style-type: none"> • Original Museum built was in 1955, moved from downtown to the Trans-Canada Highway in 1967 to a new building, adding an art gallery that had upgrades in the 1990s. Run by a not-for-profit Board. Need for a new building was recognized. Museum, Archives and Art Gallery were taken over by the City in 1997. • 110,00 square feet • Museum and Archives, Art Gallery and Performing Arts Theatre, Stand-alone Building, Built 2005
Staffing	Facility: 24.7 full-time employees, 87 active volunteers Museum: 1.5 full-time Archives: 2.5 full-time employees Gallery: 3.5 full-time employees
Visitor Type/Member Numbers	2017 Attendance: Total 21,972 Art Classes 1,686 General 2,759 No Charge Thurs 336 Members 135 Pre-Theatre 5,620 Volunteers 1,651 Archives 619 School Tours 4,112 Special Events 4,730 Misc. Tours 324 Total Building Attendance: 76,321 (Theatre tickets, performers, volunteers, other events, facility bookings)
Interviewee	Carrie Wall, Administrative Supervisor, Cultural Development Department, 403-502-8798, crawl@medicinehat.ca

Resurgo Place (Formerly Moncton Museum) | Moncton, New Brunswick

Population	71,889 city-proper, 144,810 municipality
Vision	To preserve local heritage.
Mandate/Mission	Resurgo Place is a new structure encasing the original Moncton Museum with an added Transportation Discovery Centre and a Visitor Centre. Hosts a collection of artifacts and photographs that depict the region's history from the time of the Mi'kmaq to today. Also includes the office of the Municipality's Cultural Officer.
Philosophy	Museum does not have a philosophy.
Governance	<ul style="list-style-type: none"> Owned and operated by the Municipality of Moncton. Receives annual provincial grant, federal Museums Assistance Program grants depending on the project, Young Canada Works grants from Canadian Museums Association (summer students) STEP grants and top up those wages. All staff are city employees. Friends of Resurgo Place, a registered charity, consists of 12 volunteers who fundraise and help with events. Canadian National Pensioners serve as volunteers for the Transportation Discovery Centre.
Funding/Budget	<ul style="list-style-type: none"> \$1.2 Million annually. Also includes full funding for 3 other historical places.
Memberships:	\$72 family, \$50 couple and \$30 single, \$21 youth
General Admission:	\$10 adults, \$8 seniors, \$7 youth, \$5 children over 5, free for 4 and under
Facility Type	<ul style="list-style-type: none"> Museum has a collection, produces exhibits and has a gift shop. It is open year round, 9 a.m. to 5 p.m. Collections include treasures from the period preceding the Deportation of Acadians, the time when agriculture was Moncton's primary economic engine, the golden shipbuilding years and the railway. Archives: has a research library. Appointments are made at the Visitor Centre for research and donation appointments. Archives include a large collection of historical photos, genealogical directories and other related histories.
Staffing	<ul style="list-style-type: none"> 8 full-time employees including Director. 2 casual (Sept-May) Summer students
Visitor Type/Member Numbers	<ul style="list-style-type: none"> Visitors School groups – 30 in May and June Summer camps 12 members
Interviewee	Joanne Duguay, Director 506-859-2626, joanne.duguay@moncton.ca

Dartmouth Heritage Museum | Dartmouth, Nova Scotia

Population	65,573
Vision	To build a new purpose-built, state-of-the-art museum centrally in Dartmouth waterfront perhaps in a cultural cluster. Project will be 10+ years in future. A feasibility study was completed in 2017 and the Museum is moving towards undertaking a functional plan. Currently looking for new space to offer exhibitions.
Mandate/Mission	To protect, preserve and promote our heritage through the only civic museum in Dartmouth. Started in 1967 by Dartmouth Museum Society.
Philosophy	Museum does not have a philosophy
Governance	<ul style="list-style-type: none"> • Non-profit organization originally (1967) and currently, but was absorbed by the municipality briefly in 1996 with the creation of the Halifax Dartmouth Regional Municipality (HRM) and the museum was renamed the Regional Museum of Cultural History. • Museum staff became City employees. It returned to its original name in 1999 and re-established itself as a non-profit community-operated facility. • It was located in the old city hall that required many improvements over the years. The municipality sold it to put the funds toward a new building. They moved their collections to off-site storage. • The collection (50,000 artifacts) is the property of the HRM but is administered by the Dartmouth Heritage Society as collections that advise on collections and deaccession methods. HRM owns and operates two other historical sites in Dartmouth (Quaker House and Evergreen House), which are registered heritage properties located in downtown Dartmouth. The staff have offices in Evergreen House.
Funding/Budget	Budget information was not provided.
Facility Type	A revised management agreement was signed in 2016.
Staffing	Full-time Employees: 4 including Museum Manager, Collections Assistant, Museums Assistant, Visitor Services Officer
Visitor Type/Member Numbers	Visitation very low given it's a time of transition.
Interviewee	Elizabeth Taylor, Manager, Culture and Events, City of Halifax, 902-490-4387, taylore@halifax.ca

**Fort Museum of the North West Mounted Police and First Nations Interpretive Centre,
Fort Macleod, AB**

Population	2,967
Vision	To preserve the heritage and culture of the NWMP, the First Nations people and the settlers of southern Alberta.
Mandate/Mission	Museum does not have a mandate/mission
Philosophy	Museum does not have a philosophy
Governance	The Fort is owned by The Fort Macleod Historical Association, which is the not-for-profit Board. The Executive Director reports to the Board. Board has been managing since 1967.
Funding/Budget	<ul style="list-style-type: none"> • 2017 - \$500,000 • Grants are received from all levels of government • The municipality covers the cost of the salaries of the Executive Director and tops up wages for the summer interns and Collections Manager • The municipality also cover the costs of horses, which must be boarded and fed year round • The museum receives a STEP grant for their 30 interns from the federal government and occasionally receives Museum Assistance Program grants from Heritage Canada
Admission	<p>Adult \$10, Senior \$8, Youth \$6, Child \$5, Family \$25</p> <p>Admission includes The Musical Ride</p> <p>Membership free for local taxpayers (must bring in tax assessment)</p>
Facility Type	<ul style="list-style-type: none"> • Seasonal: Open May to mid-October. • A 're-created' museum, not original built to illustrate the original Fort on the Old Man River. Block Houses were added for effect • Open for special events including the Halloween "Fort of Terror" event and Christmas Parade – gift shop only open
Staffing	<ul style="list-style-type: none"> • Full-time Employees including the Site Manager and the Collection Coordinator. 1 maintenance worker employed from November to April. 30 summer interns for Musical Ride, Gift Shop, Administration, tours and performance vignettes. • Staff receive no benefits
Volunteers:	<p>Translators (10 languages)</p> <p>5 builders and carpenters on call</p> <p>Tailors, Seamstresses</p> <p>Inventory</p> <p>Performers, Artists, Designers</p>
Visitor Type/Member Numbers	20,000 visitors in 2017 including locals (free), schools, groups, tourists
Interviewee	<p>Sandi Davis, Site Manager</p> <p>403-553-4703, manager@fortmacleod.com</p>

History Museum, Great Falls, MT

Population	59,178
Vision	Museum does not have a vision statement.
Mandate/Mission	To preserve the historical and folk heritage of the North Central Montana Region.
Philosophy	The Cascade County Historical Society interprets the area's diverse past for the education and enjoyment of both present and future generations.
Governance	<ul style="list-style-type: none"> • Non-profit organization • 11-member Board
Funding/Budget	<ul style="list-style-type: none"> • \$368,250 annual budget (equivalent in Canadian dollars) • This covers building, staff, museum and archives operations. All raised by Historical Society and some grants • Very proactive in fundraising. Creative ideas like large corporate sponsor to cover providing free admissions and put a plaque at desk for this, do get donations also and significant revenues from events in the performing arts space and professional documentaries – for education and local television sponsorship (PBS)
Facility Type	<ul style="list-style-type: none"> • Museum and Archives, old International Harvester historic brick building (built 1929) • It was acquired by Cascade County Historical Society in 1998; 47,000sf on three floors • Climate controlled archives on 2 floor – mostly for photographs • Received a \$65,000 grant to bring it up to 95% efficiency
Staffing	<ul style="list-style-type: none"> • Full-time employees: 3 including Executive Director, Archive Administrator, Collections Administrator • Part-time employees: 3 including Gift Shop Manager, Membership Coordinator, Maintenance • A 3% retirement plan benefit is provided. This is identified as important for people. The museum tries to be competitive with salaries to keep people • Moving towards gift shop being run by volunteers; 21 Volunteer Members.
Visitor Type/Member Numbers	<ul style="list-style-type: none"> • Levels of Membership: Start at \$35/year to corporate at \$1000/year • 100 members Museum admission is free (sponsor covers this) • Donations also received
Interviewee	Jim Meinert, Museum Director, 406-452-3462, jimmeinert@thehistorymuseum.org

6.2 A Closer Comparison

Vision, Mandate and Mission

A review of the scan of community museums revealed that not all museums have a vision, mission and mandate rather they have one of these at a minimum to guide the museum and archives goals. Consistently the vision, mission or mandate included a statement about preserving the history for future generations.

Governance Models

The two key governance models reviewed were municipality-owned, managed and operated museums and those that are owned, managed and operated by a non-profit Board through a historical society or a foundation. Although the majority in the sample is the model of a non-profit Board, various nuances of governance emerged within the areas of human resources, funding, and ownership within both of these models.

Overall, community museums appeared to have similar challenges as the SCMA whether they were municipally owned and operated or run by a non-profit Board. The main challenges of both models were:

- adequate budgets
- competitive salaries and benefits
- the ability to expand exhibits and programming
- archives and collections storage space
- costs to maintain the information technology systems
- climate and humidity controls in older museum and archives building(s)

Staff retention for full-time positions is an issue for many museums with non-profit Boards unless the salaries and benefits are equivalent to municipal salaries.

Governance Model	Advantages	Disadvantages
Municipality Owned and Operated Museum Examples: <ul style="list-style-type: none"> • Esplanade Arts and Heritage Centre, Medicine Hat, AB • Moncton Museum, Moncton, NB (Resurgo Place) 	<ul style="list-style-type: none"> • Salaries and benefits are higher; pension plan an asset • Technical Information Systems for a museum are connected and maintained by the municipality • Access to a municipality's administrative services for human resources, communications, advertising, graphic design and facility/building maintenance • Council representative conveys to Council museum needs and advocates for them 	<ul style="list-style-type: none"> • May be more of a challenge to attract some kinds of grants and raise funds • Municipal processes for approval required well in advance - i.e. for building maintenance and approvals for programming, etc • Daytime meetings an obstacle for volunteers • A limited ability to provide honorariums to invited speakers or provide a cheque in advance of an event
Non-Profit, Board Owned and Operated Museum Examples: <ul style="list-style-type: none"> • The Fort Museum of the NWMP and First Nations Interpretive Centre, Fort Macleod, AB • Galt Museum, Lethbridge, AB • History Museum, Great Falls, MT 	<ul style="list-style-type: none"> • Access to most federal and provincial grants • Ability to creatively fundraise through a number of means, i.e. sponsorships • Explore and test creative ideas for programs and expansion in a timelier manner 	<ul style="list-style-type: none"> • Salaries are lower and often times no benefits provided, no retirement plan options • Budgets are lower causing a challenge to maintain owned buildings/facilities, update Information Technology systems and support needed administrative roles

Budgets and Funding

All community museums in the scan receive a portion of their funding from their municipalities. Additionally, they had the following commonalities:

- Admission fees except for one that had an annual donor who contributed a lump sum to the museum in order to provide free admission.
- Membership options - individual, family, youth, students and senior rates with children under 5 are admitted for free. Some offered one free day a week. Membership numbers varied from 100 to 300 members. However, attracting new members is a challenge.
- Revenue from the archives for the cost of staff to do the research and print copies of archival materials.
- Gift shops, tea rooms and event rental space provided a revenue source.
- School education programs and tours contributed to funding, with varying prices per student from \$1 to \$3 or a tour rate.
- Annual fundraising events.
- Programs such as Movies in the Park and music events.
- Donations although it was acknowledged that it was time and resource intensive.
- Grants for programs, human resources and capital upgrades.
- Volunteers are depended upon to assist in numerous capacities. However, it is important to note that they do not do the work of professional staff. An active volunteer force is a key asset to the museum. Many expressed the challenges of maintaining their current members who are aging and have either passed away or are unable to continue.

Staffing Resources

One of the most challenging budget and funding considerations for a county museum is the staffing and resources required to ensure that the museum is operating to its fullest potential. Unless it is a large facility that is owned and operated by the municipality, the staff resources and budget for a community museum managed by a non-profit board are minimal.

Similar to the SCMA, the staffing structure and challenges of the museums in the scan are as follows:

- All have at least a full-time Executive Director or Manager/Curator;
- The museums varied from one to three full or part-time roles for Administration, archives, collections, programs and gift shop;
- Staff roles are funded in various ways, some are municipal employees but most are funded through the established operating budget and revenue sources needed to operate;
- Of the non-profit managed museums, none offered benefits to staff and only the History Museum in Great Falls, MT provided staff with 3% towards a retirement plan. Lack of benefits was of greater concern than salary levels in terms of retaining museum staff; and,
- The minimum wage for summer interns offered by federal and provincial agencies was often supplemented by the museum. Staff in some cases is supplemented in summer months with grant programs to hire students.

Volunteer Resources and Interns

The majority of museums and archives use volunteers to keep their operations running effectively and in a cost-effective manner. Volunteers typically assist with administrative support and fundraising.

These institutions have typically provided flex time as a benefit but there's been a "marginal decline in the scope and nature of pensions and benefits. The sector has become more vulnerable in the past twenty years."

Museum Facilities

Most of the smaller county museums were challenged with inadequate space and the inability to expand their programs and services. The concerns related to their infrastructure were identified as follows:

- The inability to accept more collections from the community
- The challenge of purpose-built buildings were identified as financial as it is expensive to operate them and maintain them
- Many museums carry additional rented storage elsewhere for larger collection items and/or overflow
- Most museums without climate controls monitor with hygrometers, which detect the humidity levels
- In cases where the building was owned and maintained by the municipality, maintenance was not necessarily done in a timely way
- Lack of ample collections and exhibit space. Inability to create interactive exhibits, additional programs and public events were mentioned as challenges. Some museums display only 10% of their collections in a 6,000 square foot building.
- Some continue to work with what they have for space while others are working on expansion or relocation programs; those considerations include tying a retrofit or new museum into a historic or cultural hub of activity to ensure the value of the museum is fully integrated with the community's vision of its value e.g. Resurgo Centre, Moncton, which encapsulated the old museum building in the new when they added a Discovery Railway Centre and tourist kiosk.

Creative Programming and Fundraising Ideas

Several museums spoke of the concern and efforts to continue to be relevant with their existing services, programming and revenue-generating opportunities within their communities. It was shared how important it is to "think outside the box" as a museum in order to be interesting to all people and stay relevant in the community. The implementation of creative ideas means building relationships to further the vision of the museum. Other museums shared a variety of creative ideas:

- Attract more visitors to the museum with no admission fee. More can be achieved by finding a significant annual donor from a local business/corporation to donate money that would bring more tourists to the museum so it's accessible to all. In return the museum provides recognition noting their sponsorship of the admission fee as well as in marketing promotions. Still include a donations box at the entrance.
- Establish the museum as an "event-driven" museum whereby there are significant rotating exhibits of interest to a small community. Creatively take local history and look at it differently in an exhibit.
- Include a performance room and/or event space that can be rented by others or used for public programming, receptions and entertainment.
- Offer high-quality education programs at the museum.
- Offer a "movies in the park" or "movies at the museum" program for young audiences and adults.
- Establish an annual sponsorship program for school tours and curriculum-based programs at the museum. Offer sponsors marketing perks such as heightened visibility in museum promotions.
- Seek grants for building efficiency to help reduce operating costs.
- Establish a Donor Program and an Endowment Program.



7. MOVING FORWARD

7.1 Operating Scenarios

As a key deliverable of this review, here are four scenarios regarding the future operations of the Strathcona County Museum and Archives.

- **Operating Scenario 1:** Continue to support the SCMA through an operating agreement, providing incremental funding of \$200,000, for a total estimated annual funding of \$361,650, plus inflation.
- **Operating Scenario 2:** Take on the governance and operation of the SCMA. This would impact the budget and workload of eight County departments; a preliminary cost estimate is \$500,000.

The Strathcona County Heritage Foundation could consider a new mandate such as a “friends of” society to continue to support history and heritage in the community.

- **Operating Scenario 3:** Close the Strathcona County Museum and Archives. The cost would be \$161,650 in 2019 and reduced to \$0 in subsequent years.
- **Operating Scenario 4:** Hybrid of Scenarios 1 and 2. Costs would be \$361,650 annually for 3 years and would increase in years 4 through 7.

Estimates are based on “broad brush” available figures and assumptions. Of note, such estimates for Operating Scenario 4 beyond year 3 require further substantiation and confirmation through subsequent feasibility and functional studies as required.

Governance Models

A comparison of best practices revealed there are four different governance models used in museums today. These are:

1. Municipality (county or city) owned
2. Commission
Local governments may choose to delegate certain powers and responsibilities to a specialized entity known as a commission. As a governance option, a commission is given a certain degree of autonomy by municipal council and is mandated to carry out a limited number of specified government-like functions to provide oversight of an area.
3. Non-profit (society or other)
4. Privately-owned

The table on the next page illustrates the advantages, disadvantages and comparable museum examples for each governance model. Suggested models will be evaluated, and the best suited model determined in conjunction with feasibility and functional plan studies in 2019-20, if approved through the budget process.

Examples of Governance Models

Governance Model	Advantages	Disadvantages	Museum Scan Example
Municipality Owned	<ul style="list-style-type: none"> Salaries and benefits are on par with municipal salaries of equal responsibility; pension plan an asset Technical Information Systems for a museum are connected and maintained by the municipality Access to a municipality's administrative services for human resources, communications, advertising, graphic design and facility/building maintenance an asset 	<ul style="list-style-type: none"> May be more of a challenge to attract some kinds of grants and raise funds Municipal processes for approval required well in advance Daytime meetings often an obstacle for volunteers A limited ability to provide honoraria to invited speakers or provide a cheque in advance of an event 	<ul style="list-style-type: none"> Resurgo Place, Moncton Museum, Moncton, NB Esplanade Arts and Heritage Centre, Medicine Hat, AB
Commission Model	<ul style="list-style-type: none"> Access to most applicable federal and provincial grants Ability to creatively fundraise through a number of means, i.e. sponsorships, endowments, annual fundraising events such as auctions Explore and test innovative ideas for programs. Salaries generally on par with municipal salaries Benefits and pension plans Council representative conveys to Council museum needs and advocates for them 	<ul style="list-style-type: none"> Subject to municipal priorities – may cause delays in obtaining building services done on a regular basis 	<ul style="list-style-type: none"> The Galt Museum and Archives, Lethbridge, AB

Governance Model	Advantages	Disadvantages	Museum Scan Example
Non-Profit	<ul style="list-style-type: none"> • Access to applicable federal and provincial grants • Ability to fundraise effectively with an active Board • Ability to react/produce more spontaneously with programs, exhibits and services, with Board approval 	<ul style="list-style-type: none"> • Salaries are generally lower and often times no benefits are provided, no retirement plan options • Budgets are lower causing a challenge to maintain owned buildings/ facilities, updated software programs, most recent technology requirements, etc. 	<ul style="list-style-type: none"> • Fort Museum, Fort Macleod, AB • Strathcona County Museum and Archives, Sherwood Park, AB • Gem Museum of the West, Coaldale, AB
Privately-Owned	<ul style="list-style-type: none"> • Generally based on a successful, long term business. • Operated by a Board of Directors • Tend to follow museum standards and practices except de-accessioning practices 	<ul style="list-style-type: none"> • If the business goes bankrupt, the museum will close and the collection will be likely moth-balled 	<ul style="list-style-type: none"> • The Seagram Museum in Waterloo, Ontario, preserving the heritage of the once venerable Canadian distillery Seagram (Operated from May 1984 to March 1997) • Redpath Sugar Building is a sugar storage, refining and museum building in Toronto, ON • Bata Shoe Museum, Toronto, ON

Operating Scenarios – More Detail

Operating Scenario 1: Continue to support the SCMA through an operating agreement, providing additional funding in the amount of \$200,000 annually

This amount would cover the SCMA's current challenges including the addition of a position for volunteer coordinator/part time administrator and salary or wage increases for current staff. It would also support the costs for items the County has helped with this year:

- Technological support for their new computers
- Janitorial contract
- Off-site climate controlled storage
- Matching funds for summer grant funded students

Museum governance, with this additional funding, would remain an autonomous, Board-run Foundation. Facility infrastructure care and a liaison would continue to be supported as they are currently. Strathcona County Human Resource (HR) department has indicated that they could help the SCMA set up their benefit program through the Alberta Urban Municipalities Association (AUMA).

The SCHF retains their ability to continue the museum and archival services, and provide programming, prepare their own business plans and conduct their business as they see best serves the community.

Financial Impact: Current support \$161,650

Incremental Increase \$200,000 = \$361,650 annually plus inflation



Operating Scenario 2: Take on the governance and operations of the Strathcona County Museum and Archives

In this scenario the Museum would benefit from being part of the County in all administrative aspects. Following the template Strathcona County used for the Festival Place transition plan in 2009, the departments that would be affected are:

- Human Resources - job classification, recruitment, managing payroll and benefits, staff performance planning and reviews, senior advisor support, staff orientation, training and development, time entry training, OHS, disability management.
- Recreation, Parks and Culture – alignment in Cultural Services branch, supervision of operations and programming, RPC Business systems/finance, time entry administration, contracts administration, PVs and POs, marketing and partnerships, advertising, transfer of the assets of the Museum to the County's

ownership, budgeting and business planning, programming, training.

- Corporate Finance – Establish new cost centres, processing payments, insurance, RIS training.
- Legislative and Legal Services – transfer of assets, contract administration, records management, forms, FOIP (Museum has PIPA).
- Communications – services as currently provided through Corporate Communications for RPC
 - › identity/branding, approvals and protocols, routing, Insider (add Museum and welcome them), website transfer of information, website maintenance
- Information Technology Services – network the computers, provide IT support for hardware, commonly used software, as well as museum specific software, computer and other corporate devices, training, purchase, network and support new phones, phone directory updates.
- Utilities – garbage collection continues, introduce and support recycling programs
- Transportation Planning and Engineering, and Transportation and Agriculture Services - change of directional signs, parking lot maintenance
- Facility Services – continue life cycle infrastructure care and maintenance, Courier and mail

The Strathcona County Heritage Foundation and the Strathcona County Museum and Archives would be required to complete an inventory and transfer of assets, artifacts, fonds to County ownership.

As well, Strathcona County would work with the Strathcona County Heritage Foundation to change the mandate of the Board from operating to “friends of” and complete all of the business that goes with closing down, including audits

Financial Impact: Human Resources impacts to bring staffing levels, salaries and wages up to County standard would add an approximate \$150,000. Preliminary estimates for this operating scenario would be approximately \$500,000.

Operating Scenario 3: Close the Strathcona County Museum and Archives

Discontinue supporting the SCMA. Thank the SCHF Board and SCMA staff for their service, continue to provide funding to the current level until all artifacts and fonds are deaccessioned. The risks are the loss of this service to the community and the potential that the task of deaccessioning could be left to Strathcona County.

Financial Impact: \$161,650 for 2019, \$0 beyond 2019

Operating Scenario 4: Hybrid of Scenarios 1 and 2

Select Operating Scenario 1 for the short term, with a view to move to Operating Scenario 2 (County operated) in a few years’ time. The transition from Board operated to County operated would occur in conjunction with the planning process for a new Museum and Archives, either in an existing, repurposed facility, or in a new purpose-built space.

Financial impact: Full costing of Operating Scenario 4 is yet to be determined.

For years 1 through 3, the incremental increase would be \$200,000, plus annual inflation.

For years 4 through 7, the incremental increase would be determined based on planning for the operation of a new Museum facility.

7.2 Visioning Scenarios

A visioning activity was also a key deliverable of this review. Here are four scenarios envisioned for the future location and scope of the Strathcona County Museum and Archives:

- Visioning Scenario 1: Plan for a new Strathcona County Museum and Archives in Centre in the Park
- Visioning Scenario 2: Plan for a new Museum outside of Centre in the Park
- Visioning Scenario 3: Keep the Strathcona County Museum and Archives where it is
- Visioning Scenario 4: Close the Museum

Informing each of these visioning scenarios are the general criteria as laid out in earlier sections of this review. These include:

- Benefits museums have to communities
- Making the links to other Strathcona County plans, initiatives and directions including:
 - › listening and learning from feedback and input provided by community members and interested stakeholders
 - › technical information shared by County Administration
 - › critical feedback and input shared by Council members and key community stakeholders
- A technical review of the current SCMA operational areas including: stewardship/governance, human resources, financials, community, collections, archives, interpretation and education, research, conservation and physical museum building structure.
- A comparison of other community museum operations from Alberta and elsewhere.

Visioning Scenario 1: Plan for a new SCMA in Centre in the Park

There are three compelling reasons to place a museum within Centre in the Park.

1. A new Strathcona County Museum and Archives in Centre in the Park builds on an aspirational legacy by Council and community members alike. The SCMA placed downtown complements the continuing vision to develop Strathcona County's unique sense of place, identity and story. It also enriches cultural and heritage sites found throughout Strathcona County such as the Bremner House Heritage Site, Smeltzer House, Beaver Hills Biosphere and Strathcona Wilderness Centre.
2. A new Strathcona County Museum and Archives in Centre in the Park builds on current and future synergies by being co-located near a mix of other complementary and diverse cultural, recreational, social, educational, commercial, institutional and residential uses.

Development of community amenities such as a local museum within a "core location" is seen as a proven best practice around the world. In the case of the SCMA this includes proximity to nearby amenities established or under consideration: shopping malls, a school, recreational areas (indoor and outdoor), a central library, senior living, multi-residential, offices, hotels, offices and more.

3. A new SCMA aligns with other County initiatives and plans, to provide overall community investment, community benefit and cost savings. Locating or co-locating a new museum in Centre in the Park allows for cost savings. The requirements of museum and archives functions, coupled with functional needs of other community amenities such as a library, County required archival storage, art storage, collections and gallery space, become better realized through such efforts. A new museum could provide space options for other needed County Administration or partnership related uses.

Visioning Scenario 2: Plan for a new Museum outside of Centre in the Park

Consideration of a new purpose-built or retrofit of another existing building somewhere else within the County. This scenario may include consideration of locating in the Bremner area, complementing the future Multi-Purpose Agricultural Facility, or finding another location in another part of the County.

Benefits may include:

- Nearby tourist amenities such as Bremner House Heritage Site, and the Ukrainian Cultural Heritage Village may add to visibility of the SCMA.
- Proximity to high traffic corridors such as Highway 16, nearby hotels and restaurants.
- The cost of parking may be less.
- There may be more than adequate space to build a purpose-built museum and archives.
- May provide convenient access for local and rural residents.
- May provide synergies with sites such as Bremner House.
- May lend itself to including the equine aspect of the area. No lack of space for programming that includes animals or the history of farming in the area.

Cons may include:

- This was not a scenario strongly expressed as desirable by the majority of community stakeholders, County Administration, or SCMA officials.
 - › Of note, the Bremner House Heritage Site was viewed as a viable heritage site with an historic agricultural and equestrian theme that complements a wider breadth community museum.
- Specifically, the Bremner House Heritage Site is not forecasted in the immediate or mid-term future to be developed outside of the Multi-Purpose Agricultural Facility. This will result in it being a destination trip for many and less about impromptu visits.

- Other sites not yet determined may be more costly due to associated land and servicing costs.
- May not be as accessible by some who do not have their own transportation or access to affordable public transit.
- The climate controls and other functional aspects of a museum would require special considerations if located nearby other amenities such as those that pertain to agricultural uses.

Visioning Scenario 3: Keep the SCMA where it is

For the time being, the Strathcona County Museum and Archives stays in its current location as the County and Strathcona County Heritage Foundation Board work together toward one of the other scenarios or one yet to be determined.

Benefits may include:

- Less associated capital and operational costs in the immediate.
- More time to consider other scenarios that may not have been identified through the scope or time frame associated with this review.

Cons may include:

- Ending up in a similar position to the Library, where there was a transition period of 18 years because they were not able to stay where they had been; a new build took much longer than anticipated.
- Potential loss of the current professional museum staff, along with their local knowledge and experience, due to the current operational conditions and budget. Without considering a new museum for the longer term, the Museum risks losing its greatest asset – the staff who care for and manage the tangible and intangible collections it stewards on behalf of the community of Strathcona County.
- Archival storage has almost reached its capacity. The Archives will be unable to accept new fonds, documents, photographs and records until more space (compact shelving) is available.

Special Considerations

- To facilitate any other potential new or retrofit option, Visioning Scenario 3 will be part of the steps required before any move is considered.
- A key consideration contained within this scenario would be to ensure that any required technology updates are completed in the immediate, along with any structural repairs to ensure there is not risk to collections and archival materials involving humidity and other museum system conditions.
- At most, the current operations could be retained for no longer than 5 to 7 years at its current location.
- The SCMA cannot continue at the current location because the building is not suitable for retrofit or expansion.

There are other options for the old fire hall building; here are two examples:

- › The building could be re-used for less specialized operations and functions. It could be converted to a leased facility and used as a cultural centre for guilds and artisans such as weavers, spinners and quilters, textile design, jewelry-making, book binding, felting and knitting clubs. The Village in the Square part of the Museum's current first floor could be made into a co-operative gallery.
- › If no such beneficial community amenity is found, the building and land could be sold and the funds from the sale of the property could be used toward a new museum.

Capital and Operational Considerations

If any consideration of Visioning Scenarios 1 or 2 were to commence, operational budgets would need to be significantly ramped up in years 3 (or 4) to 5 (or 6 or 7) to accommodate the required staff complement that would be required to operate a newer, larger, modern museum and archives facility.

Visioning Scenario 4: Close the SCMA

This scenario is not recommended. The What We Heard Report demonstrates a desire to retain and grow the SCMA. One of the most significant risks museums around the world face is loss due to natural disasters and acts of terrorism. To think there would be cause outside of those two risks that led to the closure of the SCMA would be a travesty.



8. RECOMMENDATIONS AND NEXT STEPS

Next steps are provided with a lens looking from inwards to outwards, identifying steps in the short- and mid-term to moves toward achieving the museum legacy.

As renowned Canadian architect Jack Diamond of Diamond Schmidt Architects once said:

"First make it right. Then make it good."

Key Recommendations for Strathcona County:

1. That Strathcona County provide additional support for the operations of the SCMA.
2. That Strathcona County Council support in principle Visioning Scenario 1 – a new museum and archives within Centre in the Park – as the best community museum option. This location will position the Strathcona County Museum and Archives to become a cultural heritage amenity of excellence within an existing Cultural Hub.

Note: Measures in progress

That Strathcona County:

1. Assist the SCMA in upgrading their information technology infrastructure and software programs to ensure compatibility with Strathcona County's information technology systems.
2. Immediate funding was provided in 2018 to offset critical issues.

Further Steps for Consideration

For the County:

Undertake a Feasibility Study for a new Museum and Archives – Year One

The feasibility study answers the question "Is the project feasible?", that is, "Is it capable of being done or carried out?" "Will it be suitable and successful?"

The components of a feasibility study include details about:

- Area visitor demographics and trends
- Area partners and competition
- Operational objectives
- Exhibit objectives
- Program objectives
- Collections development objectives
- Research and conservation objectives
- Estimated facility requirements
- Capital estimate
- Staffing projections
- Revenue and expenditure estimates

The general location for the project may be confirmed at this time including the merits of any other potential site or options. This document will be used for future planning. Once the direction is set, any fundraising can begin.

Develop a Functional Plan - Year Two

The functional plan defines the requirements for the building and parking. It defines the institutional technical requirements in terms of changes in the building fabric and systems, and design requirements as they relate to the museum's mission. Fire and safety requirements, suitable environmental conditions and security systems are outlined. These are determined once the location is confirmed. The functional plan also provides operational methodology, size and the need for a balance between professional and volunteer utilization. The functional plan represents completion of the second major stage of the project.

Of note, there is funding through the Federal Cultural Spaces grant program for municipalities to conduct the above studies.

Beyond Year Two

After the functional plan has been completed, then the implementation of the functional plan is necessary. This includes the development of the museum itself and preparation for the transition and eventual roll-out of the new museum and archives. As noted in earlier sections, the above study and plan will help to determine the staging, costs and associated timeline required to ensure the best implementation plan.

Given the scope of this Review being at a "high level", any associated numbers attached to future capital museum investments would be subject to further detailed feasibility and functional studies.



For the Strathcona County Museum and Archives:

Conduct a thorough review of all the collections, the size and provenance of artifacts and the growth potential for collections in the future.

1. This will be further analyzed in the feasibility and functional planning studies vis a vis storage – how much space will be required for compact shelving, the design/requirements of storage areas, and other elements.
2. If the go-forward plan includes a permanent gallery in the new site, begin discussions with staff and Board on what story to tell. In time, an operational plan based on the permanent exhibit, what's in the collections to support it and related public and school programming may be built into the plan. This direction does not preclude other exhibit spaces for travelling exhibitions and in-house created exhibits.
3. Determine the short-term options – stay in the current building until the move. Move vulnerable collections to off-site storage with humidity and temperature control.
4. Begin engaging the public about the new museum and archives to build community interest, excitement, support and participation.



9. CONCLUDING REMARKS

This pre-study, review of current operations was completed within a very compressed timeline. It included extensive community engagement and internal engagement with key County representatives and community stakeholders. The most important outcome of this process has been the validation of the importance of the SCMA to its community.

The Mayor and Councillors are to be commended for their leadership in taking this pre-step of conducting a future-forward museum review. This review gives assurance to Council and the community that the Strathcona County Museum and Archives is a worthwhile community legacy investment.

The timing may prove to be fortuitous. This process complements similar initiatives underway and those that may be on the horizon. By taking quick action to mitigate risks to the current Museum's operation, there are a number of opportunities that can position the Museum within a significant cultural hub, along side the Library and Art Gallery. This includes its role in complement to options under discussion for the current Bremner House Heritage Site and others that may arise from the Redevelopment Plan Update for Centre in the Park, the forthcoming Recreational and Cultural Strategy, and the expressed Community Hub that arose from the Social Framework.

ENDNOTES

- 1 Strathcona County. Kreisel, P. October 2017. Strathcona County Population Forecast Based on Census Date & Occupied Dwelling Units.
- 2 Strathcona County. Kreisel, P. October 2017. Strathcona County Population Forecast Based on Census Date & Occupied Dwelling Units.
- 3 Strathcona County. May 2018. 2013-2030 Strategic Plan Becoming Canada's Most Livable Community.
- 4 Strathcona County. 2017. Forwarding our Future. Together. Municipal Development Plan.
- 5 Strathcona County. 2002. Strathcona County Creating a Unique Mainstreet Development Centre in the Park Business Plan.
- 6 Strathcona County. December 2009. Strathcona County Community Heritage Legacy Framework.
- 7 Ibid.
- 8 Ibid.
- 9 Ibid.
- 10 Ibid.
- 11 Strathcona County. 2008. Open Space and Recreation Facility Strategy.
- 12 Ibid.
- 13 Strathcona County. 2017. Social Framework: short form document.
- 14 EDA Collaborative Inc. February 2009. Bremner House Heritage Site Master Plan.
- 15 EDA Collaborative Inc. February 2009. Bremner House Heritage Site Master Plan.
- 16 Beaver Hills Biosphere Reserve website www.beaverhills.ca/faq retrieved June 2018.
- 17 Canadian Biosphere Reserve Association website www.biospherecanada.ca/faq
- 18 Strathcona County Heritage Foundation. September 2016. Strathcona County Heritage Foundation Bylaws

LIST OF APPENDICES

Appendix A: Current State of Operations Review and Analysis Table including Job Descriptions

Appendix B: Comparable Community Museum Review and Analysis Table

Appendix C: Proposed New Facility Functional Requirements Diagram

Appendix D: References

Appendix E: What We Heard Report

Appendix F: Making Additional Links

APPENDIX A

CURRENT STATE OF OPERATIONS REVIEW AND ANALYSIS TABLE INCLUDING JOB DESCRIPTIONS

Comparable Summary of Museum and Archives Information

Strathcona County Museum and Archives	
Population	98,381
Vision	Provides an ongoing vibrant, valued and educational service for the public
Mandate/Mission	To collect, preserve, promote and display the history and heritage of SC
Philosophy	Honesty, integrity, professionalism, innovation, diligence, community collaboration, excellence and education
Governance	Independent, non-profit governed by Strathcona County Heritage Foundation (Board)
Funding/Budget	\$157,420
Facility Type	Museum and Archives; former fire station, stand-alone building
Staffing	<ul style="list-style-type: none"> • 2.5 full-time staff • 334 volunteer hours
Visitor Type/ Member Numbers	<ul style="list-style-type: none"> • 3500 visitors • 1170 school kids • 51 members
Interviewee	Starr Hanson, Manager/Curator 780-467-8189, strathconacountymuseum@shaw.ca

Detailed SCMA Current State of Operations Review and Analysis

General Information	
Services	<ul style="list-style-type: none"> • Museum exhibits and collection • Archives
Programming	Education Programs, Special Events – Spooky Saturday, Canada 150/Museum's 20th Anniversary event, Fifth Annual Family Pancake Breakfast, Interpreter Workshop, National Volunteer Week Flag Raising, P3 Volunteer Fair (booth), Volunteer and Member Appreciation Event, RCMP Bike Rodeo (booth), Remembrance Day event, Holiday Bear Hunt
Client Base	School groups, seniors, community groups, disability and justice workers
Client Potential	Easter and Summer Camps

Visitor Statistics	<ul style="list-style-type: none"> • 2014 – 3416 • 2015 - 3237 • 2016 - 3637 • 2017 – 3500 • Visitation in 2018 until the end of March is 605 visitors compared to the same time period last year of 548, an increase of 10.4% • Group tours are also up until the end of March to 224 visitors (7 groups), compared to 2017, which was 167 visitors (8 groups), an increase of 12.5% • Research Inquiries are approximately the same both years – 8 by the end of March in 2018, 9 in 2017 • Rentals are 2 in 2018, 1 until the end of March 2017 • Numbers of visitors, members, volunteers, research inquiries and rentals have been in decline since 2014 – mostly in members at 28.1%, volunteers at 29.4%, research inquiries at 39.5% and rentals -16% between 2016 and 2017
Membership	51 members in 2017 down from 58 in 2016 (a decline of 9.8%)
Volunteer Hours	In 2017 volunteers contributed 1632.5 hours

Staffing	
Current Staffing Model	The Strathcona County Heritage Foundation's Board of Directors serve as the governing body of the Strathcona County Museum and Archives. The Manager/Curator reports directly to the Board. Other staff report to the Manager/Curator.
Staffing Levels	1 Manager/Curator 40 hours per week, 1 Operations Director 35 hours per week and 1 Program Director 30 hours per week
Position Competencies	<p>Manager Curator must manage the SCMA by contributing to the growth and profitability through managing the operations, staff and volunteers in support of the Strathcona County Heritage Foundation.</p> <p>Under the direction of the Manager/Curator:</p> <ul style="list-style-type: none"> • Program Director provides assistance with research, development and the implementation of educational programs as well as to enhance the Museum's public profile and community connections • Operations Director provides assistance and leads the acquisitions program <p>(See below a Current Job Description for newly revised Manager/Curator, Collections Coordinator and Programs Coordinator at SCMA and a typical job description for a Curator and Archivist.)</p>
Salary	Total payroll expense \$127,500

Finances	
Financial Statement Trends from Last Three Years	<ul style="list-style-type: none"> • The only increase to the 2017 and 2018 annual budgets was the cost of living increase (1.5%) to SCMA staff. In 2017, funding from Strathcona County amounted to 77% of operating revenue and in 2016 it was similar at 78.7% of operating revenue. The County owns the building and is responsible for upkeep and repairs. Therefore, these costs are not reflected in their budget. • Staff are responsible for janitorial duties and supplies are covered in the annual budget. • Revenue: Admissions generated a small amount of revenue (\$1,739) in 2017, down from \$2,073 in 2016; facility rentals were down to \$1,025 in 2017 from \$1,785 in 2016 and expected to be lower in 2018 to \$1,000. Donations were up in 2017 to \$5,452.85 from \$1,469.51 in 2016, but only \$1,300 is expected in 2018. • The institution is dependent on grants to increase its revenue each year but grants are conditional and not a guaranteed source of revenue. Grants received increased from \$13,410 in 2016 to \$14,500 in 2017 but are anticipated to fall to \$7,500 in 2018. Memberships remain at consistent levels of \$1,100 and special events continue to result in revenue from \$2,247.96 in 2016 to \$3,075 in 2018. Tours in 2016 brought in \$11,272, \$8,945 in 2017 and less is anticipated in 2018 – \$8,500.
Operating Costs and Revenues Analysis	The cost of operations increases each year with the rise of inflation but no compensation for the increasing costs are included in the budget annually.
Suggested and Examined Potential Revenue Sources	<ul style="list-style-type: none"> • Weekly summer camps could bring in additional revenue beyond 2018 • Assisting the public with archival research (family research) charging for time, supplies, etc and/or doing workshops for the public on how to conduct their own research. This too is a future option.

Manager/Curator

Strathcona County Museum and Archives Manager/Curator newly drafted job description is as follows:

The Manager/Curator is responsible for the management of the Strathcona County Museum and Archives by contributing to the growth and sustainability of the Museum through the organization and Administration of operations, staff and volunteers, under the direction of the Strathcona County Heritage Foundation.

The Manager/Curator is responsible for achieving the Strathcona County Museum and Archives trust responsibilities through the care and stewardship of the artifact and archival collections. The Manager/Curator ensures all aspects of physical and records management of all collections are handled according to legal requirements and professional standards.

The job description lists 12 duties and responsibilities and 21 necessary skills and abilities covering management, care of collections, programs, Administration, human resources and human relations, grant writing and customer service. Qualifications are a diploma or degree in business, history, museum studies or a related field plus a minimum of five consecutive years of museum experience. Preferred assets: working for a non-profit board, knowledge about the local community and project management experience.

Collections Coordinator

The Collections Coordinator is responsible for achieving the Strathcona County Museum and Archives public trust responsibilities through the care and stewardship of the artifact and archival collections.

The Collections Coordinator oversees a team of collection volunteers regarding collection elements for exhibits, programs and other museum needs and ensures all aspects of physical and records management of all collections are handled according to legal requirements and professional standards.

The Collections Coordinator will supervise, evaluate and train all collection volunteers.

Duties and Responsibilities

Managing all aspects of the archival and artifact collections, leading as a Museum resource, preserving and conserving the collections including oral histories; reviewing current and developing new collections policies; monitoring these policies and drafting changes for the Manager/Curator's review; managing/developing/implementing outreach, static and special exhibits, preparing the annual exhibit plan and related budget, assisting with grant applications, communicating collections information to the public, assisting with special events; and some administrative/operational duties.

Skills and Abilities

Proficiency with the Museum's software programs, analytical and problem-solving skills, coordinate multiple collections projects, excellent communications skills, ability to work independently and collaboratively, ability to lead, motivate, mentor and coach, leadership skills.

Qualifications

Diploma or degree in Museum Studies related to archives and collections management plus two years of related experience. Experience in risk management as it relates to collections is an asset as is working knowledge of applicable laws, regulations and standard museum practices.

Program Coordinator

The Program Coordinator plans, facilitates and implements educational, public and special interest programs to coincide with museum exhibits, collections or interpretation of the collections, in accordance with legal requirements and professional standards.

The Program Coordinator will also spearhead museum events and rentals with the support of staff and volunteers and is responsible for marketing, in conjunction with the Manager/Curator.

The Program Coordinator will supervise, evaluate and train all program volunteers.

Duties and Responsibilities

Act as lead Museum resource and liaison with educational representatives, tour groups, media contacts and volunteers; Manage all aspects of Museum tours by facilitating introductions, presentations and perform interpretation by providing an exceptional level of service and an informative program delivery; Manage the development, implementation, coordination, and delivery of new and innovative educational and entertaining programs for target audiences in accordance with the Museum's programming policy and approved by the Manager/Curator; Review, evaluate, and prepare monthly reports based on data collected from tours, programs and visitor surveys.

Responsible for market research, media planning, public relations, and community involvement; Create an outline for each program developed to be used as a tool for training staff and volunteers; Manage the planning, development, and implementation of communication strategies for marketing Museum programs; Design and prepare marketing materials for all forms of advertising, including online and social media platforms; Develop an annual visitation plan to connect with target audiences; Spearhead special events with the support of staff and volunteers; Prepare an annual budget for programming expenses and work with Manager/Curator to prepare grants for special events.

Skills and Abilities

Proficient in Microsoft Office products, graphic design software, and programs to enhance website and social media platforms; Excellent interpersonal, verbal and written communications skills; Strong organizational and time management skills with attention to detail; Effective critical and analytical thinking, and problem solving; Excellent customer service skills, diplomacy and tact; Ability to work independently and within a team; Strong ability to build productive working relationships; Ability to maintain discretion and respect confidentiality; High degree of flexibility, adaptability and leadership skills; Ability to lead, motivate, mentor, and coach; Comfortable working with the general public including seniors and children.

Qualifications

A diploma or degree in museum studies or related field plus a minimum of two years' related work experience is required; Proficient in program development, and execution, including marketing.

Archivist (Typical Job Description Example)

Accountabilities:

- Maintains up-to-date knowledge of current archives practices, standards and policies.
- Recommends and implements archives policies.
- Develops and delivers innovative programs and services.
- Establishes ongoing relationships with the community.
- Anticipates and develops policies pertaining to collections planning reflecting the community.
- Attends meetings and civic events to promote the archives.
- Recommends the acquisition of archival documents and conducts research on their historical relevance.
- Conducts research on collections to produce exhibitions, workshops and publications.
- Operates within the archives budget.
- Sets and administers policy guidelines regarding public access to materials.

Competencies:

- Current knowledge of Canadian archival practices and standards.
- Excellent communication, problem solving and leadership skills.
- Excellent organizational ability.
- Knowledge of local history.
- Proficient in operating a personal computer.
- Strong written and communications skills.
- Ability and confidence to deal with a range of people.
- Knowledge of genealogy and ancestry research programs such as ancestry.ca.

Qualifications:

- Successful completion of a degree in archival science, Western Canadian history or related discipline and Records Management courses.
- Previous experience working in archival records.
- Experience working with ancestry.ca and other genealogical data.
- Five years' experience working with archival records in a supervisory capacity.

Curator (Typical Job Description Example)

Accountabilities:

- Provides strategic leadership for Museum to ensure superior public and visitor services are provided.
- Develops and delivers innovative programs and services to address community needs.
- Establishes ongoing relationships with the community to assess diverse needs and collaboratively develop programs/services to meet them.
- Maintains up to date knowledge on current museum standards, practices and issues.
- Conducts research on collections to produce exhibitions, conducts tours and workshops and produces publications.
- Anticipates and develops policies taking into account future trends in museums and collections planning and management, reflecting the broader social and cultural context.
- Ensures collections contribute to the Museum's vision, mission and goals.
- Communicate Museum's vision.
- Designs creative programs to match grant funding criteria.
- Operates within the Museum's budget.
- Leads, trains and supervises Museum staff.
- Curates, organizes prepares all aspects of Museum exhibitions.

Competencies:

- Possess leadership skills.
- Works cooperatively with community and County.
- Demonstrates initiative, flexibility and problem-solving skills.
- Possesses and uses knowledge of local western history in collections, research and exhibitions.
- Excellent oral and written communication skills.
- Proficient in operating a personal computer.
- Physical stamina for organizing, setting up and taking down exhibitions

Qualifications:

- Successful completion of a degree in Museum Studies, Canadian History, preferably from a recognized post-secondary institution, or related discipline supplemented by coursework in supervision and management.
- Five years' work experience in museums, three in a supervisory capacity.
- Knowledge of Personal Information Protection Act (PIPA) and Freedom of Information and Protection of Privacy (FOIP) Act legislation as they relate to museums and archives.

APPENDIX B

COMPARABLE COMMUNITY MUSEUM REVIEW AND ANALYSIS TABLE

In addition to the key museums interviewed in Section 6 Review of Comparable Museum Operations (Promising Practices), the following tables provide additional museum information and ideas.

Prince Albert Historical Museum, Prince Albert, SK	
Population	35,926
Vision	Museum does not have a vision statement
Mandate/Mission	Is committed to preserving local history and being able to showcase it to local residents and visitors alike
Philosophy	Museum does not have a philosophy
Governance	Run by the Prince Albert Historical Society – non-profit. 12 Volunteer Board of Directors
Funding/Budget	Prince Albert Historical Society Annual Budget \$120,000 (from admissions, membership, souvenir and tea shop, SK Culture grant) Four Buildings are City owned and operated at a \$400,000 annual budget (for utilities, maintenance and 12 summer students each year)
Facility Type	In 1975 the permanent museum went into a 1912 Central Fire Hall.
Staffing	For the Museum: 1 Full-time Manager/Curator (benefits provided by the City from a SK Culture grant) 1 Part-time Administration (no benefits) 12 summer students each year for the four museum buildings (tour guides)
Visitor Type/ Member Numbers	Members 105 Volunteers provide tours
Interviewee	Michelle Taylor, Manager/Curator 306-764-2992, historypa@citypa.com

Moose Jaw Museum and Art Gallery, Moose Jaw, SK	
Population	33,890
Vision	Museum does not have a vision statement
Mandate/Mission	Offers opportunities for learning and inspiration through the visual arts and local history for people of all ages, diversities and abilities.
Philosophy	Museum does not have a philosophy
Governance	Run by Board (9 members)
Funding/Budget	2017 <ul style="list-style-type: none"> • Operating Expenses \$564,111 • Revenue \$533,681 (Federal Grants \$135,562, Provincial \$154,573, City Grant \$132,056, Other Grants \$6,904, Facility and Programming \$100,742, Gift Shop \$3,844) • Salaries \$353,012, Benefits \$54,258
Facility Type	Museum, Archives and Art Gallery in one building that opened in Crescent Park in 1967.
Staffing	Curatorial Director Administrative Director Education Coordinator Administrative Assistant Part-time Office Assistant Gift Shop Manager 6 Gallery Greeters 2 Summer Staff 79 Volunteers (2250 hours) Staff gets some benefits through the Canadian Museums Association (Manulife Benefit Program)
Visitor Type/ Member Numbers	<ul style="list-style-type: none"> • 95 members (gaining membership is a challenge) • Beta Sigma Phi-X Theta Corporate Member • 31,000 visitors (2017)
Interviewee	Joan Maier, Manager 306-692-4471, manager.mjmag@sasktel.net

Bannock County Historical Museum, Pocatello, ID	
Population	54,746
Vision	Museum does not have a vision statement
Mandate/Mission	Museum does not have a mandate / mission
Philosophy	Museum does not have a philosophy
Governance	Operates under direction of the Bannock County Historical Society (95 years old) with support from Bannock County.
Funding/Budget	<ul style="list-style-type: none"> • \$85,000 to \$90,000 annual budget • County funded that comes from Federal to State then County • This covers building, salaries, taxes, insurance (no benefits). County covers alarm system and utilities • Gain additional revenue from admissions, school fees \$1.00/students, get matching grants but not enough resources to administer the work
Facility Type	Museum and Archives, built entirely with donations as a part of Idaho's Centennial in 1990
Staffing	<ul style="list-style-type: none"> • 7 Member Board of Directors (Historical Society oversees four buildings) • 3 Bannock County Commissioners • Director and Curator, Assistant Director and Collections Manager/Registrar • 2 staff members, lack staff so mainly get day to day work done and hard to get artifacts catalogued • 60 to 70 regular volunteers
Visitor Type / Member Numbers	<ul style="list-style-type: none"> • 7,200 visitors in 2017 • 135 members <p>Membership Fees</p> <ul style="list-style-type: none"> • Individuals: \$10 • Family: \$25 • Corporate: \$100 • Lifetime: \$1000
Interviewee	Lynn Murdoch, Director/Curator 208-233-0434, bchm.director@gmail.com

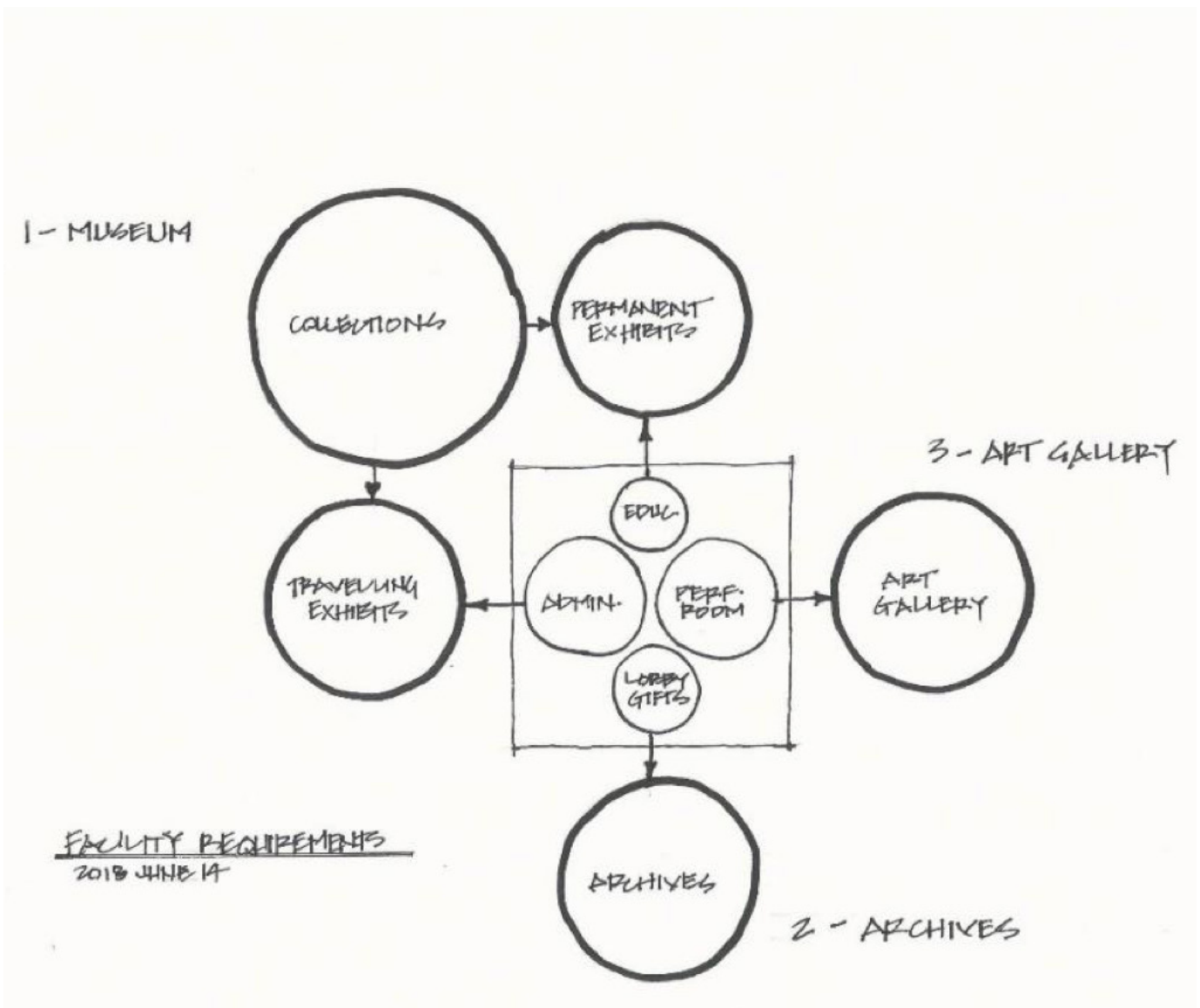
Bonner County History Museum, Sandpoint, Idaho	
Population	7,984
Vision	Museum does not have a vision statement
Mandate/Mission	History Creating Community
Philosophy	Event-driven Museum, need to think outside the box to be relevant, and need to always question how they are staying relevant to the community
Governance	Private non-Profit educational organization. Established as a Society in 1972 and is governed by a Board or Trustees (14 Board Members) that are elected by the membership of the organization. Board has a fiduciary and policy-setting responsibility.
Funding/Budget	Operating Budget is \$80,000 for utilities, exhibits, programs and gift shop; As the Museum is a repository of county records, Bonner County contributes annual fund to the Society's annual budget (18%), remainder of operating funds are raised through admission, gift shop sales, memberships, memorials, research fees, special fundraisers and grants.
Facility Type	Museum and Archives (6,000sf); Museum building opened as new in 1980 in Lakeview Park (Old Fairgrounds site); Board of Trustees are now looking to expand 30 years later; working on an expansion project to retrofit a grain tower and warehouse that would be gifted by the owner (10,000sf), Currently exploring then would begin a fundraising campaign.
Staffing	<ul style="list-style-type: none"> • 3 part-time staff - Executive Director, Museum Coordinator, Curator • Staff of volunteers
Visitor Type / Member Numbers	<ul style="list-style-type: none"> • Provide various membership levels, costs and benefits, and an admission fee • 300 members, up from 175 in 2011
Interviewee	Olivia Luther, Executive Director 208-236-2344, bchs@frontier.com

Gem of the West, Coaldale, Alberta	
Population	8,215
Vision	Museum does not have a vision statement
Mandate/Mission	No documented mandate/mission
Philosophy	No documented philosophy
Governance	Not-for-profit Board (10 Board Members), Museum Manager reports to the Board
Funding/Budget	Operational funding is provided by the Town. Society owns the building and maintains it
Facility Type	Building was built in 1929 as a church, 12,000 artifacts
Staffing	<ul style="list-style-type: none"> • 1 full-time Manager • 1 summer student • 1 full-time staff from Community Services Department • 25 volunteers for special events (10 from the Board)
Visitor Type / Member Numbers	<ul style="list-style-type: none"> • Visitors: 397 • Members: 175 • School tours: 6
Interviewee	Carmen Bermullen, Museum Curator and Cindy Hoffman, Manager of Community Services 403-345-1300 or 403-345-1324, gem@coaldale.ca

APPENDIX C

PROPOSED FACILITY FUNCTIONAL REQUIREMENTS DIAGRAM

The proposed facility functional requirements diagram illustrates the relationship of the three key components of a new or retrofit building – the museum, archives and art gallery. The diagram is scaled to align with the proposed uses and sizes in Table 7.1 and 7.2.



APPENDIX D

REFERENCES

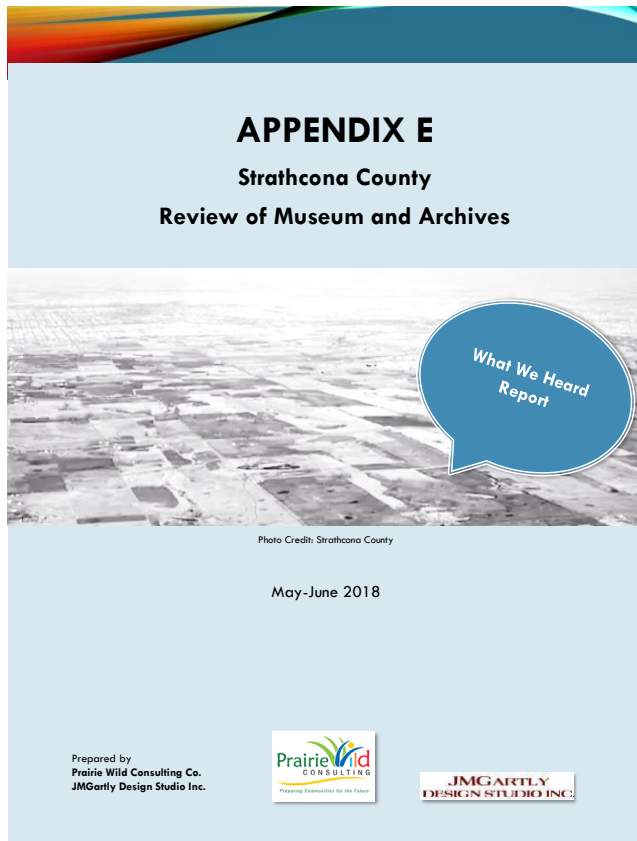
2017 National Compensation Study - For Managerial and Administrative Position in Not for Profit Arts Organizations. The study was undertaken by the Cultural Human Resources Council (CHRC) and Mercer (Canada) Ltd.: p. 12

Benchmark Salaries for Positions in the Heritage Labour Force 2017 and Base Salary Findings by Province p. 23 conducted by the Conference Board of Canada.

APPENDIX E

WHAT WE HEARD REPORT STRATHCONA COUNTY REVIEW OF THE MUSEUM AND ARCHIVES JUNE 2018

Please refer to the attached report.



APPENDIX F

MAKING ADDITIONAL LINKS STRATHCONA COUNTY REVIEW OF THE MUSEUM AND ARCHIVES SEPTEMBER 2018

Please refer to the attached report.

