STRATHCONA COUNTY

FUNCTIONAL PLAN

Strathcona County Museum and Archives
April 2021

Prairie Wild
CONSULTING
Preparing Communities for the Future

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DESIGN STUDIO INC.

Strathcona County Museum & Archives

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Haying on Nettrouer farm c.1940, S. Cooking Lake,
Strathcona County Museum and Archives

ACKNOWLEDGEMENTS

Strathcona County Council recognizes that we meet on the traditional travelling routes and gathering places of these Treaty Six nations - Blackfoot, Cree, Dene, Gros Ventres, Métis, Nakota Sioux and Saulteaux. Strathcona County proudly recognizes that a portion of the land we live on is called Amiskwaciy, Cree for "The Beaver Hills". Our Indigenous people were joined by settlers and pioneers, building together this great community of Strathcona County. We further acknowledge that the efforts to undertake the Functional Plan for the Strathcona County Museum & Archives (SCMA) took place on these traditional lands.

The Functional Plan has furthered the discussions and enthusiasm about a new SCMA, and the functional components needed to achieve the vision for a new museum and archives. With a finite amount of time and during COVID-19, from June-July 2020, and into the first quarter of 2021, many community members and stakeholders mobilized to provide input and guidance. Local wisdom and experience are the best way to understand a community's vision for the future – drawing from their past and current experiences and engaging their creative imaginations.

Photo courtesy of Provincial Archives of Alberta, B915

EXECUTIVE SUMMARY

Imagine the excitement and enthusiasm of a new Strathcona County Museum & Archives (SCMA) project in the Centre in the Park (CITP), a project that furthers the untold stories and uniqueness of Strathcona County's rich heritage, development, and people. Along with other cultural and recreational amenities, the County is actively engaged in building a legacy, one that encourages social cohesiveness and community pride, contributes to a sense of belonging, and a sense of place. The SCMA opened its doors 24 years ago when 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 and today that need has grown into a vision of *"What does a Museum and Archives of the future really look like?"*

The vision to broaden Strathcona County's stories began with the 2018 Review of the Strathcona County Museum & Archives and has been enthusiastically reinforced through the preparation of the Functional Plan. It has been learned that Strathcona County's stories are yet to be fully represented and shared with local, regional, provincial, national and international visitors to the region. The potential for a larger facility to tell those stories in a unique and engaging manner is what defines the space requirements, programming, services and connections to other cultural, agricultural and industry partners. The SCMA Functional Plan provides this insight and a foundation for the next steps to achieve the vision of a new museum and archives.

Through the combination of an Appreciative Inquiry Framework (AIF) engagement methodology, extensive best and promising practices review, and regional context examination, the Functional Plan delivers a vision for new museum and archive programs and services to be located in the Centre in the Park, along with the functional components to achieve its reality. The holistic, strengths-based engagement approach encouraged participants to generate new ideas in a future-oriented discussion. The discussion included real and potential challenges and barriers and identified opportunities to overcome them. Thirty-five targeted engagement interviews with forty-one participants were conducted with participants drawn from Strathcona County Council, Strathcona County administration, SCMA executive staff, local cultural institutions, the Elk Island School Boards, and community-based advisory groups. The results formulated the functional plan puzzle pieces, regarding a location, transportation and parking, accessibility, programs and services, technology and environmental considerations, operating, governance and financial models, and partnerships. The Plan concludes with recommendations and the next steps of an optimal path to reach the best outcomes for Strathcona County's beloved local museum and archives.

The combination of the engagement, regional context, and promising practices review resulted in the following vision and functional components for a new Strathcona County Museum & Archives:

- Location in a retrofit building or a new constructed building on one of several potential sites within the Centre in the Park will contribute to the CITP legacy and the synergies and efficiencies of clustering cultural facilities which most best practices institutions exemplify;

- The Centre in the Park location will benefit from the County's transit strategy and the efficiencies of a shared parking strategy;

- A new building can achieve the three accessibility aspects which are active transportation to the site, Universal Design objectives and principles, and social accessibility;

- The program and services will be provided in an engaging, thoughtful and provoking manner that tells the unique Strathcona County's stories and reaches a broader audience through its multiple audiences, including children's, teens, adults and family educational programs, a regional "archive of excellence" (an enhanced archives for the region and/or themes of the region) for researchers and to ensure documentation of Strathcona County's stories, an art gallery (Gallery

@501), performance space, and highlighted with a collections section for permanent and travelling exhibits. The functional layout of the program and services would require an approximately 100,000sf building;

- The SCMA building would be designed as a facility "for adaptation to technology as it changes" rather than designing the building for current technology, and would incorporate environmentally sound building practices, green building funding, and promote educational awareness and an understanding of Strathcona County's local natural and environmental issues;

- A new operating and governance model would be evaluated for its feasibility for the new museum and archives, including resource and financial considerations and a Transition Team approach and process;

- A comprehensive, and detailed, financial order of magnitude cost estimate would include the transition process and resources; land/site costs, building construction (retrofit or new); museum technologies, environmental controls, specialized displays and furnishings; recommended operating, governance and human resource needs; and an economic impact assessment. To achieve a 100,000sf new SCMA at 2020 costs per square foot an estimated cost would be between $36-46 million; and

- Lastly, a list of potential partnerships that would provide synergies, efficiencies, and funding opportunities to support the museum and archives will begin including building relationships with the Western Economic Diversification Canada, federal and provincial governments and "sponsor capital", i.e. funding exhibit rooms, etc.

At this time of the Functional Plan, the risk assessment of what the County may be taking on lies in the timeframe to approve and complete a recommended next step Feasibility Study, possible Strathcona County Culture and SCHF Board changes over time and the unknown impact of the Covid-19 pandemic in relationship to the County's economic situation, tourism and local accessibility in 2021.

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 the Functional Plan project, there is demonstrated support for developing a legacy that realizes the vision of a 21st century Strathcona County Museum & Archives, one that tells the local story of the County's people and places over time to many. This legacy is envisioned in Centre in the Park and the Functional Plan work recommends the preparation of a Feasibility Study of the location, functional program operational, governance, and financial models to achieve the vision of a new museum and archives.

SCMA staff accept a Sherwood Park & District Chamber of Commerce 2020 Community Attraction Award

1. INTRODUCTION

Functional Plan Scope

A comprehensive Review of the Strathcona County Museum & Archives (SCMA) was undertaken in May-June 2018 to accomplish the following tasks: align the project with Strathcona County's strategic direction; review museum operations; scope community values and expectations (Listen and Learn - Engaging the Community); identify and assess trends and best practices; and identify key insights, options, and areas of focus and priority. Through that process, scenarios and recommendations were provided and presented to Strathcona County Council for information in October 2018. The further steps from the Review included undertaking a Functional Plan to define the requirements of a new museum and archives, and further, a feasibility study will be undertaken to answer the detailed questions from the Functional Plan.

The Functional Plan sets out the components of achieving "what a museum of the future" may look like for local and regional residents, and national and international visitors over the next 30 years. The scope of the Functional Plan includes:

- A regional view and analysis of museums and archives within a 100km radius;

- A best practice review to outline functional program plan alternatives/recommendations and a comparison of alternate Canadian museums and archives with similarly populated municipalities and similar program delivery, services, structure and operating models, as well as costs to operate;

- Incorporation of "What We Heard" from administration and stakeholders into the Functional Plan recommendations;

- Links to the Strathcona County 2019-2023 Strategic and Business Plan as well as other County policies and plans, i.e. Economic Development and Tourism Strategy, Recreation and Culture Strategy, CITP development plans, Bremner area project, among others;

- The functional requirements of building a new museum and archives facility in

Strathcona County including, land and location, transportation and parking, accessibility, technology, and environmental considerations:

- Options for the delivery of SCMA services in Strathcona County including operation and governance models, human resource needs, financial considerations and partnerships:

- An implementation budget for the recommendations and a 10-year operating projection/total cost of ownership financial model;

- Risk assessment to identify the risks the County may be taking on, and their impacts or risk mitigation strategies; and

- A project plan that would align with the Strathcona County's current business case development.

Regional Context

To ensure regional alignment in the Functional Plan, the regional context for a museum in Strathcona County was examined. This involved gathering information on demographic and tourism trends in a region of approximately 100 km of Strathcona County. This was chosen to represent locations that would be an easy driving distance of about a one-and-a-half-hour drive. Sixty-six museums and related institutions were operating in the region in the summer of 2020. Four additional museums had closed in recent years or were soon scheduled to close. Information for the sixty-six operating institutions was collected relating to: location and distance from the SCMA, local municipal population, type and specialty, operating hours and admissions, programs and services, permanent displays, outreach activities, mobility, collections, governance, Boards, staffing, volunteers, funding, budget, visitor base and numbers, other amenities, and partnerships. Regional tourism research was also completed from Strathcona County and Travel Alberta.
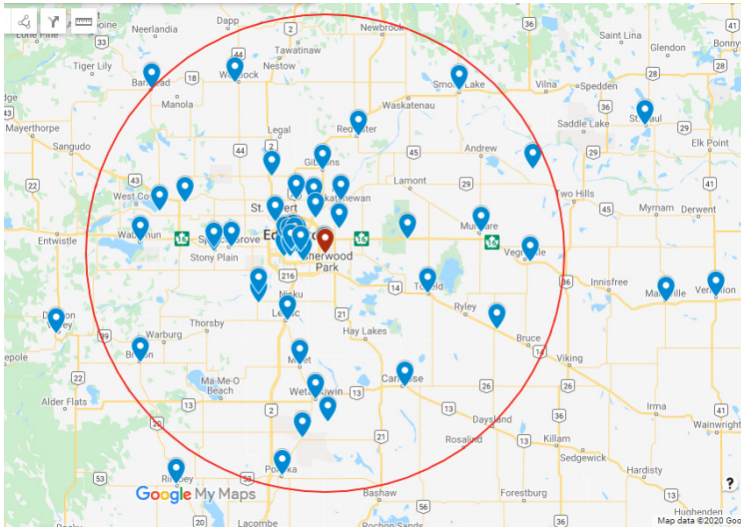
Figure 1: 100km Regional Context (The red location marker is the Strathcona County Museum & Archives)

The regional context research and analysis provided a wealth of insight for the Functional Plan and will for the Feasibility Study. The full findings of the research can be found in *Appendix A: Regional Context Report.* The Regional Context Paper analysis and the insights below do not include Strathcona County Museum & Archives data. This information is included in *Appendix A: Regional Context Report, Section 1.3* and in the Best and Promising Practices section below. Some of the interesting insights from the review of sixty-six operating institutions are:

- Tourism organizations in the region, including Strathcona County, have adopted a similar approach to tourism development based on the destination management framework. The framework itself encourages organizations to look past zero-sum thinking and having a common tourism outlook encourages greater cooperation.

- Most tourism in Alberta comes from Alberta residents with over 80% of total person visits originating from inside the province.

- Albertans only account for about half ($4.824 billion of $8.9 billion in 2017) of tourism expenditure since visitors from further away spend more per visit. Most tourism expenditure is on vehicles, accommodations, and food service.

- Travel Alberta evaluates museum and historic

site attendance based on eighteen museums and historic sites and is the only publicly available source for this kind of information. Due to the limited sample size, the Royal Alberta Museum (RAM) closure between 2015 and 2018 has a substantial impact on these figures.

- The majority, forty-three (43), limited their scope to mainly local matters.

- Institutions operating year-round formed a majority with thirty-four (34) total institutions. Afternoon hours accounted for over 69% of all operating hours.

- Twenty-six (26) institutions had prepared programs to accommodate visits by school groups. These programs ranged in sophistication from presentations around a single topic suitable for only a few grade levels to distinct day courses tailored to provincial curriculum at each grade level and even customization options for educators to select based on their learning objectives.

- Thirty-one (31) museums use restored historic structures including schoolhouses, train stations, stores, homes, churches, grain elevators, water towers and others. Museums that invest the effort to reconstruct historic buildings use them as furnished exhibits or combine several into heritage villages.

- Early pioneer settlement in the prairies in the late 19th and early 20th centuries was the most commonly represented historical period, represented with pioneer household artifact displays at twenty-nine (29) museums.

- Forty-seven (47) institutions maintained a social media presence, most prominently on Facebook. This space was used to post updates, events, and even short videos.

- Thirty (30) institutions hold household items in their collection, making this the most commonly held collection item.

- Archival material features prominently in regional museum collections despite their lacking archival services and storage capacity. Only the Provincial Archives of Alberta offers a full suite of archival

services. Two (2) museums offered digital archival service. Two (2) other institutions were the official repository for local municipal records.

- Forty-seven (47) of the sixty-six (66) institutions examined are structured as non-profit organizations. Nine (9) institutions are municipally operated. Three (3) are operated with a joint municipal and non-profit hybrid structure. These are the Alberta Aviation Museum, the Canadian Energy Museum, and Fort Edmonton Park.

- Twenty-four (24) had between one (1) to five (5) total staff. Those institutions with more than twenty (20) staff include major provincial institutions such as the Royal Alberta Museum (RAM), and the Provincial Archives of Alberta.

- Thirty (30) institutions out of the forty-four (44) studied had budgets under $200,000. Twenty-four (24) had budgets under $100,000. Seventeen (17) had budgets under $50,000. Museums with less than $200,00 budgets are primarily the local, non-profit operations.

- Large institutions show consistent growth or at least stability between 2014 and 2019. The growth pattern for non-profits and those institutions with budgets under $200,000 was more variable with some institutions showing growth, and others decline.

- Forty-nine (49) of the sixty-six (66) institutions received some government support

- Funding support is the most common partnership type. Forty-nine (49) institution have government sponsors and another eleven (11) have corporate sponsors. In some cases, government partners coordinate certain tasks with the museums they choose to work with.

- Twenty-six (26) institutions were officially recognized by the Alberta Museums Association (AMA). Nine (9) institutions have working relationships with other museums and archives, or related cultural institutions. Another nine (9) institutions collaborate regularly with outside historical societies. These partnerships were similar in that they focused on exchanging expertise and professional knowledge.

- Various community clubs cooperated with at least fourteen (14) institutions. Community clubs often organize events, such as historic themed social events.

Best and Promising Practices

The Functional Planning Process examined several best and promising practices from other museums and galleries to assist in envisioning potential future directions for the SCMA. Some restrictions were applied when identifying best practice locations to ensure results were comparable to the Strathcona County context. One limitation is that the best and promising practices section here does not examine institutions that are already examined in the regional context evaluation summary in Appendix A. Consequently, institutions such as the Royal Alberta Museum and the Provincial Archives of Alberta do not appear in this section despite meeting other criteria. See *Appendix A: Regional Context Report* for more detail on these institutions.

The examination was limited to institutions with a similar population catchment area to the SCMA between approximately 1.5 to 3 million people. A population catchment area's geographic extent is somewhat flexible depending on a museum's ability to draw in visitors from a greater or lesser distance. Both the Philip J. Currie Dinosaur Museum, and the Royal Tyrrell Museum, rely on their ability to draw on a geographically large population catchment area. Population catchment limits the market for a museum's services. This in turn limits funding and rationale for expanded facilities and services. The best and promising practices section aims to highlight best practices achieved by institutions comparable to the SCMA in this way. Some preference was given to selecting institutions with an archival component. The institutions selected represent the more prominent and successful museums in the 1.5 to 3 million population catchment bracket and therefore show what a similarly placed institution, such as the SCMA, could hope to achieve.

The institutions selected were researched to identify where they excel and where promising practices could be identified. Attention was given to characteristics that contributed substantially to an institution's

success, or renown, and features or programs that were unique or advanced in some way. Institutions were also compared to identify shared best practices. The examples were mainly drawn from North America. The full findings of the research can be found in *Appendix B: Best and Promising Practices Report*.

The identified following promising practices are ones that brought forward exemplary and/or new compatible ideas for a new SCMA and its functional components beyond those within the regional context review. They include promising practices currently offered at the SCMA. The promising practices, along with the extensive engagement, highlighted in this section contribute to the Functional Plan recommendations.

Land and Location

Most institutions exhibit cultural massing with several related cultural sites, facilities and related amenities in proximity. Institutions that fit this profile are as follows:

- Aurora Museum and Archives, Aurora, ON;

- Galt Museum & Archives, Lethbridge, AB;

- Esplanade Arts & Heritage Centre, Medicine Hat, AB;

- Canadian Museum for Human Rights, Winnipeg, MB;

- The Cleveland Museum of Art, Cleveland, OH;

- New Mexico Museum of Natural History and Science, Albuquerque, NM;

- Western Australian Museum, Perth, AUS; and

- The Rooms Provincial Art Gallery and Museum, St. John's NFLD.

Some institutions were co-located or are multi-function facilities with related cultural institutions such as art galleries, cultural centres, theatres.

- Aurora Museum and Archives, Aurora, ON: Aurora Cultural Centre;

- Esplanade Arts & Heritage Centre, Medicine Hat, AB: Art gallery, theatre, and archives;

- Johnson County Museum, Overland Park, KS: Art gallery, and theatre; and

- The Rooms Provincial Art Gallery and Museum, St.

John's NFLD: as the name implies, this institution includes art galleries and the museum.

Structural Accessibility

Universal design is a design style that aims to minimize the need for special accommodations. This includes making entrances, displays, and floor transitions independently navigable without special interventions.

- Strathcona County Museum & Archives, Sherwood Park, AB: In an effort to pursue higher standards of accessibility, SCMA has moved all exhibit spaces to wheel-chair accessible areas; and

- The Canadian Museum for Human Rights, Winnipeg, MB; and the 2020 redesign for the Western Australian Museum, Perth, AUS; both follow the universal design principle.

Program Accessibility

In addition to improved signage and braille, technological developments create new options to accommodate the blind and deaf.

- Strathcona County Museum & Archives, Sherwood Park, AB: Following the *Spooky* two-night event in October 2020, SCMA adapted an alternative event the following weekend for audiences with special requirements and/ or sensory sensitivities. This is now an ongoing approach for developing family-oriented events and programs;

- Canadian Museum for Human Rights, Winnipeg, MB: audio and text-based assistance can be provided at displays or through a mobile app; and

- Western Australian Museum, Perth, AUS: uses a 3D scanner to produce tactile elements for the visually impaired.

Programs and Services

Online archives and collections access: The movement towards digitized archives and collections information is widespread. It benefits researchers and provides a low-cost outreach option. Digitized records are often accompanied by explanatory notes and articles.

- Aurora Museum and Archives, Aurora, ON;

- Galt Museum & Archives, Lethbridge, AB: database

and reference material;

- Esplanade Arts & Heritage Centre, Medicine Hat, AB: online archival database;
- Canadian Museum for Human Rights, Winnipeg, MB: Articles and supplementary material;
- Johnson County Museum, Overland Park, KS: digitized collection items;
- The Cleveland Museum of Art, Cleveland, OH;
- Western Australian Museum, Perth, AUS: Ongoing collection digitization project; and
- The Rooms Provincial Art Gallery and Museum, St. John's NFLD: collections and archival records.

Online/virtual exhibits:

These are often virtual representations made from past or permanent exhibits. These are separated from simple online catalogues as organized, curated selections with guidance provided.

- Strathcona County Museum & Archives, Sherwood Park, AB: produced by the Royal Alberta Museum in partnership with SCMA, the Intangible Alberta podcast shares stories outside the display case, bringing the museum to listeners;
- Aurora Museum and Archives, Aurora, ON;
- New Mexico Museum of Natural History and Science, Albuquerque, NM; and
- Western Australian Museum, Perth, AUS.

Detailed educational programming is a cornerstone programming component for most institutions. This includes preparing grade-appropriate programs for both school visits and classroom visits, online activities, and educational resources for educators such as museum kits, education guides, and professional development workshops. Educational programming and children's programming generally includes more interactive and tactile elements including replica items and props.

- Strathcona County Museum & Archives, Sherwood Park, AB: school field trip programs are aligned closely with K-6 curriculums, connecting fundamental concepts with County history and museology. For those classes that are unable to be at SCMA physically, online lesson plans will

make museum and archival content specific to Strathcona County available for students and teachers;

- Galt Museum & Archives, Lethbridge, AB;
- Canadian Museum for Human Rights, Winnipeg, MB;
- Johnson County Museum, Overland Park, KS;
- The Cleveland Museum of Art, Cleveland, OH;
- New Mexico Museum of Natural History and Science, Albuquerque, NM;
- Western Australian Museum, Perth, AUS;
- The Rooms Provincial Art Gallery and Museum, St. John's NFLD;
- Philip J. Currie Dinosaur Museum, Wembley, AB; and
- Royal Tyrrell Museum, Drumheller, AB.

Temporary exhibits provide new material to display alongside permanent exhibits.

- Strathcona County Museum & Archives, Sherwood Park, AB: currently developing community co-curated exhibits, including members of the local Indigenous community. Utilizes IPOP theory *(ideas, people, objects, and physical experience)*, developed by the Smithsonian Institution, to develop exhibits and programs that meet the multi-dimensional preferences of audiences;
- Galt Museum & Archives, Lethbridge, AB;
- Esplanade Arts & Heritage Centre, Medicine Hat, AB: (TREX) Travelling Exhibitions program; and
- Canadian Museum for Human Rights, Winnipeg, MB.

Evening workshops and social events are more accessible to people who are occupied during regular business hours.

- Strathcona County Museum & Archives, Sherwood Park, AB: committed to delivering evening events for alternative audiences, including *Spooky* and the successful *Music and Wine Night* series;
- Galt Museum & Archives, Lethbridge, AB;
- Canadian Museum for Human Rights, Winnipeg, MB;

- Johnson County Museum, Overland Park, KS; and

- New Mexico Museum of Natural History and Science, Albuquerque, NM.

Special programs and events can include social mixers, meditation and yoga sessions, performing arts, films, lectures, music, games nights, book club meetings, trivia, discussion circles and others. These events are sometimes organized in partnership with third party organizations.

- Galt Museum & Archives, Lethbridge, AB;

- Canadian Museum for Human Rights, Winnipeg, MB;

- Johnson County Museum, Overland Park, KS;

- The Cleveland Museum of Art, Cleveland, OH; and

- Royal Tyrrell Museum, Drumheller, AB.

Collaboration with artists and artisans

- The Rooms Provincial Art Gallery and Museum, St. John's NFLD: artist-in-residence programs.

Programmed Spaces

A variety of facility spaces for programmed activities for families and the community are provided in most of the museums.

- Galt Museum & Archives, Lethbridge, AB: Kiwanis Green Acres Family Fun program – two gardens created through the Horticultural Society and Galt School of Nursing Alumnae Association, provided community spaces for events in partnership with New West Theatre, South AB Horse Artillery, Chinook Woodturning Guild and Fort Whoop-up Black Powder Club;

- Esplanade Arts & Heritage Centre, Medicine Hat, AB: includes an art gallery, museum, theatre, and the archives for programmable spaces, the site includes the heritage gardens and the restored Ewart Duggan House, the oldest brick home in Alberta still on its original foundation;

- Canadian Museum for Human Rights, Winnipeg, MB: special events are held at the museum including music events, game nights, spring break activities for children, book club meetings, trivia, conversation circles and special tours. Regular programs include Friday Night Rights,

Conversation Circles - facilitator-led group conversations around current human rights issues and new museum exhibits, President's Lecture Series - series of guest lectures on topics in human rights, and After the Apology - a series that explores official government apologies and their aftermath;

- Johnson County Museum, Overland Park, KS: Kids Day Out – full day of cultural activities throughout the Art and Heritage Centre including the museum, Kidscape – interactive historical experience for kids covering periods of time in history, community spaces include a museum along with a theatre and art exhibit spaces and organize public art projects, classes in dance, theatre, music and camp, leases theatre, conference centre, studio and classroom spaces;

- The Cleveland Museum of Art, Cleveland, OH: Kid and Family Programming – studio classes, all-ages workshops on junk shop jewelry, reverse-engineered ceramics, screen printing and block printing on clay, summer creativity camps, open studio space, and Art Stories – children's book time;

- New Mexico Museum of Natural History and Science, Albuquerque, NM: Story Time - educational songs and stories for kids ages 0 to 12 paired with hands-on demonstrations and experiments, Young Explorers Camp Programs - summer and winter camps for children covering topics in space, paleontology, nature, and biology, Garden Programs - family groups volunteer to plant and care for the Kiwanis Learning Garden including workshops and information sessions related to gardening, water management, and soil science are offered on a regular basis, and Junior Docents - a volunteer program for teens to assist with the museum's exhibits and customer service;

- Western Australian Museum, Perth, AUS: in partnership with Kalparrin the WAM provides specially tailored sessions for children with disability, developmental delay or genetic or other chronic health conditions;

- Philip J. Currie Dinosaur Museum, Wembley, AB: 2 classrooms, outdoor playground; and

- Royal Tyrrell Museum, Drumheller, AB: hosts activities for families and children over certain holidays including Easter break, Homeschool Day, Alberta Culture Days, and Family Day Weekend.

Makerspaces provide the opportunity for creative exploration of all ages and are most significantly represented in a couple of the museum and archives reviewed.

- Strathcona County Museum & Archives, Sherwood Park, AB: The Loft offers a customizable maker space for programming, meetings, and events;

- The Cleveland Museum of Art, Cleveland, OH: Teen Portfolio Prep Art Camps, Saturday Studios different ages and maturity level from 4 to 18 are offered, Teen CO-OP - high school students collaborate to create and display content at the CMA, Future Connections provides a work placement at the CMA for high performing students, Teen Summit - exposes students to the curatorial process and gives them the chance to solve real life problems in a team setting, Teen Museum Fellowship - high school student teams work to create and present an exhibition over the course of the program, Adult Studios on various aspects of visual arts, Adult Group Tours, Continuing Education Lecture Series for Groups;

- The Rooms Provincial Art Gallery and Museum, St. John's NFLD: Artist-In-Residence (AIR) Program, offered at Gros Morne National Park and Terra Nova National Park in partnership with Parks Canada and The Landfall Trust, Elbow Room Artist-In-Residence Program: - a 3-month residence program for visual artists, Exhibition Protocol – program that explains how to have works exhibited; and

- Galt Museum & Archives, Lethbridge, AB: supports local artist/artisans by featuring items crafted by local artisan, history books and publications on local history.

Permanent Displays

Several institutions featured interpretive historic sites or interpretive trails.

- Galt Museum & Archives, Lethbridge, AB: Fort Whoop-Up replica fur trading post;

- New Mexico Museum of Natural History and Science interpretive trails, Albuquerque, NM;

- Lewis and Clark Interpretive Centre Sulphur Springs Trail, Great Falls, MT; and

- Johnson County Museum Lanesfield Historic Site, Overland Park, KS.

Hands-on interpretive rooms were dedicated to certain interactive programs. These rooms are generally tailored to fit the needs of one specific program type only.

- New Mexico Museum of Natural History and Science Naturalist Centre, Albuquerque, NM;

- Philip J. Currie Dinosaur Museum Fossil Lab, Wembley, AB; and

- Royal Tyrrell Museum Learning Lounge, Drumheller, AB.

Outreach Activities

Some museums contribute displays to local festivals or similar events occurring in their locale.

- Strathcona County Museum & Archives, Sherwood Park, AB: In partnership with local farmers markets, Museum at the Market delivers 'pop-up' displays and programming, open late in locations throughout the County. Food-based themes connect visitors with County heritage and local vendors;

- Aurora Museum and Archives, Aurora, ON: Doors Open Ontario;

- Galt Museum & Archives, Lethbridge, AB: Southern Alberta Heritage Fair; and

- The Cleveland Museum of Art, Cleveland, OH; Chalk Festival.

Some museums bring temporary displays out to schools, community centres and other venues.

- The Cleveland Museum of Art, Cleveland, OH.

Visits by museum staff to classrooms.

- The Cleveland Museum of Art, Cleveland, OH; and

- New Mexico Museum of Natural History and Science, Albuquerque, NM.

Distance learning presentations are a way to reach a wider audience.

- Strathcona County Museum & Archives, Sherwood Park, AB: Online virtual tours and programs are available for groups that are unable to be onsite. Produced by the Royal Alberta Museum in partnership with SCMA, the *Intangible Alberta* podcast shares stories outside the display case, bringing the museum to listeners. The online video and blog recipe series, *Our Vintage Table*, brings archival materials from SCMA's collection to people's homes and on to their tables;

- The Cleveland Museum of Art, Cleveland, OH; and

- Royal Tyrrell Museum, Drumheller, AB.

Mobile and Technological Adaptations

Mobile apps can be used to create guided walking tours or to provide historical information relevant to specific external locations

- Strathcona County Museum & Archives, Sherwood Park, AB: offers an online virtual tour of the facility, developed with *Odyssey Scans*;

- Aurora Museum and Archives, Aurora, ON: On this Spot - displays historical photos for comparison with one's location from the same perspective along the route.

Mobile apps can be used to facilitate self-guided tours and provide wayfinding in the museum itself. They can also augment the experience at specific displays. This is especially useful for people with sight or hearing impairment.

- Canadian Museum for Human Rights, Winnipeg, MB;

- The Cleveland Museum of Art, Cleveland, OH: ArtLens App provides personalization options and interaction with augmented reality features including wayfinding;

- Western Australian Museum, Perth, AUS; and

- Royal Tyrrell Museum, Drumheller AB: mainly provides supplementary information.

Apps can be used to offer information remotely.

- Cleveland Museum of Art, Cleveland, OH;

- Western Australian Museum, Perth, AUS; and

- Royal Tyrrell Museum, Drumheller, AB.

The Cleveland Museum of Art, Cleveland, OH, ArtLens system is the only major technology driven display system covered in the study.

- ArtLens Exhibition: This program features 20 masterworks at a given time on a 24-month rotation. Each work is paired with interactive programming including related games. Gesture and facial recognition technology are employed to capture and visitors' responses.

- ArtLens Studio: The Create Studio allows visitors to create their own artwork through four stations (pottery wheel, collage maker, portrait maker, and paint play). These stations use gesture recognition technology to produce art.

- ArtLens App: This app provides wayfinding information throughout the museum based on over 240 iBeacons. ArtLens App provides additional functionality and personalization for the ArtLens Wall and ArtLens Exhibition displays. This includes interaction through augmented reality. This app can be used onsite, or to experience the museum remotely.

- ArtLens Wall: This is a 40-foot interactive display. The display rotates every 40 seconds. It organizes curated items by theme and explains the relationships between them. It is touch interactive. Visitors can touch an item on display to delve into greater detail on that item.

Broadmoor Lake Park, Centre in the Park, Strathcona County

Operating and Governance Models

Best and promising practices when it comes to operating and governance models are very diverse such that they are often a mix of funding sources for their operations.

Operating Model 1(High Municipal Funding):

Municipality supports a museum and archives through an operating agreement, providing incremental funding to achieve a total estimated annual funding.

- Galt Museum & Archives, Lethbridge, AB: City of Lethbridge – 82%, Gift Store/Rentals – 11%, Admissions – 4%, and Grants/Sponsors – 3% (2018 Revenues); and

- Alberta Railway Museum, Edmonton, AB: Annual grants from the Edmonton Heritage Council and Edmonton Arts Council with the grants being funded by Edmonton City Council and applied for annually.

Operating Model 2 (Municipal and Others Funding):

Municipality takes on the governance and operation of a museum and archives. This model could include a "friends of" society to continue to fundraise and support history and heritage in the community.

- Philip J. Currie Dinosaur Museum Fossil Lab, Wembley, AB: Annual operating funding provided by Grande Prairie County of between $330,000 - $400,000 towards an annual operating budget of $1.8 million in 2017; and

- Johnson County Museum Lanesfield Historic Site, Overland Park, KS.

Operating Model 3 (Minimal Municipal Funding):

A hybrid of Operating Model 1 and 2. Costs would be estimated, established and substantiated annually or for a period of time with minimal municipal funding.

- Cleveland Museum of Art, Cleveland, OH: Funded solely by an initial endowment that was set up between 1913 and 1916 and continues to support the Cleveland Museum of Art. The funding is achieved through the Endowment Revenue, Trust Revenue, General Revenues, Annual Appeal, Membership and Circles, Government Support, Sponsorship and Grants, Special Exhibition Ticket Revenue, Program Revenue and Retail, Parking and Food Services; and

- Canadian Energy Museum, Leduc, AB: Main operating funding is from non-municipal sources such as Alberta Culture and Tourism, Aspenleaf Energy Limited, GreenGate Power, and Pembina.

Governance Model 1:

Municipality (county or city) governed and owned.

- Aurora Museum and Archives, Aurora, ON: Governed and operated as a part of the Parks, Recreation and Cultural Services Department;

- Esplanade Arts & Heritage Centre, Medicine Hat, AB: The Esplanade is governed and operated by the City of Medicine Hat Community Development Department; and

- Johnson County Museum Lanesfield Historic Site, Overland Park, KS: The museum is governed by the Johnson County Park and Recreation District.

Governance Model 2:

Commission – Municipality 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 a museum and archives.

- Galt Museum & Archives, Lethbridge, AB: The Galt Museum and Archives is one of the Boards and Commissions of the City of Lethbridge and it is governed by a Board of Directors appointed by City Council;

- Edmonton Public Schools Archives and Museum (EPSAM), Edmonton, AB: Administered by the Edmonton Public School and the Edmonton Public Schools Board of Trustees; and

Governance Model 3:

Non-profit (society or other).

- Strathcona County Museum & Archives, Sherwood Park, AB: Land and facility owned by Strathcona County but governed by the Strathcona County;

- The Cleveland Museum of Art, Cleveland, OH: Governed by an independent Board of Trustees;

- Philip J. Currie Dinosaur Museum Fossil Lab, Wembley, AB: The River of Death and Discovery Dinosaur Museum Society (RDDDMS) is the non-profit organization that governs and operates the Philip J. Currie Dinosaur Museum under a tenancy lease agreement with the County of Grande Prairie No.1;

- The Musée Héritage Museum, St. Albert, AB: Governed and operated by the Arts and Heritage Foundation of St. Albert who also operate the Art Gallery of St. Albert and the St. Albert Heritage Sites through a partnership agreement with the municipality who own the land and facilities.

- New Mexico Museum of Natural History and Science Naturalist Centre, Albuquerque, NM: Run by the non-profit New Mexico Natural History Foundation; and

- Alberta Aviation Museum, Edmonton, AB: Land and facility owned by the City of Edmonton but governed by the AAM non-profit board and leadership team.

Governance Model 4:

Privately-owned.

- The Basilian Fathers Museum, St. Mundare, AB: Owned, governed and operated by the Order of St. Basil the Great, A.K.A. the Basilian Fathers; and

- Fort Edmonton Park, Edmonton, AB: Governed and operated by the Fort Edmonton Management Company and its fifteen-member Board of Directors.

Partnerships

Partnerships often provide diverse programming options hosted with combined resources.

- Strathcona County Museum & Archives, Sherwood Park, AB: Multiple partnerships within Strathcona County and the wider Edmonton region to include:
  - › Local business partnerships include Salisbury Greenhouse, Wine and Beyond, Matlock Painting, Odyssey Scans and Virtual Tours, Astor Gardens Retirement Residence.
  - › Other institutional partnerships include NAIT, Beaver Hills Biosphere, Royal Alberta Museum.
  - › Research partnership with Michael G. Boyd and Dr. Greg King in support of their project to identify historic water level changes in the Beaver Hills area through dendrochronology (the study of tree rings). Data will be shared with the public through online resources, programs, and exhibit displays.
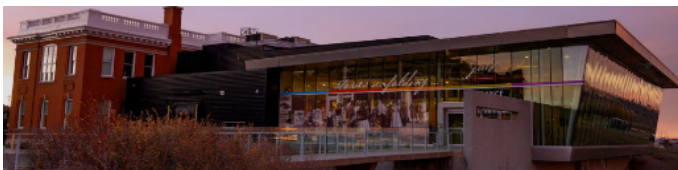
Galt Museum & Archives, Lethbridge, AB
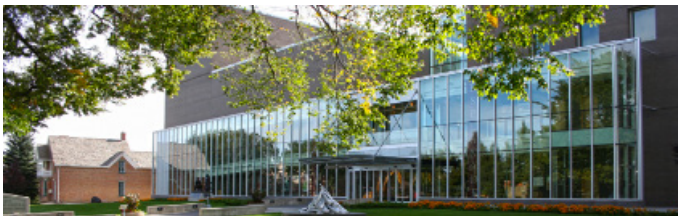
Esplanade Arts and Heritage Centre, Medicine Hat, AB

- Galt Museum & Archives, Lethbridge, AB:
  - › Green Acres Kiwanis Club of Lethbridge sponsors the Saturdays at 1 and Summer Family Fun programs;
  - › The Daytime Galt Workshop series with Alberta Health Services Therapeutic Recreation provides hands-on art projects and history lessons for adults in an accessible environment;
  - › Special events are held with The New West Theatre, the South Alberta Horse Artillery, the Chinook Woodturning Guild and the Fort Whoop-Up Black Powder Club; and
  - › The University of Lethbridge and Lethbridge College Applied Studies program and internship program provided 14 student assistants to the Galt in 2018.

Partnerships with other museum and cultural institutions facilitate travelling exhibitions, cooperation on collections, and educational.

- Philip J. Currie Dinosaur Museum, Wembley, AB: partners with University of Alberta, Edmonton, AB; Royal Tyrrell Museum, Drumheller, AB; and Royal Ontario Museum, Toronto, ON; and
- The Royal Tyrell Museum, Drumheller, AB, offers two for credit high school courses in partnership with the Golden Hills School Division, Strathcona, AB, which are Palaeontology 15 and Palaeontology 25.

The Royal Tyrrell Museum, Drumheller, AB

Community Engagement Session for Strathcona Museum and Archives

WHAT WE HEARD

Like the promising practices review and observations, the engagement process for the Functional Plan built upon the significant engagement completed for the 2018 Review of the SCMA. The engagement methodology used was the Appreciative Inquiry Framework (AFI). The AIF methodology guided interview preparation and delivery. This is a holistic, strengths-based approach. Participants are encouraged to generate new ideas in a future-oriented discussion. This contrasts with a problem-oriented discussion that starts from examining a weakness or point of failure. This model includes discussion regarding real and potential challenges and barriers and identifies opportunities to overcome them. Thirty-five targeted engagement interviews with forty-one participants were conducted with participants drawn from Strathcona County Council, Strathcona County administration, SCMA executive staff, local cultural institutions, the Elk Island School Boards, and community-based advisory groups.

Participants were provided with background information on the SCMA Functional Planning process and an overview of the regional context for museums and related cultural institutions around Strathcona County.

Participants were invited to comment on the project background, the regional context, and other museums and archives that could provide examples of best and promising practices for the SCMA to emulate and were encouraged to reflect these reflections to the SCMA's future functional needs. In addition, participants were asked to comment on the Covid-19 and its implications for the museum and archives.

The Functional Needs Areas included were formed into the following puzzle pieces:

The engagement contributions have been directly incorporated into these Functional Plan components that make up the Strathcona County Museum & Archives Functional Plan.

In a discussion with Elder Wilson Bearhead, the following guidance for the museum and archives was provided:

- SCMA to have a connection with the land - understanding the history, respecting the land where the new SCMA becomes situated, and continue to respect the land and use it for educational purposes;
- Opportunity to share a proper interpretation in the museum about Indigenous peoples and world views;
  - › Indigenous people were and continue to be stewards of the land, respect the Earth.
  - › They are environmentalists, scientists, surveyors; and
  - › Women play a central role;
- It is about authentic relationships with earth, animals, plants, and each other;
- It is important to provide opportunities for ethical space – bringing different world views together to provide understanding in the planning and implementation of a new SCMA;
- A new SCMA to be reflective of all cultures and provide the opportunity to share their story;
- Museum and Archives play a role in reconciliation. It is a place of wisdom and a place of knowledge for "forging a path together" and telling stories "that need to be told";
- Respect protocols and invite Elders from many nations to provide guidance into the SCMA. Build relationships with them;
- There is an opportunity to have Elders and Knowledge keepers to share stories; and
- Create connections between Indigenous populations and contemporary newcomers.

When asked about Covid-19 pandemic impacts, participants were most concerned about the economic impacts on individuals, businesses, the tourism and travel market, and County finances. They have found that in-person services, especially interactive displays and programs, has become difficult or impossible to access in the pandemic. Participants were over twice as likely to focus on potential adaptation strategies as they were to detail the pandemic's impacts such as limited and controlled access with social distancing in the building and virtual technology was seen as a safe alternative means to deliver services in the pandemic.

Several participants related the SCMA project back to Strathcona County's "most livable community in Canada" vision. The SCMA project is justified by the participants based on its contribution to improving local quality of life. The full findings of the engagement can be found in *Appendix C: What We Heard Report*.

SCMA Executive Director, Mat Levitt, and artist Connie Kulhavy in the Indigenous People's Gallery at SCMA, 2020

LAND AND LOCATION

The 2018 Strathcona County Museum & Archives (SCMA) Review recommended the Centre in the Park (CITP) as the ideal location for a new SCMA. An enhanced engagement and best practices review for the Functional Plan overwhelmingly confirmed the efficiencies and synergies of the SCMA function being planned as a part of the Centre in the Park legacy. The recently approved *Centre in the Park Area Redevelopment Plan (CITP_ARP)*, February 2020, encourages increased cultural opportunities with the area. The decision of a specific parcel of land or retrofit building has not been determined and will form the next phase, the Feasibility Study, however, feasible options to be analyzed are recommended below.

The Centre in the Park Legacy, Synergies and Efficiencies

The CITP vision and legacy thus far has been built on a vibrant mix of uses and provides a strong foundation and policy direction to support inclusion of the SCMA within this area. The *Centre in the Park Area Redevelopment Plan (CITP_ARP) "encourages the development of new and expanded services to continue to promote a central recreation, social and cultural hub for the community" (p. 54)*.

The CITP area is the heart of the community, a central location, easy to get to, and provides a mix of uses including residential, institutional, commercial and other cultural destinations.

"Presently, Centre in the Park is a bustling mixed-use area, with approximately half of its area occupied by open space and the other half by residential, institutional, and commercial uses. As of 2018, the population of Centre in the Park was approximately 1008, with about half of those residents over the age of 65" (p. 6)

A new SCMA in the CITP builds on an aspirational legacy of Council and community members alike. Placement in CITP complements the continuing vision to develop Strathcona County's unique sense of place, identity and story. It also enriches and provides a central foundation for cultural and heritage sites found throughout Strathcona County such as the Bremner House Heritage Site, Smeltzer House,

Beaver Hills Biosphere, Strathcona Wilderness Centre, and the Multipurpose Agriculture Facility. The SCMA as a centralized cultural and heritage facility could strengthen and enhance its potential connections to, and for, these other County facilities.

The SCMA in the CITP 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: Strathcona County Library, Gallery @ 501, Festival Place, senior living, multi-dwelling residential buildings, offices, hotels, offices, shopping malls, schools, recreational areas (indoor and outdoor including the trail system), and more. Clustering cultural institutions and an open space system together generates more visitors to the area and will allow them to explore secondary destinations to and from the SCMA. Such proximity of cultural activities provides opportunities for synergistic relationships and a movement towards establishing an urban hub in the CITP.

Locating a new SCMA in the CITP aligns with other County initiatives and plans and provides community benefit and cost savings. Locating a new museum in the CITP allows for cost saving efficiencies. 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 can provide space options for other needed County Administration or partnership related uses. Additional cost savings of a new SCMA could be achieved through the CITP_ARP's policy statement to *"Encourage that buildings contain multiple community services to promote synergies between uses and efficient use of public lands" (p. 54)*.

Centre in the Park Location Scenarios

Discussion has taken place around potential scenarios in the CITP that could be used as follows:

1. The opportunity to retrofit and/or add onto an existing building in the CITP would provide efficiencies in cost savings and environmental benefits and could include, but is not limited to:

    a. Adding onto the County Hall or the Community Centre building, for example, the community centre east plaza, there would be close proximity synergies and efficiencies with the library, art gallery, and multi-purpose space;

    b. Retrofitting the Elk Island School District Administration Building adjacent to the St. Theresa Catholic School and the CITP_ARP identified landmark site at the corner of Sherwood Drive and Festival Way. This provides an opportunity to reuse a building in a location that is visible and easy to access within the area;

    c. Adding onto Festival Place to the southeast, for example, where a surface parking lot currently

exists. The SCMA and Festival Place could benefit each other with shared spaces such as the auditorium for the SCMA and a new underground parkade; and

    d. Other underutilized existing building spaces in the area (i.e. school, office, retail) may be available for consideration.

2. The opportunity to build a new SCMA cultural facility in the CITP may include, but is not limited to, the following lands;

    a. A new stand-alone building located south of Festival Place on the surface parking lot adjacent to Broadmoor Lake Park including and underground parkade;

    b. A new stand-alone building and urban public open space as a landmark building at the CITP_ARP's landmark corner of Sherwood Drive and Festival Way (east of the Elk Island School District Administration Building);

    c. A new joint use shared facility with a partner (office, cultural or institutional) that would include expansion considerations;

    d. Other vacant lands within the area.

Figure 2: SCMA Location Scenarios

Confirmation of a site for the SCMA will take place with the next phase of the Feasibility Study. The analysis will include, though it is not limited to: an appropriate site to accommodate the Functional Plan configuration (uses) and circulation, transportation, parking and site accessibility, including expansion considerations; compatibility with other uses in close proximity within the CITP; the financial costs of the chosen site to service and operate it; and the economic, environmental, tourism and social benefits for the County. The Strathcona County Recreation and Culture Strategy provides similar criteria that a recommended site should be analyzed against which is to meet the community needs, inclusion, building capacity, environmental stewardship and fiscal responsibility.

The recommendation for a centralized SCMA, and in close proximity to other cultural and public assets, is further supported through the review and analysis of the following similar sized Alberta museum and archives:

1. Esplanade Arts & Heritage Centre, Medicine Hat, AB: Located in historic downtown Medicine Hat near the South Saskatchewan River pathway system, the building (including the museum, archives, art gallery and archives) is across the street from the Public Library, historic Courthouse, City Hall, Provincial Building, historic Ewart Duggan House and garden (oldest brick house in Alberta still on its original foundation), small businesses, offices, coffee shops and restaurants.

2. Galt Museum & Archives, Lethbridge, AB: Located between the downtown and on the escarpment of the Old Man River, the building grounds include two gardens created in partnership with The Lethbridge & District Horticultural Society and the Galt School of Nursing Alumnae Association, the nearby Green Acres Foundation Pemmican Lodge, shops and restaurants including hiking trails from the Galt into Indian Battle Park, Botterill Bottom Park, and Fort Whoop-Up along the river.

Strathcona County Community Centre

3. Red Deer Museum and Art Gallery, Red Deer, AB: Located within a park boasting abundant recreational activities, parks, and natural areas, the museum and art gallery include extensive greenspace and walking areas, a pool, eight (8) tennis courts, the Red Deer Family Skating Oval, and a spray park. It is in close proximity to Waskasoo Creek and Piper Creek with their associated park space, and nearby cultural institutions such as the Gaetz Library and the Norwegian Jan Hus Society.

RECOMMENDATION:

Study the feasibility of the recommended retrofit and new building sites, including an in-depth analysis of a selected site in the Centre in the Park.

TRANSPORTATION AND PARKING (MOBILITY)

A key aspect of the SCMA's success will be the ability for local, regional, provincial, national, and international visitors to Strathcona County to easily access the SCMA. To achieve this, all modes of transportation – walking, cycling, transit and vehicles will need to be planned for and provided as a part of the broader regional and local transportation and parking strategies for the County. The current SCMA does not meet this need in its location. The work completed in the *CITP_ARP* regarding mobility and transit provide the needed support as an important part of the SCMA Functional Plan. The transportation and transit vision and policies for the Centre in Park meet the active transportation and transit needs of the SCMA.

Active Transportation and Transit

The objectives of the *CITP_ARP* in regard to mobility are the creation of a safe and complete street network; a connected active transportation network; increased transit connections and options; and parking forms that support pedestrian-oriented design *(CITP_ARP, p. 28)*. Further to this, the essential need for the SCMA will be that of transit access. As the population ages and for school groups and children, it is important that the museum have good access to bus stops and a bus drop-off zone for individuals and tours. The Prairie Walk will support walkability and connect the SCMA to other facilities and services in the CITP which will further enhance the usage of the facility by the local and broader community. "The Prairie Walk is a wide active transportation route in the heart of the Centre in the Park and is designed to reflect Strathcona County's history, culture and natural environment" *(CITP_ARP, p. 11)*.

Prairie Walk, Centre in the Park, Strathcona County

Parking

As the County's central gathering place for community services, institutional, residential and commercial, the CITP, aligns well for usage by walkers, cyclists and transit users. At the same time, this area will continue to anticipate a significant demand for parking from vehicles arriving to use the facilities in the area including the SCMA. To meet the needs of the welcomed rural, urban, and tourist arrivals to the CITP, a comprehensive parking strategy for the CITP will be especially important to ensure that all modes of transportation can be easily used to access the SCMA. This is especially important with the vision of the *CITP_ARP* to *"Encourage infill development of existing surface parking lots to promote increased recreational and cultural opportunities within the area" (p. 54)*. It would not be to the SCMA's benefit it users avoided the area by feeling like it's too congested to arrive by vehicle and/or there is no place to park.

Parking will be necessary to support the SCMA along with the other uses within the CITP. For this reason, it is essential that a comprehensive parking strategy be prepared rather then decided upon project by project. The SCMA should be involved in the parking strategy to contribute the needs of the users to the museum and archives who in many cases may be parking to also use the other destinations within the CITP such as the library, gallery, other cultural facilities and commercial or civic services. The opportunity exists to look at shared parking scenarios (day and evening), a consolidated parking structure that is used for people coming to spend time in the whole of the CITP. A review of all the current and anticipated facilities and activities requiring parking including times, affordability, types of parking (underground, stacked, consolidated, etc.) and distances will be important to the success of the SCMA and will be similar to other uses envisioned in the CITP as a vibrant urban hub. It is important that the museum and archives include an accessible bus and vehicle drop-off in front of the building.

Aerial view of Centre in the Park, Strathcona County

The recommendation for a transit and parking study is further supported through the review and analysis of the following similar sized Alberta museum and archives:

1. Esplanade Arts & Heritage Centre, Medicine Hat, AB: The site is accessible by car with ample parking provided under the building, an adjacent surface parking lot, and street parking. A bus stop is located near the main entrance.

2. Galt Museum & Archives, Lethbridge, AB: The building is accessible by bus a short walk from Scenic Dr. S. and 5 Ave. S. with adjacent surface and street parking. Hiking trails lead from the Galt into Indian Battle Park, Botterill Bottom Park, and Fort Whoop-Up along the river.

3. Red Deer Museum and Art Gallery, Red Deer, AB: Ample parking space is provided in an adjacent Rotary Recreation Park lot with available bus access being 60m from the building. Due to the nearby trail systems, the site is reasonably accessible by bike and bike racks are available near the main entrance facing the parking lot.

RECOMMENDATIONS:

1. The audience, usage, and accessibility of the SCMA in the CITP should be included in a regional transit strategy;

2. Prepare a comprehensive parking strategy for the CITP to include the SCMA's needs for parking and an accessible drop-off for vehicles and buses in front of the SCMA.

ACCESSIBILITY

The SCMA must be accessible to all its users and adhere to Universal Design objectives and principles. Accessibility for the SCMA has to functional considerations which are to ensure the site is accessible via active transportation within the CITP, throughout the building and its site, and socially accessible – equitable for everyone. It is the goal of the new SCMA to meet the Universal Design objectives and principles and strive beyond these which may include prioritizing form and function over aesthetics.

Some of the key accessibility considerations shared through the engagement include:

- An aging population needs better transportation accessibility to visit the SCMA;

- Accessible parking and drop-off zones will be important;

- Washrooms should be easy to find and access and located in multiple locations;

- Accessible entry points should be provided for the mobility impaired; urban braille and the usage of technology will help enhance access;

- Navigable interior design including navigable gradients, elevators, and fewer floors are essential for children and seniors, sight and hearing impairments, etc.;

- Sensory quiet rooms would be helpful for people with certain cognitive disabilities, like autism;

- Attention to protocols when interacting with Indigenous organizations is essential;

- Sensitivity to genders is essential;

- Walkability the SCMA helps reduce cost barriers for some groups, including school groups, children, and seniors; and

- Convenient hours will allow for the inclusion of children, students, working people, among others.

These considerations, in conjunction with Universal Design objectives and principles, are essential to the design and will successfully bringing users to the SCMA.
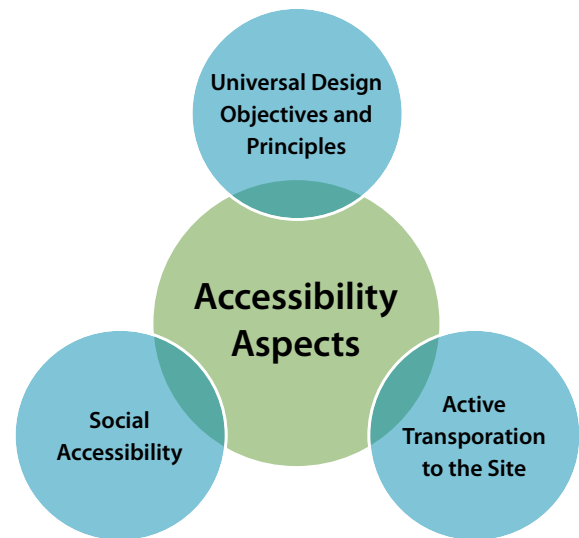
Figure 3: Accessibility Aspects Diagram

RECOMMENDATIONS:

1. Meet universal design objectives and principles while striving beyond these for the SCMA. This may include prioritizing form and function over the aesthetics of the building – let the building functions lend towards the aesthetics.

2. In the planning of the building, make the link with standing committees such as, but not limited to, the Accessibility, Seniors and Youth Advisory Committees; Strathcona County Diversity Committee; AltView; and Indigenous Elders from the region to ensure accessibility for everyone is achieved as part of the SCMA's success.

PROGRAMS AND SERVICES

The foundation of the Functional Plan is the program and services envisioned and needed to support an enhanced, new, and sustainable museum and archives for Strathcona County. Extensive work was completed in the comprehensive and detailed review in 2018 of the museum and archives function, spaces, operating and maintenance costs as well as beginning to translate that into the needs of a new museum and archives. With further key stakeholder engagement and a regional best practices review, the program and services vision have been confirmed and enhanced. Many ideas and needs were shared and are provided in *Appendix C: What We Heard Report*. They key programming and service functions established within the Plan are those of programming, a regional "archive of excellence", space requirements, amenities, including the audience and tourism/marketing considerations.

Strathcona County's Stories

A key element of the new museum and archives is enhancing Strathcona County's stories through the programming, service and linkages to other cultural facilities, industry and community. Strathcona County's stories will be more comprehensive, inclusive, and engaging than the current SCMA has been able to achieve in its current building. This vision to broaden Strathcona County's stories began with the 2018 Review and has been enthusiastically reinforced through the Functional Plan engagement. The potential for a larger facility to tell those stories in a unique and engaging manner will be what defines the space requirements, programming, services and connections to other cultural, agricultural and industry partners. Currently the scope of this programming and its local uniqueness has not been fully represented given the constraints of the current building size therefore, a larger building will provide the opportunity to enhance telling Strathcona County's stories. It became further apparent with the Functional Plan engagement that there is no one story of Strathcona County; rather, SCMA is, and must continue to be, dedicated to hearing and sharing a multivocality of stories, the sum of which may provide

Photo courtesy of Provincial Archives of Alberta,
B917, Teepees and Sunset, Ernest Brown

a grander narrative but there is not, and should not be, the misconception of an authoritative or overarching historical narrative for the County or its people. Strathcona County's stories include, but is not limited to, the following:

- Unique Local Context: Strathcona County's unique local context and the importance of being able to tell this special story. Strathcona County has developed into a distinctive locale through transformations in industry, governance structure and urbanization that has not yet been told for other to learn;

- Natural Heritage: the local natural history including Beaver Hills, how the landscape evolved over time and understanding the processes behind the changes in the local environment; are important stories;

- Indigenous Heritage: Indigenous people's history, stories, and voices continue to have a presence in the community. The contributions to the community from the Indigenous heritage can create a special opportunity for the new museum and archives;

- Agricultural Heritage: children often grow up without the knowledge of the importance of agricultural heritage to the County. The agricultural heritage value to the County's development is especially important;

- Industry – Oil and Gas Heritage: The oil and gas industry has been a major contributor to Strathcona County's prosperity, economic stability and growth. This story of how Strathcona County first became a major centre for industry is a unique transformation story from the historic and continued agricultural base to that of industry;

- Competing Identities: The amalgamation of several other local identities, rural and urban, has gotten lost with Edmonton's area identities yet Strathcona County does have its own unique identity and strength in the region which a new museum and archives can better convey;

- Governance Evolution: Strathcona County's specialized municipality status is unique and not something all residents understand making its evolution a unique story to share;

- Family Story: Telling family history in conjunction with local history is growing in popularity and people would appreciate the museum and archives as a resource in this area. This should include past and personal engaging stories, connections and values;

- Future Stories: Explore both the past and potential future directions for the County;

- Mid-Century: Strathcona County's history becomes unique in the Alberta context starting from the 1940s and 1950s onwards based on the creation of Sherwood Park as a suburban city. There is an opportunity to share the economic and urban transformations of this time;

- Military: Identifying world war history and surviving military infrastructure from these periods could be shared more broadly and incorporated into Remembrance Day, and other related events through displays and recognition; and

- Sports: The sports history within the County, its records, professional athletes, Olympians, teams and trophies, including its evolution, is a story to be shared.

Museum and Regional "Archive of Excellence"

The programming for the Strathcona Museum and Archives (SCMA) should be built off of Strathcona County's stories including the enhancement of the archives for the County and region. The SCMA space for programming, "archive of excellence", and services should achieve the following key elements:

- Achieve the appropriate balance of permanent and temporary/travelling exhibits and interactive displays to tell Strathcona County's stories to the local, regional and tourist audience in an engaging and sustainable manner. The space itself for the museum, archives and other amenities within the building should be flexible, seasonal, connected, and seen as a key venue to host events;

- Envision the SCMA as an interpretive centre, a modernized museum that showcases the museum and archives functions as a central hub that connects other cultural functions in Strathcona County. Reimagine the space, programming and services as a new way of doing interpretation;

- The museum should incorporate flexible space that can be adapted to host a variety of events, meetings, lectures, or special programs, including programs initiated by third parties;

- The designed spaces for the building should consider children's areas, pods, quiet spaces, options for users, seating throughout the museum, quality lighting to enhance the stories on display, balance of sunlight to encourage gathering and protection of artifacts, small theatre for videos and events, and spaces that are welcoming;

Museum at the Market, 2020

- Include a "maker space" – *"a place where students can gather to create, invent, tinker, explore and discover using a variety of tools and materials" (Diana Rendina)*. The space can be a combination of heritage and modern tools, for example a wood lathe and 3D printer next to it;

- Design a regional "archive of excellence" as a repository for the County's history, government, corporate, family records, and specialized items. Create it as an educational centre for citizen and professional research and genealogy centre. Given the exemplary archives the SCMA currently provides, enhance the archives to provide a lucrative revenue-stream. Ensure climate-controlled needs, storage space (on and/or off-site), and the technical aspects needed for digitization to provide more accessibility to historic records;

- Create spaces to feature the local food culture, local brands and local arts, by being unconventional allowing it to stand out in the Centre in the Park. These spaces act as revenue generating amenities within the building. Ensure a place for people to stop, rest, eat and shop. Design the space and function to draw people to the SCMA for a unique and local experience;

- Be cognizant of the critical transition process for the SCMA from documenting current records and artifacts, culling if needed, and planning for a transition of the museum and archives historic materials;

- Minimize the elements of Strathcona County's stories that are covered successfully at other cultural facilities within the County and include the opportunity to "walk back in time while walking forward to the future" by aligning with other facilities and events;

- Design for a broad range of audiences in programming and physical design – children, youth, adults, seniors, families, school and tour trips, and social clubs, rural, urban, volunteers, and newcomers; and

- Focus on designing the SCMA for people throughout the County who come to work, live, and play in the Centre in the Park which will naturally attract visitors. A contemporary museum and archives within a cultural hub will address marketing and tourism, and at the same time, marketing for locals and tourists should include bundles such as event tickets, food, accommodations and especially links to Strathcona County's other cultural, arts and heritage facilities and events. Include valued connections with the Strathcona County Multipurpose Agriculture Facility, and other facilities such as Bremner House, Gallery @501, and the Strathcona County Library

The recommendation to examine and refine the scope of programming and services for a new SCMA building is supported through having completed significant regional context and promising practices research from museums and archives in North America which generated many ideas in support of those that were learned through the public engagement for the Functional Plan. There is extensive value in the SCMA to explore enhanced and new programming for a new SCMA as this will contribute to the feasibility study in regard to determining and confirming the size and layout of program spaces within a new museum and archives building. The functional programming and services process should include the potential programming/services, proximity and large artifacts storage connections that the new SCMA will have with the Multipurpose Agriculture Facility and Bremner House. Some similar sized Alberta examples are:

1. Esplanade Arts & Heritage Centre, Medicine Hat, AB: The Esplanade includes an art gallery, museum, theatre, and the archives. With 25,000 artifacts related to local history, including manuscript records, photographs, maps and other technical drawings, audio recordings and film, there is an extensive collections and archives. These along with exhibits, education outreach and classroom programs, performing arts, a studio for presentations and rentals, and the gallery provide a facility for robust programming and services.

2. Galt Museum & Archives, Lethbridge, AB: The Galt provides permanent and temporary exhibits, educational programs for children and adults, interactive community programs on local history, walking tours, workshops in partnership with Alberta Health Services Therapeutic Recreation to provide hands on art and history projects for adults in an accessible environment, summer bus tours and summer family fun programs. The Galt also includes Fort Whoop-Up which is a replica fur trading fort from the late 1880s (interpretive historical site).

3. Red Deer Museum and Art Gallery, Red Deer, AB: Exhibits, day camps, school programs, homeschool programs, creative workshops for all ages, Reel Movie Mondays, and an Art Speaks program are a few of the many that are programmed from the collections and reference and research library at the Museum and Art Gallery.

4. Musée Héritage Museum, St. Albert, AB: The museum hosts temporary and travelling exhibitions, and with the Arts and Heritage Foundation of St. Albert arranges school visits that are coordinated with the museum, art gallery and historic sites. School Programs are specialized and focus on local Indigenous and settler history. The museum offers specialized programming for Brownies, Girl Guides, Cubs, and Scouts groups, as well as other community groups.

RECOMMENDATIONS:

1. Examine and refine the scope of the programming and services for a new SCMA including, but not limited to, the feedback that has been received through the 2018 Review of the SCMA, current additional feedback for the Functional Plan, and the recommended functional relationships and sizes in the Functional Plan.

2. Enhance and focus Strathcona County's stories as a part of the programming and services for a new SCMA.
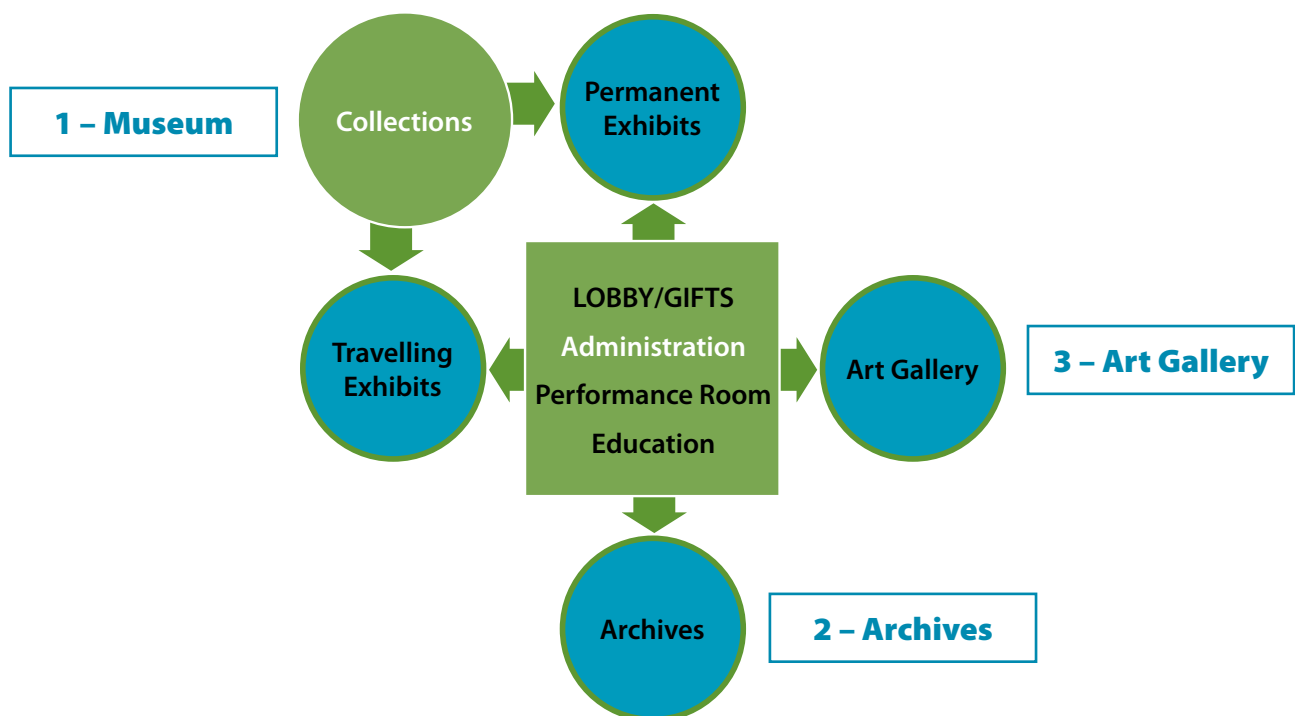

Figure 4: SCMA Functional Plan Relationship Diagram

Strathcona County Museum & Archives Functions and Estimated Space Sizes

FUNCTION	Est. Sq. Footage
Central Core Spaces	
Public Spaces	
Lobby	3,000
Gift Shop	2,100
Education Spaces	
Learning Centre	1,300
Hall Closet/Storage (for extra tables, kids cloak room, backpacks)	400
Lecture Hall/Performing Arts/Flexible Maker Space (for public programs)	2,500
Administration Meeting Spaces	
Staff Meeting/Training Room	800
Boardroom (Meeting room and rental)	1,000
Offices, Photocopier Room (paper storage, recycling bins)	2,000
Kitchen	1,000
1 – Museum	
Permanent Exhibits	8,000
Temporary and/or Travelling Exhibits	8,000
Exhibit Production Workshop	1,800
Collections Facility	
Crate Storage Room	1,800
Quarantine Room	800
Compact Storage Room	10,000
Collections Processing Room	1,000
Conservation and Photography Room	1,000
Framing and Matting Room	500
Work and Building Exhibits Spac	1,000
Paint Room (for painting and proper paint storage)	1,000
2 – "Archive of Excellence"	
Gallery area, Library (with seating/tables)	10,000
Map and Audio Visuals Room	1,000
Cold Storage Room	1,000
3 – Art Gallery*	
Art Gallery	8,000
Art Gallery Storage	5,000
Art Gallery Publications (older files) Storage Room	1,000
Loading Dock (16' door)	2,500
Building Support	2,300
Building Systems & Circulation (Estimated at 25% of designed functional spaces, this will vary based on design efficiencies)	21,325
TOTAL	**100,645**

Note: It is anticipated that the Art Gallery Function and estimated space size would be for the Gallery @501 whether it be integrated or moved depending on the determined site in the Centre in the Park for a new or retrofit SCMA Museum & Archives.

TECHNOLOGY

A new SCMA building is about designing a facility for adaptation to technology as it changes rather than designing for existing technology and therefore, the infrastructure needs to be as such. It should be linked to universal design and contemporary. In conjunction to designing for adaptation when it comes to technology, the following current thoughts on technology were shared:

- Technology can provide accessibility through the ability to share collections virtually to a broader audience and other regional cultural institutions and museums especially during timings such as the current Covid-19 pandemic;

- To go along with the tangible physical displays, technology can make some displays more interactive, which works especially well for children, interactive technology allows for a more customizable and self-guided experience; technology as virtual and augmented reality can be used as a storytelling medium; and virtual displays can reduce the space needed for physical displays;

- Technology can orient visitors efficiently and provide links to related sites and information;

- Ensure that the technology used enhances connectivity and service such that technology is not added for its own sake;

- Technological augmentations should be optional rather than mandatory to experience the material;

- It is important to offer more than videos for people to want to attend in person;

- Be cognizant that some people will be less technologically adept, that not all systems are compatible with each other, and technology is expensive to keep at the cutting edge;

- Design an open space to serve as a backbone that can support multiple technological adaptations in the future; and

- Smartphone integration may be a good optional opportunity to market the SCMA. Smartphone applications can orient people to the SCMA, provide supplementary information, and it offers a low-cost way to interest people and bring them to the museum.

Consideration of digital archives will be essential as a part of the vision for the SCMA to provide an "archive of excellence", as well as animated technology. Most museums and archives reviewed have and/or are achieving varying levels of digitized archives and interactive technology in their exhibits and programs. This Functional Plan piece will require consideration at the time of examination and refinement of the programs and services in a new SCMA. Some similar sized Alberta examples are:

1. Esplanade Arts & Heritage Centre, Medicine Hat, AB: The Archives maintains an online database for its collections. The public can access and search through this database from the Esplanade website.

2. Galt Museum & Archives, Lethbridge, AB: The Galt provides local history books sold though the website, a local database for research documents and material history, the ability to order archival prints and digital resources, and posts "History this Week" articles and past exhibits online.

RECOMMENDATIONS:

1. Examine and refine the technological needs with the program and services determination including both digital archives and interactive technology.

2. The SCMA building should be designed as a facility "for adaptation to technology as it changes" rather than designing the building for current technology.

3. Link to Universal Design objective and principles and provide a contemporary perspective.

ENVIRONMENTAL CONSIDERATIONS

The opportunity exists for the SCMA to contribute environmentally both physically in the design of the building and educationally through the role and function of the museum and archives. The building itself can be model of environmental consideration by pushing towards a retrofit of a building with existing infrastructure and/or employ LEED strategies on a new building.

Some of the environmental considerations of the SCMA should include:

- The significance of the oil and gas industry for the County. This can be addressed through Strathcona County's position as a municipality that has benefitted from oil and gas development while also desiring to promote environmental stewardship;

- As reflected in several of the County's building projects, incorporate environmentally sound building practices by applying LEED standards for construction, incorporating repurposed materials, demonstrating value by reducing the operating footprint for energy efficiency, recycling, and HVAC to reduce the operating costs for the SCMA;

- Create an a regional "archive of excellence" that exemplifies stellar environmental considerations (i.e. humidity, temperatures, HVAC system, etc.) and showcases archival protections;

- Access special environmental funding to promote green measures based on Strathcona County's local natural history including Beaver Hills, the landscape's evolution over time and an understanding of the processes behind changes in the local environment; and

- The SCMA can encourage greater awareness and understanding of pressing environmental issues and promote the County's existing environmental initiatives.

Environmental considerations within a new SCMA and its "archive of excellence" will require exemplary archival protections in conjunction with the County's environmental requirements. For example, the Esplanade Arts & Heritage Centre, Medicine Hat, AB required robust environmental considerations for the collections and archives to control humidity, temperatures, and the HVAC system. These items were fundamental to design of the building from the beginning. These elements further require upgrading and maintenance such as was done in 2019 whereby, the environmental controls with funding from Canadian Heritage and LED lighting in the theatre were both upgraded.

RECOMMENDATION:

The SCMA building should incorporate environmentally sound building practices, green building funding, and promote educational awareness and an understanding of Strathcona County's local natural history and environmental issues.

Community Energy Building, Strathcona County

OPERATING AND GOVERNANCE MODELS

The Strathcona County Museum & Archives is committed to enhancing and encouraging growth in the functions and services that it currently provides to the community, while also ensuring its preservation for future generations. Successful museum and archives growth will require a sustainable operating and governance model. To create a regional "archive of excellence", interactive museum programs and displays, and community building educational spaces, a well-thought through exercise on how to best govern, operate, and generate revenue will help determine the best governance and operating model for the new museum and archives and its growth potential presented in the Functional Plan. Financial, operational, risk management, and efficient processes should all contribute to a sustainable governance framework. This strong governance and operating model will result in a sustainable and successfully achieved new museum and archives.

The SCMA is currently a non-profit independent body that is governed by the Strathcona County Heritage Foundation Board. This is a voluntary Board made up of at least 8, maximum of 12 members. The Executive consists of a president, vice-president, treasurer and a secretary. Guided by a vision, mission and philosophy, the SCMA currently operates with a budget from Strathcona County of $329,797.00 (2020) in a stand-alone former fire station building. The museum and archives are staffed with three full-time staff and four part-time staff.

Strathcona County Museum and Archives

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.

The 2018 Review identified operating and governance model scenarios with the recommendation that the advantages and disadvantages of these models be evaluated, and the best suited model be determined in conjunction with functional and feasibility plan studies. Through further best practices and engagement, the following three operating models remained the most promising operating models to consider:

- **Operating Model 1**: Strathcona County to continue to support the SCMA through an operating agreement, providing incremental funding to achieve a total estimated annual funding;

- **Operating Model 2:** Strathcona County takes on the governance and operation of the SCMA. This would impact the budget and workload of County departments. 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; and

- **Operating Model 3:** A hybrid of Scenarios 1 and 2. Costs would be established annually for 3 years and would then increase in years 4 through 7. The operating cost estimates will need to be established, substantiated and confirmed as a part of the Feasibility Study.

Further best practices research confirmed the following four governance models are a summary of what is most used in museums and archives today:

- **Governance Model 1:** Municipality (county or city) governed and owned;

- **Governance Model 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;

- **Governance Model 3:** Non-profit (society or other); and

- **Governance Model 4:** Privately-owned.

See also the Best and Promising Practices section for examples of the variance of operating and governance models used in these promising practices.

Through a review of the identified operating and governance model scenarios, it is recommended that that the County study the feasibility of Operating Model 2 and Governance Model 1 whereby, the County take on the governance and operation of the Strathcona County Museum and Archives and in the feasibility study include consideration of a Friends of the SCMA Society to continue to support history and heritage in the community. A detailed feasibility study of the recommended operating and governance model will possibly emerge a hybrid model from this recommendation. It is best to start with this one recommended operating and governance model to best ensure that the governance and operations of the museum and archives achieves the synergies found with other recommendations in the Functional Plan such as incorporating the Gallery @501, managing the connections with other County facilities, and the ability to manage, staff and transition the design and operations of a new facility of this scale, among other recommendations in the Functional Plan. The strengths, weaknesses, opportunities, and challenges of studying the feasibility of one recommended model will best achieve the most efficient, sustainable, and

advantageous operating and governance model for a new SCMA even if the model results in a hybrid similar to the current SCMA model and/or other promising practices hybrid models.

It will be important that a key part of the evaluation of the determined operating and governance model includes a plan for a transition team of experts, i.e. third party, that knows how to successfully achieve such a transition to the governance and operating model that is ultimately recommended.

RECOMMENDATIONS:

1. That the Operating Model 2 and Governance Model 1 (Strathcona County operated and governed with a Friends of the Strathcona County Society to continue to support history and heritage in the community) be evaluated as a part of the Feasibility Study to determine what will be the most efficient, sustainable, and advantageous operating and governance model to achieve the Functional Plan components of a new SCMA and its long-term operations.

2. Establish a Transition Team and process to successfully achieve such a transition including, but not limited to, resources, SCMA's operating and governance model, financials and timeline.

HUMAN RESOURCES

The SCMA 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. Based on the value of the museum and archives to the community and staff sustainability challenges, additional funding was provided after the 2018 Review to begin to address the concerns that were identified at that time. This allowed for more staff hours and a decreased reliance on volunteer hours for daily operation such that volunteer hour now contribute significantly to additional work on projects instead of daily, administrative functions.

As a part of the planned Feasibility Study's operating and governance model evaluation and recommendations, the human resource needs require further evaluation to better understand the resources necessary to achieve the vision of a larger program and facility for the museum and archives, and the required resources for transition team of staff and experts to achieve the museum and archives move.

RECOMMENDATION:

1. Evaluate and establish the resource requirements for the vision of a larger program and facility to meet the needs of an efficiently operated and successful SCMA. The evaluation must include the process and team needed to successfully transition the museum programs and archives materials.

Artist Connie Kulhavy prepares her owrk for display, 2020

Entwined music and wine event at SCMA, 2020

Staff at SCMA prepare artifacts in the Collection Lab, 2020

Village Square, Strathcona County Museum and Arhives

FINANCIAL CONSIDERATIONS

A key component of the Feasibility Study, once operating, governance and human resources have been evaluated and recommendations determined, will be to prepare the order of magnitude of capital cost estimate for an envisioned CITP - Strathcona County Museum & Archives as a new building or retrofit building. Based on the recommendations for the operating, governance and human resource needs, the financial feasibility will include further defined uses and square footage, environmentally sound building practices, cost saving measures, transition process and team requirements and potential funding opportunities.

Estimated Facility Costs

Based on a preliminary understanding of needed uses and square footage provided in the Programming and Services section and, the construction rate for retrofit and new building construction, an estimated capital costs for the SCMA building would be as follows:

Type of Construction	Construction Cost per sq. ft.	Size of Future SCMA sq. ft.	Total Capital Cost*
Retrofit**	$350	100, 625	**$35,218,750**
New***	$450	100, 625	**$45,281,250**

Notes and Assumptions:

* Estimates are based on the cost per square foot of designing and constructing new or retrofitting existing facilities in 2020; pricing does not account for future inflation. Source: Facility Services, Strathcona County. The estimates do not include museum technologies, environmental controls, specialized displays or furnishings.

** The cost of retrofitting an existing building is estimated at $350 per square foot (note: this accounts for design, construction, and purchase of building; however, cost will be dependent on age of the building and the requirements to meet building code, applicable standards, and/or necessary remediation of hazardous materials). Source: Facility Services, Strathcona County. *** Cost of a new build is estimated at $450 per square foot. (Note: this accounts for design and construction only; this does not include land or any unique requirements due to environmental or traffic issues). Source: Facility Services, Strathcona County.

Ball Family Windmill, Strathcona County

Operating Budget Considerations

Understanding the scope of a ten-year operating budget for a new SCMA will be required as a part of the Feasibility Study. At that time the building will be further refined with a location, size of the building to accommodate the desired programs and services, environmental design considerations, parking, and a decision on the operating and governance model, among others. It is however important that the operating budget items be identified at this time to be included in the Feasibility Study. Equally, a part of the operating model feasibility will need to include how revenue will be generated to ensure a ten-year sustainable financial operating model for a new museum and archives.

Revenue-generating sources may include, but is not limited to:

1. Grants (Federal, Provincial and Municipal)
2. Gift shop
3. Memberships
4. Programs and services
5. Archive and research requests
6. Admissions and special events
7. Facility and room rentals
8. Donations and/or sponsors

The scope of expenses for the operation of a new SCMA will include, but is not limited to:

1. Wages and benefits
2. Administrative costs
3. Exhibitions
4. Collections and archives
5. Educational programming
6. Freight
7. Insurance
8. Gift shop
9. Offsite storage
10. Facility Costs and Maintenance
11. Utilities
12. Bank charges

Some applicable assumptions on the above identified revenue-generating and operating expenses are as follows:

1. The Museum will utilize the Government of Canada Summer Jobs Program for Summer Educational and Interpretive Programming. Alberta Museums Association (AMA) Grants for Professional Development and Operational Staffing will be utilized. Participants in the Recognized Museum Program can access these AMA opportunities. Other Federal, Provincial, Municipal and Corporate grants will be evaluated.

3. Utilization of Family and Single memberships will see an increase over the Current SCMA figures.

4. Programs would be offered at cost-recovery in line with County approach.

7. Flexible spaces are made available for rent for the community. Rates could be based on Festival Place 2020 budgeted amounts and based on similar sized facility offerings.

9. Staffing levels and costs are based on County of Strathcona Human Resource remuneration for equivalent positions and benefits. This budget would include eight permanent FTE and three Hourly FTE at anticipated staffing levels. If administrative support is required in the case of a hybrid governance model these costs would increase significantly.

17. Storage is based on approximately 2,000 sq. ft. at market rates within 20km of the Museum. It is expected that offsite storage needs would be below this amount initially and would increase over time or as exhibitions rotate. Bremner House site would be a common-sense location for some of the larger machinery to be housed reducing the need to store all large collection objects in an offsite facility.

18. Rates in the Feasibility Study for this item could be based on Festival Place 2020 budgeted amounts.

19. Rates in the Feasibility for this item could be based on Festival Place 2020 budgeted amounts.

RECOMMENDATIONS:

1. As a part of the Feasibility Study, prepare a comprehensive, and detailed, financial order of magnitude cost estimate including the SCMA transition process and resources; land/site costs, building construction (retrofit or new); museum technologies, environmental controls, specialized displays and furnishings; recommended operating, governance and human resource needs; and an economic impact assessment.

2. Prepare a ten-year operating budget as a part of the Feasibility Study that has further refined the programs and services; building location, size and design; parking needs; connections to shared uses with other facilities and partnerships.

Village Square, Strathcona County Museum and Arhives

PARTNERSHIPS

The Strathcona Museum and Archives (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 and archives. Continued engagement and discussions from the SCMA Review in 2018 and the Functional Plan engagement reaffirmed the potential of partnerships both through synergies and efficiencies of the SCMA in the Centre in the Park (CITP) and through museum and archives content. The key is to communicate and make those links and connections that will enhance and celebrate the role and function of the museum and archives.

It will be important to build complementary relationships to avoid competing with other local and regional cultural institutions. Ideal complementary connections and linkages between institutions would be those that are on working on related material and/ or topics. Cultural partnerships with the Strathcona County Library, Gallery @501, Festival Place, Smeltzer House, Bremner House Historic Site, future Multi-Purpose Agriculture Facility, among others, could collaborate on tourism products; displays, presentations and events, research and development, and cross promotion. For example, the SCMA located in the CITP may not provide an opportunity for larger artifacts to be displayed but such displays could take place at one of the other cultural facilities as permanent or travelling exhibitions. This would enhance and build excitement for the SCMA's museum and archives functions through a connection to regional scale projects.

Other partnerships and connections could be through voluntary groups such as accessibility awareness groups, service clubs, art groups and local organizations in the "neighbourhood". An important partnership that was identified in the SCMA Review and reiterated with the engagement for the Functional Plan was with industry and industry organizations. Funding support for the SCMA will be critical moving forward and industry could be a significant funding support as well as being part of the historical, current and future story and achievement of both oil and gas and the agriculture industry. Such partnerships open the door to showcasing past and current achievements of the industries that have played a significant role in building Strathcona County. Industry draws a regional, provincial, country and international link to expand the SCMA's local audience and partnerships.

Partnerships are essential to the success of a museum and archives and this is evident in the list of recognized partnerships of all the museums and archives reviewed in the best and promising practices. Many are partnerships with other related cultural institutions to deliver programs and/or corporate sponsorships both local or regional for the operations of the building and programs. Some similar sized Alberta examples that have multiple community partners/sponsors are:

1. Galt Museum & Archives, Lethbridge, AB: Friends Society of the Sir Alexander Galt Museum & Archives, Green Acres Kiwanis Club of Lethbridge, Alberta Health Services Therapeutic Recreation, The New West Theatre, the South Alberta Horse Artillery, Chinook Woodturning Guild, Fort Whoop-Up Black Powder Club, University of Lethbridge and Lethbridge Community College.

2. Red Deer Museum and Art Gallery, Red Deer, AB: City of Red Deer, Government of Canada, Canadian Heritage, AMA, Alberta Foundation for the Arts, Red Deer Kinsmen Club, ACFA Régionale de Red Deer, Alzheimers Society - Alberta and Northwest Territories, Canadian Museum for Human Rights, Carnival Cinemas, Egale - Canada Human Rights Trust, Esker Foundation, Library and Archives Canada, Metis Nation of Alberta Local 492 Red Deer, Red Deer Native Friendship Society, Red Deer Symphony Orchestra, Spirit Seekers, and Youth HQ.

3. Musée Héritage Museum, St. Albert, AB: manages the City of St. Albert's heritage sites including the St. Albert Grain Elevator Park, Little White School, and Founders' Walk. Federal partnership in place to operate the Father Lacombe Chapel. Other partnerships include: North Central Heritage Trail Association and Michif Cultural Connections.

RECOMMENDATIONS:

1. Create a comprehensive list of potential partnerships that would provide synergies, efficiencies and funding opportunities to support the museum and archives functions as suggested within the Functional Plan and furthered in the Feasibility Study. Begin to engage and dialogue with potential partnerships regarding synergies and funding opportunities.

2. Built relationships with the Western Economic Diversification Canada, federal and provincial governments and "sponsor capital", i.e. funding exhibit rooms, etc.

Strathcona County Art Gallery@501

Strathcona County industry

Strathcona County Library

Festival Place in Centre in the Park, Strathcona County

RECOMMENDATIONS

The Functional Plan recommendations are as follows:

New Strathcona County Museum and Archive (SCMA) Site

1. Study the feasibility of the recommended retrofit and new building sites, including an in-depth analysis of a selected site in the Centre in the Park.

New SCMA Building

2. Examine and refine the scope of the programming and services for a new SCMA including, but not limited to, the feedback that has been received through the 2018 Review of the SCMA, current additional feedback for the Functional Plan, and the recommended functional relationships and sizes in the Functional Plan.

3. Design the new museum and archives including the enhancement of the archives to a regional "archive of excellence".

4. Enhance and focus the Strathcona County's stories as a part of the programming and services for a new SCMA. Incorporate Indigenous worldviews and multiple diverse perspectives.

5. Examine and refine the technological needs with the program and services determination including both digital archives and interactive technology.

6. The SCMA building should be designed as a facility "for adaptation to technology as it changes" rather than designing the building for current technology.

7. Link to Universal Design objective and principles and provide a contemporary perspective.

8. Meet universal design objectives and principles while striving beyond these for the SCMA. This may include prioritizing form and function over the aesthetics of the building – let the building functions lend towards the aesthetics.

9. In the planning of the building, make the link with standing committees such as, but not limited to, the Accessibility, Seniors and Youth Advisory Committees, and Diversity and Inclusion Advisory Committee, to ensure accessibility for everyone is achieved as part of the SCMA's success.

10. The SCMA building should incorporate environmentally sound building practices, green building funding, and promote educational awareness and an understanding of Strathcona County's local natural history and environmental issues.

11. The audience, usage, and accessibility of the SCMA in the CITP should be included in a regional transit strategy;

12. Prepare a comprehensive parking strategy for the CITP to include the SCMA's needs for parking and an accessible drop-off for vehicles and buses in front of the SCMA.

Operating, Governance, and Human Resources of a new SCMA

13. That the Operating Model 2 and Governance Model 1 (Strathcona County operated and governed with a Friends of the Strathcona County Museum and Archives Society to continue to support history and heritage in the community) be evaluated as a part of the Feasibility Study to determine what will be the most efficient, sustainable, and advantageous operating and governance model to achieve the Functional Plan components of a new SCMA and its long-term operations.

    Operating Model 2: *Strathcona County takes on the governance and operation of the SCMA. This would impact the budget and workload of County departments. 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; and*

    Governance Model 1: *Municipality (county or city) owned.*

14. Establish a Transition Team and process to successfully achieve such a transition including, but not limited to, resources, SCMA's operating and governance model, financials and timeline.

15. Evaluate and establish the resource requirements for the vision of a larger program and facility to meet the needs of an efficiently operated and successful SCMA. The evaluation must include the process and team needed to successfully transition the museum programs and archives materials.

16. Strathcona County to help facilitate a Strategic Plan process with the SCHF Board that will contribute to the Feasibility Study's review and recommendations on the operating, governance and human resources considerations of a new SCMA.

Financial and Partnerships of a new SCMA

17. As a part of the Feasibility Study, prepare a comprehensive, and detailed, financial order of magnitude cost estimate including the SCMA transition process and resources; land/site costs, building construction (retrofit or new); museum technologies, environmental controls, specialized displays and furnishings; recommended operating, governance and human resource needs; and an economic impact assessment.

18. Prepare operating budget as a part of the Feasibility Study that has further refined the programs and services; building location, size and design; parking needs; connections to shared uses with other facilities and partnerships.

19. Create a comprehensive list of potential partnerships that would provide synergies, efficiencies and funding opportunities to support the museum and archives functions as suggested within the Functional Plan and furthered in the Feasibility Study. Begin to engage and dialogue with potential partnerships regarding synergies and funding opportunities.

20. Build relationships with the Western Economic Diversification Canada, federal and provincial governments and "sponsor capital", i.e. funding exhibit rooms, etc.

Risk Assessment

21. Work with Strathcona County on a Risk Assessment to identify the risks the County may be taking on, and their impacts or risk mitigation strategies of proceeding to build a new SCMA. At this time, the following risks have been identified:

    a. Timeframe to get approval and complete the Feasibility Study to address the Functional Plan recommendations and better understand the risks of proceeding with a new SCMA;

    b. Strathcona County Cultural Services staff and resource changes;

    c. SCMA staff and resources and SCHF Board changes; and

    d. Unknown impacts of the Covid-19 pandemic in relationship to the Strathcona County's economic situation, tourism and local accessibility in 2021.

> ## *"First make it right. Then make it good."*
>
> *(Jack Diamond, Canadian Architect, quote from design work on the Esplanade Arts and Heritage Centre, Medicine Hat, AB)*
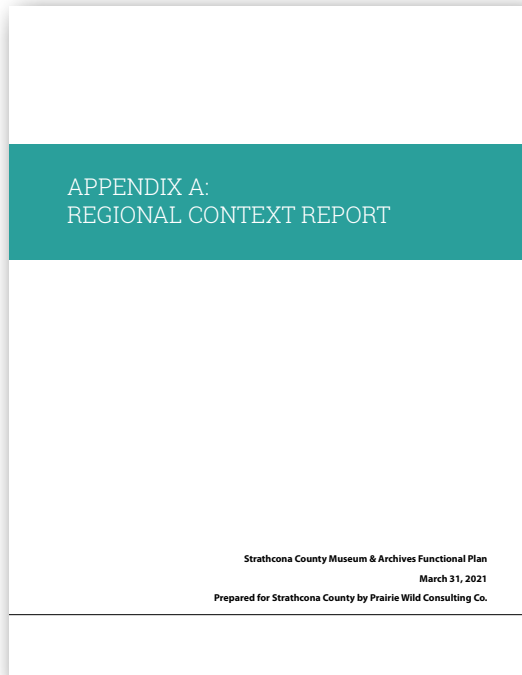
NEXT STEPS OF A NEW SCMA

1. Undertake a Feasibility Study for a new SCMA to include, but not limited to:

   a. Evaluation of CITP sites with a focus on one recommended one for detailed feasibility analysis, including co-location of the art gallery (Gallery @501) for the best cost effectiveness including getting back two retail spaces in the Community Centre;

   b. In-depth review of programs and exhibit objectives, services, accessibility, and technology and environmental opportunities that would formulate the functional, size, and design requirements;

   c. Analysis and recommendation of the operating, governance, transition, and financial model for implementation;

   d. Preparation of the capital estimate of the project;

   e. Establish financial partnership potential and how it would offset either capital or future operational costs (or both);

   f. Prepare a Risk Assessment to identify the risks the County and The Strathcona County Heritage Foundation may be taking on, and their impacts or risk management strategies; and

   g. Complete a Feasibility Study for the Strathcona County Museum and Archive.

2. Upon completion of the Feasibility Study:

   a. Development of a new SCMA;

   b. Prepare a Transition Team and process plan and roll-out; and

   c. Establish a communications and engagement plan.
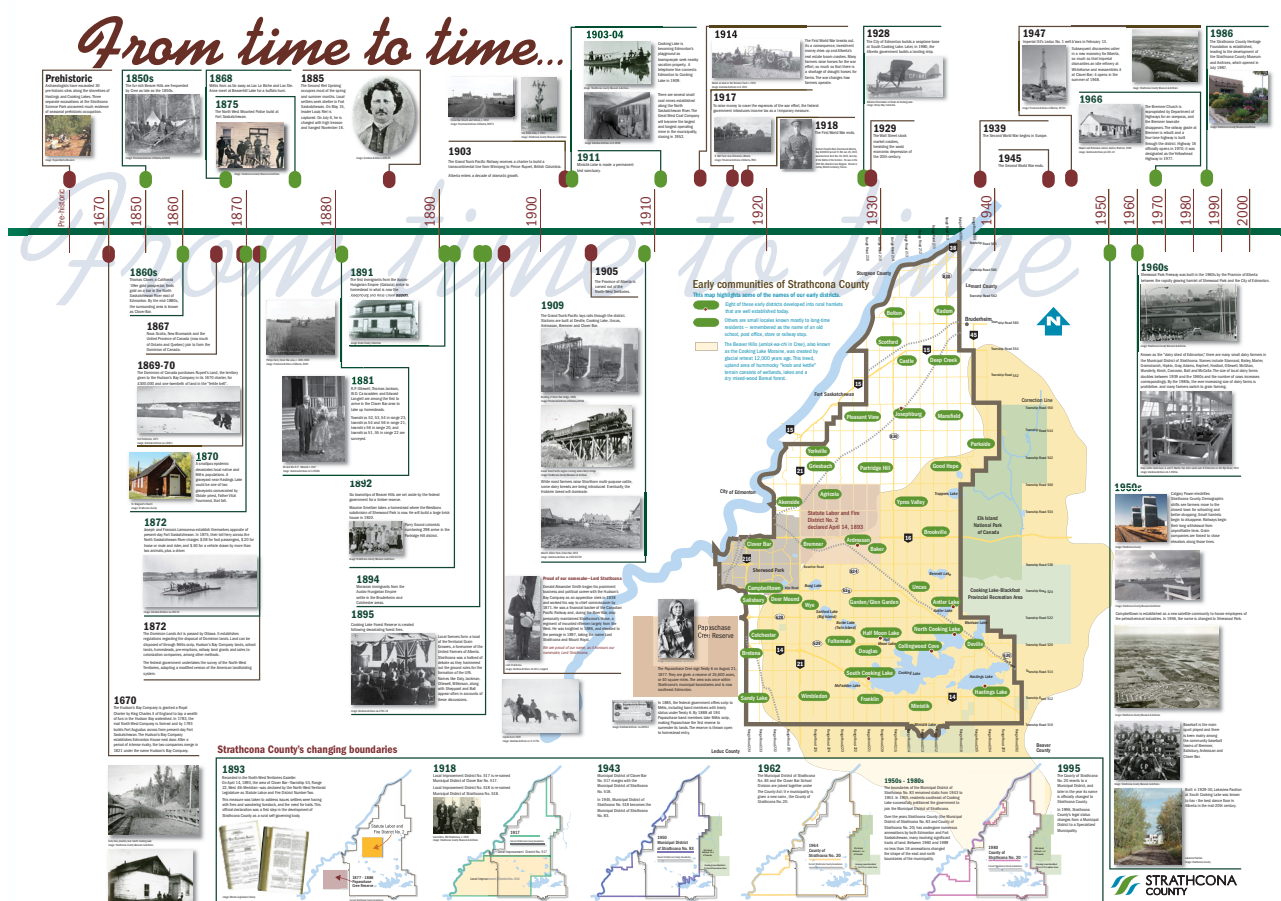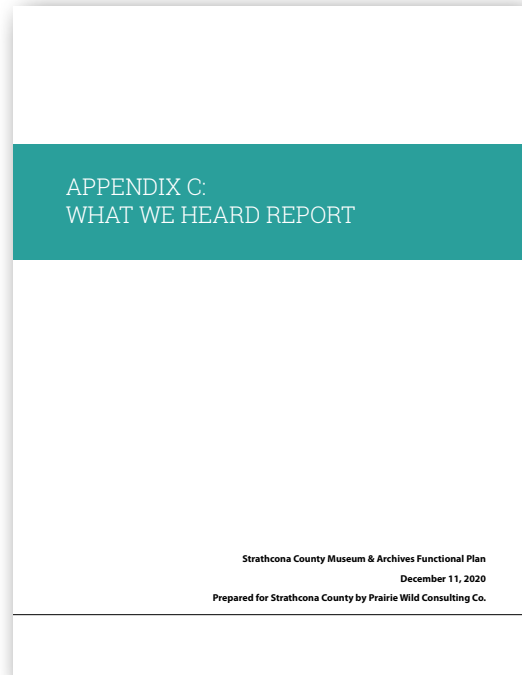
APPENDICES

Appendix A: Regional Context Report
(under separate cover)

APPENDIX A:
REGIONAL CONTEXT REPORT

Strathcona County Museum & Archives Functional Plan
March 31, 2021
Prepared for Strathcona County by Prairie Wild Consulting Co.

Appendix C: What We Heard Report
(under separate cover)

APPENDIX C:
WHAT WE HEARD REPORT

Strathcona County Museum & Archives Functional Plan
December 11, 2020
Prepared for Strathcona County by Prairie Wild Consulting Co.

Appendix B: Best and Promising Practices Report *(under separate cover)*