APPENDIX C:
WHAT WE HEARD REPORT

TABLE OF CONTENTS

1.0 Background

The Strathcona County Museum and Archives (SCMA) is a non-profit organization founded to preserve and promote the history and heritage of Strathcona County. It is operated with building space and financial support provided by Strathcona County.

In 2018, Prairie Wild Consulting Co. undertook a comprehensive review of the SCMA's operations at the County's request. This included a value for service audit with option for the museum's future. This process engaged with over 900 respondents through online, intercept, and direct interviews with community stakeholders, administrators, members of the public, and Council. The engagement results highlighted the SCMA's continued importance to the County and identified some potential future directions for SCMA operations, services, and programming.

Based on the potential identified in the comprehensive review, Strathcona County contracted Prairie Wild Consulting Co. to develop a Functional Plan to define requirements, strategies and priorities for pursuing it. Specifically, the Functional Plan examines needs related to programs and services, audience, land and location preference, space, transportation and parking, accessibility, technology, operating models, environmental considerations, marketing, and partnerships. The Functional Plan was process was laid out in the following phases:

Phase1
- Information Gathering and Research
- Kick-Start Meeting
- Align the Project with Strathcona County's Strategic Direction
- Project Feedback and Accountability

Phase 2
- Regional Alignment and Engagement
- Council Engagement
- Revew and Analysis
- Draft Functinal Plan Report

Phase 3
- Review Draft Report
- Council Update

Phase 4
- Finalize Report
- Present Museum Functional Plan

2.0 Engagement Methodology

2.1 Appreciative Inquiry Framework (AIF)

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.

2.2. Engagement Interviews

In June 2020, Prairie Wild Consulting conducted thirty-five targeted engagement interviews with forty-one participants. Engagement continued into the first quarter of 2021. Participants were drawn from Strathcona County Council, Strathcona County administration, SCMA executive staff, local cultural institutions, the Elk Island School Boards, the Indigenous community and community-based advisory groups. Interviewees were selected based on their expertise, experience, and ability to contribute different perspectives relevant to SCMA functional operations.

Table 2.1 Participant Backgrounds

Background	Number Interviewed
Strathcona County Mayor and Council	9
Strathcona County Administration	18
SCMA Executive Staff	1
Local Cultural Institutions	4
Elk Island School Boards	3
Community-Based Advisory Groups	6
Total	**41**

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 that could provide examples of best and promising practices for the SCMA to emulate. Participants were encouraged to relate these reflections to the SCMA's future functional needs.

In addition, participants were asked to comment on the Covid-19 pandemic and its implications for the museum and archives.


Functional Needs Areas

3.0 Engagement Results

Engagement results are summarized below. Responses mostly pertained to the main functional needs areas and are organized accordingly. Topics mentioned by fewer than three participants are not shown.

3.1 Programs and Services

Most comments in this section revolve around presenting a unique and engaging experience for visitors. Providing interactive, hands-on, and tactile programming was the most common recommendation, and was among the most popular topics in the engagement process overall.

Several participants warned to avoid stale permanent displays that offer no incentive to revisit and against replicating material commonly available from other venues. Bringing in temporary exhibits was mentioned to ensure new content is available. These concerns and suggestions are closely related since interactive programming with variable content is the opposite of the unchanging and unengaging displays that participants want to avoid.
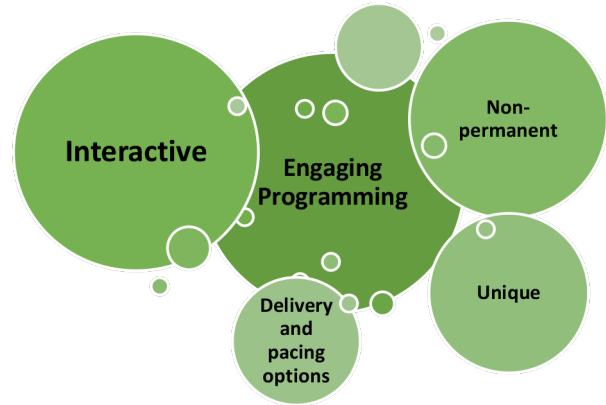
"The interactive part is essential. People can't just go out and see some of these things. They need to make it as hands-on and engaging as possible."

"The museum right now has the feeling of grandma's basement... There is the First Nations section, but it is not very engaging. The WWII section seems very out of a storage box once a year. The agriculture and settlement piece is there, but it has been done."

Some participants suggested that different people and groups may benefit from different program experiences and display types. This is especially true when comparing between age groups. Similarly, self-guided tours were suggested since they allow people to progress at their own pace. Such tours can be facilitated by headphone audio.

Participants raised the need for well trained and specialized staff to handle programming, curatorial, and educational work.

A few participants suggested that the SCMA could put on displays at other local venues. This would require building good working relationships in the local community and relates to building partnerships with local cultural institutions and local community groups.

Findings	Frequency
Interactive Programming involving hands-on and engaging material is more likely to spark interest and learning. Young people in particular benefit from interactive programming.	23 mentions by 15 participants
Permanent displays become stale. People have no reason to revisit if the display never changes.	12 mentions by 8 participants
Concern over **reproducing content** already well covered at other institutions, especially agricultural heritage content.	11 mentions by 8 participants
Need **quality staff**, including specialized staff for school programs, programming and curatorial work.	6 mentions by 6 participants
Temporary exhibits offer new content for repeat visitors and prevent the experience from becoming stale. Temporary exhibits often explore specialized topics in greater depth than most permanent displays.	6 mentions by 5 participants
Impressive physical displays, such as historic buildings, and large agricultural or transportation equipment displays, are major draws for other museums.	4 mentions by 4 participants
People appreciate **different delivery styles**, especially between different age groups.	4 mentions by 3 participants
Self-guided tours with headphone audio allow people to progress at their own pace.	3 mentions by 3 participants
The SCMA could put on **displays at other local venues**.	3 mentions by 3 participants

3.1.1 Archives

Several participants commented on the archives and the services they provide. Most comments focused on the public benefits provided through the archives, especially for researchers and educators. The archives are an important depository for preserving historically valuable material. These kinds of services are in limited supply regionally. Some participants specifically mentioned the potential for supporting genealogical research. Digitization was recommended to make these benefits more widely accessible.
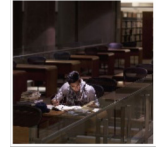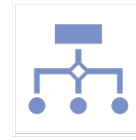
"…archives hold a depth of knowledge that most people will just never access. We need to find ways to bring this knowledge out and share it for people."

Findings	Frequency
The archives are a **valuable resource** for researchers and educators, and a place for people to donate significant records.	10 mentions by 7 participants
Genealogical research could be supported by the archives. This research is increasingly popular.	4 mentions by 4 participants
Digitization makes archival materials more accessible and allows metadata searches.	3 mentions by 3 participants

3.1.2 Strathcona County's Story

Several participants commented on Strathcona County's story and the way the museum should tell it. This question is fundamental to museum's operational scope and programming choices. The main theme in this section was representing the heritage most unique to Strathcona County. Presenting a unique story plays an important role in supporting local identity and pride and generating interest. Unique material would make the museum more worthwhile to visit compared to competing options. This is true for both local residents and travelling visitors and is closely related to tourism promotion. Participants raised several heritage topics that could embody this uniqueness. The most popular topic was the County's industrial and oil and gas

Image 3.1 Still shots from *Strathcona County: A Specialized Municipality*

heritage: its emergence and formative impacts on the County. This was an important contribution to the County's mid-20th Century transformation. Some participants identified this as the period where Strathcona County's history becomes most unique from the rest of Alberta. Other unique topics include Strathcona County's sports heritage, family history, and the County's governance model evolution to become a specialized municipality.
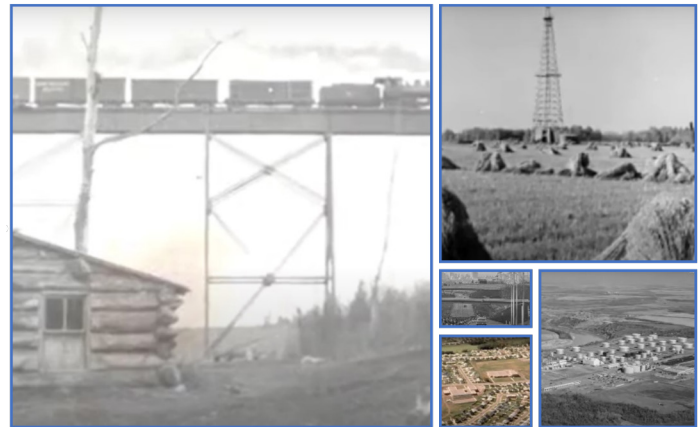
> *"…we can't focus on the prairie agriculture thing. We are not unique in this regard. We become unique from about the mid 40s, mid 50s onward."*

> *"In the last 50 years the petrol industry has transformed what our community is and this is an important part of our story as to how a bunch of dirt farmers went on to become one the most important centres for pipelines in Western Canada. The history talks about the discovery of oil but does not go into detail on the economic transformation and how this happened. How a refinery operating in the Yukon decided to move down to just outside of Edmonton. It was a strange choice…"*

Local natural heritage and Indigenous heritage both received significant attention. These topics are not necessarily unique to Strathcona County but are arguably underrepresented. Some participants were concerned that agricultural heritage is being forgotten despite being represented in many venues. A few participants proposed that the museum should address and encourage discussion around the County's possible future direction as well as its past.

Findings	Frequency
Tell a **unique story.** Strathcona County has undergone unique transformations compared to other parts of Alberta. Teaching a unique local history will generate interest and local pride.	20 mentions by 14 participants
Industrial and oil and gas heritage, including its contributions to the County's prosperity, and growth into an important industrial centre.	10 mentions by 9 participants
Local natural heritage, including Beaver Hills, the landscape's evolution, and the processes behind changes in the local environment.	9 mentions by 7 participants
Indigenous heritage, including connections to Beaver Hills, past contributions, and current presence in the area.	9 mentions by 5 participants
Strathcona County history becomes unique in the Alberta context starting in from the **mid-20th Century** economic and urban transformations.	6 mentions by 5 participants
Agricultural heritage, including knowledge, artifacts, and agricultural land needs to be passed down and valued.	6 mentions by 5 participants
Sports history, including local professional athletes, Olympians, records, and teams.	5 mentions by 5 participants
Family history is increasingly popular and museum and archives resources in this area would be appreciated. Present personal and engaging stories.	4 mentions by 4 participants
Strathcona County **identity** is often lost between other competing local identities and Edmonton.	3 mentions by 3 participants
The museum should address the County's **future direction** alongside its past.	3 mentions by 3 participants
Specialized municipality status and its evolution in Strathcona County is a unique story that not all residents understand.	3 mentions by 3 participants

3.2 Audience

Participants identified the elderly, children, and youth as the main audience groups. Youth and children were associated with more interactive content and school visits. Facilitating school visits requires coordination with the school boards regarding appropriate curriculum for each grade level and coordinated transportation. Elderly visitors are more likely to become involved as volunteers or members. However, they may require accommodations for limited mobility and be less familiar with new technologies. Children often attend with other family members. Making the museum a good place to bring children will bring in other visitors. These visitors will need programming suited to them.
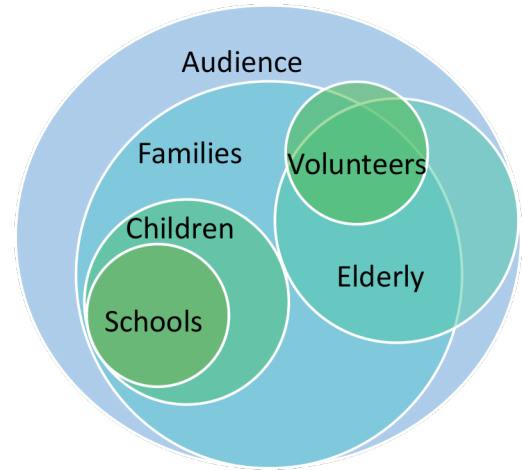
"I keep hearing that there is not a space for youth to go to. There may be an opportunity to address this and build these partnerships at the same time."

"I would think that a lot of the users would be kids or school groups. This is a major benefit of having it in Centre in the Park. There needs to be a benefit or programs for kids. This component needs to be there. What do we want to teach our kids about Strathcona County?"

"Much of our visitor base and membership is over retirement age. They are the most engaged and…they are where we draw our volunteers from."

Findings	Frequency
Youth and Children require age-appropriate programing, including tactile and interactive content. They bring in families.	23 mentions by 16 participants
School trips are a major audience component. They require coordination with the schools and school boards regarding curriculum, learning objectives, and logistics. Keep students interested and engaged.	18 mentions by 15 participants
Elderly and retired people form a large part of visitors, membership base, and volunteers. They are interested in travel packages, require accessibility adaptations, and are less familiar with new technologies.	18 mentions by 13 participants
Volunteerism, especially among the elderly, and the SCMA's origins as a volunteer-based organization.	8 mentions by 6 participants
Families explore content together; Attracting children will bring in entire families; People visiting friends and family are potential museum visitors.	5 mentions by 5 participants

3.3 Land and Location Preference

Participants expressed a strong preference for an accessible central location near other cultural institutions. Massing cultural institutions in an area encourages people to notice and visit multiple venues in addition to their main destination. It fosters collaborative relationships between institutions, and allows larger events, such as festivals or conferences, to be organized between multiple venues in the vicinity. Center in the Park was frequently identified as a location well suited to cultural massing and was also favoured due to its good transportation access and central location. Some comments focused on options for the SCMA to adapt or reuse an existing building or space, or to co-locate with another institution.


> *"It needs to be situated so that there will always be natural spillover between this and other spaces."*

> *"Transportation is one of the key elements of having it in Centre in the Park… Being close to the library and close the art gallery; this all makes sense. Between that and Festival Place there are some opportunities in the future."*

Findings	Frequency
Clustering cultural institutions together generates more visitors to the area who may explore secondary destinations. Proximity facilitates synergistic relationships, and cooperation on larger events.	25 mentions by 17 participants
Centre in the Park would be a good location for the SCMA since it is a community focal point near other cultural institutions and has good transportation access.	16 mentions by 15 participants
Adapt or reuse an existing building, such as underutilized office space, school facilities, or vacant retail space.	7 mentions by 5 participants
Co-locate the SCMA with another organization, such as the school, a Festival Place renovation, or the Boys and Girls Club.	7 mentions by 4 participants
The Centre in the Park Plan is still in development, therefore fitting a museum in is open to debate.	5 mentions by 4 participants
The museum should **not be located at the Bremner Historic Site** since it is not central nor sufficiently grown out yet.	3 mentions by 3 participants
The **current SCMA building** is too old and needs to be retired.	3 mentions by 3 participants

3.4 Space

Comments on the museum layout focused on incorporating flexible space adaptable to various events, meetings, lectures, and programs, including from third party groups. This topic enjoys the second highest concentration of responses in the engagement process. This is closely related to the preference for unique and varied experiences expressed in respect to programs and services. It also relates to partnership opportunities with other institutions, community-based groups, and industry.
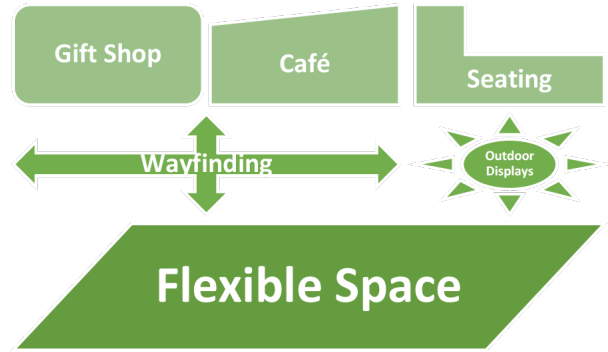
> *"Space for exhibits and space for programing. This space should also double for event rentals, such as weddings and other community events."*
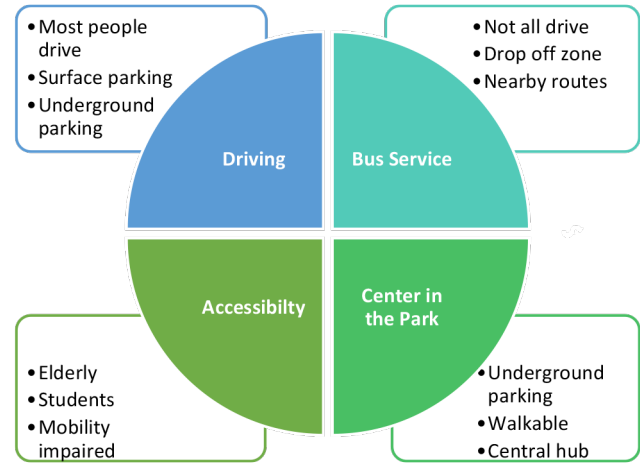
Other responses focused on amenities, including a café or restaurant and a gift shop. A café or restaurant could attract visitors and provide a place for visitors to rest. Gift shops are attractive when they offer unique products, including locally produced artisanal items. Outdoor space could be used for displays or gardens. Outdoor display space is highly visible and an effective way to attract attention.

Finally, some participants commented on features to make using the building more convenient to use. The building should be easy to navigate, and information should be easy to access. Seating was requested for people who may need or want to rest.

Findings	Frequency
Incorporate **flexible space** that can be adapted to host a variety of events, meetings, lectures, or special programs.	28 mentions by 19 participants
A **café or restaurant** could be useful since interesting food would attract visitors. People need a place to stop, rest and eat.	9 mentions by 8 participants
The museum should have a **gift shop**. The gift shop should sell interesting items, including possibly local art and brands.	7 mentions by 7 participants
It should be **easy to move around** and find information.	6 mentions by 6 participants
Provide **seating** throughout the museum for people who may need/want to rest.	5 mentions by 4 participants
Provide a **marketplace for local artisans** and brands	4 mentions by 4 participants
Outdoor displays are more visible and can generate interest. They allow for outdoor gardens and other activities not conducive to indoor space.	3 mentions by 3 participants

3.5 Transportation and Parking

Responses in this section mainly focused on bus access and parking arrangements. Good bus access involves locating along reliable bus routes and having a bus drop-off zone at the museum. Bus access, drop-off points, and accessible parking spaces are all important to visitors whose ability to drive themselves may be limited. Personal vehicles are the primary way that people travel in Strathcona County, therefore access to parking is an important consideration. Participants wrestled with the competing priorities of making a walkable urban space in Centre in the Park and having accessible parking nearby. Some promoted underground parking, while acknowledging that some visitors, especially elderly drivers, will be less comfortable with this option. Others suggested that people will become accustomed to walking further from parking in an urban setting to reach destinations they value.

- Most people drive
- Surface parking
- Underground parking

Driving

- Not all drive
- Drop off zone
- Nearby routes

Bus Service

Accessibilty

Center in the Park

- Elderly
- Students
- Mobility impaired

- Underground parking
- Walkable
- Central hub

> *"I think that when we built Festival Place, we were one of the first to build a bus drop off place. We didn't want them interfering with cars. Schools are one of the main users. Whatever we build, we need to account for this."*

Findings	Frequency
Bus access and a bus drop-off zone would make it much easier for people, especially seniors and students, to arrive at the museum.	13 mentions by 12 participants
Underground parking is a good way to keep the surface level pedestrian friendly, though not everyone is comfortable with this option.	8 mentions by 6 participants
Transportation access can be a barrier to attendance for some groups, particularly the elderly.	5 mentions by 5 participants
Centre in the Park is meant to be an **urban setting**. In this setting, people will be willing to walk some distance from parking.	5 mentions by 5 participants
Centre in the Park is a transportation hub in Strathcona County	4 mentions by 4 participants
Driving is the main transportation mode in the County and **more parking** will be necessary to facilitate this.	4 mentions by 4 participants

3.6 Accessibility

Taken as a whole, support for accessibility accommodations for the disabled and mobility impaired was the single most popular topic in the engagement process. Specific recommendations include accessible entry points, navigable gradients, elevators and fewer floors, accessible parking, and using virtual technology to make content more easily available. Most responses focused on mobility impairment, but sight and hearing impairment and cognitive disability were also considered. Accommodations for these impairments would include brail, audio recording and sensory quiet rooms.

> *"We need to be as accessible as possible in terms of design, materials, surfaces. Need Braille in rooms for people who can't see or hear. A lot of the age 55+ seniors don't really walk, they kind of shuffle along. We need to consider in design the mobility limitations of some people. My father used to say you do from go to slow to no-go years. People start limiting the places they choose to go on this basis."*

Responses addressed barriers to attendance affecting other groups. Some mentioned accessible location since transportation can be a barrier, especially for the elderly. Some warned that Indigenous participation may be stymied where sensitivity in dealing with Indigenous visitors is lacking, or where protocols are not followed when dealing with Indigenous organizations. Limited operating hours can be a barrier to many people, especially if they coincide with school and work hours.

Findings	Frequency
The **disabled and mobility impaired** require accommodations, including at entry points, gradients, elevators, fewer floors, parking, and through virtual technology access.	37 mentions by 22 participants
The **location** should be accessible, visible, and central.	8 mentions by 7 participants
Attention to **protocols** when interacting with **Indigenous** organizations and **sensitivity** when interacting with Indigenous in the public.	7 mentions by 6 participants
Transportation access can be a barrier to attendance for some groups, particularly the elderly.	5 mentions by 5 participants
Inconvenient hours may exclude some groups such as children, students and working people.	5 mentions by 5 participants

3.7 Technology

Participants saw the potential for technology to enhance the museum by improving connectivity, orienting, and attracting visitors, and supporting both interactive and self-guided displays. However, participants also cautioned against investing in technology for its own sake, making it the only way to experience the content, and investing too heavily in a system that may become obsolete.
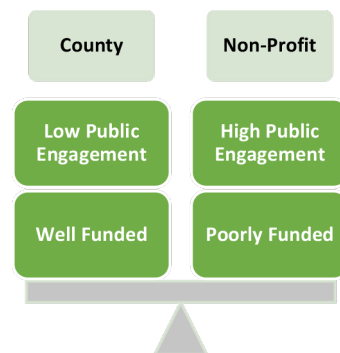

Connectivity
Interactive Displays
Visitor Orientation
Marketing

Obsolescence
Tech for Tech's Sake
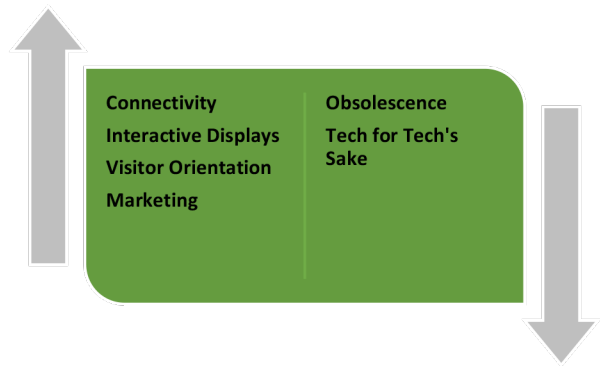
"Covid happening right now is highlighting the need to have a virtual component since this allows us to be more accessible for other reasons, including mobility issues or whatever it might be."

Findings	Frequency
Technology improves **connectivity**, enabling the SCMA to reach a broader audience and connect with other cultural institutions. Technology can orient visitors and link to related sites and information.	9 mentions by 7 participants
Technology can make displays more **interactive**, especially for children. Interactive technology supports a customizable, self-guided experience.	7 mentions by 7 participants
Use technology appropriately but avoid **technology for technology's sake**. Technological augmentations should be optional rather than mandatory.	6 mentions by 6 participants
Technology can become **obsolete**, so any investment carries the risk that it will lose value in few years. Staying at the cutting edge is expensive.	4 mentions by 4 participants
Museum apps can orient visitors and provide supplementary information. Apps offer a low-cost way to bring people to the museum.	4 mentions by 3 participants

3.8 Operating Models

Few participants commented on operating models. The main recurring theme was that since both County run and non-profit models offer distinct advantages and disadvantages, a hybrid model that combines the advantages of both is the best solution. The County has the advantage in funding, while the non-profit component engages the community.

County   **Non-Profit**

Low Public Engagement   **High Public Engagement**

Well Funded   **Poorly Funded**

Findings	Frequency
A **hybrid** of County control and non-profit offers the best of both options. The County is necessary for funding, and the non-profit side engages the community	5 mentions by 4 participants

3.9 Environmental Considerations

Participants commonly cited the County's existing environmental standards, following the LEED model, and the green measures already incorporated into County projects. Environmentally sound building and operating practices are not only supported but are expected in this context. These measures are appreciated both for their contribution to preserving local natural heritage, such as Beaver Hills, and for their potential to reduce building operating expenses. A few participants identified the opportunity for environmental measures at the SCMA to be use as public demonstrations for green technology and the County's support for it.

Image 3.2 Strathcona County Community Energy System

"We have very high standards as a county, so depending on the operating model, these could come into play."

"We need to consider how some of these environmental measures can also cut down on the operating costs."

| Findings	Frequency
Strathcona County has **environmental standards**, following LEED model, for County projects. This is reflected in several existing buildings.	11 mentions by 11 participants
Reduce the **operating footprint** through energy efficiency, recycling, and HVAC efficiency. Green measures can reduce operating costs.	10 mentions by 10 participants
Local natural heritage, including Beaver Hills, and evolutions over time. Understanding the processes behind changes in the local environment.	9 mentions by 7 participants
The museum can encourage **environmental awareness** and promote the County's environmental initiatives.	7 mentions by 6 participants
Follow environmentally sound **building practices**, including LEED standards and incorporating repurposed materials.	4 mentions by 4 participants
The museum offers an opportunity to **demonstrate** green building and operating measures to the public.	4 mentions by 3 participants

3.10 Marketing

Most comments on marketing focused on the SCMA's potential to benefit from and draw in tourism. Tourism from Alberta accounted for 80% of visitors to the region even before the Covid-19 pandemic, and with this trend expected to become more pronounced in the future, it is likely best to focus on local tourism. Participants identified uniqueness as the main quality needed to generate interest and awareness among tourists. Some comments focused on the synergy between business travel and tourism and pointed out how museums can host business conferences and events. Museums serve an important function as visitor orientation centres. People new to the area and people considering moving to Strathcona County will use the museum as a resource to learn about local culture and lifestyle.

> *"We want people to want to come here from other communities. This means having something different. Want someone from Vermillion to have a reason to come here since they probably have a museum dealing with their own local history."*

Findings	Frequency
Tourism could be drawn to the SCMA by offering unique content. This also depends on spreading awareness. Focus on the Alberta tourism market, especially with the Covid-19 situation.	16 mentions by 11 participants
Business travel is a potential tourist market since people on business trips may visit museums. Business meetings and conferences can be hosted in the museum.	4 mentions by 4 participants
Orientation for visitors is often provided by museums. People considering moving to the area will be keen to investigate what is on offer culturally.	3 mentions by 3 participants

3.11 Partnerships

Participants identified advantages from having the SCMA work with other local cultural institutions such as the Strathcona County Library, the Gallery @ 501, Smeltzer House, the Bremner Historic Site, and Festival Place. These partnerships would facilitate complementary services, joint tourism product development, and coordination on events and displays. Similar opportunities exist at the regional level, especially regarding tourism, the potential for travelling exhibits, and lending collection items, archival resources, and capacity. Closely related to this are opportunities to work with community partners including public interest and voluntary groups. These connections are an important avenue for community participation and interest in the SCMA.
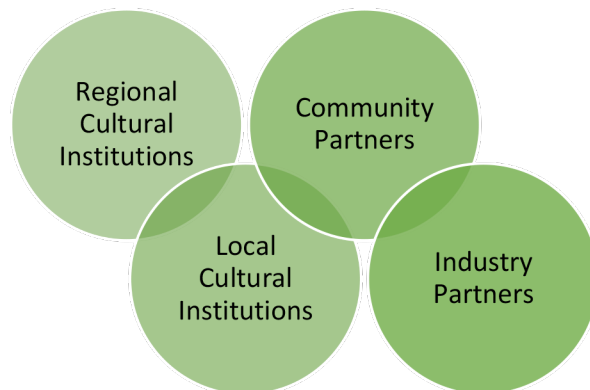
> *"We want to be synergistic. I think part of how this happens is through shared programming. We don't need to add an art gallery to the SCMA, we need to partner with the art gallery. There are a lot of restaurants in the area and there is Festival Place. For people visiting the area it should feel like there is no dissonance in the area; it should fee like a cohesive complex."*

Some participants identified the opportunity for partnerships with Strathcona County's industrial sector. Interest from this sector could be encouraged if the SCMA included content on Strathcona County's industrial heritage and possible future directions. Some participants suggested displays featuring past technological developments and current company or university research and development efforts. This relates to the idea of having the museum consider issues of current and future concern to the County.

> *"Rather than building a static display, why don't we almost do like a rotating science fair but with industrial partners... ...There is a lot of cool R&D here."*

Findings	Frequency
Work with **local cultural institutions** on complementary services, tourism products, coordinated events, and visitor orientation.	16 mentions by 11 participants
Potential for **industry** funding support, possibly to go along with industry related displays to showcase past and current achievements.	11 mentions by 10 participants
Work with **regional cultural institutions** on tourism products, regional scale projects, and collections lending.	7 mentions by 6 participants
Community partners: Public interest and voluntary groups.	5 mentions by 5 participants

3.11 Covid-19

The impacts participants seemed most concerned about were the economic impacts on individuals, businesses, the tourism and travel market, and County finances. People also mentioned that offering in-person services, especially interactive displays and programs, has become difficult or impossible in the pandemic. This is significant given that interactive programing was one of the most popular requests when speaking on programs and services. Participants were over twice as likely to focus on potential adaptation strategies as they were to detail the pandemic's impacts. Participants suggested limited and controlled access with social distancing in the building. Virtual technology was seen as a safe alternative means to deliver services in the pandemic.

Impacts
- Travel Limited
- Economic Slowdown
- Few In-Person Services

Adaptation
- Local Martets
- Virtual Technology
- Social Distancing

"Having adaptability in that space is useful to be able to offer things online or to make the space fit for social distancing."

Findings	Frequency
Adaptive strategies include focusing on local markets, virtual technology, and limited and controlled in-person access in buildings.	18 mentions by 15 participants
Impacts include altered travel patterns, financial difficulties for individuals, businesses and the County, and difficulties in offering in-person services.	7 mentions by 7 participants

3.12 Other

3.12.1 Feasibility

While this engagement session was focused on functional requirements for the museum, a number of comments were nonetheless directed towards feasibility concerns. These concerns will be addressed in greater detail in the next project phase after the Functional Plan is complete. Most feasibility concerns focused on project cost, including limits to expenditure and ways to reduce cost. Green measures were associated with reducing operating costs. Some participants want the SCMA's operating budget to be significantly self-funded rather than provided by the County. The museum project depends on public and political support to be realized and to be successful. Therefore, the idea must be extensively promoted.
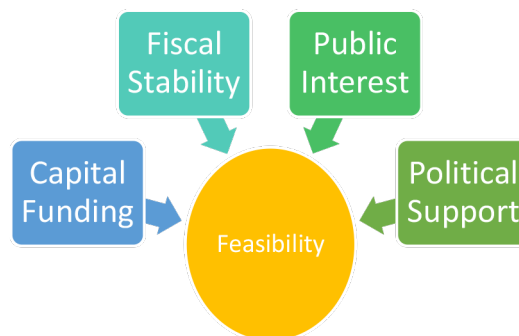
> *"…what would you like to see, and what would you pay for might be different. The public might like to have this, but it will be very expensive and paying for it might be difficult"*

Findings	Frequency
Cost concerns. There are limits to what people and the County are willing to pay for. Consider cost saving measures.	15 mentions by 8 participants
The SCMA operating budget should be either wholly or partially **financially independent** from the County.	5 mentions by 5 participants
Need to **sell the museum idea** to ensure necessary backing	4 mentions by 4 participants

3.12.2 Most Livable Community in Canada Vision

Several participants related the SCMA project back to Strathcona County's quest of becoming " Canada's most livable community". The project is justified to these participants based on its contribution to improving local quality of life.

Findings	Frequency
The SCMA project advances Strathcona County's "most livable community in Canada" vision	5 mentions by 4 participants