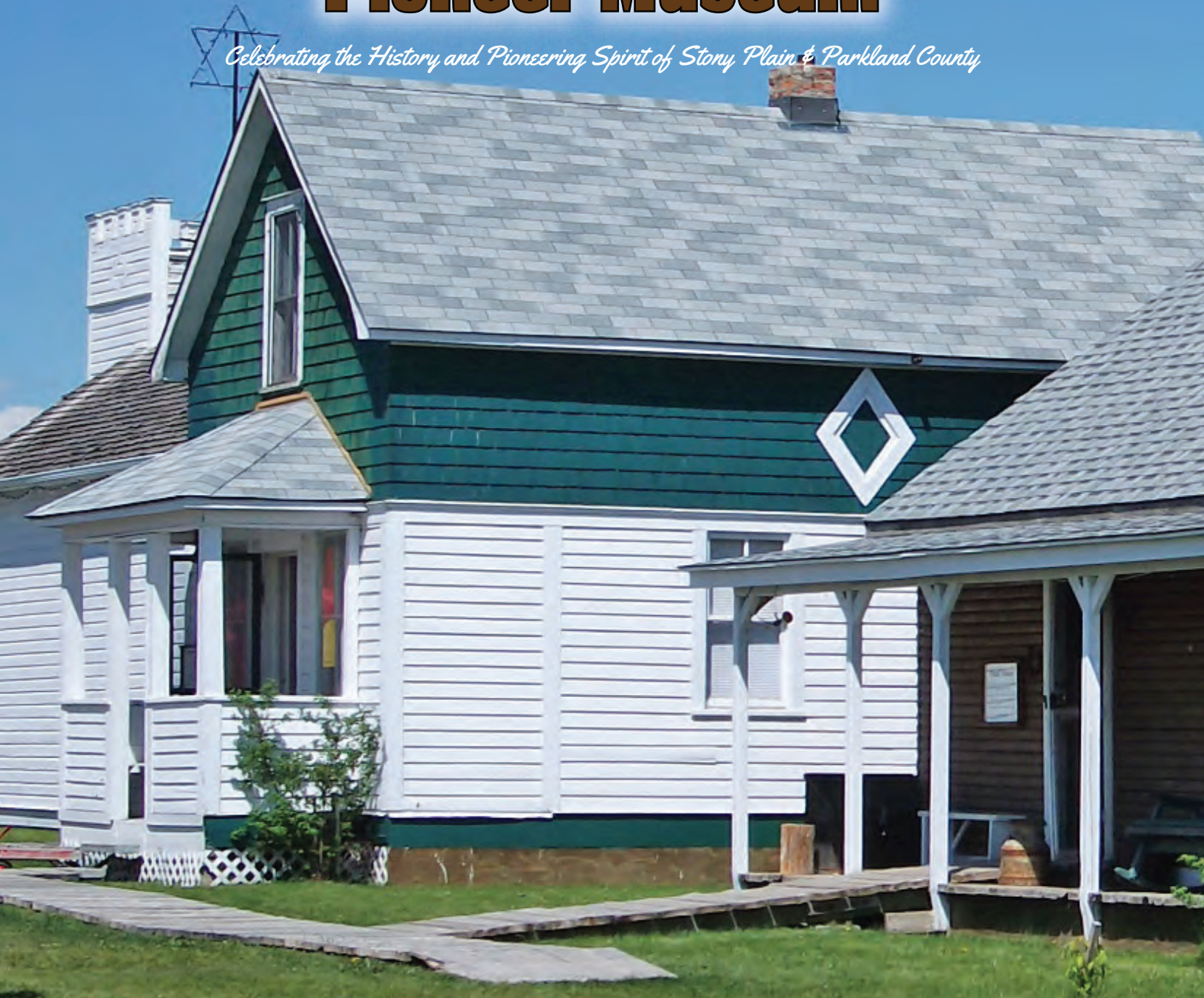
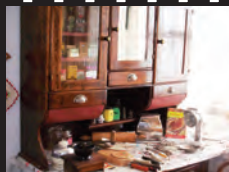


Stony Plain & Parkland Society Pioneer Museum

Celebrating the History and Pioneering Spirit of Stony Plain & Parkland County



2013 - 2017 BUSINESS PLAN



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1. Executive Summary

The Vision of the founders of the Stony Plain and Parkland Pioneer Museum, and the foresight of the Town of Stony Plain and Parkland County has contributed to its tremendous growth and success over the last twenty years. This business plan will help guide and focus the resources of the society, raising it to a new level over the next five years. The plan is as specific and detailed as is possible while maintaining flexibility as the Museum moves forward.

This plan covers areas of operations with regards to public trust, vision and mission statements, community stakeholders and goals. It then leads into the planning of the next five years to Museum grounds and buildings, collection, programming and education, events and research. The final section details the implementation of the plan through governance, budgeting and revenue, volunteers and finally administration and staffing.

The Stony Plain and Parkland Pioneer Museum has grown and developed a great deal and has attained a higher professional level. It is a Recognized Museum by the Alberta Museum Association and Recommended Tourist Destination by the Edmonton Regional Tourist Group. As a result, the Museum must follow the best Professional Practices in all aspects of operations. Visitors now will have higher expectations and the Museum must ensure that they have an enjoyable educational experience that meets or exceeds their expectations. To do this, the Museum must continue to enhance buildings, facilities, displays, the collection, programming and events.

The Museum has laid out a building program that highlights the range of additions and improvements that are seen as essential to the future. Each year has building and planning components, and central to this plan is the establishment of a permanent, dedicated entrance to the Museum. In order to accomplish this, the acquisition of adjacent land must be examined.

To improve existing facilities, the Museum will look to its Pioneer Museum Tea House and rental operations, which both affect the Museum's revenue generation. The Museum will need to upgrade its facilities in the future as demand increases. Food Services must be looked at and carefully planned to coordinate the Tea House, the Concession, and Catering into a reliable and functional system to serve visitors and create a stable revenue stream. Finally, it was shown through stakeholder surveys that additional meeting space would be an asset.

The Museum's collection is continuing to grow as is the labour required to manage it. The backlog of items needing to be catalogued must be finished, older items must be re-catalogued, errors need to be corrected and objects need to be photographed. The interpretation of Museum objects must be improved by signage, by new video and sound technology, and the addition of tour guides available to the public. New displays need to be focused on the theme being represented and existing displays need to be reworked. Finally, artifact storage must be added and improved so objects are better preserved, protected and stored for easy access.

The Museum's elementary school education program has been very successful and well presented by professional educators. The program will be expanded in the coming years. The adult education side will be re-evaluated and partners found to assist in putting on programs and classes that are needed in the community. Included in this is the need to include the area's railway history by displays and a modeling club.

All of the Museum's current events are being improved in order to attract new visitors, especially families. Our surveys show that events are the most important method of bringing people to the Museum, which accentuates the need to make sure visitor expectations are met or exceeded. If the Museum assumes management of the Cowboy Gathering, there will be a real opportunity to add a spectacular festival to the Museum calendar. However, this cannot be accomplished without a separate, dedicated team of volunteers

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who only work on this event. The Museum is also exploring new events so that it is always endeavoring to bring exciting and worthwhile attractions to the community within its mission and mandate.

The Museum will continue to ramp up its marketing and advertising to the community and its target audience to ensure information of the events and programs offered is passed along. This need was very apparent in the 2011 surveys. The creation of a full Marketing and Promotional Committee is a necessity to continue the Museum's growth in the community. A coordinated plan must be developed that encompasses all our events, facilities, attractions and programs to meet our community obligations.

The Museum has a strong and effective working board and committees. In order to deal with the increasing demands and workload, existing committees need to have their duties and responsibilities clearly defined. Some additional committees are needed to address the needs of marketing, membership and programs. It is essential that within this plan's time line, the Policies and Procedures Manual be completed.

As previously discussed, the Museum's achievements have made it a midsized operation and with this comes higher expectations. The Museum must change its way of thinking to reflect its higher profile and status. All aspects of current fundraising and revenue generation need to be examined as well as new sources explored. Operating grants must be renegotiated with the Town of Stony Plain and Parkland County, current and previously untapped Provincial and Federal grants to be examined, sponsorship program fully developed, endowment fund and legacy program created. Internal sources must also be improved including admissions, rentals and fundraisers.

A committee dedicated to attracting new members and volunteers is needed. In order to meet these goals a membership/volunteer drive must be held every year. An orientation program, which includes training is being developed as is an appreciation program, so that new volunteers continue to come back.

The Museum has prided itself on keeping staffing levels as low as possible. Volunteers are essential in doing this, but even with extra volunteers some duties can only be accomplished by trained staff. With seventeen current buildings and continuing to grow every year, an artifact collection that will probably reach 8000 by the end of 2012, eight regular events to organize and run, plus a number of special events each year, current and future programming, staffing increases will be necessary. Grants will continue to be explored to help ease costs.

The improvements to the museum are intended to raise professionalism and quality, increase visitor numbers, and continue to meet the community's growing and changing needs. In addition, there is also the added benefit of helping to increase the Town and County's overall tourism and visitor numbers. In order to achieve these goals, there needs to be an increase in the internal revenue stream as well as an increase in financial support from the Town of Stony Plain and Parkland County.

This plan covers a huge range of improvements and growth to be implemented over the next five years, but not so much that it cannot be accomplished. A look back at what has already been done shows that as an organization, the Museum can continue to prosper. The Museum has a dedicated and committed board, volunteers and staff, all who care deeply about the future of the Museum. Great things can be accomplished, with dedicated volunteers, members, staff and continued support from the community helping the Museum become the very best midsized museum in the Province, and a facility that the Town of Stony Plain and Parkland County will be proud of.

2.0 Introduction

2.1 Public Trust and Responsibility

The Stony Plain and Parkland Pioneer Museum, over its first twenty years, has grown from one building with a few hundred artifacts to a midsized Museum with seventeen buildings and almost 8000 artifacts. In doing so, it has also become a Recognized Alberta Museum that has met and continues to meet all the requirements of the Alberta Museum Association (AMA) Accreditation program. As a Recognized Museum, as defined by the AMA, it operates in accordance with AMA regulations, adhering to the professional and ethical standards with regards to the governance, fiduciary responsibility, administration, collection and programs for all aspects of the Museum's operation, and implicit in the obligation to the public trust.

The AMA definition states as follows: **"A Museum is a non-profit making, permanent institution in the service of society and of its development, and open to the public which acquires, conserves, researches, communicates, and exhibits, for purposes of study, education, material evidence of people and their environment."**

The first two items in the "Principles for Alberta's Museums" go on to state that;

1. A Museum's primary responsibility is to serve the public through the preservation, study and interpretation of the natural and cultural heritage.
2. A Museum holds all collections in trust and performs all functions as a public trustee.

It is essential that as a Museum and educational resource, we continue to meet the needs of the community, which may change over time and affect our programming, displays and events.

2.2 Vision, Mission and Guiding Principles

Vision: Celebrate the History and pioneering spirit of Stony Plain and Parkland County

Mission: Collect, preserve and present the artifacts and stories of Stony Plain and Parkland County

Guiding Principles: As an organization, the Pioneer Museum values the following:

- Facilitating education and lifelong learning
- Preserving founding cultures and community heritage
- Recognizing the knowledge, skills and efforts of our volunteers
- Contributing to the quality of life in the local community
- Encouraging active participation and involvement of residents of all ages

See Appendix A for Governance and Administration Summary, Page 18

2.3 Summary of Museum's Goal and Existing Resources

The Museum's overall goal is to become a living historical repository for the area that strives for professional standards in all aspects of its operation. In addition to the core areas of: grounds, buildings, displays, collection management, preservation, conservation, restoration and community involvement and support, it must also develop its research and publication side to contribute to the bank of historical knowledge available to the public. In addition, the Museum needs to be an educational resource in the community that not only educates and entertains,

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but also challenges our visitors with regard to the area's history and their place in it. The Museum should be a fundamental asset and resource for the community.

Land, Collection and Buildings: The Museum is situated on approximately 14 acres of land within Stony Plain's town limits. Of the land area, about 7 acres are under cultivation for Museum use and demonstration. Artifacts range from small household items to large farm machinery and include a lamp collection of over 800 individual lamps. The recent growth rate of the Museum has been very high. In the last four and a half years, seven buildings have been added, which has increased floor space from over 11,000 square feet to over 36,000. Of the seventeen buildings, ten are historic and the other seven are purpose built for display and/or Administration. A Tea House, open in the summer as well as a concession. Of the ten historic buildings, two are currently being restored: a 105 year old log house, and Stony Plain's first Town Hall. In addition, work is underway on re-displaying the other buildings to better present the artifacts and information. With the addition of the restoration shop, the Museum now has the facility to repair and restore small artifacts as well as larger machinery and equipment.

See Appendix B for Museum history and full facility descriptions, page 19.

Staff and Volunteers: The Museum currently has two full time positions, Executive Director and a newly added Administrative Assistant, and four part time seasonal positions. In addition, a high school summer student is usually hired for July and August. All positions combined would be the equivalent of 3.3 full time positions. Two of the part time positions help with all aspects of the Museum operation and the other two are mainly dedicated to archiving work. These two archiving positions are partially paid for (50%) through a grant and are not fully budgeted out of the Museum's operational funds. The summer student assists all staff members in all aspects of Museum operation and is partially paid by a grant (75%). The Museum has a list of approximately 75 volunteers, but about 25 individuals are the core of the Museum's volunteer work force. Of these, 15 are at the Tea House and 10 help with the buildings and grounds. In 2011, the Museum's volunteers logged an incredible 9000+ hours, which translates into the equivalent of over \$125,000.00. Note: The Western Development Museum in North Battleford, SK, has approximately 300 volunteers who contributed just under 9000 hours.

2.4 Implications

The Recognized Museum Status as well as the Recommended Tourist Destination are both excellent achievements, and they show the Museum has reached a stage of development and professionalism bringing it to a higher level. It also means that expectations of our stakeholders and visitors will be increased as well as the Museum's responsibility to fulfill these expectations and our obligations to the public trust.

See Appendix E for Community Demographics, page 23.

See Appendix F for Stakeholder Surveys, page 26.

See Appendix G for Target Audience summary, page 29.

The Museum's vision and mission statements and guiding principals were renewed two years ago and still reflect goals with the addition of the mandate to be a community educational

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resource. Both the statements, principals and mandate are continually referred to in operations to ensure the Museum is staying on track. In addition they will be reviewed on a regular basis to make sure the Museum is meeting the needs of the community.

The recent growth and development of the Museum, including the tripling of the floor space, are obvious signs of its success. This growth also brings with it challenges. With every building added, the initial costs are only part of the picture. There are also the increased costs of operation to maintain them, as well as increased utilities and insurance, time and the effort to display them. In the near future, if the Museum wishes to continue to grow and develop, the issue of more land and a permanent entrance will be needed. Having an entrance is more than just a convenience, but a crucial part of the Museum. The increased size of the collection, from just over 5000 in 2008 to almost 8000 in 2012 is a 60% increase. This has created an enormous backlog of artifacts needing archiving, plus, much of the older cataloguing done in the early years of the Museum needs to be redone along with photographing all objects. As the volunteer base ages, they are not able to do much of the necessary work needed at the Museum, which then falls on the staff. It has become obvious that the work load is beyond current staffing and volunteer levels. This becomes especially serious when two of the staff positions are paid through a grant, which may not be available next year.

3.0 Planning for the Future – 2012 - 2017

Planning is based on the functions of a Museum as per the AMA (Alberta Museum Association) definition. (i.e. acquire, conserve, research, communicate, exhibit for the purposes of study, education and enjoyment). For Museum purposes we have broken it down to five areas, which are as follows: Buildings and Grounds, Collection and Displays, Programs and Education, Events and finally Research.

3.1 Grounds and Buildings:

The main purpose of the buildings and grounds is to protect and display the Museum artifacts in an educational setting, and to provide a welcoming and inclusive facility and atmosphere. The secondary purpose is to share resources with the community at large as well as community partners and to use some aspects of the facility to generate rental income.

3.1.1 Museum Grounds

The current grounds layout, due to its fluidity, is still valid and usable. Because of the erratic nature of acquiring buildings and unforeseen opportunities, the Museum must be able to adapt its grounds plan. As an example, input and experience has shown a need for a shady rest area, so it was included in the plan. It is essential that the grounds are managed, maximizing and balancing the four usage areas, which are: historical village; display and administration buildings; outdoor machinery display; and land under cultivation.

Although the Museum property allows for its immediate plans, the future must be kept in mind. If the Museum is to be able to continue to grow and provide facilities and experience to the community, it must be prepared for any opportunity to expand. Recent development and the growth of the community have indicated the need for more land and all partnerships, grants and options must be looked at to ensure that the Museum is able to meet its mandate and responsibility to the community. It is a priority that the land, both to the east and west are looked at with the possibility of purchase and investigate possible grants. **This not only effects long term planning for buildings, but also one of the most essential problems faced on a daily basis and that is the entrance. The Museum has never had its own dedicated entrance with proper signage. It is a constant issue for visitors and tourists to find the Museum, even the local residents have difficulty. If the Museum is to be a major attraction in the Town and County, it must have a proper entrance that is solely dedicated to the Museum. The purchase of land adjacent to the current grounds could solve this problem, however it must be done soon, as the location of the entrance deeply affects the placement of buildings now.**

See Appendix K for site map, Page 34.

3.1.2 Building Program

The success of the building program over the last few years has been very positive in the development of the Museum. However, there are still a number of buildings/displays needed. The adaptation and use of internal street dioramas will greatly help in displaying artifacts and telling our historical stories, in addition it has the added benefit of providing heated space for visitors during the winter. One of the issues discovered during the last few years is the need for buildings that are kept at a more constant temperature and humidity, which will protect and preserve the artifacts much better. If the Museum is to best serve the community needs now and in the future, it needs to be open through the winter months. **All future buildings, additions and expansions need to be planned with the protection of the artifacts in mind as well as ensuring that the Museum becomes a more effective year round destination and attraction for the Town and County.**

The following facility development program presented is aggressive and ambitious, however, it is based on the growth history of the last five years. The Board of Directors is confident that this can be achieved, but only with the continued support of the Town of Stony Plain, Parkland County, the Provincial and Federal Government Grants and the ongoing support of the general public in our community.

5 Year Facility Development Program:

- 2012:
 - Finish displays in the Baron Barn - complete
 - Finish displays in the blacksmith shop - complete
 - Continue restoration of the Darimont House
 - **Plan and design the Heritage Building displays - Stage 1**
 - Prepare beginnings of sawmill roof/shelter
 - Plan and develop Old Town Hall project
 - Plan and design bandstand/gazebo
- 2013:
 - **Build Heritage Building displays – Stage 1**
 - Build sawmill roof/shelter
 - Finish Darimont House restoration and display
 - Build bandstand
 - Continue to develop Museum shade/rest park
 - **Plan and design Heritage Building extensions – Stage 2**
 - Plan and design Woman's Exhibit
 - Plan and design Trapper's Cabin partnering with Fish and Game
 - Plan and design 1st Nations Exhibit with Paul Band
 - Plan and design model railway exhibit/building
 - Investigate storage options

- 2014:
 - **Build Heritage Building extensions – Stage 2**
 - Build/acquire Women's Exhibit
 - Build/acquire Trapper's cabin
 - Acquire and setup a 1935-1945 house
 - Acquire additional storage
 - Build railway exhibit/building
 - Plan and design entrance building * depending upon land and entrance
- 2015:
 - Build 1st Nations Exhibit
 - Build Entrance Building
 - Plan and design theater
 - Plan and design lamp display
- 2016:
 - Acquire and set up service station
 - Build theatre
 - Build lamp display building
 - Acquire additional storage
 - Plan and design Royal Hotel replica
 - Plan and design ¼ scale grain elevator
- 2017:
 - Acquire or build general store
 - Build Royal Hotel replica
 - Build ¼ scale grain elevator
 - Work on projects that have been delayed or new ones not planned.

See Appendix H for Previous 5 Year Plan Building Program, page 30

3.2 Collection and Displays

Obviously, as a Museum, collection management is one of the prime functions and reasons for being. Right now, there are four major issues regarding the collection itself that correspond to the four areas of collection management: archiving; interpretation; display; and storage. In addition, the railway history of the area is under represented at the Museum and needs to be developed with artifacts being brought in and displayed.

3.2.1 Archiving is the collection of data regarding an individual object and the entering into the database of that information and consumes the most time and effort. As mentioned earlier, there is still a large backlog to be worked on, plus additional artifacts are being added every week. First priority is to finish archiving all objects in the backlog. Then the Museum inventory needs to be worked on to discover what objects are in the collection, namely what objects are missing and what ones have never been archived but are on display. Finally, many of the

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objects, which have been cataloged do not have full information on them and must be looked at and photographed.

- 3.2.2 Interpretation of Museum objects is an essential part of the Museum experience, and the most important. This is done in three ways: live or recorded verbal information; contextual and associations in the displays; and written information cards. All three should be done together to provide not only an educational but also satisfying visitor experience. With the improved access to technology, the Museum intends to use voice and sound recordings in its buildings and displays. In this way the visitor's experience is enriched and much needed information is provided.
- 3.2.3 The context of the displays need to be fine tuned with mini stories told by the grouping and arrangement of the objects themselves. As the Museum has developed and grown it has learned that, in the case of displays, less is more. As new displays are created and old ones are reworked, they must have fewer objects and more interpretation.
- 3.2.4 Storage of objects, whether small or large is an issue for all Museums, and shortage of storage space results in overloaded displays. Dedicated storage space that is easily accessible, humidity controlled and secure is needed. Currently the Museum has four storage areas and even together they do not provide enough storage space, nor do they fulfill the need for humidity and temperature control. It is recommended that all new buildings have an aspect of storage built into them, plus permanent storage facilities.
- 3.2.5 Collections Program
The collections objectives for the next five years are: complete archiving the Lodgepole items; complete archiving backlog; complete inventory corrections; complete photographing collection; re-document older archiving; add information cards; create lists of needed artifacts to enhance the collection and seek them out.

3.3 Programs and Education

An essential part of meeting the community's needs is to provide programs for educational and enjoyment purposes, for both children and adults. It is no longer enough for Museums to be passive in engaging the visitors, but reach out to draw people in and provide them with an opportunity to learn, develop and grow.

- 3.3.1 Elementary School Program: The grade 5 program, developed in 2011 by our volunteers, has been a great success. The program was accepted by public and separate school boards of both Parkland County and Edmonton, and highly praised by all teachers who experienced it. 2012 will see its first full year of

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implementation and fine tuning. Because of the quality and success of the program it will be the standard of all future school programming. The Museum is uniquely situated to conduct these programs due to its collection, its buildings and grounds. The Museum can provide the hands on experience and atmosphere to help educate children about the past, cultural heritage and the natural world. It is recommended that a new program be researched and added every second year.

- 3.3.2 In order to increase interest in history, culture and the Museum, a Summer Day Camp should be considered. This would also bring their parents to the Museum and help generate a younger pool of interested adults in the future as they see the benefit to their children. The creation of a Model Train Club would also help bring younger people into the museum to learn how to model as well as discover the railway history of the area. In addition to classes and lectures on museum grounds, it would be beneficial to have presentations available to take to community service groups and schools.
- 3.3.3 Adult Education: With the Museum's mandate to facilitate lifelong learning, it must offer adult programming that appeals to the community while bearing in mind its commitment to art, culture and history. At this stage of development, there is a need to create an organized adult education program that uses classes, workshops, lectures on various topics and skills. Further partnerships with existing community agencies and groups to provide programs while we provide the location would be an asset. As a side note to this, the Museum may require additional meeting space to continue to develop and to be a resource to the community. In addition, the new restoration shop provides the facility to teach classes on vehicle and machinery, furniture, and other artifact restoration.

3.4 Events

Events at the Museum draw its largest attendance and judging by the surveys, people are interested in more events. There is a Catch 22 with them in that the work and effort needed for each event falls on the same small number of staff and volunteers. It is essential that new volunteers, either individuals or organizations, help with specific events even if it is only once per year. Existing events also need to be improved and developed so that they offer more for the visitors. The surveys showed that people want more demonstrations and interactive hands on activities. It is recommended that in 2013, since the Museum may be running the Cowboy Gathering, no additional events be added, rather improve existing events. It was also made clear from the surveys that a better job of greeting, touring and hosting visitors is needed. Testing and experimenting with new events in the next few years is recommended so that in 2017, our 25th Anniversary Year, we are prepared with something special at every turn.

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All events will be improved on each year, through better planning, more activities, and demonstrations. The Museum will continue to host community activities as well as work with partners during non-Museum events. New events will be investigated and considered every year to increase visitor numbers and address community needs.

See Appendix D for Full Events Listing, page 22.

3.5 Research

Contributing to the body of knowledge by researching and publishing is important to the Museum in four ways: it raises the professional standing; promotes the Museum, allows access to grants currently inaccessible; and adds to the revenue stream. In addition to the above, it is also part of our unspoken obligation to our community and the Alberta Museum Association. The end goal would be to have ongoing research done on chosen artifacts and/or topics and these would be published in a series of booklets or books and DVDs available to the public for purchase. Research, writing and editing would be done one year with publication the following.

Possible example of topics:

- The Founding Cultures of Parkland County
- Pioneer Women of Parkland County
- From Oxen to Combine: the pioneers and technology
- From the Fur Trade to the Farm Trade
- Historically Significant Artifacts of the Pioneer Museum

4. Implementing the Plan

4.1 Governance

4.1.1 Board: The current board structure is functioning well as a managing/working board. Within this structure board members make all long term and financial decisions as well as run committees and also volunteer for events and programs.

The duties and responsibilities of board members are increasing and need to be outlined in a policy review. These will continually need to be reviewed as the Museum grows, as there may come a time when the board feels that these duties are becoming too onerous and may need more board members, more committees or switch to a different board structure.

4.1.2 By-Laws, Policies and Procedures: The current By-Laws were reviewed and updated in 2008 and are due for another review. A full policy and procedure manual is now being started. It is a priority that policies and procedures on all aspects of the Museum operation are reviewed and updated in 2012/2013, and while doing this it is a good opportunity to review the By-Laws.

See Appendix A for governance and administration summary, page 18.

4.2 Budget, Revenue and Fundraising

4.2.1 Budget: With the Museum's growth in buildings, facilities, artifacts, events, community obligations, and related extra costs, the budget no longer reflects the true needs of the Museum's operations. Some areas, such as maintenance, require a substantial increase. With the aging of the volunteers and the lack of new ones, additional staff has to be considered.

4.2.2 Revenue, Expenses: Currently the total budget is covered by five revenue streams. The first two are operations grants from the Town of Stony Plain (35%), and from Parkland County (33%), which are vital for the ongoing operations and without them the Museum could not function on its own. The other three are: government grants (8.5%); Pioneer Museum Tea House (12%); and admissions, fundraisers and events (11.5%). Operational money is the most difficult to raise and yet essential in keeping the Museum running smoothly and effectively. Money needed for special projects/ programs are usually covered by one time Federal grants, Provincial grants, Municipal grants, sponsors, donors, and Museum fundraisers.

As with most companies, wages and salaries are the biggest expense for the Museum. Staffing has been kept to a minimum, mainly because the Museum has such a strong and committed volunteer base. However, these volunteers are aging and many are no longer able to contribute as they once did. Without

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replacements, the Museum is forced to increase staffing to meet its needs and to provide the services expected by the community. It is a simple fact that as we grow and develop, so does the workload. Without additional and adequate operational funding, the Museum could not continue to meet the needs of the growing communities.

Although the Museum is intent on increasing and developing its revenue stream by its internal fundraising, it must also look to the Town of Stony Plain and Parkland County for increased financial support. The Museum is here for the community and residents to provide an educational and recreational facility as well as being a tourist attraction and bring tourist dollars to the area. As the Museum grows and develops, its ability to be a community resource and tourist attraction must also continue to grow.

See Appendix I for 2011 Revenue and Expenses, page 32.

4.2.3 Fundraising: The Museum is continually looking at ways to create a broadened income base. It is a priority that the society develops nine areas of addition or enhanced revenue. These are: adoption of entrance fees; increased food services to visitors; the increased rental charges to reflect current conditions; more effective fundraisers; creation of a gift shop; development and implementation of a full and aggressive sponsorship package; development of a long term endowment/legacy program; casino revenue and better use of available Federal and Provincial grants.

Admission: Entrance admission charges are on temporary hold as it is affected by a permanent entrance location and entrance building.

See Appendix J for admission and rental charge details, page 33.

Food Services: The Pioneer Museum Tea House is a very successful operation, but only because it is run by volunteers. Even though it is only running two days a week during the summer, it still provides 12% of the Museum revenue. Recruitment needs to be stepped up to continue to provide acceptable levels of service. The creation of a summer concession stand will assist in raising funds and will feature food items not sold at the Tea House. However, it still requires volunteers to run it. Improvements to the Museum's food services, will be continually looked at, in order to provide the best service possible as well as maintain such a valuable attraction and fund raiser.

Rentals: Currently the Museum offers four spaces for rent; the Tea House, the Church, the Resource Room and the Founders' Building. It is a priority that the rental charges be updated to reflect current prices. With the shortage of meeting space and the number of requests that the Museum receives for this space, it is

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apparent that more meeting space be considered in the future when planning additions and buildings.

See Appendix J for admission and rental charge details, page 33.

Fundraisers: Museum fundraisers are continually being reviewed and new ones considered to ensure that they are not only enjoyable, but also effective in raising the funds needed. Unlike community events where the Museum only looks to break even financially, our fundraisers need to bring revenue into the Museum and provide an effective return on investment of time and money.

Gift Store: Although the Museum has had books and small items for sale, it has never had a full gift shop. Up until now our visitor volume has not made one necessary, but as we grow and more people visit the Museum it is important that we offer them a chance to buy a souvenir, memento or historical book. Gift shops have their own costs such as inventory, staffing, space, utilities, etc; but it is expected by many people and could be a way of generating income. One thing must be kept in mind, that unlike many gift shops, it should carry a good selection of items that are pertinent to the Museum, made locally, reflect the Town and County, and are unique and/or not readily available anywhere else.

Sponsorship Package: A full sponsorship package must be developed to provide possible donors and sponsors not only enough information to make a decision, but also enough choices that they are able to find a project/level with which they are comfortable. The package is a front line product that must instill confidence that the Museum is well established, professional and financially responsible. They must feel that the society will not only benefit and make good use of their gift, but that they themselves benefit, either directly or indirectly. An atmosphere of prestige in giving to the Museum needs to be created to encourage businesses and individuals.

Endowment Fund: The endowment/legacy program will eventually provide the Museum with a long term and stable revenue stream outside of grants and fundraisers. This income also has the benefit of not being tied to a program or project and can be used where it is needed most. It is a priority that this program be initiated and marketed.

Casino: In December of 2011 the Museum ran its first Casino, which was a great benefit to the revenue stream. The Museum will investigate further opportunities, however it should be kept in mind that Casinos only come every two or three years and that the payout varies. Casino revenue should not be counted on as part of the stable revenue stream, but along the same lines as specific project grants.

4.3 Membership and Volunteers

Crucial to all Museum plans, is the need for more members and volunteers. The current volunteers give a staggering amount of time to the Museum, (almost 9000 hours in 2011) but they are aging and will not be able to continue to be as heavily involved. It is a priority that a fully organized membership/volunteer drive be created and implemented as soon as possible so that current volunteers can mentor those joining. Once a prospective volunteer comes to the Museum, it is essential that they are welcomed, provided with an orientation package and a varied list of areas in which assistance is needed.

Along with this campaign, a way of showing appreciation and recognizing the volunteers needs to be developed. The Museum needs to show them they are valued, respected, admired, and celebrates their contributions. [For example, logging individual's hours and noting when certain plateaus are reached.] It is also recommended that an annual volunteer appreciation event shows them that their efforts and time are valued, and some sort of recognition and awards given.

4.4 Administration and Staffing

The current staffing is able to meet the day-to-day needs of the Museum, mainly due to the added assistance of volunteers. However, two part time positions are paid through a grant and unless another grant is found, they may be lost. The work these staff members are doing is essential to the Museum's collection management. In order to run the Museum effectively in the future, staff also need to have training in all aspects of operations, and collection management.

In reviewing the plan for the upcoming year, the Museum requires two full time positions in addition to the part time seasonal staff. The first position is for the Administrative Assistant and the second is for an Archivist. The Museum has simply grown too large for existing staffing and volunteers to manage.

The recommendations below are based on continued and increased volunteer assistance, but may have to be altered if volunteer numbers are not sufficient.

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Staffing Recommendations:

Position		2013	2014	2015	2016	2017
Executive Director		1ft	1ft	1ft	1ft	1ft
Admin. Assistant		1ft	1ft	1ft	1ft	1ft
Collection, Displays		1ft and 1pts*	1ft and 1pt*	1ft and 1pt	1ft and 1pt	1ft and 1pt
Buildings, Grounds		2pts	2pts	2pts	3pts	3pts
Events		0	1pts	1pts	1pts	1pts
Intern (College)		1pts*	1pts*	1pts*	1pts*	1pts*
Student (H. School)		1pts*	1pts*	1pts*	1pts*	2pts*
Total		3ft and 5pt/s	3ft and 6pt/s	3ft and 6pt/s	3ft and 7pt/s	3ft and 8pt/s

(ft = full time: pt = part time year round: pts = part time seasonal: *= grant subsidized)

Note: grants will be continually looked at to help defray staffing costs.

8.0 Conclusion

This document is detailed enough to provide direction and guidance, but open enough to flex with the changing needs and opportunities that may arise. It is a given that circumstances will change and with them so will the Museum's plans. However, this will provide a plan to move the Museum forward and continue the growth and development already started. It is essential that at every stage and every step that not only the mission and mandate is kept in mind, but also the financial responsibility to the Society, the community and the funders.

The Museum is committed to achieve the steps needed to grow and change, through involvement, dedication, decision and action. The membership, volunteers, board of directors and staff of the society has done an amazing job in growing and developing the Museum to this stage in twenty years and it is aware of its responsibility to take the Museum to its next level. In order to do this it must be realized that the Stony Plain and Parkland Pioneer Museum has become a midsized museum and that its financial and developmental planning, as well as all other aspects of operation must reflect that. The vision is to bring the Museum to a level and development that makes it the best midsized facility of its kind anywhere but also one that rivals the large museums in its achievements.

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Appendix A Governance and Administration

1. Board of Directors

The Museum is a non-profit, charitable society governed by a nine member volunteer board of directors. The directors are elected from the society's membership and serve for terms of three years. Each year at the Annual General Meeting, three directors finish their terms and are either replaced by new members, or if no one puts their name forward, they may serve another term. There is no limit to the number of terms a member may serve.

Within the board of directors is the Executive, which is comprised of the President, Vice President, and an Executive Board Member, each of which, along with the Secretary and Treasurer are elected annually by the board of directors. These elections occur during the first board meeting after the Annual General Meeting. The society's By-Laws also allow for appointed members to the board in a non-voting capacity. In addition to society By-Laws, the Museum is developing a comprehensive policy and procedure manual that will reflect all areas of the Museum's operation.

All financial and major decisions, as well as long term planning and development are decided by the board and implemented by the administration. Board member requirements and responsibilities are laid out in the society's By-Laws and Policies.

2. Committees

The Museum has permanent committees as well as temporary ones that are struck as needed. These committees are given a mandate to work on specific areas of the Museum operation, projects or events. Committees may provide independent action or are solely to make recommendations to the board, at the board's discretion and direction. The President is automatically a member of all committees and the Executive Director as needed. Although each committee has specific duties, all aspects of operations affect and impact all other aspects, so committees must communicate with each other as well as report to the board.

Permanent Committees:

- Tea House Committee: This committee is in charge of all operations of running the Tea House. They find their own volunteers; manage their accounts, as well as catering and food operations. Although this committee has its own budget, it reports to the Executive Director for maintenance issues, and the Board for governance and large financial issues.
- Fund Raising Committee: This committee develops programs and finds sponsors and donations for projects and events. In addition, it is responsible for developing and managing other fundraising opportunities such as casino, endowment program, etc. This committee reports to the board with recommendations.
- Planning Committee: This committee looks over the short and long term planning needs of the Museum. In the short term it reviews the Museum grounds, what buildings are needed and where they should be placed as well as any changes to building usage and development. In the long term it reviews the long term goals of the grounds, facilities and the overall development. The committee reports to the board with recommendations.
- Accessioning Committee: This committee developed the accessioning policy and procedure detailing what the Museum requirements are regarding the acceptance of artifacts. They determined a three step process that allows all items to be reviewed for acceptance in a professional manner. Step one being an immediate yes or no by administration, if unsure it goes to step two, which is a points driven check list. If it is still unsure then we proceed to step three, which is a meeting of the committee to review the item/s. This committee works with the Executive Director and reports to the board as necessary.
- Education Committee: This committee is in charge of creating and developing our children's and school programming. Programs developed for schools are to be based on the appropriate grade's provincial curriculum. Other children's programs, whether for learning or fun, may or may not be based on curriculum. All children's programming will have safety as its first concern. This committee works with the Executive Director and reports to the board.

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- Maintenance Committee: This committee is dedicated to reviewing and inspecting the buildings and facilities on the Museum grounds with regard to repair and upkeep. All problems are forwarded to the Executive Director who proceeds with immediate implementation, or takes the problem to the board if costs are beyond budgeted amounts.

Temporary Committees:

Committees for one time special events, ongoing annual events, or specific needs may be struck at any time by the board, with mandates and responsibilities determined at the time.

Examples of special event committees: Anniversary Committee, Pig Roast Committee

Examples of annual event committees: Gift of Art, Farmer's Day, City Slickers, Harvest Festival

Examples of specific needs committees: 5 Year Business Plan, Budget

Further Committees Which May be Needed:

- Marketing and Promotion: This committee would be dedicated to marketing the Museum to the public in general as well as promoting specific events and attractions during the year. They are also to ensure that logos, emblems, colour schemes and messaging maintain consistency and accuracy. This committee would work with the Executive Director and report to the board.
- Programs Committee: This committee would be in charge of creating and developing adult programs of educational, hobby or entertainment focus. Examples would be lectures, learning certain crafts, or dancing, etc. This committee would work with the Executive Director and report to the board.
- Member and Volunteer Committee: This committee would be in charge of member and volunteer recruitment as well as volunteer orientation and coordination. This committee would work with the Executive Director and report to the board.

3. Administration, Management and Staffing

The Museum administration at this time consists of a full time Executive Director/Curator, full time administrative assistant, and four part time, seasonal staff members. In addition, the Museum hires at least one summer student each year.

Staff members are in charge of the day to day operation of the Museum and directing volunteers to assist with all areas. Staff members work on: public relations, promotion, partner and stakeholder liaison, visitor tours, yard maintenance, building maintenance, collection archiving and management, collection display, event planning and coordination, volunteer coordination, and all other functions as they arise.

Due to the increasing size of the collection and Museum facility, some staff members are specializing in dealing with the collection. It is essential to build expertise in collection management in order to function as a more professional organization. They will also train volunteers to assist in these areas. Collection management areas are: documentation, measurement, cleaning, preserving, restoring, repairing, archiving, taking images, researching and information entry into the collection data base.

Appendix B: Museum History and Facility Description

1. History

The Museum was started in 1989 by Henry Goerz, Peter Washburn, and Ed Mothersole. The first building was the Don Gray Barn and was moved to the current site to house their collections. The Museum grounds were provided by the Stony Plain and District Exhibition Society (SPADES), which had leased the land from the Town of Stony Plain. The portion leased in turn to the Museum consisted of approximately 14 acres. Of the land area, about 7 acres are kept under cultivation for Museum use. The Museum was open to the public in 1992 and in 1993 the Founder's building was added to act as a large display building as well as holding special events. In 1997 the Brightbank church was added. In 2000 the Baron barn was donated along with a 1922 log cabin. This cabin was restored and became the Pioneer Museum Tea House, which was restored and later opened to the public in 2003. In 2001 the Armbruster house and in 2004 the replica of the Pahal family homestead was donated.

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In 2008 the first Municipal District Office was donated. Also in 2008, an addition was added to the Founder's Building, consisting of a workshop and a resource room and the Heritage Building, a large 40ft x 96ft machinery display building was built. 2009 saw the addition of a Museum office building. In 2010, a log house and the Warden School were brought in as well as what was left of Stony Plain's original town hall. Also in 2010/2011, the Toby Kaziell Pavilion building was moved to the grounds, part becoming a large machinery display building and the part becoming a restoration workshop, which was finished in 2012. The Museum now has seventeen buildings, with ten historic and seven display and administration buildings, and over 7000 artifacts ranging from common household, personal, and business artifacts, equipment and tools to large farm machinery.

In 2007 the Museum went through the affirmation process and became a recognized museum by the Alberta Museum Association. In 2009 the Museum joined the Canadian Museum Association and in 2011 became a recommended tourist attraction by the Edmonton Regional Tourism Group.

The Museum takes pride in how much has been accomplished by the volunteers, board of directors and staff. The Pioneer Museum looks forward with excitement to the future as we continue to improve, develop and expand. It is only happening with the great support of the residents, community organizations and businesses of Stony Plain and Parkland County. 2012 celebrates the 20th Year of operation and a perfect time to look forward and plan for the future.

2. Facility Description

Museum Office – administration only

This building was added in 2010 and provided separate office and meeting space for staff, board members, committees and volunteers.

Gray Barn – display/storage

The Don Gray barn was the first building at the Museum site and is still the main small artifact display building. The barn's space has been divided into bays with each bay displaying themed artifacts, which can be changed at any time as new display space becomes available or to bring artifacts from storage into public viewing. The second floor is used for artifact storage.

Pioneer Tea House - restaurant

This 1922 log cabin was brought to the Museum, repaired and opened as a teahouse in 2003. In 2007 a small addition was added to the kitchen side to provide a larger food preparation area. The Tea House is open on Friday and Saturday from May to October, and is completely run by volunteers. Tea House is available for rental and catering.

Brightbank Church - display

The Brightbank Church was donated to the Museum in 1997, where it was repaired and restored. It is non denominational and will eventually be displayed to represent all the faiths in the district. Available for rental.

Armbruster House - display

This house was built in 1914 and was occupied right into the 1990's. The Town of Stony Plain donated the house to the Museum in 2001. The main floor has been displayed to represent the years from 1915 to 1925 and the layout is close to what the original family had decorated.

Pahal House - display

This house is a replica of the 1893 Pahal homestead, built in 1975 and donated to the Museum in 2004. As a reproduction, the chimney and stove meet safety and insurance requirements, to use for cooking demonstrations during events and programs. The display in this building will eventually cover a time period of 1890 to 1900.

Darimont House – display * currently being restored

This original log cabin was built in approximately 1903. It was relocated to the Museum grounds in 2010 and in 2011 a new cedar shingle roof was put on. This home will eventually be displayed to represent the period from 1900 to 1915. Special note: The second floor of this house will not be used for display space and will not have public access due to safety reasons.

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Warden School - display

The school was built in 1911 and moved to the Museum grounds early in 2010. It was repaired, restored, displayed and dedicated in September of 2011. It will be displayed to represent all schools in the county, featuring the time period from 1915 to 1940. The school may be made available for rental.

MD Office - display

This 1914 building was the first Municipal District 519 office and built in Spruce Grove. It was used for the district office until they outgrew the space in 1923. Displayed for the time period of 1905 - 1945.

Old Town Hall - * under study

This building was initially intended to be rebuilt and restored to its original state, but due to the deteriorated condition it may not be feasible. It is now being considered to create a replica version instead. The purpose will be display on the main floor and display/meeting space on the second floor.

Open Pole Shed – display/storage

This open building was added in 1999 to house large machinery. The building is used to display some machinery, but also for storage by the Museum.

Founders Building – display/events/public gatherings

Built in 1992 to display large artifacts and be a venue for demonstrations, special events, concerts, dinners and fundraisers. In 2012 the building was improved for year round use and converted to mainly a public gathering space solely for events with only minimal display area. This building is available for rental.

Resource Room – meetings/classroom/library/research

The Resource Room was added in 2008 and houses the reference library and a warming kitchen. This room is intended for multipurpose use, such as meetings, classes, lectures for year round use. Available for rental.

Archive Room – administration only

This room was added in 2008 as a shop, but is now a dedicated archiving room. This is where donated objects come in to be assessed, cleaned, documented and photographed. Note: This room is off limits to the general public do to hazards, security and the delicate nature of handling some objects.

Baron Barn - display

This building was donated to the Museum in 2000. From 2000 to 2011 it was used as a workshop. With the construction of the new restoration shop, it was converted into a display building, representing a livery stable.

Blacksmith Shop - display

This building was originally a three sided shed built in 2005 to use as a blacksmith shop. In 2009, the walls were finished and doors were built so that the collection of blacksmith tools and artifacts could be put on display and protected from the weather. This is a functioning shop intended for live demonstrations.

Heritage Building - display

This building was added to the Museum in 2008 to store and display large machinery and equipment. The Museum received a grant to convert it into a display building. A concrete floor was poured and the inside will be changed to look like a street scene with interior buildings built to display more of the collection. The interior will feature: general store, barber/dentist, RCMP/ Military, and more. Construction and re-display to be started fall of 2012.

Pavilion – display/storage/events/public gathering

Added in 2011, this is a large pole structure used to house large machinery and equipment. Because the equipment is easily moved, it can also be cleared out to provide open space for large events, such as the main stage of the Cowboy Gathering.

Restoration Shop – administration only

Finished in 2012, this new building has a quarter of the space separated for a woodworking shop and the other three quarters for mechanics and metal working bays. This was an essential facility for the Museum to not only have a safe, year round place to work on the Museum's restoration projects. It is also a place to build expertise in these areas and establish educational classes. It is closed to public except for teaching purposes.

Sawmill

This full size working sawmill was donated in 1998 and was repaired and restored in 2003. It is powered by tractor and has a 48in blade. All the lumber that is cut is used by the Museum for our projects such as our boardwalks and small display buildings like the Blacksmith shop. In 2010 it was moved to its current location onto new pilings and repairs and a roof are planned.

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Museum Grounds

The Museum grounds are separated into four areas. The Northern section is where all the buildings are located, with one side being laid out in a village and the other side with the large display buildings. South of this is the rear yard where many farming and construction machines are displayed. Further south of this is the small field and on the East side is the large field. The two fields are farmed each year with a grain crop and then harvested in the fall.

Appendix C: Community Stakeholders and Partners

The Museum has five primary and many secondary stakeholders. These come from municipalities, individuals, organizations, societies and businesses of the district.

The primary stakeholders are: the general public and residents of Stony Plain, Spruce Grove and Parkland County, the Town of Stony Plain, the municipality of Parkland County, the Museum's volunteers and members and the Museum's staff. The most obvious stakeholders are those who visit and use the Museum directly; the residents, members and volunteers.

The secondary stakeholders are community partners and are increasing every year. It is part of the Museum's mandate to not only work with all community groups but to be a resource for them as well as the community residents.

Partners: (in no particular order) Kinsmen Club of Stony Plain, The Multicultural Heritage Centre, Knights of Columbus, Rotary Club of Stony Plain, Stony Plain Chamber of Commerce, Stony Plain Horticultural Society, Fish and Game Association, Spruce Grove Agriculture Society and Archives, Parkland Area Volunteer Action Committee, Family and Community Support Services (FCSS), Senior's Interagency Committee, Tri-Community Adult Learning Assn. (TriCala), Stony Plain Library, Spruce Grove Library, Seniors Art of Aging Committee, The Paul Band First Nations, 4-H Club, Junior Forest Wardens, Boy Scouts, County Quilters, Royal Canadian Legion, Stony Plain and District Woodcarvers Club, Cowboy Gathering Society, Blueberry Bluegrass Society, Tri-Community Festival of Trees, North Central Co-op Association, Servus Credit Union.

Appendix D: Events Summary

Standard Annual Events:

- Gift of Art: (Museum and Kinsmen) Held for two years and it is very well attended and enjoyed. Guests take in a wine tasting and art show and there is a silent auction to raise money for the Museum and the Kinsmen Christmas Hamper.
- Kinsmen Farmer's Day Exhibition and Rodeo: (Town, Kinsmen and Museum) The Museum plays a small but important part in this large event, by hosting the Kinsmen Kid's Koral and the outdoor Trade Show. The Museum has collaborated on this event for three years and is now fully associated with it. Because of this, the need to take a more active role on our site and add more demonstrations, activities and attractions that will encourage more people to come to the grounds and to stay once here.
- Blueberry Bluegrass: (Tea House is a food venue) This event is not directly related to the Museum nor do we have any extra things going on in the grounds. It is here because the Tea House is one of the food venues for the event and serves lunches for the three days. However, preparations must be made for the extra people visiting from the festival.
- Cowboy Gathering: (Gathering and Museum - Possibly Museum only) Up until now we have worked with the Cowboy Gathering Committee in hosting part of this event. Last year we hosted the entire festival and we will do the same this year. Starting in 2013 it is possible the Museum may take over the event and run it through a separate society and committee. If so, the new committee will determine the direction and scope of the festival.
- City Slickers: (Multicultural Heritage Centre and Museum) Although this is not our event, it does bring 1200 inner city school children to the Museum to see different stations set up on the grounds. These stations are: harvesting and threshing; food tasting; canning; and blacksmithing. This event is an important community service and partnership within the town.

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- Harvest Festival: (Museum) This is our main, Museum only event of the year. It has grown and improved over the last few years, but we still need to add more interactive activities and demonstrations for our visitors. Adding the Kid's Zone after experiencing the Kinsmen version of it has made a huge difference in our attendance and we need to continue to look for different attractions to encourage more people while still maintaining our mission and mandate.
- New Years Eve Family Fest: (Town and Museum) We were part of the event for the first time last year and it was a great success. As we develop our Christmas village with decorations and the children's area, it will only get better. It does take time and resources, but the experience was so positive that it is obviously something that we need to continue and develop.

Periodic Events:

- Quilt Show: (County Quilters and Museum) Although this is mainly the Quilters event that we provide space for, it brings a large number of visitors to the Museum and many of these may never come otherwise. It is also an event that does not require a large amount of time or resources from the Museum and is an excellent partnership with this community group.
- Concerts: (Museum) We run fundraising concerts, approximately once a year. They provide exposure to the Museum, entertainment to the public and bring in some much needed operations funds. These events use much less of our time and resources to run except in the selling of tickets.
- Pig Roast/BBQ/Meal: (Museum) We have at times had meal events, and although fairly popular they are a greater risk due to ticket sales. They also take much more time, resources and money to run and do not bring in as much funds as a concert.
- Show and Dine: (Museum) This was a 20th Anniversary special event and may become an annual one. It was well received and attended despite poor weather.

Appendix E: Demographics, Stakeholders and Target Audience

1. Statistics for Alberta (From Stats Canada):

In 2010-2011, the following subgroups were more likely to have attended and/or participated in the arts:

Albertans with a higher level of education: 90.6% with a college education and 93.9% with a university education attended and/or participated. 94.3% of Albertans with an income between \$80,000-\$120,000, and 94.1% with an income of \$120,000 or more attended and/or participated in arts activities or events.

In 2010, total person-visits in Alberta were estimated at 22.8 million, which increased from 22.6 million in 2009.

Total tourism visits are made up of the following:

- Residents of Alberta accounted for 81.9% (18.7 million person-visits), which was a 1.1% increase compared to 2009.
- Residents from the rest of Canada accounted for 11.5% (2.6 million person-visits), which was a 0.9% increase compared to 2009.
- Visitors from the United States accounted for 3.5% (795,000 person-visits), which was a 1.9% decrease compared to 2009.
- Other international visitors accounted for 3.0% (693,000 person-visits), which was a 1.8% increase compared to 2009.

In 2010, total tourism expenditures in Alberta were estimated at \$5.47 billion, increased from \$5.38 billion in 2009.

Total tourism expenditures were made up of the following:

- Residents of Alberta accounted for 53.9% (\$2.95 billion), a 2.7% increase from 2009.
- Residents from the rest of Canada 22.9% (\$1.25 billion), a 1.9% increase from 2009.
- Visitors from the United States 10.2% (\$556 million), a 0.9% decrease from 2009.
- Other international visitors 13.1% (\$714 million), a 0.3% decrease from 2009.

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2. Statistics for Parkland County (From Stats Canada):

Note: 2011 Census: Stony Plain – 15,051, Spruce Grove – 26,171, Parkland County – 50,568.

Subtopic	Census year			10yr % Change
	1996	2001	2006	
Age and sex				
% of the population aged 0 to 14 years	25.1	23	20.9	-4.2
% of the population aged 15 to 64 years	68.3	69.4	70.2	1.9
% of the population aged 65+	6.6	7.6	8.9	2.3
<u>Median age</u> ²	34.9	37.6	40.2	5.3
Families and households				0
<u>% of couples (married and common-law) with children (of any age)</u> ⁵	60	56.3	54.2	-5.8
<u>% of households containing a couple with children</u> ⁷	46.9	41.8	37.8	-9.1
<u>% of households containing a couple without children</u> ⁸	33.3	35.9	38.4	5.1
Average household size	3	3	2.9	-0.1
<u>Median household income</u> ⁹	61,010	70,016	78,052	28
<u>Median economic family income</u> ¹⁰	65,399	73,412	85,060	30

3. Statistics Summary

Provincial statistics show that Alberta residents have a high percentage of arts and sports support, which increases with annual income. This indicates two items of note: one that higher income bracket families are willing to support cultural organizations and may be looked at for sponsorship and donations; and two, lower income bracket families need cultural venues to which they can afford to bring their families.

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Statistic from Parkland County indicate three items of note: over 70% of the county population is of pre-retirement age, although decreasing, the majority of households are of a family with children, and the average household income is below the strongest demarcation of cultural support.

Appendix F: Stakeholders Surveys

In an effort to gain stakeholder input and determine community needs, two surveys were conducted by the Museum. Surveys were sent out to representatives of the community. The first was sent out asking specific questions requiring written answers. The response was very low (12) mainly due to the resistance of people to spend time writing their responses. A second survey was created with yes/no and multiple choice questions and response was much better (33).

5.1 Survey #1 results summary:

There were three very strong indications that came from this survey. The first is that the Museum needs to do a much better job on marketing, advertising and promotions. The second is that the Museum needs to pay much more attention to interpretation and touring the public and third that existing facilities need to be better utilized in rentals and fundraising functions.

Survey #1 Actual Results:

NOTE: Duplicate answers were removed.

- Question #1: What role does the Museum have in our community?
 - preserve artifacts and buildings
 - preserve our heritage
 - educate the public and younger generations
 - encourage tourism and be an attraction
 - encourage volunteerism
- Question #2: What additional things could we do?
 - better advertising, promotion and marketing
 - better interpretation of artifacts and displays
 - more tours
 - teach old skills and crafts
 - more hands on demonstrations, displays and experiences
- Question #3: How do you feel about the Museum's public image?
 - positive, but not well known
 - lacking, not aware of recent changes and improvements
 - open and inviting from volunteers and staff
 - great image but not known enough
 - confusion with the Multicultural Heritage Centre
- Question #4: Are we meeting the community's needs as a Museum?
 - yes, very good job
 - possibly but not aware of programs and facilities
 - I believe so but not used enough
 - Yes, great asset but needs more marketing
 - Yes, but could do more for wider audience
- Question #5: What are we doing that you like?
 - Tea House
 - displays and buildings
 - education programs
 - harvest festival
 - partnerships

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- Question #6: What things do you feel we can improve upon?
 - marketing and advertising
 - public awareness
 - getting families to attend
 - tour guides and greeters
 - encourage youth to get involved
- Question #7: Do you feel there are areas that the Museum could better use their resources?
 - better use of rental facilities
 - better information on artifacts and displays
 - Tea House open on Sundays
 - better marketing and promotion
 - resources seem very well used
- Question #8: Do you have ideas on how the Museum might generate additional revenue?
 - musical/comedy shows, dinner theatre
 - charge admission
 - gift shop
 - donation boxes for specific projects
 - mini trade fairs
 - 50/50 draws at all events
- Question #9: Would you consider using the Museum for a private function?
 - yes, dinner functions, meetings, staff lunches
 - yes, Christmas parties
 - yes, weddings, pictures etc.
 - yes, family reunion
 - no, not needed
- Question #10: Would you be interested in attending a stakeholders advisory meeting?
 - 8 of 12 said yes (66%), 4 of 12 said no (33%).
- Question #11: Any additional comments?
 - get advice and ideas from other Museums
 - doing fine, keep it up
 - great work, this is a “wow” facility
 - building restoration is a bonus
 - lucky to have such dedicated volunteers
 - too much time is spent on artifacts and buildings and not enough on touring the visitors and hosting the public

Survey #2 results summary:

- Of respondents, 97% had been to the Museum and yet 33% still indicated that it was difficult to find. The responses to events questions continued to indicate that marketing efforts need to be improved. 79% had been to the Tea House, but only 58% to Farmer's Day and only 24% had been to the Harvest Festival, which is the Museum's premier event. The town's other two big musical events were Blueberry 33% and Cowboys 27%. The Gift of Art and Family Fest being new events were not surprising at 6% and 12% respectively.

The majority of people heard of our events from either the newspaper (64%) or by word of mouth (61%), with posters and events guide at 45% and 30% respectively. The website was sited for only 12%, and Facebook at 6%.

- The questions regarding visitor satisfaction were positive, but still leave room for improvement. 85% of respondents felt that the Museum met or exceeded expectations in preserving history, and 79% felt that displays met or exceeded expectations. For our special events and engaging the community, 79% and 76% felt met or exceeded expectations respectively.

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- Further evidence for the need to increase our marketing was that 48% were not aware there were facilities for rent, but 73% indicated that they would use the facilities for private functions.
- Response on the question of admission charges was very strong and has led to the recommendations in section 8.2.2 regarding revenue and fundraising. The indication was that there was strong support for a small admission charge that would be acceptable to the public. Under 5 free, 6 to 15 \$2.00, Adult \$4.00, Senior \$2.00 and Family \$10.00.
- The next section asked about what would encourage the visitor to return, some of which was surprising. Extended hours 24%, Events 73%, Tea House 67%, Classes 42%, Visiting Displays 30%, Trade Show 33%, and lecture series 21%. Details on the extended hours indicated that only 33% wanted supper at the Tea House but 64% would like Sunday brunch. For later hours, 39% would like the Museum open until 7:00pm Tuesday to Thursday and 24% would like it open until 8:00pm on Fridays and Saturdays. For events, the strongest response was for a family picnic at 49%, with kids rides and activities at 36% and 39% respectively.
- In the final section 91% indicated there was a friendly atmosphere, and 73% said the Museum was very good at being informative and an asset to the community. 67% said we were interesting and recreational and 49% that the Museum was contributing to education.

Survey #2 Results:

- Question #1: Do you know where the Museum is?
 - Yes – 32 (97%) : No – 1 : No Response (NR) – 0
- Question #2: Is the Museum entrance easy to find?
 - Yes – 21 (64%) : No – 11 (33%) : NR – 1 (3%)
- Question #3: Have you visited the Museum in the last 6 months?
 - Yes – 20 (61%) : No 12 (39%) : NR - 0
- Question #4: Have you visited the Museum for the following activities?
 - Tea House: Yes – 26 (79%) : No – 0 : NR – 7 (21%)
 - Farmer's Day: Yes – 19 (58%) : No – 0 : NR – 14 (42%)
 - Blueberry Bluegrass: Yes – 11 (33%) : No – 0 : NR – 22 (67%)
 - Cowboy Gathering: Yes – 9 (27%) : No – 0 : NR – 24 (73%)
 - Gift of Art: Yes – 2 (6%) : No – 0 : NR – 31 (94%)
 - Harvest Festival: Yes – 8 (24%) : No – 0 : NR – 25 (76%)
 - First Night Family Fest: Yes – 4 (12%) : No – 0 : NR – 29 (88%)
- Question #5: Where did you find out about these events?
 - Reporter/Examiner Ad: Yes – 21 (64%) : No – 0 : NR – 12 (36%)
 - Posters: Yes – 15 (45%) : No – 0 : NR – 18 (55%)
 - Community Events Listing: Yes – 10 (30%) : No – 0 : NR – 23 (70%)
 - Website: Yes – 4 (12%) : No – 0 : NR – 29 (88%)
 - Facebook: Yes – 2 (6%) : No – 0 : NR – 31 (94%)
 - Mailer/Utility bill insert: Yes – 3 (9%) : No – 0 : NR – 30 (91%)
 - Word of Mouth: Yes – 20 (61%) : No – 0 : NR – 13 (39%)
 - None: Yes – 3 (9%) : No – 0 : NR – 30 (91%)
- Question #6: Please rate the Museum's performance in the following areas? (Exceeded expectation/met expectations/did not meet expectations/No Response.)
 - Preserving history: Exceed – 11 (33%) : Met – 17 (52%) : Not met – 1 (3%) : NR – 4 (12%)
 - Displays: Exceed – 5 (15%) : Met – 21 (64%) : Not met – 1 (3%) : NR – 6 (18%)
 - Special Events: Exceed – 6 (18%) : Met – 20 (61%) : Not met – 2 (3%) : NR – 5 (15%)
 - Engaging the Community: Exceed – 6 (18%) : Met – 19 (58%) : Not met – 3 (9%) : NR – 5 (15%)
- Question #7: Were you aware that the Museum has rental facilities?
 - Yes – 17 (52%) : No – 16 (48%) : NR – 0
- Question #8: Would you consider booking an event at the Museum?
 - Yes – 28 (85%) : No – 5 (15%) : NR – 0

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- Question #9: If no to the above, why not?
 - We are older and would have no reason to book for an event in a big facility
 - Yes, if I had an event that I felt would be suitable at your venue.
 - I would need to know more about what is available to rent.
 - I live away from the immediate area
 - Not sure what kind of event would fit the venue
 - because we do everything at our house. we live on 50 acres.
- Question #10: What would be an acceptable admission fee?
 - Child: \$2.00 – 23 (70%) : \$4.00 – 7 (21%) : NR – 3 (9%)
 - Adult: \$4.00 – 20 (61%):\$6.00 – 8(24%):\$8.00 – 3 (9%):NR – 2 (6%)
 - Seniors: Same as Adult– 3(9%):Half Adult – 24(73%):NR – 6(18%)
 - Family: \$10.00– 6(49%):\$12.00–6(18%):\$15.00–10(30%):NR – (3%)
- Question #11” What would encourage you to come back to the Museum?
 - Extended hours: Yes – 8 (24%) : NR – 25 (76%)
 - Special events: Yes – 24 (73%) : NR – 9 (27%)
 - Lunch at the Tea House: Yes – 22 (67%) : NR – 11 (33%)
 - Classes or workshops: Yes – 14 (42%) : NR – 19 (58%)
 - Visiting displays form other Museums: Yes – 10 (30%) : NR – 23 (70%)
 - Trade shows: Yes – 11 (33%) : NR – 22(67%)
 - Historic lecture series: Yes – 7 (21%) : NR – 26 (79%)
- Question #12: If extended hours were implemented, what would you like to see?
 - Tea House:
 - Friday – Saturday Supper: Yes – 11 (33%) : NR – 22(67%)
 - Sunday Brunch: Yes – 21 (64%) : NR – 12(36%)
 - Museum:
 - 11 to 7 pm Tues. to Thurs.: Yes– 13 (39%): NR– 20 (61%)
 - 8 pm Friday and Saturday: Yes – 8 (24%) : NR – 25(76%)
- Question #13: Are there any events you would like to see at the Museum?
 - Kids interactive displays: Yes– 13 (39%): NR– 20 (61%)
 - Kids rides: Yes– 1 (36%): NR– 21 (64%)
 - Mothers Day Tea/Brunch: Yes– 11 (33%): NR– 22 (67%)
 - Family Picnic: Yes– 16 (49%): NR– 17 (51%)
 - Other: Yes– 2 (6%): NR– 31 (94%)
 - Old fashioned church bazaar fundraiser
 - More events may result in more community participation
 - I will give it some thought and send an email.
- Question #14: What is great about us?
 - Friendly atmosphere: Yes– 30 (91%): NR– 3 (9%)
 - Historically informative: Yes– 24 (73%): NR– 9 (27%)
 - Asset to the community: Yes– 24 (73%): NR– 9 (27%)
 - Education contributor: Yes– 16 (49%): NR– 17 (51%)
 - Interesting and recreational: Yes– 22 (67%): NR– 11 (33%)
 - Other: Yes– 2 (6%): NR– 31 (94%)
 - my father can explain lots of the equipment to me
 - Tea House, demonstrations ie threshing

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Appendix G: Target Audience

The Museum's primary audience is the residents of: Stony Plain and Parkland County; the towns within the county; as well as the greater Edmonton area. Our secondary audience is from the province of Alberta as well as other provinces and international visitors.

There are approximately 90,000 residents in the county including the population of Stony Plain, Spruce Grove, and other small towns and villages. (2011 Census: Stony Plain – 15,051, Spruce Grove – 26,171, Parkland County – 50,568) The greater Edmonton population is approximately 1 million.

Taking the average of the last four years of visitor statistics based on the guest book it can be estimated that there was an average of 6500 visitors per year over the four years, growing from 4000 to over 7000. These are estimates only, due to the high number of people not signing guest books. Additional numbers based on tally sheets, meal servings, event tickets, visitor counts, etc. (Note: Future numbers may be more accurate if there is a formal admission charge and entry gate.)

The following percentages are based on numbers taken from the guest books.

- 85% of our total visitors are from Alberta (5525)
- 10% of our total visitors are from other Provinces and Territories (650)
- 5% of our total visitors are from outside of Canada (325)
- **65% of those from Alberta, are from our main target audience (3591)**

Within this audience, we have had a strong connection with residents in the area that are 70+ as well as many school groups visiting with children aged 5 to 12. However, we are not attracting enough visitors between 18 and 65, including young families. As seen from the statistics section, we are missing the largest demographic in the area. This also means we are not attracting potential volunteers and members who are retiring or about to retire.

Appendix H: Review of Previous 5 Year Plan

Goals: Our 2009 plan stated in general terms the Museum's desire to develop and grow and outlines 18 strategies to help bring the goals to realization. In the four years since, the Museum has fully achieved 5 of the 18, and partially achieved a further 7 of the 18.

1. Highlight the need for timely decisions, priority choices and deadlines – **Achieved. Improved organization, policy and procedure development, and committee focus and results.**
2. Increase annual budget by 10 to 15% per year – **Achieved an average of 10% increase**
3. Increase staffing by the equivalent of 1 to 2 full time positions – **Partially Achieved – 2 part time, temporary positions due to grant in 2012.**
4. Have a detailed and set site plan that we follow, but fluid enough to respond to unexpected opportunities or events – **Achieved. Overall grounds plan has been agreed to, with the understanding that must adapt to unforeseen opportunities.**
5. Double the number of display buildings, all wheelchair accessible – **Partially Achieved – 7 buildings added for a total of 17. All but one of our display buildings are wheelchair accessible. Two of our historic buildings are still being restored.**

2009 – 2013 5 Year Building Program:

- Administration Building – **completed**
- Wheel chair ramps – **completed**
- Fencing – **completed**
- MD office restoration - **completed**
- Relocate and Complete Blacksmith Shop – **moved but not finished displaying**
- Convert Baron Barn to display – **partially completed**
- Resetting Sawmill and build shelter – **mill moved but shelter not built**
- Movable displays in Founder's Building – **completed**
- Construction of Trappers Cabin – **tabled**
- School – **completed**
- General Store – **tabled**

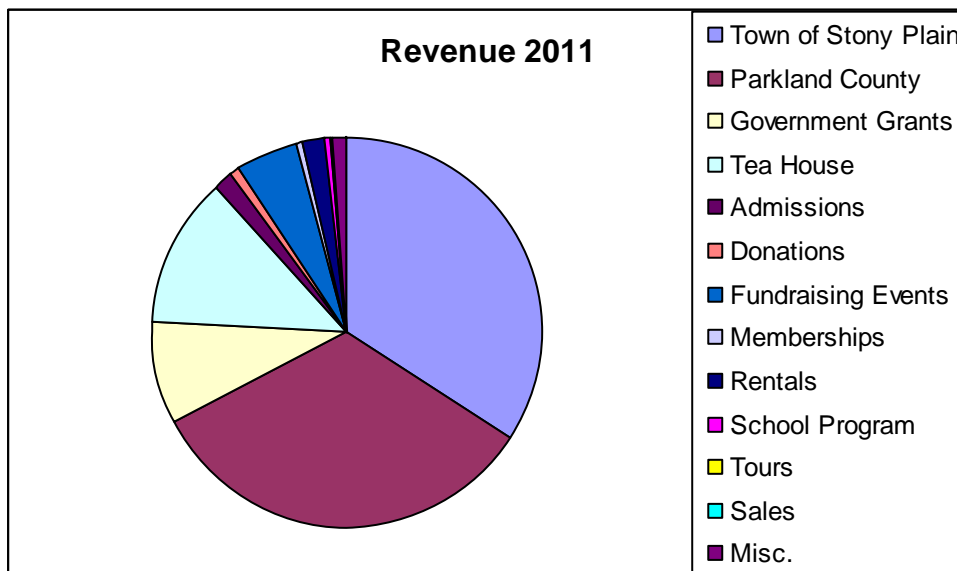
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- Gas station – tabled
 - Log Cabin – **Brought in and restoration started**
 - Doctor/Dentist/Barber – Tabled
 - Full Sized restoration shop – **completed**
 - RCMP/Military – Tabled
 - Utilities and Mining – tabled
 - Replica Royal Hotel – tabled
 - 1950's House – tabled
 - 1st Nations Pavilion – **work in progress**
 - Pioneer Women's Pavilion – **planning started**
 - Large machinery building #2 – **completed**
 - Newspaper/Phone exchange – tabled
 - Large machinery building #3 – tabled
 - Founding Cultures display – tabled
 - Railway station and display - tabled
6. Have 80% of current artifacts displayed, and 50% identified and with information cards – **Work in Progress. We have created approximately 300 information pages and cards, but this is solely done by volunteers, where paid staff has been working on catching up on the backlog of cataloguing and archiving.**
 7. Increase the collection by 10 to 20%, approximately 500 to 1000 items – **Achieved 40% increase from approximately 5500 items to almost 8000.**
 8. Have an established restoration program building our expertise – **Achieved. With the construction of a full restoration shop, the Museum now has the facility to repair and restore artifacts, develop our own expertise and begin to teach and pass on knowledge.**
 9. Increase our historical research with possible eye on eventual publishing – **Tabled. Due to the Museum's rapid growth and large number of recent projects and events, we have not had the resources to put towards this project.**
 10. Fine tune our fundraising and bring in some influential individuals – **Partially Achieved. We are increasing our community partners and asking for input from them and other stakeholders in an effort to stay relevant to the community. We have created an overall fundraising and sponsorship package that at the time of this writing is being readied for release and action.**
 11. Make our special events truly special and a community 'must see' – **Partially Achieved. We have added attractions to our events, the most important being the children's area we set up, based on the Kinsmen Kid's Koral during Farmer's Day Exhibition and Rodeo. More attractions are being looked at to add to the events.**
 12. Increase the number of daily visitors by 20 to 25% per year – **Partially Achieved. Visitor attendance in 2008 was estimated at 5000; while 2011, it was estimated at over 7000. This is an increase of 15% per year. Unfortunately, due to the nature of our entrance, open gates for certain festivals, we do not have accurate numbers. We are making an effort to help with this by continually asking visitors to sign the guest book, making running daily counts, and events counts to reach more accurate estimates.**
 13. Become not only well known, but invaluable community education resource for elementary schools and the general public – **Partially Achieved. With the creation of our new elementary school education program we have a valuable and needed offering to schools, and this program will be the base from which more programs will grow. In addition, our partnering with other community groups and organizations has taken the desired effect we wished. It has reached a point that many groups are contacting us for space, use of facilities and joining them in events.**
 14. Increase our visibility and profile to the point that we are in the town's marketing offerings - **Achieved. The Museums marketing efforts have increased with more and better event signage, newspaper articles, and off site promotion. We feel we are finally making headway in letting the community know we are here and what we offer. Although our profile has not reached the level we would like, we do feel that we have reach a point in our visibility and our growth that we can make a significant contribution to the town and county's marketing schemes.**

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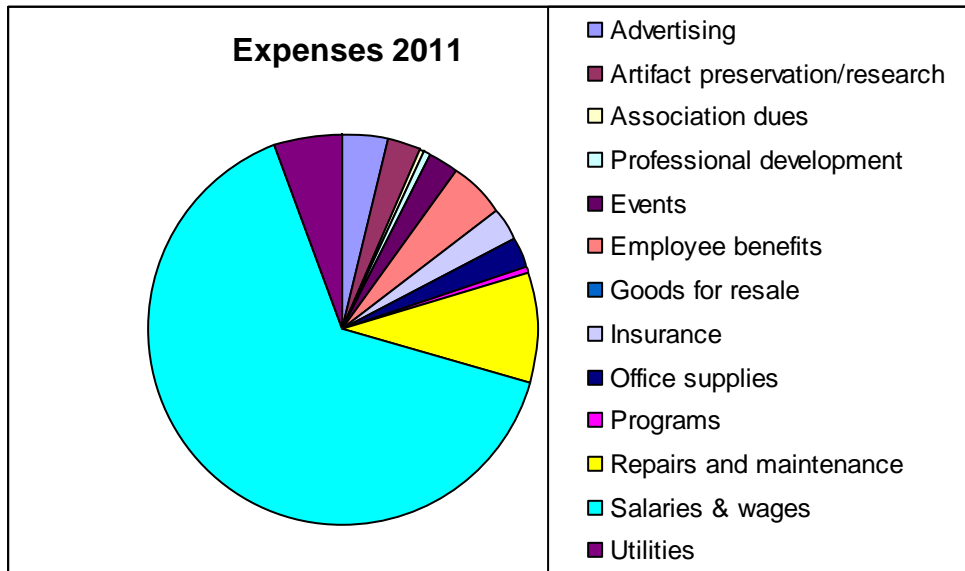
15. Develop our “brand” and market it within and without the Museum – **Partially Achieved**. We have a new main logo, as well as a special 20th anniversary logo. We have a coordinated “postcard” and ad program as well as site maps, and a new pamphlet being developed. We have delayed the creation of a gift shop, due to the space requirements, set up costs, and staffing costs.
16. Possible increase in the scope of the Tea House and its role – **Hampered by lack of volunteers**. The number of Tea House volunteers has dropped by 50% since 2008, mainly due to health and aging and lack of new and younger volunteers joining. No development or increase in this facility can be considered until the volunteer situation changes.
17. Develop our “Farm Experience” – **Tabled**. Insurance and liability, as well as lack of volunteers able to care for the animals has tabled this plan indefinitely.
18. Volunteer recruitment – **Work in Progress**. Our ads for volunteers, as well as being registered with the town’s volunteer agency has not produced many new people. An estimated 6 people over the last four years have joined from these methods. Word of mouth is by far the most effective method, but the need to create a coordinated volunteer recruitment program.

Appendix I: Revenue and Expenses



Revenue 2011	
Town of Stony Plain	\$42,000.00
Parkland County	\$41,000.00
Government Grants	\$10,680.00
Tea House	\$15,181.00
Admissions	\$2,323.00
Donations	\$875.00
Fundraising Events	\$6,068.00
Memberships	\$755.00
Rentals	\$2,614.00
School Program	\$250.00
Tours	\$300.00
Sales	\$128.00
Misc.	\$1,245.00
	\$123,419.00

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Expenses 2011

Advertising	\$4,486.00
Artefact preservation/research	\$3,116.00
Association dues	\$614.00
Professional development	\$582.00
Events	\$2,922.00
Employee benefits	\$5,300.00
Goods for resale	\$132.00
Insurance	\$3,164.00
Office supplies	\$3,078.00
Programs	\$460.00
Repairs and maintenance	\$10,220.00
Salaries and wages	\$75,876.00
Utilities	\$6,318.00
Misc.	\$960.00
	\$117,228.00

Appendix J: Admissions and Rental Charges.

Admission recommendations, however, charges will be reviewed at time of implementation.

Group	Admission
Child 5 and under	Free
Youth 6 to 18	\$2.00
Adult	\$7.00
Senior	\$4.00
Family	\$15.00

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Current and Proposed Rental Charges

Facility	Current \$	2013	2014
Tea House / day	\$75.00	\$100.00	\$120.00
Tea House / hour	NA	\$30.00	\$40.00
Church / day	\$75.00	\$100.00	\$120.00
Church / hour	NA	\$30.00	\$40.00
Resource Room / day	\$75.00	\$100.00	\$120.00
Resource Room / hour	NA	\$30.00	\$40.00
Resource Room / hour sp*	\$1.00/person	\$1.00/person	\$2.00/person
Founder's Bldg / day	\$250.00	\$300.00	\$300.00
Founder's Bldg / hour	NA	\$50.00	\$80.00

*Special rates for small non-profit groups

Appendix K: Site Map.

