



citymuseumedmonton.ca

STRATEGIC OPERATIONAL APPROACH

OCTOBER 2016



“ Attendance flows from significance, and significance flows from the provision of meaning and value to one’s community. ”

Janes and Conaty

Looking Reality in the Eye: Museums and Social Responsibility, 2005

WHAT IS THE EDMONTON CITY MUSEUM



MusicStory.com
MusicStory.com

radio

Education
Diversity
Share your
culture!

Education is important
as it helps us
to learn and
grow. It is the
key to a better
future.

Share your
culture!

Share your
culture!



INTRODUCTION

What if Edmonton had a means to explore its past, debate its present, and shape its future in a meaningful way, built on the stories of and informed by the voices of Edmontonians?

The Edmonton City Museum answers that question. It is a new kind of museum. One that starts with community and explores the questions and issues and ideas that have shaped, currently shape, and will shape Edmonton.

Edmonton, as a city, is not an accident. There have been forces bringing people together for tens of thousands of years to share, navigate relationships and shape their communal daily life. Long before the words “urban design” took meaning, the people of this place dealt with rapid changes, migration patterns, the environment, and the land in building their lives.

Understanding a city as large, unique and complex as Edmonton is an ongoing creative process. The intersection and interconnections between the social, cultural, economic, natural and built environments are always changing.

A museum that reflects this must take an approach that is dynamic and constantly changing (like the city itself). This has allowed initiatives like MADE Edmonton, Make Something Edmonton, CITYLab, and the Council Initiative on Public Engagement to thrive - creating a feedback loop between knowledge seekers, innovators, designers, and activators in an iterative and aligning cycle.

Larry Beasley, former city planner for the City of Vancouver, believes that city museums are uniquely placed to be the centre of “ongoing engagement and dialogue and interface between people and the diverse realities of life.” In his keynote speech to the International Council of Museums’ Committee for the Collections and Activities of Museums of Cities (ICOM-CAMOC) in Vancouver in 2012, Beasley concluded:

“ A city museum can be as much about urban creation as it is about urban curation. In the future, I think the city museum could even be a central actor in that creation - connecting citizens with the vectors that re-define the city.

If the museum of the city could become the “museum as city” and the “city as museum,” then we could truly join forces in both building urban connoisseurship and choreographing the ongoing re-invention of the city. ”

museumofvancouver.ca/programs/blog/2012/11/2/city-museum-and-museum-city

Table of Contents

WHAT IS THE EDMONTON CITY MUSEUM?

Introduction	3
Executive Summary	5

WHAT HAVE WE LEARNED? BACKGROUND

Current Situation	
About ECAMP	7
About the History of Edmonton's City Museum	8
About the Opportunity for ECM	9
About Community Capacity	10
Context Analysis	
About Edmonton's Heritage Values	11
About Key Trends in 21st Century Museums	12
About Canadian Museums	12
About City Museums	13

WHAT DO WE SEE AHEAD? INITIATIVE DESCRIPTION

Operating Model	15
Governance Model	15
Vision	16
Values	16
Mission	16
Goals	17
Target Audiences	18

HOW WOULD WE CREATE IT? IMPLEMENTATION APPROACH

Operations Growth Plan	20
Organizational Chart	22
Summary Budget	23

WHO WOULD WE WORK WITH? STRATEGIC ALIGNMENT

Collaborators and Stakeholders	25
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WHAT WOULD THE ECM LOOK LIKE?

Experiment Profiles	27
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APPENDIX

Supporting Research List	30
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EXECUTIVE SUMMARY



This document lays out the strategic approach the Edmonton Heritage Council (EHC) proposes in establishing and growing the mission and operations of the Edmonton City Museum (ECM).

It is a 5+ year plan, and it is deliberately flexible to allow for natural progress and development. It is modeled after the same approach used to create and establish the EHC in 2009, and is informed by the work EHC has undertaken to date to research and develop a city museum.

In 2012, working with resources provided by the City of Edmonton, EHC completed a report (see Appendix for complete list of research conducted) on developing a city museum for Edmonton, in line with *Art of Living* recommendations. The report comprised vision, concept, facility requirements, site options, and capital costs, and was first presented to City Council in November 2012. This report also continued community consultation and a study of the values of Edmontonians with respect to the city's heritage and history. Related motions passed by City Council supported continued development of a city museum.

In 2013, the City of Edmonton allocated funding of \$250,000 to support the implementation of the strategy, to be administered by EHC and guided by a steering committee comprised of community members, heritage stakeholders, City of Edmonton administrators, EHC directors and staff.

In 2014, EHC launched the Edmonton City as Museum Project (ECAMP), which has served as a public programming initiative to engage and inspire Edmontonians with the stories of their city, and raise awareness of the City Museum initiative. ECAMP has focused on small experiments with radical intent, and it has been recognized for its success.

This document presents a brief history of ECAMP, the current context, and the strategic operational approach that EHC proposes for evolving the work of ECAMP into ECM.

EHC has submitted a Service Package request to the City of Edmonton for \$250,000 for the remainder of the current budget cycle to extend city council's support of the pilot phase of ECM to fund:

1. Expanded public engagement and programming initiated through the Edmonton City as Museum Project (ECAMP)
2. The staff and resources required to implement the business case and to begin the development on a self-governing museum.



Edmonton's Award-winning City Museum Strategy: In 2016 the city museum strategy received two awards for its progressive community building model: Alberta Professional Planners Institute Leadership Award, Alberta Museums Association



WHAT HAVE WE LEARNED

?

BACKGROUND

The Current Situation

About ECAMP

ECAMP is the forerunner of the Edmonton City Museum, allowing EHC to pilot projects that explore Edmonton's past, present and future. Through ECAMP, the city museum idea has evolved conceptually as a new kind of museum: a museum interwoven throughout the city, created by Edmontonians, for Edmontonians.

ECAMP places the citizen at the centre of Edmonton's story; challenging the idea and definition of a traditional museum. Through ECAMP, ECM is building a solid understanding of its audiences and a basis of support for the future. Like ECAMP, ECM will be a facilitator of engagement between citizens and the city. This will be accomplished by field-testing programs that draw on the city itself as the source of artifacts, experiences, and places, with citizens as contributors.

The 2015/2016 operating budget for ECAMP is approximately \$250,000, which employs one full-time City Museum Strategy Manager, and covers part-time support from EHC staff including the Executive Director, Program Coordinator, and Communications Coordinator. Additional strategic support is provided by a six person Museum Steering Committee and professional consultants as needed.

The operational support provided by EHC has allowed ECAMP to focus on piloting programs, developing content, and researching best museum practices to inform the creation of ECM, including:

1. Piloting experimental program formats and developing content:

- A growing **online collection of stories from local writers** covering everything from historic buildings to Edmonton's LGBTQ history and reconciliation with Edmonton's Indigenous communities. The site has published more than 130 stories from 50 local writers and averages more than 4,900 monthly pageviews.
- In 2016, ECAMP began experimenting with Edmonton's **first history podcast**, which resulted in 1,035 listens in its first month and continues to gain new subscribers.
- **Tours and lectures** on diverse topics such as the history of Mill Woods, Edmonton's craft brewing heritage, and an environmental history of the North Saskatchewan River. More than 200 program participants have discovered new ways of thinking about the city, and 98% of participants surveyed highly enjoyed the experience.
- In 2016, ECAMP hosted 31 **community conversations** at libraries and festivals providing more than 1,000 Edmontonians the chance to contribute to our growing experimental exhibition techniques.

2. Research:

- Best operating and facility models for ECM
- The future of museums
- Museum best practice
- The philanthropic interest and capacity among the business community in Edmonton to support a city museum
- The value Edmontonians place on heritage
- The viability of constructing a dedicated facility for ECM

See the Appendix for the complete list of research reports completed to date. All are available at edmontonheritage.ca/reports/.

This work has informed the proposed model for moving ECM forward in such a way that is scalable, flexible, and responsive. ECM will also make the most of the many assets and resources available within the city, its museums, and the eco-system of public service agencies and institutions.

By actively seeking stories from underrepresented communities (LGBTQ2, Indigenous, family, immigrant, and the environment, among others), ECM will contribute to an inclusive heritage sector in Edmonton and across the province.

Working with community partners takes time, and doesn't always go as planned, but when it works results are excellent: public engagement is high and partners continue to work with us, year over year, program after program. We have learned that we need to be specific and strategic in our partner asks and our community building. This learning to date will inform the ongoing work of ECAMP as it evolves into the Edmonton City Museum.

About the History of Edmonton's City Museum

Edmonton has been a gathering place for thousands of years, connected through its Indigenous past and present, the arrival of traders and settlers, and contemporary immigration patterns. The early experience of Edmonton is interpreted at Fort Edmonton Park, but ends with the 1930s. This means the experience, memory and diversity of the City is barely touched upon after that time.

The City of Edmonton began formally collecting for its archives in 1938. Since that time, there has been sustained interest in preserving, researching and interpreting the history and experience of Edmonton. Proposals for establishing a museum for Edmonton have existed for decades. A number of different concepts for a city museum have been explored over the years.

In 1980, to mark the City's 75th anniversary, City Council moved to create a city museum but the funds were allocated to the City Archives instead. Discussions about a city museum surfaced again in the 1990s, when the idea was strongly supported in a public survey. Edmonton has blossomed as an arts community but its development related to cultural heritage lags behind.

The most recent revival of the city museum initiative came through the research and community consultations that resulted in *The Art of Living: a Plan for Securing the Future of Arts and Heritage in the City of Edmonton (2008-2018)*. The creation of a city museum and an overall museums strategy were among the 11 recommendations in the plan, which also included the creation of the Edmonton Heritage Council (EHC) in 2009.

About the Opportunity for ECM

Edmonton is not the city it was fifty or sixty years ago. Ideas, plans and solutions that were created and reasonably worked then, no longer fit the contemporary shift in economic drivers, pluralist demographics, and citizen engagement.

Traditional museums, as seen in our city and around the province beginning in the 1960s, were large organizations that held, in public trust, historical artifacts and records. They drew attention to intellectual expertise, exemplified by curated exhibits that presented objects for connoisseurs and common people, intended to inspire awe by their existence. With expert curation came expensive and elaborate facilities that held multiple exhibits for different audiences. Museums rooted in this philosophy of “build it and they will come” are now struggling with sustainability, relevance, community impact and attendance.

In contrast, the strategy behind ECM is about aligning community history with museum and urban practices emerging around the world.

ECM will use cultural and historic assets as powerful instruments to create and maintain a sense of community and civic responsibility.

As a focus for discussion and engagement the museum’s role will be to bring forward issues, trends and themes that coalesce historical context and modern civic discourse.

ECM will approach the ‘city as museum,’ inspired by the call to action by Larry Beasley, former Director of Planning for the City of Vancouver, “to make city museums reorient themselves outwards to join civic life.” By redefining the scope and scale of a museum as an initiative within and throughout the city, new and dynamic engagement with citizens can occur. Thus, a key goal for ECM is a call for participation from community instigators, city storytellers, neighbourhood advocates, and engaged and curious citizens.

There is a gap in presenting and interpreting Edmonton’s story.

Edmonton’s existing museums, whether the larger, government-funded museums such as Royal Alberta Museum and Fort Edmonton Park, or the smaller not-for-profit museums, have had and will continue to have an important role to play in interpreting Edmonton. Their sector-specific stories add to the city’s rich tapestry but do not look broadly at the forces, people, organizations, and circumstances that have shaped Edmonton. Neither of these institutions consistently interprets those stories through time and across sectors to demonstrate more contemporary understandings of Edmonton’s identity as a city of entrepreneurs, builders and creatives. ECM will do this, and will also highlight and coordinate with the programming undertaken by existing museums to the greater benefit of Edmonton.

It is not the intention of ECM to duplicate what exists—but rather, as a partner and collaborator it will amplify the efforts of these organizations. This will be accomplished in partnerships that push beyond marketing and awareness to collaboration on community exhibits, programs and tours that foster collective and participatory storytelling.

About Community Capacity

In June 2016, EHC commissioned a report (conducted by KCI, see Appendix) to investigate support for a city museum from the perspective of the philanthropic and corporate community, as well as public decision makers.

The report provided insight into current (Summer 2016) community support for a City Museum, based on the initial work as advanced through previous studies and the current public reach of ECAMP.

The report found that the idea of the City Museum was well received by those participating in the study and attracted the interest of interviewees. The project is viewed as progressive and innovative:

- The project's focus on inclusive storytelling and exploring history through a broad lens resonated strongly with interviewees
- Interest in Edmonton's human history, histories of communities (defined in many ways), those stories un-told, initiatives related to Truth & Reconciliation were also important
- Several interviewees spoke enthusiastically about a city museum and its potential positive impact on Edmonton's cultural landscape (often referencing city museums in Europe)
- Consultations generated no negative feedback
- Those less responsive to the project were open and indicated they would benefit from additional information and more detail
- Respondents indicated that governments and the corporate community have a greater appreciation for the role of cultural projects in building community and improving quality of life - and are willing to invest
- Support from the City of Edmonton viewed as essential for support from the other orders of government and the community-at-large

“ We believe ECM has come to define a new standard for heritage institutions in the province: a community-focused, socially-conscious, and innovative institution that sees heritage as evolutionary. ECM contributes to a greater understanding of the city they serve by giving voice to a diversity of groups in the heritage community and beyond, and in illuminating the conventional and unconventional histories that define Edmonton. ”

Jeff Robson

Design Lead, Intelligent Futures

Context Analysis

About Edmonton's Heritage Values

In 2012, EHC conducted a survey to gauge Edmontonians' interest in the creation of a city museum, and to understand what they valued about the city's heritage. The survey also looked at the level of civic engagement of those surveyed.

The survey revealed that 63% of Edmontonians found the idea appealing and that 62% found the museum's proposed concept focusing on Edmonton's diverse history and culture desirable. A subsequent survey, conducted in 2016, echoed these results.

Levels of support significantly increase as we look at those individuals who are engaged with the city, and they are even higher for those who are actively influential in the city. These results are encouraging, as they reveal that there is a desire among Edmontonians to learn more about the city, its past, and its culture.

The 2012 survey indicated that Edmontonians' engagement and commitment to the city are low compared to the normative benchmarks:

- 44% of Edmontonians are engaged with the community
- About half would tell others great things about the city or would recommend the city as a place to live
- Only 38% of Edmontonians have an intense desire to stay
- 42% of residents are committed to improving the future of Edmonton, while only 37% feel their actions make the city a better place

These numbers are low compared to similar studies looking at the population of Alberta as a whole and with other cities in Canada and the United States. There is work to be done to build stronger connections between Edmontonians and their city.

This survey indicates opportunities to improve Edmontonians' sense of belonging through the preservation and communication of our past, through increasing the learning opportunities to connect with Edmonton's diverse cultures.

About Key Trends in 21st Century Museums

There are a number of trends that are affecting museums and their approaches in the early 21st century. These trends include:

- **Multiple perspectives:** a single story of the past delivered by a professional curator is giving way to multiple perspectives and viewpoints from lay people and professionals alike.
- **Personal voice:** with advances in technology, digital media has become increasingly easier for people to bring their own voice – as blogs, articles, video, or audio.
- **Interactivity:** visitors are interacting with content in a number of ways as co-creators, sharing their experiences via social media etc.
- **Relevance:** by finding the personal connection across generations and geography, the experience becomes relevant to the lives of citizens.
- **Centres for community:** in places where people congregate out of choice, people develop relationships with others within a broader network. This positions museums to be a place for communities to congregate and, via museum-facilitated programs, exhibits and events, discuss issues of relevance to the city and community.

About Canadian Museums

The results of the 2013 Government of Canada survey of heritage institutions revealed that Canada in general is a heritage-embracing society.

- 61.9 million physical visits
- 6.2 million students via school group visits
- 146.3 million visits to online content
- 103,597 volunteers in the museum work force

Museums and the free choice learning they offer are regarded as an attractive leisure activity in the knowledge economy where museum attendance is considerably higher than it was a generation ago. This survey also reported sources of funding for museums in Canada. As noted in the table below, the data revealed that about 36.4% of funding comes from earned revenue, 12.7% from the private sector, 1.6% from investment and interest and 49.3% from government sources. Museums across the country fund their operations through a balance of public, earned, and private support.

SOURCES OF INCOME	GOC HERITAGE SURVEYS		
	2013	2009	2007
Earned	36.4	36.7	36.2
Private/Contributed	14.3	10.8	11.8
Government	49.3	52.5	52.0
TOTAL	100	100	100

About City Museums

The approach to a city museum has evolved far beyond artifact-filled cases. Excellent examples of vibrant city museums from various parts of the world and within Canada have been reviewed in advancing the City Museum initiative in Edmonton, as well as the programming approach deployed by the current Edmonton City as Museum Project.

City museums, like those in Bristol (England), Copenhagen (Denmark) and Vancouver, actively reflect and contribute to the contemporary life of their cities. Cultures and histories are captured, interpreted and re-presented to and by citizens and visitors in creative and interactive ways. They are a place for a range of civic engagements, creatively exploring contemporary issues and priorities, disagreements and debates, reflecting these back to the wider community. They build a higher level of citizen engagement. They also play an important role in the authentic branding of a city.

City museums showcase stories of arrival, stories of perseverance, stories of everyday trials and creative triumphs. Edmonton has these stories and more – but they go largely untold.

EHC has reviewed available benchmark data regarding five community museums and one regional museum in Canada.

All might be broadly understood as city museums and most are located in downtown areas. Highlights from the data:

- **Mandate and funding:** all but one of the six selected museums has a community/city mandate and all but one receives local funding from the municipality in which it is located.
- **Operating budgets:** these vary widely with the largest at the Museum London (over \$3 million a year) and the average is about \$1.3 million
- **Earned revenues:** just over 18% of total operating expenses, average earned revenue is significantly lower than the national average of 36.4%.
- **Staffing and volunteer levels:** Staff levels are relatively modest.

“This exhibit will be important for my community because for many decades as first generation South Sudanese, we have not had the opportunity for the general Canadian public to see what we have as part for our heritage . . . This brings pride and confidence to the elders and leaders in the community culminating in a true sense of belonging.”

Joseph Luri

South Sudanese Community Association in Edmonton

Commenting on ECAMP's Home project with Edmonton Multicultural Health Brokers (see Experiments section for details)



WHAT

DO WE

SEE AHEAD

?

INITIATIVE DESCRIPTION

Operating Model

The recommended model for ECM is a “distributed museum” – it is not focused on a single building. Instead, it will live and move around the community, drawing on the collections and sites of partners, to create experiences where exhibitions, programs, websites are presented and developed collaboratively with Edmontonians. This ensures that resources are not tied up in facility maintenance or collection storage but in connecting people to their city’s history through programming.

ECM is projected to be an adaptable organization that is responsive to changing audiences, issues and events. **The vision for ECM is a coordinated and sustained effort in citizen engagement, storytelling and urban design.** It is an intentional and sustained community effort to speak about Edmonton’s narrative: its people, geography, communities, places, urban form and how these come together to shape the city.

“ We look forward to co-creating exhibitions with ECM to help us build intergenerational understanding, mark our presence in the collective history of Edmonton, strengthen our community members’ feelings of belonging and their continued desire to contribute to the fabric of Edmonton. Most importantly, the sharing of our cultural heritage and cultural wealth with others will help build community pride and intercultural understanding with other citizens. ”

Shiva Lai Chapagain

President, Bhutanese Canadian Association of Edmonton

Governance Model

Through research and based on current best practice, EHC recommends that ECM grow to eventually become a stand alone organization (but continues to work directly with EHC for its development and funding), registered as a non-profit society and with its own board of directors by 2019. This independence will increase access to funding, since both EHC and ECM will be able to apply for grants and other support, and allows for direct fundraising and philanthropic support. We anticipate that City of Edmonton funding would be distributed through EHC, following the EAC model for arts organizations.

Vision

A museum, interwoven throughout Edmonton, created by many voices for our city.

Woven into the fabric of Edmonton, ECM is a distributed museum, working with partner sites and collections to explore contemporary issues through the lens of history, and creating opportunities for Edmontonians to learn about the city's past while participating in shaping its future.

It offers multiple opportunities to connect, from online to in-person; from large group events to individual opportunities for reflection. It is integrated into the life of the city.

Values

ECM is led by the values it sees as critical to creating positive human interactions:

- **Co-creation** as a participatory act of openness and listening
- Strong **community connections** based on respect and social cohesion
- **Multiple perspectives:** Over time, across generations and multiple experiences
- **Experimentation** as a process of risk tolerance, learning, aligning and evolving
- **Nimbleness** and flexibility to allow for a responsive and adaptive approach

Mission

ECM animates the stories and experiences important to our city through co-creation, experimentation and dialogue.

ECM strives to reflect history onto the changing face of the city. More than a building housing exhibitions, it offers a vehicle for active and interactive dialogue and interaction among citizens that aspires to:

- **Explore issues and themes that matter to Edmontonians.** Edmonton faces challenges unique to our city. To address these challenges and generate creative solutions, ECM engages citizens in the past, present and future realities of Edmonton – its built environment, its natural treasures, its rich cultural, social and business histories. It works to deepen citizen knowledge of and appreciation for the city and how important decisions have shaped and will shape the city.
- **Co-create experiences that build community.** Edmonton is made up of a diversity of people, places and experiences. To activate a truly community-focused museum, ECM works to build our story together, and to create opportunities for diverse groups of citizens to contribute to discussions of present issues and past histories.
- **Focus on positive impacts for our city.** Edmonton is a city of opportunity and entrepreneurial culture. To make Edmonton the best city it can be, ECM applies the knowledge and skills of museum and cultural practice in the community to support citizens and decision-makers in seeking solutions to civic problems and questions and build real outcomes

Goals

EHC proposes specific goals for each of ECM's five operational areas:

- **Programs:** To animate the past, present and future of Edmonton through innovative and inclusive storytelling. The intent is to demonstrate how people from all walks of life have contributed to our city, while creating opportunities for everyone to contribute to its future.
- **Engagement:** To deliver programs in multiple locations and across multiple platforms for diverse Edmonton-specific audiences.
- **Museum practice:** To value the core elements of museum practice: interpretation, historical perspectives, both tangible and intangible heritage, research, and curated use of collections. The intent is to make explicit use of the practices unique to the field to meet the program and engagement goals.
- **Operations:** To make effective use of resources (both those of ECM and others) in a transparent and fiscally responsible way to deliver on the vision of ECM effectively, informed by an evaluative framework.
- **City building:** To align with City of Edmonton plans and City Council initiatives and emergent best practices for the growth and development of the city. Specifically:
 - **The Art of Living** implementation plan recommendations
 - #9 to develop an overall museums policy
 - #10 to support development of a City Museum
 - **The Way We Live** goals which acknowledge the City's role in bringing people together to create a civil, socially sustainable and caring society:
 - To create a vibrant, connected and engaging city
 - To celebrate life in Edmonton; and
 - To create an inclusive and attractive city, through presenting and engaging the diversity of Edmonton's heritage in its stories, its people, its places and its material culture.
 - **The Way We Grow** land use planning directives
 - **The Way We Prosper** strategies to direct Edmonton's economic growth

Target Audiences

As ECM will focus on stories, ideas, and topics specific to Edmonton, so must the audiences be defined by their specific “Edmonton-ness.” ECAMP began by targeting those most likely to engage with the pilots to provide a solid starting ground, but future, Edmonton-specific target audiences for ECM offer rich opportunities.

Friends and family (current)

- **Focused on city building**
(25-40 years old, mobile, urban, and educated)

The current target audience is focused on city building, 25-40 years old, mobile, urban, and educated. There are many additional audiences ECM aspires to target through joint programming, based on both behaviour, interests, stage of life, and other demographics.

Neighbours and relations

- **Foodie community**
- **Festival goers**
(through partnerships with events like Folk Music Festival, Fringe Theatre Festival, EIFF, Nuit Blanche, and so on)
- **Families**
- **Migrant communities**
- **Indigenous communities**
- **Faith communities**
- **Cultural communities**

Friends we haven't met yet

- **School age children**
(through curriculum connected programs delivered in classrooms across the city)
- **Post-secondary students**
- **Arts community**
(through partnerships with the theatre community, artist run centres, cultural organizations, other museums)
- **Commuter/transit audiences**
- **Unions**
(through both government and other public unions, and professional organizations)
- **Seniors**



HOW
WOULD WE

CREATE IT

?

IMPLEMENTATION APPROACH

Operations Growth Plan

The proposed strategic implementation approach for ECM comprises three interrelated work plans:

1. An operational growth plan, which outlines the three phases of work required to build up ECM to full operations. Progressing from one phase to the next would be triggered by the meeting of financial and organizational capacity benchmarks, to ensure growth is measured and sustainable.
2. An organizational chart, which details the staffing levels required to deliver the work outlined in the operational growth plan.
3. A summary budget, which provides a high level forecast for both the revenues and expenses related to delivering on the operational growth plan, with the staffing proposed in the organizational chart.

PHASE

MAJOR ACTIVITIES

PILOT 2013-2018

Annual operating budget: \$280,000

Current ECAMP phase; can be maintained with current funding levels.

OPERATIONS

- Co-located with and supported by EHC
- Operating revenue contributed by City of Edmonton, administered by EHC
- Current staffing is 1.75 FTE

PROGRAMS

- “In situ” programs: approximately 5 per year
- Digital content development: 26 podcasts, 52 local history stories per year
- Collaboration partners: Edmonton Public Library, CKUA, Multicultural Health Brokers, City of Edmonton Artifact Centre

PHASE

MAJOR ACTIVITIES

GROWTH 2019-2022

Annual operating budget: > \$475,000

To support evolution from ECAMP in year one, to stand alone ECM entity with its own board by year two. Intent is to use the same model and draw on the experience of the creation of EHC.

Project management will be via EHC until ECM is its own legal entity.

Funding will continue to be administered to ECM via EHC.

OPERATIONS

- Co-located with and supported by EHC
- Operating revenue contributed by City of Edmonton, administered by EHC, begin to generate earned revenue (cost recovery programming where possible)
- Increase staffing to 3.5 FTE

PROGRAMS

- “In situ” programs: double to approximately 10 per year
- Digital content development: 26 podcasts, 52 blog posts per year
- Analysis of new digital platforms – virtual tours, mapping websites, history based augmented reality and gamification

ORGANIZATIONAL DEVELOPMENT FOCUS

- Year 1: Board and legal development: Terms of reference, bylaws, policies, board recruitment
- Year 2: Fund development strategy
- Year 3: HR and operations planning

PARTNERSHIP AND PROGRAM FOCUS

- Year 1: Museum sector
- Year 2: Education sector
- Year 3: Cultural / faith / social sector

PHASE

STABILITY 2023 +

Annual operating budget: \$795,000 +

This phase is about the long-term future of ECM, in which it runs as its own organization, with a strong board focused on the vision, mission and goals as set out above, through partnerships and programs for the City of Edmonton.

MAJOR ACTIVITIES

COMMUNICATIONS / ENGAGEMENT FOCUS

- Year 1: Updated web platform to facilitate online program delivery
- Year 2: Brand evolution from ECAMP to ECM
- Year 3: Strategic communications work to share and support growth (particularly fund development, partnerships, and programs)

OPERATIONS

- Location(s) apart from EHC as required by programs and partnerships
- Operating revenue contributed by City of Edmonton, administered by EHC to ECM, expand earned revenue through programming (cost recovery where possible) and fund development
- Increase staffing as required beyond 4.5 FTE

PROGRAMMING AND PARTNERSHIPS

- Potential curatorial advisory committee development
- Program innovation advisory committee
- membership/Civic engagement model

“Doing pop-up museums was a unique and unpredictable way to explore the city and everything its people have to offer. With the conglomerate of social issues, history, and professional/personal skills, working with the Edmonton City as Museum Project was an amazingly holistic learning experience.”

Alexandra MacKay Brown

Temporary Exhibit Interpreter,
Young Canada Works and MacEwan Intern

Organizational Chart

To grow the operations of ECM will require additional staffing as it evolves from its current operations within EHC. This organizational chart is a basic projection for the roles required to support the work proposed in the operations growth plan; as that plan evolves over time, so should the staffing plan.

PHASE	FTEs	ROLES	NOTES
PILOT 2013-2018	1.75 FTE	<ul style="list-style-type: none"> Executive Director (0.25 supplied by EHC) 1 FT Program Manager 2x 0.25 FTE Program and Communication assistance (EHC) 	<ul style="list-style-type: none"> Program support via consultants, partners Finance and administration supplied by EHC
GROWTH 2019-2022	3.5 FTE	<ul style="list-style-type: none"> Executive Director (supplied by EHC in year 1; ECM ED hired in year 2) 1 FTE Program/Administrative Coordinator Communications Assistant Contract support 	<ul style="list-style-type: none"> Program support via consultants, partners Evolving finance and administrative support from EHC Board recruitment in year 2
STABILITY 2023 +	4.5+ FTE	<ul style="list-style-type: none"> Executive Director Program Manager Communications Manager Administrative Assistant Addition of 1 FTE in program support role 	<ul style="list-style-type: none"> Plan for growth in use of volunteers, possibly members and partners and consultants

Summary Budget

ECM anticipates accessing the following resources to fund operations and programming:

1. Corporate sponsorship
2. Earned revenues
3. Government and foundation grants
4. City of Edmonton service level agreement

A recent study by EHC showed that the philanthropic community was receptive and supportive of the direction ECM is taking. As

the museum increasingly impacts the community it will generate more interest and investment. Therefore ECM recognizes that a fund development strategy is anticipated in year two of the growth phase to support this investment. It is only with community support, both through participation and financial contributions, that ECM can be a success.

Study participants and museum sector research identify City of Edmonton support as critical to ECM. With City support in place, ECM will be able to leverage other orders of government (provincial, federal) and the community at large (individuals, business sector, foundations) to play a meaningful financial role through a range of contributions (memberships, donations, fundraising events, volunteering, sponsorships, grants, and paid participation).

Below outlines a phased approach to resourcing the development of ECM. To build meaningful and reliable relationships with both funders and the community, as producers and benefactors, the creation of a multi-year service level agreement with EHC would ensure stability, while allowing future flexibility and agility for the organization. Phase maturation will be triggered by financial and organizational capacity benchmarks, both of which are key to sustainability.

	PILOT 2013-2018	GROWTH 2019-2022	STABILITY 2023 +
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EXPENSES

Staffing	\$165,000	\$300,000	\$600,000
Finance & Admin (incl. tech)	\$7,500	\$30,000	\$20,000
Facilities			\$50,000
Program			
Live	\$35,000	\$35,000	\$40,000
Digital / Online	\$28,000	\$25,000	\$35,000
Research / Consultant support	\$30,000		
Organizational development		\$35,000	
Partnership development	\$4,500	\$20,000	\$20,000
Marketing	\$10,000	\$10,000	\$15,000
Communications development		\$20,000	\$15,000
TOTAL	\$280,000	\$475,000	\$795,000

REVENUES

City of Edmonton			
Service Package	\$250,000	\$400,000	\$500,000
EHC contribution	\$25,000	\$30,000	\$40,000
Earned revenue (eg. tickets)	\$5,000	\$10,000	\$35,000
Grants		\$20,000	\$100,000
Sponsorship		\$15,000	\$50,000
Fundraising			\$70,000
TOTAL	\$280,000	\$475,000	\$795,000

WHO

WOULD WE

WORK WITH

?

Collaborators and Stakeholders

ECAMP’s initial work is premised on a modest investment of resources, drawing on the creative energies of the larger community, and working in collaboration with other museum and community organizations.

ECAMP brings the skills and knowledge of museum disciplines into the community, by building relationships with the expected heritage stakeholders (heritage workers, museums, archives, educational institutions, libraries) and the novel (urban shapers/planning, immigration service agencies, local businesses) to engage the entire city in a heritage discussion.

ECM’s recommended model is dependent on a strong network of relationships among collaborators, partners, funders and other stakeholders. EHC has worked to establish core partnerships in support of current ECAMP programming and operations. As ECAMP evolves to become ECM, EHC has further identified those partners, funders and stakeholders with which ECM would intend to build stronger relationships.

CURRENT

PROGRAM COLLABORATORS

- City Archives
- City Artifact Centre
- CKUA Radio
- Edmonton Public Library
- MacEwan University
- Multicultural Health Brokers
- Reconciliation in Solidarity Edmonton

OPERATIONAL COLLABORATORS

- City Council
- City of Edmonton
- Edmonton Heritage Council

MUSEUM COLLABORATORS

- All 14 museums located in the City of Edmonton
- Fort Edmonton Park
- Royal Alberta Museum

POTENTIAL

PROGRAM COLLABORATORS

- Catholic Social Services
- CITYlab
- City Hall School
- City of Learners
- Community Leagues – EFCL
- Folk Music Festival
- Fringe Theatre Festival
- Inquiring Minds Schools
- Make Something Edmonton
- Mennonite Centre for Newcomers
- Nuit Blanche
- Oilers
- University of Alberta
- YMCA

OPERATIONAL COLLABORATORS

- BRZs
- Business associations
- Edmonton Chamber of Commerce
- Edmonton Economic Development
- Tourism Edmonton

FUNDING COLLABORATORS

- AHRF
- ATB
- Edmonton Foundation
- Grants (all levels of government)
- Melcor
- Oilers Foundation
- Servus Credit Union

WHAT

WOULD

ECM

LOOK LIKE

?



EXPERIMENT PROFILE

Edmonton's Living Rooms – The Migrant Experience

Pilot Phase – Building relationships

In partnership with Multicultural Health Brokers Cooperative, this project explores Edmonton's diverse and intercultural heritage through the stories of refugee and migrant communities. Throughout 2016, ECAMP met with community leaders to share stories and explore intercultural definitions of universal themes such as:

- Domestic life
- Learning, education
- Medicine, well-being, self-care
- Artistic and self-expressions
- Justice
- Migration

Community leaders and visitors shared their experiences in a pop-up exhibition during the City of Edmonton's Free Admission Day 2016 through migratory maps and intercultural creative arts. All community leaders expressed interest in continuing the project into 2017.

Growth Phase – Deepening exploration and community capacity building

Emphasizing capacity building and expanded reach, this phase includes:

- developing comprehensive tool kits for leaders to bring the project to their ethno-cultural communities.
- supporting leaders in developing facilitation skills
- recruiting youth ambassadors to develop leadership in next generation
- inviting more migrant communities to contribute to the expanding project

Stability Phase – Intercultural sharing and community rooms

Emphasizing exhibit development and presentation, this phase includes:

- collecting community artifacts and interpretation
- promoting widespread public involvement and celebration of community exhibits and dialogue
- developing a larger, city-wide intercultural exhibit fed by smaller community exhibits
- promoting partnership and participation from museums and heritage community as hosts and exhibit partners

Community Impacts

- Greater profile for marginalized and minority voices in Edmonton's heritage narrative
- Increased civic pride and belonging within ethno-cultural communities and in Edmonton
- Inspire intercultural appreciation of common human themes and experiences
- Increased community capacity for discussion and reflection

EXPERIMENT PROFILE

Digital Strategy

Pilot Phase – Building relationships

In 2014, ECAMP launched with the creation of an online platform to share stories and stimulate dialogue about Edmonton's heritage. **citymuseumedmonton.ca** has now shared more than 130 stories written by 58 local and international writers. In 2016, ECAMP launched Edmonton's first history podcast dedicated to unconventional local stories.

Our online platform continues to grow and now enjoys:

- 4,948 monthly pageviews
- Daily social media engagement through Facebook (669 likes), Twitter (962 followers), and Instagram (77 followers) as of November 2016
- A monthly e-newsletter with 190 subscribers

Growth Phase – Deepening exploration

Emphasizing increased engagement and interactivity, this phase will see:

- a more robust and interactive **citymuseumedmonton.ca** with a focus on maximizing public conversation and contribution
- online multimedia exhibits
- continued social media development (e.g., Snapchat geofilters, live video streaming)
- public polling and campaigns, with emphasis on the stories and ideas that are important to Edmontonians

Stability Phase – ECM is a reliable source and partner

- Explore new online platforms (historical mapping, crowdsourcing, app-based walking tours)
- Experiment with creative user experiences (e.g., visual storytelling)
- Develop online educational resources and creative learning platforms for teachers and leaders
- Digital exhibit development (e.g., in situ virtual reality adding new dimensions to tours and exhibits)

Community Impacts

- Increased audience reach and stronger two-way dialogue
- Inspire new learners, contributors, and promoters of Edmonton's story
- Inspire heritage sector and partners to experiment with new platforms

EXPERIMENT PROFILE

Reconciling Edmonton's History

Pilot Phase – Building relationships

In November 2015, EHC committed to exploring what “living into reconciliation” means for Edmonton’s heritage, informed by the work of the Truth and Reconciliation Commission of Canada.

ECAMP has published a number of stories on reconciliation and Edmonton’s Indigenous experience and developed projects and partnerships focused on reconciling Edmonton’s historical narratives:

- Published ECAMP stories related to Edmonton’s Indigenous histories, including the legacies of local namesakes such as Frank Oliver and Laurent Garneau, historic acts of Indigenous subversion, Treaty Six history, and Rosedale and Pehonan
- Developed a special edition of the ECAMP Podcast, which gathered perspectives on reconciliation and the Charles Camsell Hospital
- Provided initial funding for Ghosts of Camsell, a project to gather additional Camsell stories led by former Historian Laureate Danielle Metcalfe-Chenail and Reconciling Edmonton, an initiative of RISE – Reconciliation in Solidarity Edmonton
- Camsell Symposium and documentary film titled Camsell grew from initial project Ghosts of Camsell

Growth Phase – Deepening exploration

Emphasizing content generation and discussion, this phase will:

- Collaborate with more Indigenous artists, writers, and leaders to publish Indigenous heritage stories through **citymuseumedmonton.ca** and the ECAMP Podcast
- Continue to support interpretation, discussion and understanding of the Camsell Hospital site and related history

Stability Phase – ECM is a reliable source and partner in reconciliation

- Explore how ECM can provide resources and support to educational institutions, community organizations, and individuals to expand their learning and promote Edmonton’s Indigenous heritage
- Dedicate exhibits and digital platforms to reconciliation and celebrating Indigenous heritage

Community Impacts

- Increased understanding of reconciliation as an integral aspect of Edmonton’s past, present, and future
- Increased profile for unheard and underrepresented voices in Edmonton’s story
- Model and inspire a culture of inclusivity and co-creation for Edmonton’s arts and cultural heritage sectors
- Inspire museums and heritage groups to engage with reconciliation and promote Edmonton’s Indigenous past and present

APPENDIX

Supporting Research List

Since it began working on the developing of a city museum in 2012, EHC has undertaken numerous research studies to inform the design and development of ECM, including:

- City Museum Development Strategy Report (Vol. 1)
Lord Cultural Resources, September 2012
- City Museum Development Strategy Report (Vol. 2: Facility options)
Lord Cultural Resources, September 2012
- Edmonton Heritage Values Survey Summary
Clever Trout Consulting, September 2012
- City Museum: Background Research
Intelligent Futures, February 2015
- The Edmonton City Museum Strategy
Intelligent Futures & WorldViews Consulting, July 2015
- The Edmonton City Museum Strategy: A Guide for 2015-2022
Intelligent Futures & WorldViews Consulting, July 2015
- Insight Community Survey
City of Edmonton, October 2016

All of these are available at edmontonheritage.ca/reports/

“ I’m impressed by the scope of creativity and engagement the staff shows even though ECAMP lacks a physical space for exhibits. From podcasting to pop-ups to tours to virtual exhibits, ECAMP has become a touchstone for all Edmontonians to discover the hidden richness of their city. ”

Dr. Russell Cobb

Associate Professor, University of Alberta
ECAMP collaborator



ECAMP's Float Yer Boat North Saskatchewan River Tour, September 2015.