Bruce County Museum & Cultural Centre 2021-2026 Strategic Plan

Implementation Roadmap

1. Introduction

The following pages provide a high-level implementation roadmap for the Bruce County Museum & Cultural Centre's 2021-2026 Strategic Plan. The implementation roadmap provides guidance on roles and responsibilities, potential partners (where relevant), resource considerations, timelines, next steps, and measurement targets (where relevant).

The actions in the strategy have been prioritized as Priority 1, Priority 2, or Priority 3 (1 being the highest priority and 3 being the lowest). Prioritization was determined based on the following criteria:

- Relevance and alignment with a priority need;
- Urgency of the relevant priority need;
- Synergies or dependencies with other priority actions in the plan; and
- Synergies with other current BCM&CC or County plan documents.

In addition, this implementation roadmap assigns high-level timelines along with targets (where relevant) for each action. Targets were estimated based on assumptions around community/audience demand and BCM&CC capacity to deliver. Targets are provided to set clear objectives for each of the actions and ensure that realistic expectations are set with regards to how much additional or expanded activity BCM&CC staff can undertake. However, the targets also represent an ideal, and should not be taken as absolute quotas that need to be achieved. In addition, it should be expected that some of the timelines and targets may need to be adjusted over the course of the Strategic Plan's implementation as the circumstances and environment impacting BCM&CC's operations may change over that period.

1.1   Implementation of the Strategic Plan in the context of the COVID-19 crisis

Implementation of the Strategic Plan needs to be considered within the context of a new reality as the Canada, and more specifically Ontario, heads into a post-pandemic recovery period. The post-pandemic recovery and re-opening will be phased, slow and gradual, and it is unclear how the effects of COVID-19 will continue to impact the operations of BCM&CC. However, it is certain that the crisis will impact BCM&CC's operations to some degree throughout the period covered by the Strategic plan, and more significantly at the beginning.

As such, a number of factors may impact BCM&CC's ability to undertake certain activities outlined in this Strategic Plan, such as:

- Lasting economic impacts from the COVID-19 shutdowns in Spring 2020 and as a result of the phased re-opening of the economy. It is unclear what economic recovery will look like, how long it will take, or how it will impact visitor behaviour and museum operations.

- Travel restrictions and tourism. There is a possibility that tourism may decrease (particularly international and out-of-province tourism), at least in the short term. However, tourism may also shift to represent more regional or local tourists.

- Ongoing public gathering restrictions may impact BCM&CC's ability to host certain types of programming and may require visitor capacity quotas for visitors to the museum.

- Audience behaviours may change as a result of new habits developed during a prolonged isolation period and lingering fears about COVID-19 transmission.

- Certain partners may have reduced capacity to participate in some of the outlined actions or may be focusing on other priorities as a result of their own post-COVID realities (e.g. schools and school boards may be focusing attention on solving challenges related to basic education delivery in a post-COVID world).

These factors may impact BCM&CC's capacity and ability to undertake certain actions outlined in this Strategic Plan as well as the timelines under which certain activities can reasonably be achieved. The implementation roadmap may require ongoing adjustments to account for changing circumstances related to the post-COVID recovery period.

1.2 Implementation Considerations

During the development of the Strategic Plan and Implementation Roadmap, a number of overarching implementation considerations came into relief, which are outlined below:

1. BCM&CC will need to consider strategies for optimal deployment of resources across activities in order to build capacity. For example:

   - Some of the actions in this Strategy point to increasing BCM&CC's engagement with students and volunteer employees. Leveraging these additional human resources effectively will help free up staff time and resources to dedicate to other priority activities and strategic actions.

   - Many of the recommended actions propose a partnership or co-development model. Leveraging partnerships and harnessing shared resources will help build capacity to accomplish recommended actions. BCM&CC should seek as much as possible to work collaboratively with its partners and share resources through a co-development model. However, this should be done while remaining mindful that many of BCM&CC's partner organizations also have limited resources.

   - Many actions also propose a partner-led delivery model to expand the amount and variety of programming offered at BCM&CC. This approach can help build BCM&CC's capacity for program delivery, while remaining mindful of the need to ensure programming hosted at BCM&CC aligns with the organization's values and standards of practice and that partner-led programming still requires time and effort for coordination with partners. However, by creating clear service guidelines that limits BCM&CC services to coordination and staff presence at events (for security reasons) without providing additional planning and development services, BCM&CC will mitigate the additional demand on internal human resources while expanding capacity for facility rentals and partner-led programming.

   - Remaining mindful of existing resources, many of the actions are also framed as pilots or explorations along with targets in the implementation plan that bound actions to one or two initial activities.

2. Additional Human Resources may be required achieve the Plan's objectives.

   Despite taking measures to optimize existing resources, the volume and type of actions outlined in this strategy may require the incremental development of new human resources positions:

   - There is a focus on program development and expansion throughout the strategy. Existing human resource capacity, even taking into consideration optimization strategies, would not be able to achieve all of the recommended actions. It is therefore recommended that BCM&CC take steps to increase programming human resource capacity by 0.5-1.0 Full-time equivalent (FTE) in order to be able to expand both partner-led and museum-led programming at BCM&CC.

   - Following the development of a facility rental and community usage plan (Objective 1.1, Action a in the Strategic Plan), there may be a need to consider incrementally increasing human resource capacity for facility rentals. However, that plan will allow BCM&CC to assess current capacity and determine whether there is a need to increase its human resource capacity in this area.

- There are also a number of actions in the Strategy that relate to an expansion and formalization of BCM&CC's digital engagement and programming. Existing human resource capacity cannot support expansion into digital engagement at the level recommended. As such, it is recommended that BCM&CC create a Digital Coordinator position, equivalent to 1 FTE. This new position would ensure that BCM&CC is equipped with the necessary capacity, skills and expertise to dedicate to developing high-quality digital engagement content and programming.

- Finally, should plans for the expansion/redevelopment move forward there may be an opportunity to identify synergies between the incremental staff needs identified as part of the Feasibility Study for the expansion – namely 1 FTE was identified for a Community Gallery Facilitator – and the incremental staff needs identified in this implementation plan for the 2021-2026 Strategic Plan.

3. Revenue development needs to be considered as part of the successful implementation of this plan.

While some of the recommended actions can be achieved as part of BCM&CC's current exhibition and programming operations, many represent special projects and an expansion of these activities. As such, BCM&CC may need to seek additional support through grants and sponsorships to help support certain activities.

Some of the actions in the Strategic Plan present opportunities for revenue development that can support cost recovery for those activities and other actions in the Plan.

A more detailed implementation roadmap is outlined in the sections below.

2. Pillar 1 | Expanding BCM&CC's role as a Community Hub for the entire County

Objective 1.1	Prioritize the use of space for enhanced community engagement	
Action a. Develop a facility rental and community usage plan.		
Steps	**Partners**	**Priority/ Timeline**
- Conduct an audit of current space usage and identify opportunities to increase capacity for community usage. - Conduct an audit of resource requirements for additional rentals and community usage. - Identify additional resource needs. - Draft facility rental and community usage plan. - Implement the plan: - Recruit any additional human resources - Implement a rentals/reservations portal via the Perfect Mind CRM system.	**Lead**: BCM&CC (Business Services / Programming) **Partners**: None Possibly requires support from HR during implementation of the plan	**Priority 1** **Timeline**: - Develop plan in year 1 - Begin implementation of plan in year 2 - Community usage targets achieved by end of year 5
	Resources	**Measurement**
	Budget/Financing: Supported by operating budget (Admin) **Staff time and effort:** Staff time will be required to prepare the plan, however the plan will help ensure a more optimal and sustainable allocation of resources for supporting facility rentals and partner-led programming in BCM&CC spaces. Developing the plan should be feasible with existing resources. Additional human resources may be required to implement the plan (in combination with the implementation of other actions in this strategy).	**Metrics**: - Ratio between internal and external bookings for BCM&CC spaces. # of additional partner-led programs hosted at BCM&CC. # of additional private meetings or events hosted at BCM&CC. # of additional visitors from attendance at new events and programs **Targets**: To be determined as part of the facility rental and community development plan.

Objective 1.1 | Prioritize the use of space for enhanced community engagement

Action b. Explore feasibility of including (additional) retail and/or food options on site.

Steps	Partners	Priority/ Timeline
- Identify and engage potential partners. - Assess capacity for and sustainability of different pilot program models (in collaboration with identified partners). - Define/design pilot program. - Implement pilot program.	**Lead**: BCM&CC (Business Services) **Partners**: - Local restaurants and/or catering companies. - Possibly requires support from HR to recruit additional human resources for implementation of pilot	**Priority 3** **Timeline**: - Begin relationship building in year 2. - Develop the pilot program in year 3. - Implement the pilot program in year 4. *Note: Due to the circumstances surrounding the ongoing COVID-19 shutdowns and subsequent recovery phases, this action will need to be considered only once the pathway and timelines for a post-COVID recovery as well as guidelines around public gatherings in a post-COVID environment are clear.

Resources	Measurement
Budget/Financing: Supported by operating budget (to cover administrative costs of relationship development, pilot program development, and pilot program operating expenses such as staffing evening pop-ups on the premises) (Admin, Programming). Other operating expenses would be covered by the partner in exchange for space provided in-kind by the museum. Capital investment may be required to outfit an area to work for hospitality (i.e. the patio). There may be an opportunity for a revenue-share model that could contribute to revenue development and/or help cover expenses for both parties. **Staff time and effort:** Relationship development and pilot program design could be feasibly achieved with existing human resources. Additional human resources may be required to implement the pilot program (e.g. staffing during evening events/programs). Additional human resources could be leveraged across multiple actions in this strategy.	**Metrics**: # of visitors (attending a pop-up or food-related program) # of new food retail offerings available to audiences. **Targets**: - Implement 1 pilot program that includes a series of 5-10 pop-ups or food-related programs (by 2026).

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Objective 1.1 | Prioritize the use of space for enhanced community engagement		
Action c. Continue efforts to realize a new/expanded facility.		
Steps	**Partners**	**Priority/ Timeline**
▪ Continue current efforts to communicate space needs to Council and the broader community. ▪ Consider next steps after outcome of the Investing in Canada Infrastructure Program: Community, Culture and Recreation (ICIP) grant application is known.	**Lead**: BCM&CC (Corporate) **Partners**: ▪ Other County departments ▪ Town of Saugeen Shores and other municipalities across the County.	**Priority 1** **Timeline**: Ongoing *Note: Due to the circumstances surrounding the ongoing COVID-19 shutdowns and subsequent recovery phases, this action will need to be considered in the context of post-COVID recovery circumstances and ongoing public health measures that may impact use of public spaces.
	Resources	**Measurement**
	Budget/Financing: Ongoing efforts would be covered the existing operating budget (Admin). **Staff time and effort:** Staff will need to continue to dedicate time and effort to continue communication and discussion efforts, however levels of effort are not likely to increase from existing needs. There may be a need to ramp up staff time and effort, depending on the outcome of the ICIP grant application.	**Metrics**: n/a **Targets**: ▪ Establish a clear path forward by the end of year 1. ▪ Take next steps towards planning and capital fundraising in year 2-3.

**Objective 1.2	Establish BCM&CC as a centre of Cultural activity in Bruce County.**		
Action a. Continue nurturing joint programming action plans with partner organizations across the county.		
Steps	**Partners**	**Priority/ Timeline**
- Identify existing partners that are good candidates for a formal joint programming action plan. - Identify new partners that provide an opportunity for BCM&CC to expand its programming offer. - Initiate discussions with identified target partners. - Develop joint programming plans with identified partners. - Implement joint programming plans.	**Lead**: BCM&CC leads relationship building (Programming); Co-lead action plan development with partners. **Potential Partners**: - Existing partners, e.g.: Bruce County Historical Society, Bruce County Genealogical Society - New partners, e.g.: Bruce Peninsula Biosphere Association; Parks Canada; Provincial parks; local conservation authorities (e.g. Saugeen Valley Conservation Authority, Grey Sauble Conservation Authority)	**Priority 1** **Timeline**: - Identify target partners and initiative discussion in year 1. - Develop and establish joint programming plans with identified partners in year 2-3. - Implement joint programming plan in years 3-5.
Resources		**Measurement**
Budget/Financing: Relationship building, and development of the joint programming plans would be covered under the existing operating budget (Programming). Implementation of additional programs as a result may require additional funding support through grants or sponsorships. **Staff time and effort:** Significant additional staff time and effort will be required to nurture partnerships, develop the joint programming plan, and implement and develop new joint programs. Additional human resources may be required to support this action. (Additional human resources could be leveraged across multiple actions in this strategy). *Note: There may be an opportunity for cost/resource mitigation from shared services through joint program co-development with partners (remaining mindful that many partner organizations also have limited resources and the need to ensure programming hosted at BCM&CC aligns with the organization's values and standards of practice).		**Metrics**: # of visitors attending programming developed through a joint programming plan. # of new members. **Targets**: 1-2 new joint programming action plans in place by 2026. - At least one partnership in place with a new partner.

Objective 1.2 | Establish BCM&CC as a centre of Cultural activity in Bruce County.		
Action b. Revise the programming plan to include expanded arts and culture programming.		
Steps	**Partners**	**Priority/ Timeline**
▪ Identity opportunities to bring partner-led programming across the range of arts and culture disciplines to BCM&CC. ▪ Identify and engage with sector partners. ▪ Revise the programming plan to include new multi-disciplinary arts and culture programming.	**Lead**: BCM&CC leads relationship building and revisions to the programming plan (Programming); programs could be either partner-led or co-led. **Potential Partners**: ▪ Arts and cultural organizations from across Bruce County, e.g.: Bruce Peninsula Society of Artists (BPSA), Southampton Arts; Kincardine Theatre Guild; etc. ▪ Local ethnic/cultural community groups	**Priority 1** **Timeline**: ▪ Identify opportunities and partners in year 1. ▪ Engage partners in year 1. ▪ Create a revised programming plan that includes new multi-disciplinary arts and culture programming in year 2. ▪ Develop new programming in year 2. ▪ Implement new programming in year 3. *Note: Due to the circumstances surrounding the ongoing COVID-19 shutdowns and subsequent recovery phases, this action will need to be considered in the context of post-COVID recovery circumstances and ongoing public health measures that may impact use of public spaces.
Resources		**Measurement**
Budget/Financing: Relationship-building and program concept identification would be covered under existing operating budget (Admin, Programming). There may be an opportunity for cost/resource mitigation by focusing on partner-led programming (remaining mindful that many partner organizations also have limited resources and the need to ensure programming hosted at BCM&CC aligns with the organization's values and standards of practice). **Staff time and effort:** Additional human resources may be required to support this action due to additional effort required to plan and coordinate with partners. (Additional human resources could be leveraged across multiple actions in this strategy).		**Metrics**: ▪ # new arts/culture programs in place. ▪ # of visitors due to expanded programming. **Targets**: ▪ Establish 2 new programs (partner-led) from other arts and culture disciplines (by 2023/25)

Objective 1.2 | Establish BCM&CC as a centre of Cultural activity in Bruce County.

Action c. Develop a robust volunteer engagement strategy.

Steps	Partners	Priority/ Timeline
- Make the volunteer landing page more visible on the website. - Conduct an audit of existing and potential volunteer roles. - Develop job descriptions for key volunteer roles. - Develop the engagement strategy, including identifying incentives and a promotion strategy for volunteer opportunities.	**Lead**: BCM&CC (Business Services) **Partners**: - County HR department - County IT department - Volgistics (or another online volunteer management platform) - Community partners (e.g. events and schools) to help promote the volunteer program.	**Priority 2** **Timeline**: - Increase visibility of volunteer page on the website in year 1. - Conduct volunteer opportunity audit in year 2. - Develop volunteer job descriptions in year 2-3. - Develop volunteer engagement strategy in year 3.

	Resources	Measurement
	Budget/Financing: Activities should be supported by the operating budget (Admin). **Staff time and effort:** Staff will need to dedicate significant effort to auditing volunteer opportunities, developing job descriptions and developing the volunteer engagement strategy. Note: A more robust volunteer engagement strategy will help BCM&CC leverage volunteer support for museum operations more effectively and will ultimately lead to liberation of staff time for other priority activities.	**Metrics**: # of volunteers # of volunteer hours # of staff hours saved **Targets**: To be determined as part of the engagement strategy.

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Objective 1.3 | Build BCM&CC's profile as a core tourism destination in the region		
Action a. Develop programming that aligns with special tourism events or interest groups.		
Steps	**Partners**	**Priority/ Timeline**
▪ Identify key target "special interest" tourism audiences. ▪ Identify partners that could advise on content development. ▪ Identify exhibition/programming concepts. ▪ Plan and develop exhibition/programming.	**Lead**: BCM&CC (Exhibitions/Programming) **Partners**: ▪ Bruce County Tourism ▪ Special interest groups, e.g.: Divers Den, Bruce Coast Lighthouses, Bruce Peninsula Biosphere Association; Bruce Trail Conservancy; Kincardine Scottish Festival & Highland Games	**Priority 2** **Timeline**: ▪ Identify target audiences in year 1. ▪ Identify concepts in year 2. ▪ Include concepts in exhibition/program planning cycle starting in year 3.
	Resources	**Measurement**
	Budget/Financing: Activities should be supported by the existing operating budget (special exhibitions and/or programming). **Staff time and effort:** No additional resources should be required, this action guides decision-making around exhibitions and programming as part of the BCM&CC's regular exhibition and programming offer. It does not represent an expansion in activities therefore existing resources will suffice.	**Metrics**: ▪ # of programs targeted at special interest tourism audiences. ▪ # of visitors. **Targets**: ▪ Develop 1-2 exhibitions or programs targeted at special interest tourist groups (by 2026).

Objective 1.3 | Build BCM&CC's profile as a core tourism destination in the region		
Action b. Explore opportunities to co-develop tourism experiences with partners across the local tourism sector.		
Steps	**Partners**	**Priority/ Timeline**
▪ Identify and begin discussions with potential partners. ▪ Identify opportunities for co-developed experiences. ▪ Develop experiences with partner.	**Lead**: BCM&CC to initiate the discussions (Programming); Co-lead with partners on development of experiences. **Partners**: ▪ Airbnb ▪ Local hotels (e.g. June Motel opening in Sauble Beach) ▪ Tour operators (e.g. Bruce Peninsular Eco Adventures, Bruce Peninsular Boat Tours) ▪ National and Provincial Parks	**Priority 1** **Timeline**: ▪ Identify and engage partners in year 1. ▪ Identify experience concepts in year 2. ▪ Develop experiences in years 3-5.
	Resources	**Measurement**
	Budget/Financing: Activities likely require additional funding through grants or sponsorships. The Co-development model creates an opportunity to leverage shared resources and mitigate BCM&CC's resource requirements. There is an opportunity for revenue development through a "package fee" and revenue sharing model. **Staff time and effort:** May require additional human resources for program development activities and planning and coordination with co-development partners. (Additional human resources could be leveraged across multiple actions in this strategy).	**Metrics**: ▪ # of experiences co-developed; ▪ # of visitors who participated **Targets**: ▪ At least 1 tourism experience developed with partners (by 2026).

3. Pillar 2 | Building affinity across the County

Objective 2.1	Engage underserved audiences		
Action a. Develop pop-up experiences that bring the museum to the community across the county.			
Steps	**Partners**	**Priority/ Timeline**	
■ Identify target locations/partners for pop-up exhibits or programs. ■ Engage partners. ■ Develop concepts in consultation with partners. ■ Develop exhibits and programs.	**Lead**: BCM&CC (Exhibitions/Programming), although opportunities to co-develop content with partners. **Partners**: ■ National and/or Provincial Parks ■ Historic sites and attractions across the County (including outdoor attractions like trails via local conservation authorities).	**Priority 1** **Timeline**: ■ Identify target communities in year 1. ■ Identify and engage potential partners in year 1. ■ Develop concepts in year 2. ■ Develop pop-ups in year 3. ■ Implement pop-ups in year 4.	
	Resources	**Measurement**	
	Budget/Financing: Would rely on operating budget (exhibition/programming, outreach) and would likely require additional funding via grants or sponsorships. **Staff time and effort:** Significant human resources to plan and develop exhibitions/programs. Additional human resources may be required. (Additional human resources could be leveraged across multiple actions in this strategy).	**Metrics**: ■ # of communities served by pop-up experiences ■ # of visitor engaging with the pop-up **Targets**: ■ 1-2 pop-up experiences (by 2026).	

Objective 2.1 | Engage underserved audiences		
Action b. Develop advisory committees or working groups that represent target underserved communities.		
Steps	**Partners**	**Priority/ Timeline**
▪ Identify target underserved communities. ▪ Conduct outreach to community members. ▪ Launch a recruitment process to form the committees.	**Lead**: BCM&CC (Outreach) **Partners**: May require support from other County Departments.	**Priority 1** **Timeline**: ▪ Identify target communities in year 1. ▪ Conduct outreach in years 1-2. ▪ Launch recruitment in year 2.
	Resources	**Measurement**
	Budget/Financing: Covered by the operating budget (Admin) **Staff time and effort:** No additional HR is required. Some staff time will be required to engage new communities and coordinate the recruitment process. However, previous experience with the Educational Advisory Group and the Teen Advisory Group will mean that staff can duplicate the model and gain efficiencies.	**Metrics**: ▪ # of advisory groups; ▪ # of actions resulting from recommendations from advisory groups. **Targets**: ▪ Form at least 1 new advisory group by 2023.

Objective 2.1 | Engage underserved audiences

Action c. Revise the collecting mandate to include "recent history" and "hidden history".

Steps	Partners	Priority/ Timeline
▪ Identify collecting objectives, considering areas of contemporary history that align with museum's mandate ▪ Update collecting plan(s) with new collecting mandates.	**Lead**: BCM&CC (Collection/Curatorial and Archives departments) **Partners**: None	**Priority 3** **Timeline**: ▪ Identify collecting objectives in year 2-3. ▪ Update collecting plan(s) in year 3. *Note: Expanding the collecting mandate should be done with consideration for ongoing storage capacity shortages. Taking action on an expanded collecting mandate should begin only once a clear path to a redevelopment has been established.

	Resources	Measurement
	Budget/Financing: Covered by the operating budget (Admin, Collections/Curatorial). **Staff time and effort:** No additional Human Resources required.	**Metrics**: None **Targets**: ▪ Completion of an updated collecting mandate.

Objective 2.1	Engage underserved audiences

Action d. Explore additional opportunities for new and diverse story-telling through exhibition and programming.

Steps	Partners	Priority/ Timeline
- Conduct an interpretation plan audit to identify gaps and opportunities in BCM&CC's storytelling. - Identify new interpretation objectives. - Identify opportunities/concepts to develop exhibitions or programming around those objectives. - Develop exhibitions, programs or digital experiences.	**Lead**: BCM&CC (Exhibitions/Programming) **Partners**: Engage communities to ensure stories are told in the voices that own them (e.g. LGBTQ2 community, new Canadians, visible minorities, persons with disabilities, women, etc.)	**Priority 1** **Timeline**: - Conduct an interpretation plan audit in year 2. - Identify new interpretation objectives and concepts in year 3. - Develop new programming/exhibitions year 4-5.

	Resources	Measurement
	Budget/Financing: Partly supported by operating budget (Exhibitions, Programming) as part of regular exhibition and programming planning and development. But additional programming outside the scope of regular activities could be supported through grants or sponsorships. New digital experiences could be supported through grants or sponsorships. **Staff time and effort:** If new stories are told within the scope of BCM&CC's regular exhibition and programming activities, no additional Human Resources would be required. Any additional exhibitions or programming would require additional HR. (Additional human resources could be leveraged across multiple actions in this strategy).	**Metrics**: # of exhibits or programs that tell new/unique stories **Targets**: 2-3 new interpretation objectives are explored. 2-3 exhibits, programs or digital experiences developed that feature new, unique stories.

Objective 2.2 | Deepen relationships with communities across the County		
Action a. Develop new digital educational outreach programming to expand reach to K-12 students.		
Steps	**Partners**	**Priority/ Timeline**
- Liaise with educational community to identify needs and opportunities for digital educational outreach. - Conduct audit of educational resources to identify existing assets/resources that can be re-purposed. - Identify any new digital educational content that would need to be developed. - Develop digital programming.	**Lead**: BCM&CC (Education and Outreach) **Partners**: - Educational Advisory Group - Bluewater District School Board - Grey Bruce Catholic District School Board - Homeschooling groups	**Priority 2** **Timeline**: - Liaise with educational community in year 1. - Develop programming and content in years 2-3. - Roll out digital educational programming to schools in years 4-5.
	Resources	**Measurement**
	Budget/Financing: Requires investment for both content and digital development (grant or sponsorship supported). There is an opportunity for revenue development through various fee models for access to digital educational resources (e.g. subscriptions, access fees, etc.) **Staff time and effort:** Will require significant staff effort from the education/outreach department, but can likely be covered by existing resources. May require additional human resources in the form of a Digital Coordinator due to a requirement for specialized digital expertise. (Additional human resources could be leveraged across multiple actions in this strategy).	**Metrics**: # of online educational resources/programs. # of schools participating. # of students reached **Targets**: 1 additional digital educational outreach program/experience developed and deployed in County schools

Objective 2.2	Deepen relationships with communities across the County

Action b. Explore opportunities to formalize and expand co-op and volunteer programs in partnership with educational institutions.

Steps	Partners	Priority/ Timeline
▪ Initiate discussions with partners. ▪ Develop or join formal co-op, internship, and volunteer programs. ▪ Cross-promote the opportunity in partnership with education institutions.	**Lead**: BCM&CC (Business Services) **Partners**: ▪ Educational Advisory Group ▪ Bluewater District School Board ▪ Grey Bruce Catholic District School Board ▪ Owen Sound Campus of Georgian College ▪ Bruce County HR Department	**Priority 3** **Timeline**: ▪ Conduct outreach to partners in year 2. ▪ Develop formal programs in years 3-5.

	Resources	Measurement
	Budget/Financing: Would be covered by the operating budget (Admin) **Staff time and effort:** BCM&CC already has relationships with the K-12 education community and many of these partners have existing formal programs in place. Staff time and effort to pursue a more formal partnership on co-op and volunteer programs would likely be minimal and could be covered by existing resources. There would also be some additional staff effort required to train and mentor students. However, there is also an opportunity to increase the organization's HR capacity through these formal programs.	**Metrics**: ▪ # of students that hired by BCM&CC through co-op or volunteer programs. **Targets**: To be determined with partners at time of agreement/program development.

Objective 2.2 | Deepen relationships with communities across the County		
Action c. Expand evening, adult programming strategically to engage Millennials and older Gen Z audiences.		
Steps	**Partners**	**Priority/ Timeline**
▪ Identify opportunities to expand or add to existing evening programming. ▪ Identify resource requirements to support expanded activities. ▪ Procure required resources and/or identify opportunities for resources re-distribution to support additional evening programming. ▪ Plan and develop additional programming.	**Lead**: BCM&CC (Programming) **Potential Partners**: Local restaurants or breweries to do wine and beer tastings, or themed food nights	**Priority 2** **Timeline**: ▪ Identify opportunities for expanded programming in year 2 ▪ Plan and develop additional programming in years 2-3. ▪ Implement additional programming in year 4. *Note: Due to the circumstances surrounding the ongoing COVID-19 shutdowns and subsequent recovery phases, this action will need to be considered in the context of post-COVID recovery circumstances and ongoing public health measures that may impact large indoor public gatherings.
	Resources	**Measurement**
	Budget/Financing: Would be covered under the operating budget (Programming) but expanded programming may require additional funding through sponsorships. **Staff time and effort:** Planning programs and events and staffing evening events requires significant human resources. Some reallocation of resources from other, less successful areas of programming may be required. Additional resources may also be required to expand evening programming. (Additional human resources could be leveraged across multiple actions in this strategy).	**Metrics**: ▪ # of additional evening programs/events; ▪ Attendance at events; ▪ # of attendees specifically from target audience **Targets**: ▪ 1-2 new evening programs annually. ▪ Attendance targets should reflect historic attendance at other evening events.

Objective 2.2 | Deepen relationships with communities across the County		
Action d. Activate the archive to drive audiences from across the county.		
Steps	**Partners**	**Priority/ Timeline**
- Identify gems in the collection records that could be highlighted, - Identify opportunities to activate those assets (e.g. online exhibitions, inclusion in educational programming, mini-exhibitions, etc.) - Identify and secure resources to implement new content, experiences and programming highlighting archival collections.	**Lead**: BCM&CC (Archives) **Partners**: None	**Priority 1** **Timeline**: - Identify opportunities in year 1-2. - Plan and develop exhibition/programming initiatives for the Archives in years 3-5.
	Resources	**Measurement**
	Budget/Financing: Would fall under regular programming and exhibition budget. May require additional funding either through an increase to the exhibition/programming budget or through grant funding. **Staff time and effort:** Would require Archives and Exhibition/Programming staff time and effort to identify collections and exhibition/programming concepts and develop programming/exhibitions. However, these activities should be manageable with existing resources.	**Metrics**: # of initiatives # of visitors to the Archives **Targets**: 1-2 initiatives highlighting Archival collections.

Objective 2.2 | Deepen relationships with communities across the County		
Action e. Continue to engage community expertise in the development of exhibitions and programming.		
Steps	**Partners**	**Priority/ Timeline**
- Identify new community experts. - Engage and nurture relationships. - Identify opportunities to include community experts in ongoing exhibition and programming planning and development. - Explore opportunities to put out public calls for expertise either formally or via social media to inform programming or exhibition development.	**Lead**: BCM&CC (Exhibitions/Programming) **Partners**: Local community members or special interest groups	**Priority 1** **Timeline**: Ongoing
	Resources	**Measurement**
	Budget/Financing: Would be covered under regular exhibition and programming budgets. **Staff time and effort:** Will require additional staff time and effort for relationship-building, however engagement with community experts would take place in the context of regular exhibition and programming development activities. Additional human resources would not be required.	**Metrics**: # of new partners engaged **Targets**: Dependent on needs and availability, based on planned exhibition and programming.

Objective 2.3 | Enhance digital outreach and engagement		
Action a. Develop a digital content strategy.		
Steps	**Partners**	**Priority/ Timeline**
▪ Assess internal capacity to develop a content strategy. ▪ Engage contract/freelance resources to help support development of the content strategy.	**Lead**: BCM&CC (Digital[1]) **Partners**: County HR department	**Priority 1** **Timeline**: ▪ Undertake content strategy development in year 1-2
Resources		**Measurement**
Budget/Financing: Consultant fees to be covered by operating budget, although there may be opportunities to secure grant support. **Staff time and effort:** Will require human resources to manage the process and collaborate on developing the content strategy.		**Metrics**: None **Targets**: Complete the content strategy by 2021/22

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[1] BCM&CC may need to consider hiring a Digital Coordinator as outlined in the introduction to the Implementation Plan.

Objective 2.3 | Enhance digital outreach and engagement

Action b. Undertake a Search Engine Optimization (SEO) and discoverability audit.

Steps	Partners	Priority/ Timeline
- Work with HR and IT to assess whether internal skills and capacity exist. (if needed) engage external consultant. - Complete SEO audit. - Implement recommendations.	**Lead**: BCM&CC (Digital[2]) **Partners**: - County HR Department - County IT Department	**Priority 1** **Timeline**: Undertake SEO audit in year 2. (This action should be done in conjunction with Action a.)

	Resources	Measurement
	Budget/Financing: May require investment to engage an external expert, to be covered by the operating budget (Communications). There may be an opportunity to secure grant funding to cover costs. **Staff time and effort:** If done internally there would be minimal time and effort required of BCM&CC staff. Existing resources should be sufficient.	**Metrics**: Increased SEO for the BCM&CC (SEO reviews can be conducted periodically to monitor success) **Targets**: Complete SEO audit by 2022.

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[2] Ibid.

4. Pillar 3 | Optimize Operations

Objective 3.1 | Establish evidence-based decision-making as a standard of practice		
Action a. Explore additional opportunities to collect audience data and feedback.		
Steps	**Partners**	**Priority/ Timeline**
- Identify what questions you want to answer about your audience. - Identify what data is already being collected, and how/where. - Identify what data BCM&CC would like to collect. - Identify visitor touchpoints and opportunities for data collection during those touchpoints. - Identify third-party data that could be acquired to provide additional audience insights.	**Lead**: BCM&CC (Communications) **Partners**: None	**Priority 2** **Timeline**: - Begin identifying data gaps and needs in year 1-2. - Research data collection solutions/options in year 2-3. - Begin implementing additional data collection activities in year 4.
	Resources	**Measurement**
	Budget/Financing: No notable costs other than staff time. Covered under operating budget (Communications) **Staff time and effort:** It will take significant staff time to map out. Consider leveraging resources such as interns or co-op students to support this action.	**Targets**: Have a clear data collection plan and process in place by 2026.

Objective 3.1 | Establish evidence-based decision-making as a standard of practice

Action b. Leverage Client Relationship Management (CRM) System to engage in proactive visitor journey mapping.

Steps	Partners	Priority/ Timeline
▪ Develop a map of visitor touchpoints to use as a guide for the implementation and integration of Perfect Mind. ▪ Move forward with implementation and integration of Perfect Mind.	**Lead**: BCM&CC (Business Services) **Partners**: Perfect Mind	**Priority 1** **Timeline**: Ongoing ▪ Develop visitor touchpoint map in year 1.
	Resources	**Measurement**
	Budget/Financing: **Staff time and effort:** This will take some significant time to map out, but no costs involved	**Targets**: Full implementation and integration of Perfect Mind complete by 2026.

Objective 3.1 | Establish evidence-based decision-making as a standard of practice

Action c. Explore opportunities to enhance data literacy and evidence-based decision-making skills.

Steps	Partners	Priority/ Timeline
▪ Identify target staff members to receive formal data literacy professional development training. ▪ Identify training programs and/or resources. ▪ Assign staff to professional development activities. ▪ Share learnings and resources across the team through lunch and learns and other informal knowledge sharing.	**Lead**: BCM&CC (Business Services) **Potential Partners**: ▪ Training and professional development institutions specialized in data literacy training (e.g. Brainstation). ▪ County HR department	**Priority 2** **Timeline**: Ongoing (in conjunction with action a)

Resources	Measurement
Budget/Financing: Covered by existing operating budget for staff training. **Staff time and effort:** Consider the staff time required for training that will be taken away from other activities.	**Metrics**: ▪ # of staff who have received data literacy professional development training.

Objective 3.1 | Establish evidence-based decision-making as a standard of practice

Action a. Conduct a systems audit.

Steps	Partners	Priority/ Timeline
- Work with HR and IT to assess whether internal skills and capacity exist. (If needed) engage external consultants. - Conduct audit. - implement recommendations.	**Lead**: BCM&CC (Business Services) **Partners**: - County HR Department - County IT Department	**Priority 1** **Timeline**: - Assess internal skills/capacity in year 2. - Conduct audit in year 3. - Implement recommendations in year 4-5.

	Resources	Measurement
	Budget/Financing: Special project funding from operating budget to cover costs of an external consultant. **Staff time and effort:** Will take some time and effort from staff to develop, but streamlining of processes will save time in the future.	**Targets**: - Completion of audit by 2023. - Implementation of recommendations by 2026.

Objective 3.1 | Establish evidence-based decision-making as a standard of practice		
Action b. Conduct an information management audit.		
Steps	**Partners**	**Priority/ Timeline**
▪ Work with HR to assess whether internal skills and capacity exist. ▪ (If needed) engage external consultants. ▪ Conduct audit. ▪ implement recommendations.	**Lead**: BCM&CC (Business Services) **Partners**: ▪ County HR Department ▪ County IT Department ▪ County Records Management Department	**Priority 2** **Timeline**: ▪ Assess internal skills/capacity in year 2. ▪ Conduct audit in year 3. ▪ Implement recommendations in year 4-5.
	Resources	**Measurement**
	Budget/Financing: Special project funding from operating budget to cover costs of an external consultant. **Staff time and effort:** Will require significant staff time and effort to support the audit take some time and effort from staff to develop, but streamlining and standardizing of processes will save time in the future.	**Targets**: ▪ Completion of audit by 2023. ▪ Implementation of recommendations by 2026.

Objective 3.1 | Establish evidence-based decision-making as a standard of practice

Action c. Explore solutions for addressing BCM&CC's Digital Asset Management needs.

Steps	Partners	Priority/ Timeline
- Assess digital asset management (DAM) needs. - Liaise with other County Departments to assess options. - Research different DAM systems; Identify and procure preferred DAMs; Engage implementation support experts; prepare for migration and implementation; Implement DAMs	**Lead**: BCM&CC (Business Services) **Partners**: County IT Department	**Priority 3** **Timeline**: - Assess DAM needs in year 3. - Liaise with other Country Departments to assess needs and opportunities.

	Resources	Measurement
	Budget/Financing: N/A **Staff time and effort:** Will require some staff time to work with IT on assessing DAM needs and to liaise with other County Departments regarding a potential solution. However, existing resources will be sufficient.	N/A