



Digital Content Strategy

Final Draft

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Table of Contents

| | |
|---|----|
| INTRODUCTION | 4 |
| CURRENT STATE OF DIGITAL AT BCM&CC | 5 |
| STRATEGIC PLAN CONNECTIONS, VISION & GOALS | 7 |
| GOAL 1: BUILD CAPACITY | 8 |
| GOAL 2: ENGAGE AUDIENCES | 10 |
| GOAL 3: IMPROVE ACCESS | 12 |
| GOAL 4: RETHINK ONLINE EDUCATION | 14 |
| GOAL 5: LEVERAGE PARTNERSHIPS | 15 |
| GOAL 6: MEASURING SUCCESS | 16 |
| THANK YOU & PROCESS | 17 |
| APPENDIX A Survey Monkey Digital Content Strategy Survey Responses | 19 |
| APPENDIX B Additional Research | 46 |
| APPENDIX C BCM Social Media Strategy Implementation | 50 |
| How to Build a Strong Social Media Strategy & Presence | 52 |

INTRODUCTION

Museums, Art Galleries, Cultural Centres and Archives are re-defining themselves in a post-pandemic world and in the current digital age.

This is a transformation that touches all aspects of visitor experience, education, collections, archives, research and Museum operations.

The Bruce County Museum & Cultural Centre is also transforming, aiming to be a digital leader among museums and archives in Ontario, and throughout Canada.

These aims speak directly to the Bruce County Museum & Cultural Centre's forward-thinking strategic plan of strengthening its digital infrastructure and programming.

Digital transformation offers a wide array of opportunities including:

- Offering content in a variety ways touching all areas of Bruce County and beyond the County borders.
- Providing active and compelling learning programs that enhance the current curriculum to schools across Bruce County.
- Sharing the permanent collection and archives to the public allowing for further research opportunities.
- Partnering with cutting edge technology, companies and institutions to create inspiring initiatives.
- Leveraging online engagement opportunities through social media and digital platforms.

Using technology strategically with specific, well-researched audiences in mind and the service needs of the Bruce County Museum & Cultural Centre at the heart of it all.

Digital can strengthen the work being done to complete strategic priorities, but as a lean organization it needs to be purposeful and balanced with other priorities.

With this strategy, BCM&CC has a solid roadmap to guide the digital development of the museum, culture centre and archives for the next five years.

A sincere thank you to the individuals who contributed to this document including both a hardworking internal working group and external stakeholders with representatives from across Bruce County.

CURRENT STATE OF DIGITAL AT BCM&CC



As we all start to put COVID-19 behind us, BCM&CC will see their audience behaviour change to adapt to everyone's individual new normal. Providing both exhibitions and programming in-person and virtually will allow patrons to interact with the BCM&CC in whichever way makes them feel the most comfortable.

Current State

The Bruce County Museum & Cultural Centre currently has a robust digital offering, including both digitizing aspects of the in-person experience and virtual/online programming.

As you explore the BCM&CC in-person, you are greeted with a host of interactive experiences and touchpoints as you make your way through the museum spaces.

Online, users have access to a robust Social Media presence, interactive websites, an online education centre and virtual programming.

Looking Forward

Ideally, looking into the future, the BCM&CC should continue to produce **70% of its content** for in-person experiences (including digitizing aspects of the in-person experience) and **30% for virtual/online-only usage**.

Digital Content Strategy 2021–2026

In the pages to come, you will find a comprehensive roadmap for the next five years, with annual achievable milestones to continue to produce engaging digital content for Bruce County and beyond.



STRATEGIC PLAN CONNECTIONS, VISION & GOALS

This document represents the Bruce County Museum & Cultural Centre's digital content strategy from 2021 onward. It is the result of an internal and external consultation process and outlines the digital directions for the museum and archives over the next few years. Digital is fluid; while this is a solid blueprint for future digital growth, this strategy will change as the organization, its audiences and technologies evolve.

BCM&CC STRATEGIC PLAN CONNECTIONS

The digital content strategy is a document which integrates with the Bruce County Museum & Cultural Centre 2021-2026 Strategic Plan.

The Digital Content Strategy connects with the following Strategic Priorities, as outlined in the Strategic Plan:

- **Connection to Pillar 1** – Expanding BCM&CC's role as Community Hub for the entire County
 - Objective 1.2: Establish BCM&CC as a centre of Cultural activity
 - Action a: Continue nurturing joint programming action plans with partner organizations across the County
 - Action b: Revise the programming plan to include expanded arts and culture programming

- **Connection to Pillar 2** – Building affinity across the County
 - Objective 2.1: Engage underserved audiences, Action d; Explore additional opportunities for new and diverse story-telling through exhibition and programming
 - Objective 2.2: Deepen relationships with communities across the County, Objective
 - Objective 2.3: Enhance digital outreach/ engagement

VISION

To enhance our digital museum, cultural centre and archives that connects people, collections, research and ideas through in-person experiences, digital and online access and inclusive conversations.

GOALS

- Build Capacity
- Engage Audiences
- Improve Access
- Rethink Online Education
- Measure Success

GOAL 1: BUILD CAPACITY

Determine the current state with an eye towards continual improvement of staff skills, digital tools, and our technological base.

1. Determine our current state, establish benchmarks

| Year | Deliverable | Departmental Responsibility |
|------|---|-----------------------------|
| 1 | Establish online benchmarks (current state) to gauge future success on: | |
| 1 | Social Media Platforms | |
| 1 | Website Analytics | |
| 1 | Video Views | |
| 1 | Exhibition Digital Engagement (In-Person) | |

2. Build staff capacity in digital content creation and thinking

| Year | Deliverable | Departmental Responsibility |
|------|---|-----------------------------|
| 1 | Support professional development related to digital training for BCM&CC staff. Work with staff to create a wishlist (Photoshop, Video Editing Software were already mentioned by staff). | |
| 1 | Foster a culture that supports digital initiatives. Building capacity by outsourcing appropriate work, redefining job descriptions and hiring new staff as appropriate. | |
| 1 | Encourage internal cross-department collaboration (within the BCM&CC and the entire County) through training/retraining of staff on current digital content platforms. Streamline training resources using train-the-trainer methods. | |

3. Plan and implement IT solutions that will allow for necessary digital growth

| Year | Deliverable | Departmental Responsibility |
|------|--|-----------------------------|
| 1 | Enhance video conferencing software to include Zoom. Internal and External focus groups both referenced this tool as necessary for future success. | |
| 1 | Encourage the digital tools necessary to access and fully support virtual exhibitions, virtual programming and future digital and infrastructure growth. Allow internal teams to review potential new software applications and run pilot projects. | |
| 1 | Work with IT to do a review of current video and livestream capabilities throughout the museum spaces to allow venue rental clients and internal staff and partners to utilize the BCM&CC spaces as a hybrid model for events moving forward (in-person attendees and virtual attendees) | |

4. Plan for the future

| Year | Deliverable | Departmental Responsibility |
|------|--|-----------------------------|
| 1 | Further review and investigate a funded digital position for programming and exhibition content (external resources, outsourcing, existing resource) | |
| 1 | Investigate and hire a digital marketing consultant to develop a comprehensive Digital Marketing And Social Media Strategy for 2021–2022. | |

GOAL 2: ENGAGE AUDIENCES

1. Expand digital engagement with in-person and online audiences to promote dialogue and active participation by a wider audience

| Year | Deliverable | Departmental Responsibility |
|------|---|-----------------------------|
| 1 | Enhance current membership levels to include a virtual or digital component | |
| 2 | Build an online store with an array of products from your existing in-museum gift shop. | |
| 2 | Create further opportunities with the in-person audience with print on demand or digital on demand and create photo moments/Instagrammable moments in various places around the BCM&CC. Leverage iconic museum and archival images. | |
| 2 | Investigate and develop online interactive maps, as also referenced in the Cultural Action Plan | |

2. Create easy-to-use, accessible and responsive platforms and tools in multiple languages to allow users to engage with exhibitions and on-site activations

| Year | Deliverable | Departmental Responsibility |
|---------|---|-----------------------------|
| 2 | Consider creating an audio tour, so in-person visitors can create their own experience (limiting gathering post-pandemic). | |
| 2 | Offer inclusive digital content in a variety of languages (utilizing <i>Google Translate</i>). Further investigate and plan which languages are of most interest for your audience and programming. | |
| 3 | In consultation with SON and Historic Saugeen Metis, create content on the website that is in their native languages. | |
| Ongoing | Conduct a Website Usability Survey and based on the results, refresh the three BCM&CC website with an eye to improve usability so key content for visitors is easily found, and being in compliance with new AODA legislations. | |

3. Create a long-term relationship with visitors by better connecting the in-person visitor with the museum, collections and archives digital presence

| Year | Deliverable | Departmental Responsibility |
|------|--|-----------------------------|
| 1 | Continue to incorporate digital connections within current and future exhibitions that offer an incentive for visitors to continue to connect with the BCM&CC after they finish their visit. | |
| 2 | Experiment with technologies that visitors are using – such as augmented reality and virtual reality to bring to life museum exhibitions. | |

4. Use social media and our digital platforms as a stronger digital communication tool

| Year | Deliverable | Departmental Responsibility |
|------|--|-----------------------------|
| 1 | Create a Digital First Communication and Marketing Plan that supports new digitization of the BCM&CC including online access to collections, research, education, gift shop. This strategy will be integrated into the overall communications strategy and will be updated annually. | |
| 1 | Consider outsourcing the development of multi-year marketing and communication plans if this is too onerous for staff to undertake. | |
| 2 | Consider purchasing a subscription to CrowdRiff to source user-generated content. Utilize user generate content on Social Media, in marketing activations and on the BCM&CC websites. | |

GOAL 3: IMPROVE ACCESS

Continue efforts to digitize large portions of the BCM&CC building, exhibition space, collection and archives to improve accessibility for the public, Bruce County residents and those who are not able to physically visit.

1. Digitally convert collections for greater access and preservation

| Year | Deliverable | Departmental Responsibility |
|------|--|-----------------------------|
| 1-5 | <p>Continue to increase digitization initiatives (utilizing volunteers, staff and outsourced help) to continue to increase the amount of digitized content without major impacts to staff resources.</p> <p>This pertains to archival material that can be digitized along with the permanent collection.</p> <p>Add this to the website/online for easy accessibility when ready.</p> | |

2. Provide opportunities for researchers and residents to access materials

| Year | Deliverable | Departmental Responsibility |
|------|---|-----------------------------|
| 1-5 | Continue to expand the number of objects on the online collections website and in the stories and artifacts portal. | |
| 2 | Examine the feasibility to update the Past Perfect Online Collections website to make it more visually appealing and user friendly. | |

3. Create in-person and online interactive exhibitions that engage audiences and provide content for marketing

| Year | Deliverable | Departmental Responsibility |
|------|--|-----------------------------|
| 1-5 | <p>Continue to create interactive elements for in-person patrons through video, sound and physical touch-points. For example, BCM&CC is launching the Culture Cube and Cultural hosts upon re-opening. Examine the use of augmented reality/virtual reality to enhance the visitor experience by utilizing smart phone technology.</p> <p>Use this additional "virtual space" to tell stories while allowing room for individual interpretation.</p> <p>Create digital exhibitions via YouTube and new exhibition software. BCM&CC has begun this deliverable with the Earth's Climate in the Balance digital in-house exhibit, and digital artshow.</p> | |
| 2 | <p>Create in-person experiences online by digitizing exhibitions utilizing virtual tour technology. Examine virtual tour technology offered by a technology provider. Examine the feasibility of doing this in-house, or contracting these services to an outsourced vendor.</p> | |

4. Create a long-term strategy that addresses digitizing upcoming exhibitions

| Year | Deliverable | Departmental Responsibility |
|------|--|-----------------------------|
| 2 | <p>Create a long-term strategy that addresses the need to digitize upcoming exhibitions and examine the feasibility of doing this in-house versus contracting outsourced help.</p> | |

5. Examine a way to capture meaningful data from visitors (in-person and online)

| Year | Deliverable | Departmental Responsibility |
|------|---|-----------------------------|
| 2 | <p>Examine a way to capture meaningful data from visitors of the BCM&CC (both in-person and online). This will help guide future decision making.</p> | |

GOAL 4: RETHINK ONLINE EDUCATION

Revitalize learning with strong digital opportunities and a dynamic, interactive platform.

1. Grow existing online learning tools with new ways for Bruce County to interact with BCM&CC staff, exhibitions & and collections

| Year | Deliverable | Departmental Responsibility |
|------|---|-----------------------------|
| 1 | Establish an annual teachers professional development workshop focused on digital learning opportunities, offer on-line access both live and recorded. | |
| 1-5 | Actively curate and continuously expand the Education Centre with fresh content, features and learning tutorials for all ages and grade levels. This should include live and pre-recorded content, both available online and for download (for those communities without Internet access). Long-term strategy for Adult Learning. | |
| 1-5 | Continue to conduct interactive digital classrooms (live and pre-recorded) to provide access to the museum and collection and archives experts. | |
| 1-5 | Create more educational partnerships with the goal of having the BCM&CC Education Centre fully integrated into the Ontario curriculum and all schools in the Bruce County interacting with it. | |
| 1-5 | Continue to provide and enhance a Mobile learning strategy – Museum travels to schools – 4 levels offered: in-person, Museum mobile, virtual and downloadable | |
| 2 | Enhance the current mobile learning strategy, where instead of in-person field trips to the BCM&CC, the Museum can travel to schools across the County. Expand on the <i>Museum in a Box</i> idea to supplement virtual field trips. | |
| 3 | Create an educator resource strategy focused on online learning plans and other digital support material. Consider those schools without Internet access. Cost is a barrier to access, consider sponsorships to fund access for educators. | |

GOAL 5: LEVERAGE PARTNERSHIPS

1. Create partnerships that fill gaps in internal digital knowledge or capacity and tap into innovation taking place outside the museum, cultural centre and archive walls

| Year | Deliverable | Departmental Responsibility |
|------|---|-----------------------------|
| 1 | Create a partnership plan to help fund digitization initiatives. Both Bruce Power and Meridian Credit Union would be interested in receiving a proposal on providing Free Access to Educators in Bruce County to access the digital resources (including virtual field trips and access to the Education Centre) from the BCM&CC. | |
| 1-5 | Establish stronger networks with new external and non-traditional partners. Consider outsourcing content development and technological needs as opposed to doing everything in-house. | |
| 2 | Create an external digital working group to guide the ongoing digitization of BCM&CC. This group should be composed of internal and external stakeholders to get a variety of opinions and feedback. | |
| 2 | Create opportunities within professional organizations such as the Canadian Museums Associations, Canadian Association of Archivists, Society of American Archivists, American Alliance of Museums, MuseumNext, CrowdRiff and Capacity Interactive to spur new ideas and allow for further knowledge sharing. | |
| 3 | Provide a platform for adult learning and distance courses. A partnership with Georgian College and Fanshawe College should be explored. | |

GOAL 6: MEASURING SUCCESS

Measuring success is key to any strategy. We need clear and measurable tools to use regularly to evaluate our goals and objectives.

Below are the **key performance indicators (KPIs)** we will use to evaluate this Digital Content Strategy:

- Social Media Analytics including: follower count, engagements, impressions, reach, video views and link clicks
- Web Analytics (utilizing Google Analytics) including page views, sessions, users, pages per session/ average session duration, bounce rate, devices, geographic location and conversion goals
- Visitor and Customer Satisfaction Surveys
- Adoption rates for new programs and in-museum experiences (how many people engaged with the digital activations in the exhibition spaces, how many people attended virtual programs)
- Revenue generation including increases in online admission sales, in-person sales, membership sales and renewals, online and in-person donations and gift shop sales.
- Amount of the museum and archives collection digitized and available online
- Number of online projects, virtual field trips and programming developed and audience engagement with them
- Earned Media outcomes
 - Media articles, testimonials, mentions, shares, reposts, reviews
- Number of external collaborations, partnerships and corporate sponsorships

THANK YOU & PROCESS

Bruce County Museum & Cultural Centre and Interkom extend a big thank you to our internal and external stakeholders who were consulted in the development of the Digital Content Strategy.

Internal Stakeholders:

BCM&CC Staff (Management, Facilities, Exhibitions, Marketing, Archives & Collections, Education, Outreach, Programming, Volunteer Management, Revenue Development)

Bruce County Departments (IT, Human Services, Economic Development & Tourism, and Library Services)
Volunteers/Donors

External Stakeholders:

Bruce County Historical Society
Bruce County Genealogical Society
Historic Saugeen Métis
Marine Heritage Society
Heritage Kincardine
Southampton Arts Centre
Saugeen Ojibway Nation
Saugeen First Nation
Southampton BIA
Saugeen Shores Economic Development

Ontario Power Generation
Bruce Power
Meridian Credit Union
Rotary (Southampton & District Level)
Canadian Federation of University Women
Southport
Women's Probus
Southampton Legion
Bluewater District School Board
Grey Bruce Catholic District School Board

Consultation Process

To help guide this strategy, the consultant coordinated a consultation process, which included:

- a) Survey with external audiences (141 responses)
- b) Small focus groups (conducted over Zoom) with internal audiences (listed above)
- c) Small focus groups (conducted over Zoom) with external audiences (listed above)
- d) Consultation with other peers in the Art Gallery/Museum space
Art Gallery of Windsor and Judith & Norman Alix Art Gallery



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KEEP 1 COW APART
6 FEET

Informational text on a small sign attached to the wooden cart.



KEEP 1 COW APART
6 FEET





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