

REPORT TO MANAGEMENT TEAM

June 21, 2023

VOLUNTEER PROGRAM REVIEW

JANUARY 2023 - MAY 2023

victoria stasiuk
& ASSOCIATES



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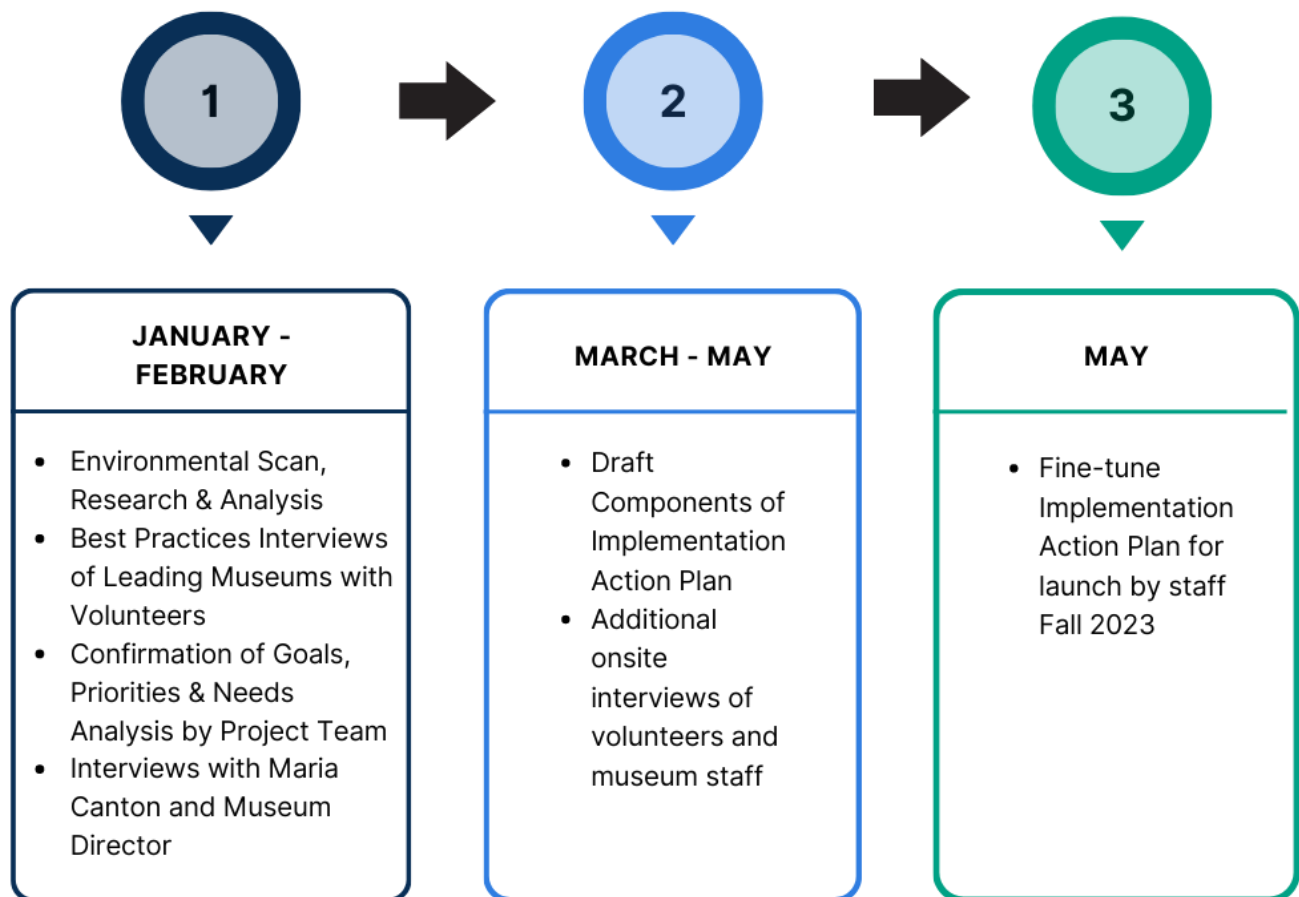
SECTION 1 - CONTEXT

Victoria Stasiuk, President, and Founder of *Victoria Stasiuk and Associates*, (VS Associates) responded to a post by Maria Canton, Business Services Manager, Bruce County Museum & Cultural Centre (BCM&CC) on the Ontario Museum Association list-serve in the summer of 2022 seeking consultants to help museums with their volunteer program.

The Consultant (Victoria Stasiuk) performed a site visit during July 2022. After this, a discussion about a possible scope of work, needs assessment, consultation and action plan was submitted in a draft format. This project was not confirmed until after the budget process for Bruce County was completed in January 2023.

Scope of Work

The Consultant proposed the following workplan at the kickoff meeting held on January 5, 2023.



Project Team

Core **Project Team** confirmed at the January 5, 2023, Kickoff Meeting.

- **Victoria Stasiuk, MPA** – Consultant
- **Maria Canton** – Business Services Manager
- **Evan Vatri** – Program Coordinator (FT Volunteer Liaison+Programming)

Other staff to give feedback included:

- Cathy McGirr - Director
- Daniel Genis - Education Coordinator
- Leyla Top - Marketing Coordinator – Poster Distribution and Outreach booths
- Deb Sturdevant - Archivist
- Terra Sutter - Visitor Services Supervisor – front entrance staff
- Chris Irvine – Exhibit Designer
- Laura Leonard – Curatorial Assistant

Regular Project Team meetings were held once a week to keep the project on track and obtain feedback from Bruce County Staff on the scope of work and project outcomes.

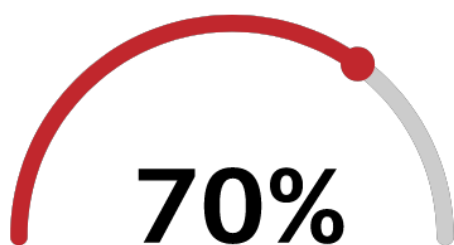
The project team prepared a list of staff and volunteers to be interviewed as well as which municipal heritage museums should be interviewed as the appropriate municipal benchmarks.

The Consultant was able to provide a two-week period at museum site to interview staff and volunteers as well as the Core Project Team to ensure that everyone had a shared understanding of the current state of the site's volunteer program.

Environmental Scan

Many non-profit organizations faced severe conditions and lasting impacts of the COVID-19 pandemic and shutdowns. One museum manager told the consultant, *“The landscape has changed”* in terms of volunteer dynamics and patterns. Many of the other museum professionals indicated that their pre-pandemic and post-pandemic rates of volunteer participation have been significantly impacted.ⁱ

This changing landscape view was tested by a recently published paper where a survey was conducted of 710 United States (US) Museums from December 8, 2021, to January 20, 2022, by the **American Alliance of Museums**.ⁱⁱ On the question of volunteer museum programs during the pandemic, the survey found that *“Seventy percent of museums reported that they suspended or downsized their volunteer programs”*.ⁱⁱⁱ



Museums suspended or downsized volunteer programs

This altered Canadian landscape for volunteer participation rates was also indicated by a CBC British Columbia (BC) online article. In this article, **Volunteer Canada** said, *“up to 65% of organizations have identified a volunteer shortage”*. Also tellingly, the BC Meals on Wheels organization had to shut down its program in South Surry and White Rock, BC, in October 2022 because they did not have enough volunteers to respond to community demand.^{iv}

The BC provincial commissioner for the Girl Guides of Canada indicated that they’ve had to create waiting lists for their youth programs.

“There are not enough adults coming forward to respond to the volume of registrants”.

The consultant also found the following trends in terms of pre COVID-19 volunteer participation with **Statistics Canada** information. In 2018, about 8 in 10 Canadians volunteered their time. In the General Social Survey, Giving, Volunteering and Participating, 2018, Arts and Culture ranked fourth behind hospitals, religious organizations and sports and recreation.^v Many volunteer organizations will closely watch post-pandemic statistics gathered to plan realistic program offerings based on the level of volunteer recruitment and retention possible their communities.



8 of 10 Canadians Volunteer

Artnet, the online blog, posted an interesting headline last July, *“Once-Promising Attendance Figures at U.S. Museums Have Plateaued, Revealing the Pandemic’s Enduring Grip on the Cultural Economy.”*^{vi}

“Regional museums relying on local residents seem to have fared better than their larger counterparts”.

The Bruce County Museum & Cultural Centre (BCM&CC) has reflected this trend with having a very busy summer of 2022 and having one of **the best March Break attendance figures in the last ten years.**

International visitor studies have indicated that museum visitation is improving post COVID-19, it is still 23% lower in 2022 than 2019.^{vii} Some of the key elements required to lure this lapsed culture-goers cited by **Canada’s Nanos** agency in a study for Business/Arts and the National Arts Centre, include; **seeing “Something interesting or fun (33%) is the top motivator** for lapsed culture-goers for deciding to go attend an in-person art or cultural experience.”^{viii}

There are 11,000 Museum Professionals in Ontario and 37,000 volunteers. Making the balance close to 1 museum professional to 4 volunteers.^{ix}

For many cultural organizations, an active volunteer group adds to their human resources, visitor experience as well as financial stability. From the volunteer perspective, youth volunteer to develop their career portfolios, skills, and experience. For some Older Adults, making critical choices at this point in their life, lets them design their second career, maintain social connections as well as intellectual capacity.

In our [work](#) with Arts and Culture organizations monitoring the landscape, helping our clients to set priorities in their goals and objectives for volunteer and staff workplans in the COVID-19 environment, we have found four industry trends.

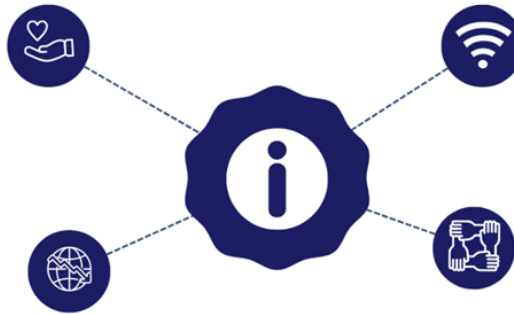
INDUSTRY TRENDS STAFF & VOLUNTEER PLANS

The changing nature of volunteerism

Agile, lean, just in time, project teams, skill building for youth, newcomer statistics, and inclusion for older adults.

Short-term economic factors

Post COVID-19 and the War in Ukraine have influenced Canadian's pocketbooks and behavior – rising price of gas, food, struggling supply chains, concern for climate change and climate change refugees, etc.



Digital Literacy

Making the most of your volunteers through Digital Literacy training

Indigenous and Newcomer narratives

Canadian Museum's Association's [Moved to Action: Activating UNDRIP in Canadian Museums](#), A response to the Truth and Reconciliation Commission's Call to action #67. Many museums are rethinking their emphasis on the settler story to include Indigenous wisdom, knowledge and culture as well as including newcomer stories so that their museums reflect the composition of their communities and the current cultural narrative.

The fourth concept of Indigenous and Newcomer Narratives is related to the broader concept of 'nothing about us without us'. This challenges curators to "ensure that stories are told in the voices that own them (e.g., LGBTQ@ community, new Canadians, visible minorities, persons with disabilities, women, etc.)^x

The above visual of museum industry trends is also reflected in is a recent survey conducted by the American Alliance of Museums^{xi}

Benchmarking Municipal Heritage Museum Volunteer Programs Looking Forward

Asked to identify the biggest disruptions they foresaw to their business strategies in the next twelve months, directors said:



Benchmarking Municipal Heritage Museum Volunteer Programs

Museum	Huron County Museum & Gaol	Simcoe County Museum	Grey Roots Heritage Centre & Moreston Village	Ken Seiling Museum and Doon Pioneer Village in Waterloo
2022 Attendance	31,896	30,000	17,000	100,000 for all museums
Budget	\$894,148 (2023 Salaries & Benefits) \$1,262,481 (Museum Operating Budget) ^{xii}	\$238,000 (2023 Salaries & Benefits) \$2,678,000 Operating Budget ^{xiii}	\$319,400 (2023 Salaries & Benefits) \$2,032,700 Operating Budget ^{xiv}	\$3,466,000 (Salaries & Benefits) \$8,682,000 for Cultural Services Operating budget ^{xv}
FTEs	9.88	23.8	13 (Staff Directory)	37.5
Volunteers	37	85 now (active core 20)	140 in database, 50-60 regularly active Active prior to Covid	KSM (village and museum) 142 – 5,510 hours – 2022 #s
Size of Museum	27,000 sq feet includes office space.	Indoor 20,000 main building, heritage and display building	40,000	
Open to Public	Main museum is year-round, Jail/Gaol, two blocks away is seasonal for the summer.	Year - round	Year round – 7 days a week Victoria Day to Labour Day 5 days a week rest of the year	KSM Year round, Village seasonal
Process	<ul style="list-style-type: none"> Volunteers fill out an application highlighting their interests Review the County's Disability & Human Rights Training document (20 page document, sign a page indicating that they've read it) Obtain a Vulnerable Sector Check – volunteers in Ontario Provincial Police areas 	<ul style="list-style-type: none"> Volgistics – County wide – LTC not bad system, online form, come into our in box, interview We aren't recruiting right now, we realize we need to rebuild after COVID Usually we recruit through social media and online through the website 	<ul style="list-style-type: none"> 5-10 % of his time is dedicated to volunteer process & unlikely a position would be created for volunteer FT Application available online Volgistics – orientation depends on what role they are interested in Police check – criminal reference check for anybody that is a public-facing role 	<ul style="list-style-type: none"> Recruit, screen, train, and place, without ever seeing them, references done electronically, waivers submitted electronically. Volgistics has a self-scheduling feature – given a password, log in and they can schedule themselves, minimizes emails back and forth. Police checks are only done for day and summer camps – for those who take children to the washroom. Vulnerable sector screening (highest level) is not necessary for those volunteers situations where staff is present and volunteer role is in open view of public, etc.

*Please note – FTEs, Salaries & Benefit and Operating Budget information has been obtained from online 2023 County Budget information, 2022 Attendance figures and Volunteer#s were obtained from interviews conducted by the Consultant.

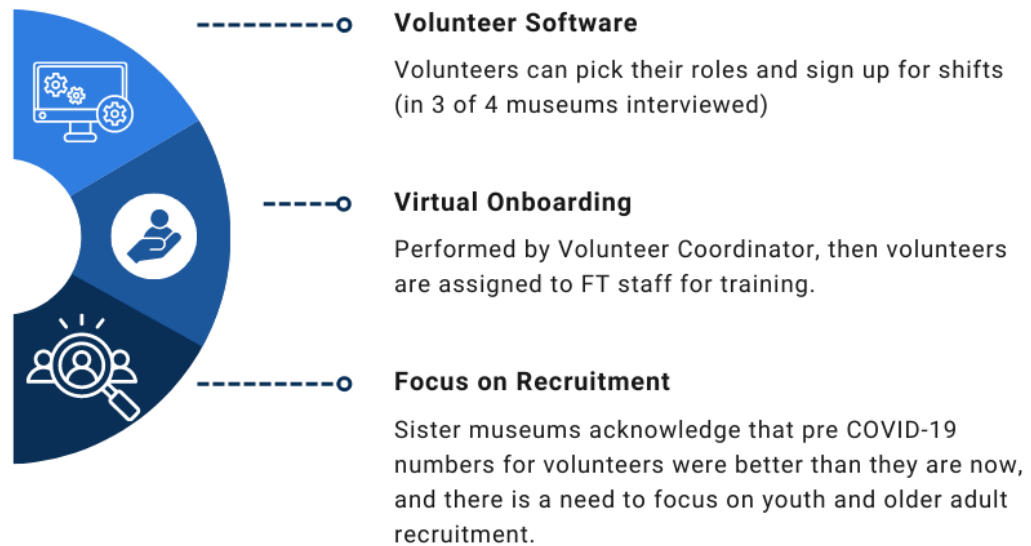
Benchmarking Municipal Heritage Museum Volunteer Programs (Continued)

Museum	Huron County Museum and Gaol	Simcoe County Museum	Grey Roots Heritage Centre & Moreston Village	Ken Seiling Museum and Doon Pioneer Village in Waterloo
Structure	<ul style="list-style-type: none"> Volunteers work closely with staff they are assigned to based on their projects. Staff keep track of day-to-day responsibilities. Staff tracks hours of volunteers using PastPerfect Feedback will involve staff and volunteer coordinator and Senior Curator if serious enough The volunteer coordinator is also the Visitor Services Coordinator. 30% of his time is spent on volunteer coordination, the other 70% is spent as a Administrative Assistant to the museum. 	<ul style="list-style-type: none"> Gardener example – museum operations supervisor and I do the interview – then the volunteer works beside the staff assigned to gardening. Registrar and Collections technician works closely with volunteers 	<ul style="list-style-type: none"> “Prior to spring time Stephanie did all of it, but now Stephanie is responsible for the village, she will work with the volunteers, scheduling is her responsibility under her for the village, feedback during summer season” VC estimates that 5-10% of his time is spent on volunteer management and the rest of his job is public relations for the museum Archives – own volunteers For discipline and corrective behaviour the volunteer coordinator and the village manager is involved. 	<ul style="list-style-type: none"> The Volunteer Coordinator gives a general orientation to all the museums, when they come on to be a gallery greeters. Full-time staff gives them a very good tour, the training, several weeks or several times with a manual. The staff supervises the training, they address feedback in the position – corrective action comes back to the volunteer coordinator.. Ex – youth volunteers on their cell phones when they should be engaged with the public. The Volunteer Coordinator gets positive feedback from FTEs to determine the proper fit for the volunteer and meaningful assignments
Online Recruiting & Volunteer Coordination	Volunteer Guide PDF Volunteer Application Form	Online Application Form Does not have a volunteer portal.	Online Application Form Online Volunteer Portal	Online Application Form Online Volunteer Portal

Three Common Elements from Municipal Benchmarking

RESULTS

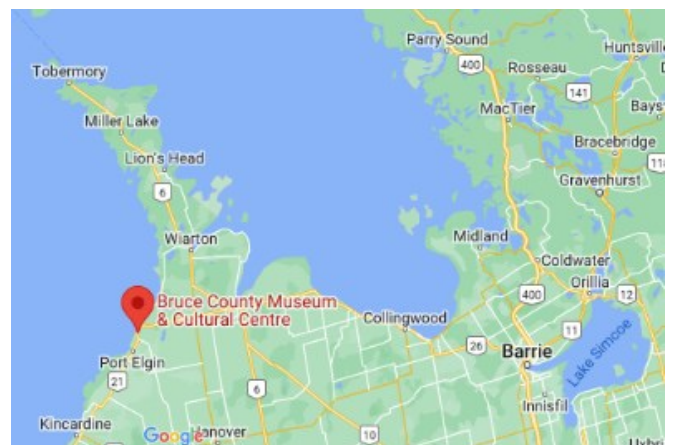
Museum Benchmarking Interviews



Bruce County Museum & Cultural Centre Current State

Situated in the picturesque Ontario town of Southampton, Bruce County Museum & Cultural Centre is visited by over 40,000 visitors each year.

Local families cherish the special events in the off season, and seasonal visitors and young families frequent the site during the busy tourist season as part of their summer vacation plans. In addition to this, the site can function as a respite from the hot sun, or a fun-filled activity on a rainy day.



Planned events and multimedia performances relevant to Bruce County history are presented throughout the year. Workshops, guest speakers and guided tours are also offered.

The collection at this community museum ranges from items of Bruce County and local interest to collections of international significance. Subjects include marine, military, archaeological, furniture, industry, and farming history. The site also houses archival material relating to Bruce County and beyond.



The Consultant interviewed several loyal seasoned volunteers who started volunteering at the previous location and have maintained their involvement in the relatively new purpose-built museum as well as a couple of newer recruits. In terms of the current layout of the museum, there is a two-floor permanent exhibit area, listed on the site’s website as **Always On**, that features indigenous material on the ground floor as well as the Anishnaabwe Endaat “Where We Live” Exhibition.^{xvi}

On the lower level of this floor there is an area to tell the story of early settlers with a general store, wood turning demonstration area, heritage train set as well as a replica of the HMS Hunter with a mechanical ‘cannon’ that school children and visiting families can fire. Volunteers and staff are involved in regular demonstrations of the HMS Hunter^{xvii}, the heritage train area, Bevan’s General Store and wood turning area. There is also a Rise of Community demonstration area that is used as a Technology Lab, designed to use

volunteers from Bruce Power and other local technical expertise to foster local STEM knowledge.

When the Consultant interviewed museum staff about the design and intent of the **Always On**, it was explained that the previous exhibit design consultant had interviewed the community and stakeholders to establish core themes.

Museum staff then worked with others to design the framework for these themes. Within this model, the plan was to have volunteer animators providing demonstrations in various areas. Throughout the volunteer and staff interviews, the Consultant heard stories of adept volunteers in terms of personality and subject matter knowledge that could fill these roles. Also, some interviewees emphasized the need for training, consistency, quality control and supervision in these roles.

In the earlier section exploring the environmental scan, we've outlined some of the global and industry factors; Covid 19 Global Pandemic, **changing nature of volunteers**, the Calls to Action under the Truth and Reconciliation Committee, as well as the **short-term economic factors** that have impacts on the current state of the site.

Museum leadership has responded to these factors by investing in several studies^{xviii}, as well as identifying two projects in their **Business Plan** to respond to the current state; **Volunteer Program Review** (captured in this report), **Educational Program Review**, a project that is to be completed internally by staff, and a future **Museum Expansion**. Importantly, the Education Program Review contains a review of all program delivery, (in-person, mobile and digital) with stakeholders to rethink and refresh service delivery. While the Volunteer Program Review's goals are to conduct a "review of existing volunteer program including an environmental scan of volunteer programs in the area and industry to revise and refresh the program". At different points in the two-week site visit and interviews with volunteers and staff, the Consultant sought feedback from the Project Team on the interconnectedness of these two aspects (Educational Program Review & Volunteer Program Review) of the Business Plan Goals for 2023.



In the most recent Bruce County budget process museum staff submitted the following projections for full time (FTEs) staff planning; 17.8 (2022-2023), 18.3 (2024), 19.3 (2025).

During National Volunteer week April 2023, staff noted on Instagram that they had 58 volunteers and 1500 volunteer hours in 2022.

Existing Process for Volunteer Management at Bruce County Museum & Cultural Centre

Material available online

Staff have arranged to have a volunteer section of the website as well as cross links to the volunteer portion under the [Always On](#) section of exhibits on the website. In the [Volunteer](#) section, there are a list of possible roles as well as a PDF of the Bruce County's Volunteer [Application Form](#) that is used for the Museum & Cultural Centre, the library, and other functions within the County.

Volunteer Onboarding Process experience on-site

Through the website, people interested in volunteering are encouraged to contact the staff responsible through email, phone, or visit in person. Once someone shows up on site, they might get a different experience depending on the staff or volunteers available, as well as arrangements made with the Program Coordinator before showing up onsite. The experience when one shows up could contain a couple of different scenarios.

1. They meet with the Program Coordinator **and**
2. They meet with the volunteer coordinator^{xix}
3. If the individuals assigned to #1 or #2 onsite are not available, the potential volunteer might speak with the front desk person who might find someone else within the department to speak with until #1 and #2 are back onsite.

Existing Volunteer Onboarding Steps

There is a dashed dotted blue line that between steps six and seven because some volunteers might have taken the OHS tour conducted by the Program Coordinator or the Volunteer Coordinator, and then had the tour again at the departmental level conducted by one department manager that is concerned about OHS from a risk management perspective and is more comfortable conducting the tour this way.

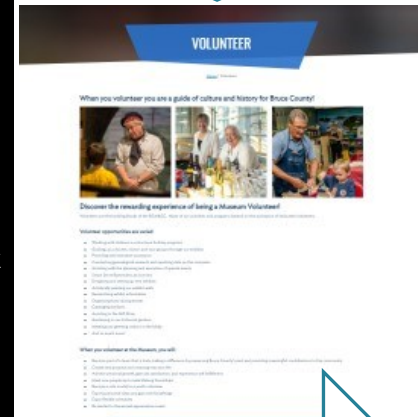
Existing Process

Program Coordinator & Volunteer Coordinator Responsible

Volunteer Onboarding Steps

1. Volunteer fills in form
2. AODA training
3. Police Check for Vulnerable Persons
4. HR receives Police Check sealed information
5. Confirmation back from HR
6. OHS Tour
7. Training by FT staff

Website description online of volunteer roles available and volunteer onboarding steps.



County wide online application form in PDF form available online

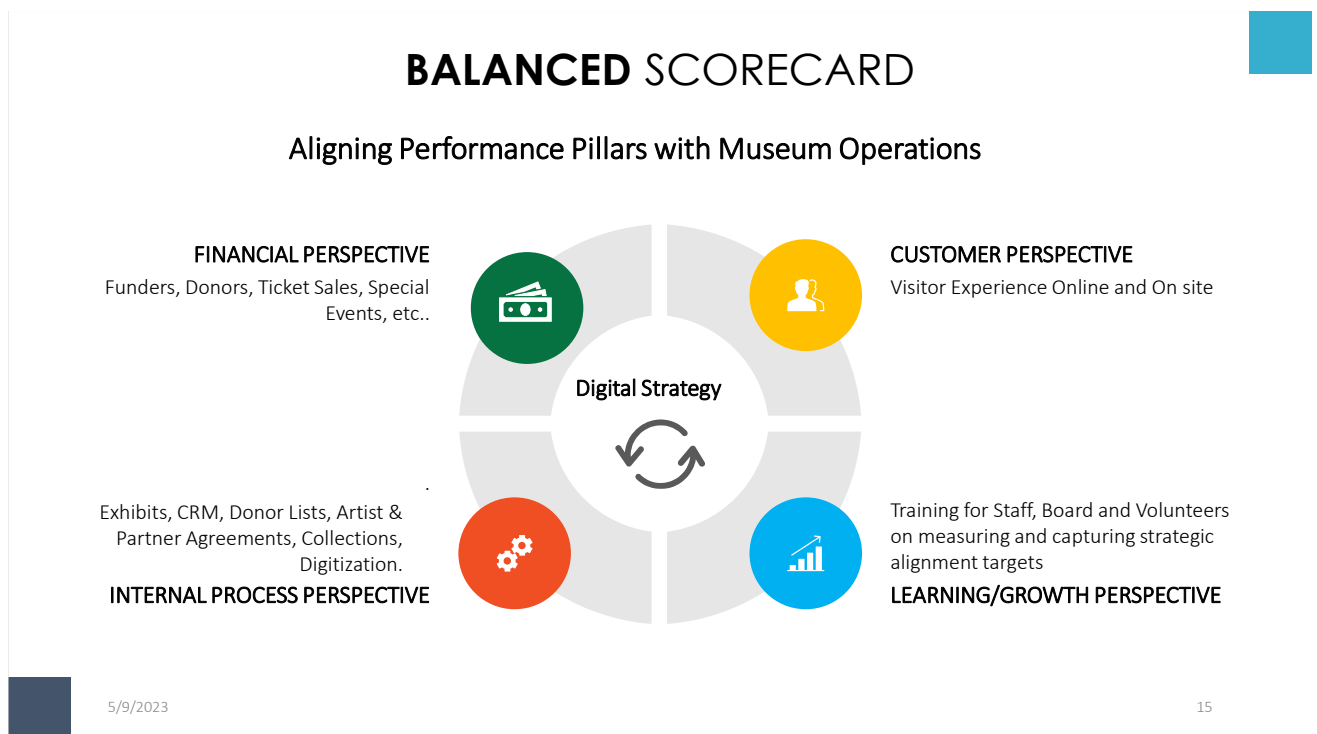
SECTION 2 - VOLUNTEER PROGRAM REVIEW

Four Pillars for Volunteer Development & Museum Excellence

In [our work](#) with clients over the past couple of years, we've emphasized key performance indicators (KPIs) for museum staff and volunteers. Importantly, we feel that KPIs should be discussed in a collaborative and open communication manner so that both staff and volunteers can be on the same page as it relates to greeting the public, providing a superior visitor experience, as well as improving financial sustainability and connections with stakeholders and communities.

Initially, we introduced the concept of a balanced scorecard for enhancing museum performance to the project team. With this approach, we balance quantitative and qualitative indicators under four lenses or perspectives:

1. Customer Perspective
2. Financial Perspective
3. Learning/Growth Perspective
4. Internal Process Perspective



Through discussion of industry trends, interviews with colleagues, the Project Team recommended that this approach be simplified into the four pillars of museum excellence for Volunteers and Staff:



When planning for the Volunteer Feedback session, staff, and volunteer interviews, these four pillars were discussed with examples from museum colleagues elsewhere as well as examples of best practices on site. These four pillars became the main theme of the brainstorming session and interaction session known as 'dotmocracy'.

Agenda for Volunteer Feedback Session

Item and Time	Topic
1. 9:30 - 10	Teamwork & Museum Excellence - Victoria Stasiuk, VS Associates
2. 10:00 - 11	Four Pillars Implementation Action Plan - Brainstorming & Interactive Session with Volunteers
3. 11:15 - 11:20	Dotmocracy
4. 11:20 – 11:30	Summary and Next steps

Examples of Best Practices & Teamwork Based on the Four Pillars of Museum Excellence

Pillar One – Enhanced Visitor Experience

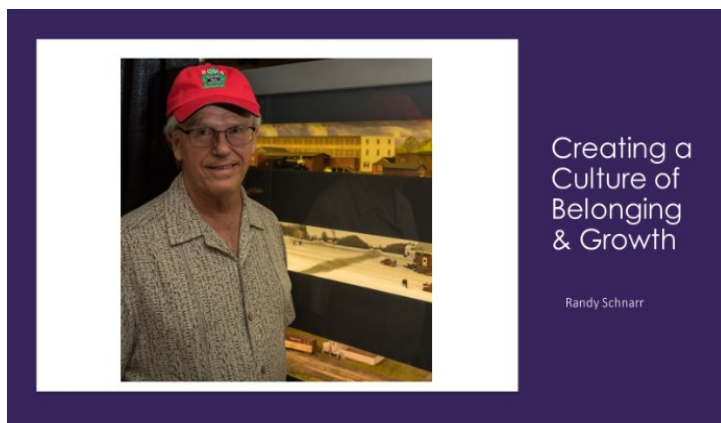


One volunteer dressed up as Minnie Mouse for the Disney Sing-along event where an Opera Singer led families in top Disney soundtracks from popular movies.

This volunteer posed for photographs with families as well as danced along with families.

This event was a great example of the museum creating programming that is interesting or fun to lure back lapsed culture goers, as identified by the Nanos survey.

Pillar Two – Fostering a Culture of Belonging and Growth for Museum Staff, Volunteers and Visitors



The consultant met many dedicated and long serving volunteers during the on-site component of the project. However, the weekly heritage train volunteers demonstrated a high degree of cohesive positive culture, in an environment of adult learning growth.

Volunteers enjoy explaining to the public and other train enthusiasts the difference between then and now, by providing concrete examples of how the trains used to run in Bruce County by creating dioramas complete with people, functioning trains as well as an interactive component where visitors can ring the bell and blow the train horn when the train goes through a level crossing.

Also, the volunteers would like to recruit more volunteers to keep the exhibit alive. Through this vision, they'd like to train more volunteers for secession planning as well as a fun way to learn about STEM knowledge locally.

Pillar Three – Internal Process Improvements



Internal Process Improvements

Muriel Shular

The consultant discovered through the staff/volunteer interviews on site that many volunteers are active bar tending or bussing at special events.

These volunteers are required at the museum's programmed events like Rose Brunch or Facility bookings for corporate events, weddings, anniversaries as well.

The scheduling of special events volunteers as well as education volunteers for Family Day, PA Days, etc. can take a significant portion of staff and volunteer time through emails, lists, phone calls, etc. to make sure that events run smoothly.



Volgistics Can Help You Manage Volunteers During COVID-19

Internal Process Improvements

The consultant let staff and volunteers know that 3 out of 4 of the sister museums surveyed were using some form of this software system to help with this internal process.

Waterloo Museums, Grey Roots and Simcoe used Volgistics software because it had been purchased for all volunteers in the municipality based on the needs of the Long-Term Care division.

One of the volunteers present at the brainstorming session said that she had volunteered at other non-profit organizations that had adopted these systems and recommended it highly from a volunteer satisfaction and convenience perspective.

Pillar Four - Increased Revenue and Attendance

Increased Revenue and Attendance



The consultant heard of an excellent example of increasing attendance at Christmas time by providing a volunteer Santa, Mrs. Clause and elves who help families write letters to Santa in the North Pole.

The Volunteer Santa mentioned how many generations of museum visitors he has met during this time at the museum.

With the addition of the letter writing component, the volunteers were ensuring a longer stay, repeat visitors, thus increasing revenue and attendance.

After the consultant had presented some examples of each pillar to the volunteers present, attendees were encouraged to participate in a brainstorming session of ideas under each pillar. Before the Consultant passed out the dots, it was suggested that people should vote for the brainstorming idea that was the most important to them, to see implemented in the next six months to year.

Volunteers were also told that they could use all of their three dots on one idea if it was very important to them, or they could work with friends, allies or peers to advocate for the ideas that they felt would best help the museum implement museum excellence under the four pillars.^{xx}

Results of Volunteer Feedback Session

Brainstorming Ideas & Their Volunteer Votes – Results of Dotmocracy Exercise							
Pillar 1		Pillar 2		Pillar 3		Pillar 4	
Enhancing Visitor Experience		Create a Culture of Belonging & Growth		Internal Process Improvements		Increased Revenue & Attendance	
Dots	Idea	Dots	Idea	Dots	Idea	Dots	Idea
2	Increased Community Partnerships & Collaborations, e.g., MHF	5	Weeknight Evening hours for volunteer work	1	Central location for a printed list of posting upcoming volunteer opportunities	0	Evening Stem event for Youth
5	Daily scheduled tours during summer season that are volunteer led. 1x morning, 2x afternoon	3	Increased Training opportunities	6	Software/Online Volunteer Portal to sign -up for opportunities	2	Exhibit Animation – Regularly scheduled in the Interactive Hall Eg Community Tech lab and woodturners.
		0	Youth Innovation Group	0	Succession Planning for Volunteer Knowledge		
		1	Peer to Peer Training (Volunteers training Volunteers in different departments)	0	Share information on key points for tours online (etc. google drive)		
		3	Bring a Friend Day to enhance recruitment	3	Better communication re: details about events, including pre-event briefing for volunteers		
		6	Team building of the volunteer corps, so we find out more about each other's skills and experience. Have volunteer meetings more often	6	Key Points for Animators Stations in the Interactive Hall are printed up close to the signup sheet, or kept online and up to date		
		5	Create a volunteer directory listing with photos, emails and phone #				

Note: Those ideas that gained 5-6 votes are bolded here and summarized in the chart on the next page.

Results of Volunteer Dotmocracy

22 Volunteers in Attendance

Breakdown of Departments (Archives=4, Interactive Hall=5, Education & Programming=13)

Pillar 1		Pillar 2		Pillar 3		Pillar 4	
Enhancing Visitor Experience		Create a Culture of Belonging & Growth		Internal Process Improvements		Increased Revenue & Attendance	
Dots	Idea	Dots	Idea	Dots	Idea	Dots	Idea
5	Daily scheduled tours during summer season that are volunteer led 1x am, 1x afternoon	6	Team building of the volunteer corps, so we find out more about each other's skills and experience. Volunteer meetings more often	6	Software/Online Volunteer Portal to sign-up for opportunities & onboarding	No ideas emerged under this pillar that received 5 or 6 votes	
		5	Create a volunteer directory listing with photos, emails and phone #	6	Key Points for Animators Stations in the Interactive Hall are printed up close to the signup sheet, or kept online and up to date		

The consultant has prepared the following recommendations section based on industry and the environmental scan, feedback from the volunteer feedback session, interviews with staff and volunteers, findings from the municipal benchmarking interviews as well as suggestions from the Project Team.

SECTION 3A – RECOMMENDATIONS TO MANAGEMENT

Recommendations to Museum Management for Implementation within the next six months to a year

1. Posting & Hiring of a Part-time volunteer coordinator as of January 2024 with the following responsibilities

Components - The Business Services Manager will ensure that this job description, and other paperwork required by Bruce County Human Resources department and budget planning staff in Finance, and any other internal/external requirements are submitted for implementation in January 2024.

BCM&CC staff have indicated:

“The VCC records about 1,000 hours/year, equivalent to that of a part-time staff member, and at present reports to the Museum’s Program Coordinator, who works with them to ensure the work is done to County standards and is meeting all practices and adhering to policies and procedures. This is only a small component of the Program Coordinator’s role, however, and the busy Programmer’s position does not allow for enough time to be dedicated to volunteer supervision and oversight.”

Based on the onsite interviews conducted, the Consultant recommends that that this new position of part-time Volunteer Coordinator report to the Business Services Manager for the first six months to a year of the position, with the provision that the reporting relationships, roles, and responsibilities amongst all the department’s direct reports to the Business Service Manager, could be reviewed after this period to determine the optimal allocation of resources.

Based on the concerns raised during the volunteer feedback session regarding communications, preparation of notes for volunteer roles and delivery of content, it is important that this position be a paid position, to interact with other County staff to ensure that content is accurate and reflective of the museum standards for interpretation of the collection and historical research.

In addition to this, from the perspective local government risk management, it is important to have a paid part-time position to ensure all the volunteer onboarding steps are consistently followed (Police Checks for vulnerable persons and Occupational Health and Safety)

BCM&CC staff have also indicated that:

“Between 2016-2020 Museum volunteers contributed 18,903.9 hours, representing the equivalent of two full-time staff... Volunteerism remained high during 2021 when the Museum was still in and out of Covid lockdown situations with 1,500+ hours being logged...As the Museum started its post-Covid recovery phase it became apparent that the Volunteer Coordinator position demanded more than the efforts of a volunteer and required more time than the Program Coordinator had available to them...

Small cracks were beginning to appear in the running of the program, ...including unclear direction or incomplete training. Meanwhile, other more experienced volunteers had started bypassing the VVC and liaising directly with staff associated with their work.”

Another justification for the creation of a paid staff position is to foster more inter-departmental relationships, within the museum as well as to a certain extent the necessary steps in the volunteer onboarding process that require interaction with the Human Resources department.

Draft Job Description for Volunteer Coordinator based on items contained in this report:

- a) Onboarding of all new volunteers through the multi-step process outlined by management up and until the volunteer is assigned to another member of staff at BCM&CC.
- b) Ongoing Volunteer Coaching and Feedback from BCM&CC staff to pt Volunteer Coordinator.
- c) Ongoing tasks also include:
 - i. Recruiting and scheduling, maintaining records, creating, and managing a junior volunteer program, offering training and coaching to provide volunteers with opportunities to strengthen their knowledge and skills as they relate to the Museum.
 - ii. This position will also provide a consistent, knowledgeable person as the point of contact for all volunteers – thus improving communications as identified as a priority through the volunteer feedback session held in May 2023.
- d) Conduct two volunteer meetings a year (April & November) where all volunteers from all departments are invited to attend.
 - i. The incumbent will plan with the subject matter experts (BCM&CC staff) and others to speak at these events to provide training and context on appropriate behaviour, responding to the Changing Face of Canada,

requirements under the Calls to Action from the Truth and Reconciliation Commission and other industry and site priorities.

- e) Working with the Business Service Manager, investigate the steps required to adopt a volunteer code of conduct like the example obtained from Waterloo Region Museum staff.^{xxi}
- f) Responsible for responding to concerns raised by the public, BCM&CC staff, and management regarding volunteer behaviour. In consultation with the Business Services Manager, determining appropriate action based on the volunteer management policies and procedures of the Bruce County Museum.
- g) Preparation of a volunteer orientation binder or volunteer guide that is provided to the public as demonstrated by Huron County Museum [here](#).

2. **Volunteer Software** – The Business Service Manager will work with the other departments, the human resources department, to determine the best course of action regarding the implementation of a volunteer software system.

Modify existing or buy new. The consultant interviewed most volunteers and staff before there was a fulsome discussion of this item at the volunteer feedback/Dotmocracy exercise.

During these interviews, the consultant mentioned that three out of four of the museums surveyed were using one volunteer software program that was available county wide. In the longer-term considerations section of this document, there is a more complete discussion of the various software options.

At the volunteer feedback session, one volunteer spoke up during the brainstorming session to share that she was very familiar with these types of software programs when she was volunteering in another community south of Bruce County. She liked the functionality of this, because it allowed her to plan her volunteering over several months, or to change something that week, because she could access the portal and sign up for assignments.

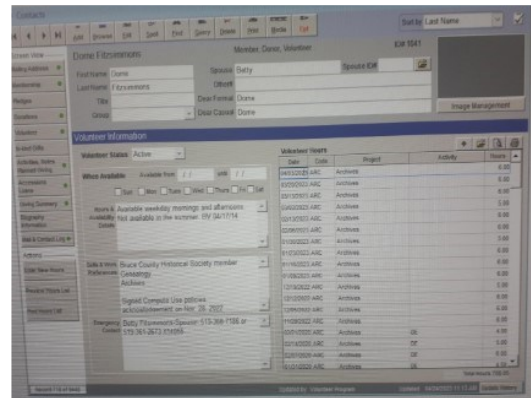
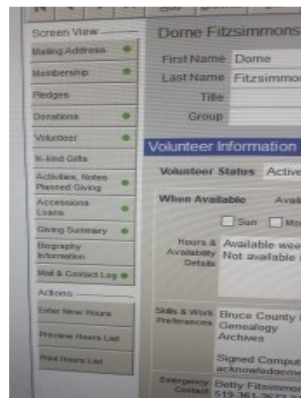
These other non-profit organizations, through investing in this type of **digital** transformation can respond to the changing environment in a more flexible way and able to take advantage of volunteers available who have **the digital literacy** to maximize their choices in volunteer commitment.

a) **Modifications to Existing Past Perfect software used by collections, archives, and exhibit staff.**

According to staff in the Archives department, BCM&CC staff are likely to continue to use this software system for the next couple of years. They have not successfully identified another product on the market likely to replace this. For volunteers that contribute hours in the Archives or Collections department, their hours are logged using Past Perfect. Staff also record onboarding information in the skills/experience notes sections such as – police check, occupational health, and safety tour, etc.

BCMCC staff are active in a regional users group for Past Perfect and based on their experience working with the IT company providing this software, they have been successful in the past suggesting changes or modifications to the user interface, data capture or reporting functions. For this reason, they have suggested that they could continue to use this software with some adjustments.

Past Perfect
Screen shot



However, Past Perfect exists as a stand a lone software system, not a volunteer portal like Volgistics where people can sign up for shifts. They have been able to work with the vendor to provide an [online collection website](#) that reflects the collection and research in PastPerfect.

b) SharePoint – IT Department Customized Solution

Some staff suggested that the Business Service Manager work with the County's Information Technology division to create a database linked to an online website to implement volunteer onboarding and volunteer management strategies.

While this system could have the potential to have two points of input – Staff and volunteers into the system, this solution could be very expensive from a labour perspective and not as user-friendly/flexible as a solution as an off the shelf private sector solution.

In a recent online discussion in the Museum Computer Network around 'build it (customized solution built in house) or buy it (off the shelf product, several colleagues suggested that this discussion often triggers 'post-traumatic stress syndrome' amongst those individuals involved with customized built in solutions and some experienced colleagues offered: "I have to admit, it was a mistake and it was ultimately shutdown for an off the shelf product. The financial implications of customized ... over the course of two years were grotesque- and the solution wasn't even that customized. This was about 7 years ago and ... has come a long way - but even thinking about doing it again brought on that PTSD you mentioned :)"

c) **Buy New Volgistics**

– This volunteer management software system is currently being used by Waterloo, Simcoe and Grey because their municipalities had purchased it for county wide purposes, including the long term care division.

Waterloo and Grey Museums have opted for the portal version of the software that includes a scheduling option where volunteers can select their shifts and types of opportunities. When the Consultant interviewed Waterloo, the volunteer coordinator highly recommended this software option with the portal, because the functionality permitted the coordinator to do all of the onboarding virtually and online, streamlining time and paperwork.

The image shows a screenshot of the Volgistics website. The header features the Volgistics logo (Volunteer Logistics) and navigation links for Testimonials, About Us, and Contact Us, along with social media icons for Facebook, Twitter, LinkedIn, and YouTube. Below the header is a main navigation bar with links for Features, Tour, Clients, Try or Buy, Pricing, Blog, Contact Support, and a Login button. The main content area has a purple background. On the left, there is a photo of an older woman with her arms crossed. To the right of the photo, the text reads: "The complete online tool for managing your volunteers." Below this text is a yellow "Sign up now!" button. Below the main heading, there is a section titled "Museum Volunteer Management Software" with a list of features on the left and descriptive text on the right. The list of features includes: Museum, Recruiting & Screening, Management, Service Records, Online Volunteer Portal, Automatic Service Recording, Text and Email Volunteers, Recognition, Reporting, Multi-Site Access, Conversion, and Document Storage. The descriptive text states: "Museums of all shapes and sizes rely on the work of their volunteers to keep things running smoothly. Stay on top of your volunteer management with Volgistics' museum volunteer management software. No matter the size of your museum, Volgistics' scalable volunteer database management system has you covered!" Below this is a section titled "Core Features" with a sub-section for "Recruiting" which describes the software's ability to collect and process volunteer information from applicants.

Price Calculator

<p>Volunteers</p> <p>100 ▾</p> <p>Number of records you want to manage. Base this on your current needs. You can move to the next tier at any time.</p> <p>More info \$18</p>	<p>Archive</p> <p>50 ▾</p> <p>Number of records you want to store. Storing records frees active spots, but keeps volunteer information.</p> <p>More info \$0</p>	<p>Operators</p> <p>2 ▾</p> <p>Number of volunteer managers who can log into your account.</p> <p>More info \$0</p>
<p>VicNet</p> <p>Include? <input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>Volunteers can access the online portal. Includes unlimited text messaging.</p> <p>More info \$6</p>	<p>VicTouch</p> <p>Include? <input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>Volunteers can sign in with an on-site time clock.</p> <p>More info \$6</p>	<p>VicDocs</p> <p>Include? <input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>Store documents inside Volgistics.</p> <p>More info \$3</p>
<p>Total: \$33 USD per month</p>		

The Project Team expressed concern about adopting a Michigan based solution in term of data privacy and where the data servers and customer service functions are currently located outside Canada.

d) Buy New – Better Impact



Cameron Segger
Software Sales Advisor

1-800-844-1545 ext.116

BetterImpact.ca



WHICH VERSION OF VOLUNTEER IMPACT FITS MY NEEDS AND BUDGET BEST?

Learn more about each version and use the calculator below to find out.

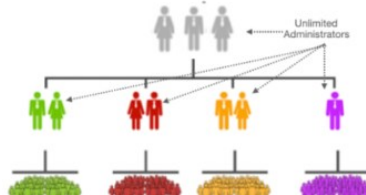
Standard Edition

- **most common**
- unlimited administrators
- all administrators can see all volunteers
- pricing based on the number of volunteers (excluding volunteers with the applicant and archived status)



Enterprise Edition

- **best if you have multiple branches, locations, departments or shops, etc. (subaccount)**
- unlimited administrators
- administrators can only see and interact with the users in their subaccount
- pricing based on the number of subaccounts and volunteers (excluding volunteers with the applicant and archived status)



Pricing Calculator

Standard Edition × ▾

Select The # Of Volunteers ?

Up to 100 × ▾

Upgrade Your Subscription To PLUS ?

C\$468 Annually

C\$39 Monthly Equivalent

Calculate the value of the time you'll save with Volunteer Impact

Summary of Volunteer Software Options

Technology Platform	Modify Existing System			Buy New
	Past Perfect	SharePoint with Website Portal	Volgistics	Better Impact
Features & Benefits	<p>Collections and Archives are already comfortable with this system.</p> <p>The current system is not accessible off site -unresponsive to emergency conditions (snow, pandemic shutdowns, etc.)</p>	<p>IT County staff could put together a back-end database with a web portal that could be used by volunteers and staff.</p>	<p>Waterloo staff highly recommend portal for scheduling and providing virtual onboarding</p>	<p>Newer option, not used currently by Museums.</p> <p>Virtual onboarding is available. E-Learning modules for OHS and other aspects. Can import a volunteer spreadsheet to start the process.</p>
County Staff Concerns	<p>BCM&CC staff participate in a user group that could make recommendations to customize some pieces of current system.</p>	<p>Business Services Manager & part-time volunteer coordinator would have to help IT with business process analysis.</p>	<p>BCM&CC Staff are concerned about data servers having private information on US servers.</p>	<p>Data servers & customer service global or BC. Respond to questions 7/24 HQ=Hamilton, also a global company.</p>
Timeline	<p>May take a couple of years to get the system to reflect the Police Check information and other onboarding steps.</p>	<p>One to Two years</p>	<p>2-4 weeks according to company, depending on staff dedication to project.</p>	<p>Standard edition – free 30-year day trial, start to configure software, volunteer onboarding can start within 30 days, add-on service if required = \$225 to help build the volunteer application form and intake form.</p>
Volunteer Lens	<p>Volunteers do not have access to information for scheduling shifts.</p>	<p>User Interface of this option may appear clumsy & awkward to volunteers.</p>	<p>Volunteers would appreciate online onboarding and scheduling function of portal for streamlining their time and providing choice.</p>	<p>Volunteers would appreciate online onboarding and scheduling function of portal for streamlining their time and providing choice. Volunteers can sign up through web or cell phone</p>

Summary of Volunteer Software Options (Continued)				
Industry Trends	Huron County also uses Past Perfect		Waterloo & Grey Roots use full system with portal.	Clients using software: Canadian Museum of Human Rights, Canadian Museum of Nature, Ingenium, City of Waterloo Museum, City of Ottawa Museums, City of Mississauga.
Price	Would the company charge extra for the added features in terms of software development fees?	Costly in terms of BSM & volunteer coordinator & IT team staff time.	\$33USD=\$43.89CDN monthly, \$526.68 yearly	\$39 CDN monthly, \$468 CDN yearly, unlimited administrators in standard edition
Consultants Analysis	From a user interface perspective Collections and Archives staff are more comfortable with the system than other departments. Does not provide benefits in terms of virtual onboarding of volunteers and scheduling of shifts as well as emergency conditions.	Many colleagues in the Museum Computer Network recommend against 'lets build it ourselves' approach, clumsy user interface and onerous on staff time.	Could be cost effective from a County perspective if Long Term care is included as a client department. Note TBS document assessing low risk to cultural organizations under US Patriot Act. ^{xxii}	Preferred option, supporting Canadian company and paying for service in Canadian dollars. Addresses staff concern about US Patriot Act – data servers & privacy.

Preferred Volunteer Software option selected by Project Team – Better Impact – Option d)

The Consultant is recommending that the hiring of a part-time volunteer coordinator should be implemented at the same time as the implementation of a volunteer software system.

During the interview process, the Consultant heard from the Project Team, staff, and volunteers^{xxiii} that there was a need to standardize the volunteer onboarding process, so the Business Service Manager is assured that all the relevant steps have been followed consistently and tracked. Ensuring a tight loop of implementation on these steps so that the part-time volunteer coordinator and the Business Service Manager have access to verify these steps would be a desired outcome of these investments in the volunteer program.

3. Peer Learning Model for Volunteer Educational Staff and Tour Guides

Volunteers present at the Brainstorming session were very interested in learning more about the expertise of the museum staff and other volunteers. As outlined earlier in the current state of volunteer onboarding, usually **steps 1 through 6** are conducted as one on one training, and then the volunteer is referred to full time staff for the final training depending on the assigned role and department.

On a go-forward basis, it would be beneficial to offer some training in a group format, so this can foster a culture of belonging and growth. Existing staff could attempt this activity from June 2023 to December 2023, and then identify ways to expand the concept after January 2024.

4. Draft Agenda at October 2023 Volunteer Meeting

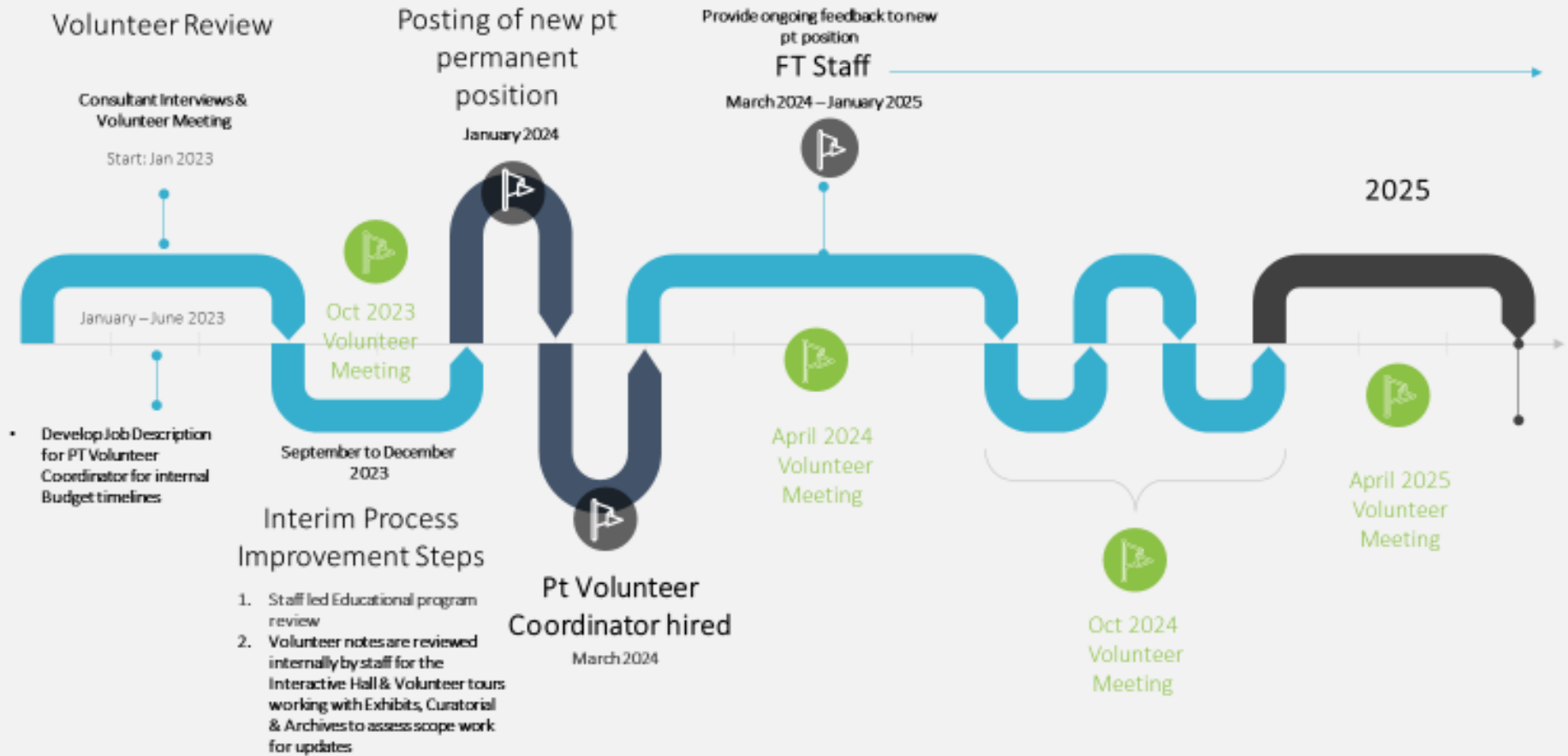
Draft Agenda for October 2023 Volunteer Meeting

Item and Time	Topic
1. 10:00- 10:30	Upcoming Exhibits – October 2023-April 2024
2. 10:30 - 11	Upcoming Special Event, Family & Educational Programming
3. 11:30 - noon	Review of updated Volunteer procedures
4. Noon	Informal networking and adjournment

Depending on staff and volunteer scheduling preferences, this meeting could be held on a Saturday morning 10 am to noon, or a Weekday from 5:30 to 7:30 pm.

5. Creation of a Volunteer Social Committee – The mandate of this committee would be to create volunteer led events and programming to increase the flow of communications between volunteers placed in the different departments. This would foster a culture of belonging amongst the volunteer ranks. The committee could be composed with two reps from Archives, two reps from **Whats On** Permanent Exhibit, two reps from education, Two reps from Special Events/Programming if required or desirable. Possible activities could include field trips to other museums or art galleries, occasional lunch meetings or crafting sessions like scrapbooking.

Roadmap January 2023- April 2025



*Note if the Business Services Manager can identify and implement the appropriate volunteer software system before the PT Permanent Volunteer coordinator is hired, then this item can be added to above roadmap, or this could be implemented 2024-2026 once the part-time volunteer coordinator has been retained.

SECTION 3B - LONGER TERM CONSIDERATIONS

Suggested Plans for the 2025 County Budget Process and Beyond

The Consultant has prepared this section to outline the steps that management should consider over the longer term. These items are placed here with the understanding that management, staff, and volunteers will work on certain items outlined in 3A from June 2023 to January 2024. Once the 2024 BCM&CC budget and workplan has been submitted and accepted by County Senior Management and Council, some of these items could be considered for future budget discussions or workplan priorities for 2025, 2026, and further out depending on organizational priorities.

1. **Streamlining Communications & Clarifying Accountability** between Volunteers and Staff at the appropriate level.

Throughout the Consultant's interviews with volunteers and staff there was a constant call for clear communications on volunteers' roles and responsibilities as well as accountability by FT staff.

Volunteers felt that there should be FT staff on site when they were completing their assignments. They also requested that there be an improvement in the access to information to complete their assignments – printed notes, online points, etc.

- a) There should also be an organization wide commitment from FT staff to keep exhibit and collections information up to date on SharePoint, so volunteers can access it.

For example, once the curatorial, collections and marketing departments have assembled all the content available for an upcoming exhibit, there should be a way for the direct reports to the Business Service Manager to have access to this information for the educational programs, group tours, volunteer learning and professional development. If each of the temporary exhibits are up for several months, the sooner this information is available before the public opening or very close to after, the easier it is for full time staff in this department as well as the part-time volunteer coordinator, to structure communications, and training of the volunteers assigned to interpret and communicate these exhibits. If these communications and learning pathways are stronger at BCM&CC, it would improve visitor experience, internal process improvements as well as foster a culture of belonging and growth amongst volunteers and staff.

2. Volunteer assignments to conduct tours.

Interest was expressed by FT staff in increasing the number of volunteer animators in the permanent Always On exhibits as well as the temporary exhibits. Other staff felt that there should be more guided tours through the museum.

One solution to this question of resources could be that guided tours will be provided to groups booking a tour with 10 or more people. For example, if the PRO BUS group, or the University of Women's Group would like a tour, a fee is charged to the group. BCM&CC could also choose to offer a guided tour to corporate events held at the site. Fostering a group of volunteers that can offer these types of tours would create a sense of belonging and growth as well as increasing revenue for the facility.

One volunteer suggested that volunteers should not be used to replace the work of FT staff, but augment it, complement it, and add value to the visitor experience. This would be an excellent way to show that BCM&CC values volunteer contributions and rewards those individuals who are able to meet a certain level of performance required by the team.

3. Enhancements to the Volunteer Check-in, Communications and Administrative Areas

This is the current layout of volunteer touchpoints at BCM&CC.

- There is signage in the elevator area that indicates that there is a volunteer lounge on the first floor. There are two couches located beyond the visitor services desk with a coffee table as well as some children's interactive play and learning materials under the coffee table.
- The Consultant was told that pre-covid there were different check-in procedures where there was a separate entrance/exit that volunteers would use.
- When the Consultant visited the site in early spring there were coat racks in the lobby adjacent to the Visitor Services area.
- Past the couches and lounge area, on the way to where direct reports to the Business Service Manager are located, there is a wall with name tags and sign-in area for volunteers. This area is in a hallway where no staff are located.
- On the lower level there is a kitchen that is used by volunteers and staff to store lunches as well as facilities staff to prepare the site for facility bookings.

- Adjacent to the kitchen is an area that is used by the educational staff and volunteers to conduct crafts and other interactive activities.
- When the current volunteer coordinator or the Program Coordinator would like to meet or communicate with volunteers, they can do this in the work area outside of the Business Services Manager, the kitchen, or educational area, or other areas of the museum that require a facility booking.

At the art museum^{xxiv} where the Consultant currently volunteers, here are the volunteer touchpoints:

- Volunteers' check-in with security to sign in and show their volunteer photo identification.
- Once volunteers have successfully passed their Vulnerable Persons police procedure, they are scheduled for a photo-id session, and it is issued to them.
- When volunteers are on site in volunteer roles, they wear their photo ids that can be clipped on to their clothing.
- Some of the educational staff of the museum are currently located in the kitchen on the lower level that has a coffee maker, fridge, and microwave. In this area there is a meeting area where the docent and educators can meet.
- There is also a binder that once a volunteer conducts a tour, they note how many attendees were on the public tour.
- If a volunteer has a question, there is always someone on the educational team to answer or try to find the answer by liaising with the full-time staff.
- This area is less than ideal for the educational staff located here for online meetings and privacy because this area becomes very noisy during summer camp season.
- The museum has recognized that capital improvements are necessary, and plans have been discussed for a capital improvement program.

The consultant has prepared the above summary to illustrate that when the BCM&CC contemplates further capital or site improvements, perhaps during the post-covid period, a different layout or interactive space could be created in the educational area, or another area of the museum, where volunteers have access to the part-time volunteer coordinator as well as an area to meet for volunteer training, learning and professional development, that does not involve a booking of some of the more public areas. This would support museum excellence under the pillar of fostering a culture of belonging and growth.

Also, in terms of further investments in the volunteer program, the **name tags** could be updated to more closely reflect the identification used by staff. At the site that the

Consultant volunteers at this element does help the volunteers feel more part of the team (fostering a culture of belonging) as well as providing a seamless continuum of service for the public (improving the visitor experience).

4. Improvements to volunteer wardrobe options at BCM&CC

The project team discussed several options to improve the existing apron that volunteers use (Bruce County vests, Bruce County golf shirts or short sleeve dress shirts).

Based on the volume of work of this current engagement, feedback from the volunteer session as well as items identified for implementation for the 2024 budget process, the project team did not have enough time to fully explore these options.

There was discussion around putting a rewards system in place for volunteer hours or extraordinary service where the volunteer might receive a vest, golf shirt or dress shirt that was branded with [Bruce County](#) ambassador colours and identity.

These options could be considered in future budget cycles or perhaps obtained through fundraising efforts by other sources.

5. Membership required for all volunteers - All volunteers should be members in good standing with the Museum – paying their annual membership dues to the non-profit organization that they are volunteering with.

Many non-profit organizations have this type of policy written into their volunteer protocols. This recommendation also has the benefit of falling under the following two pillars – increasing a culture of belonging and increasing revenue.

6. Volunteer Involvement with IDEA Concepts

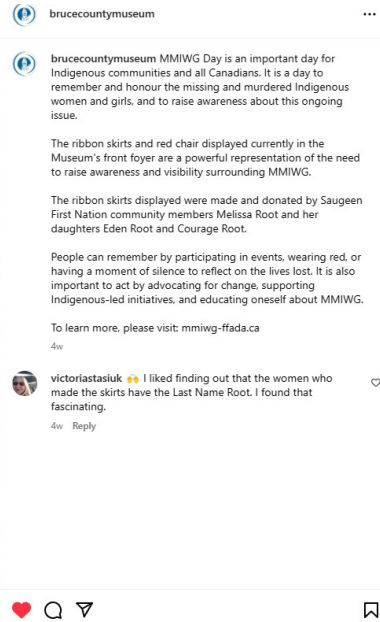
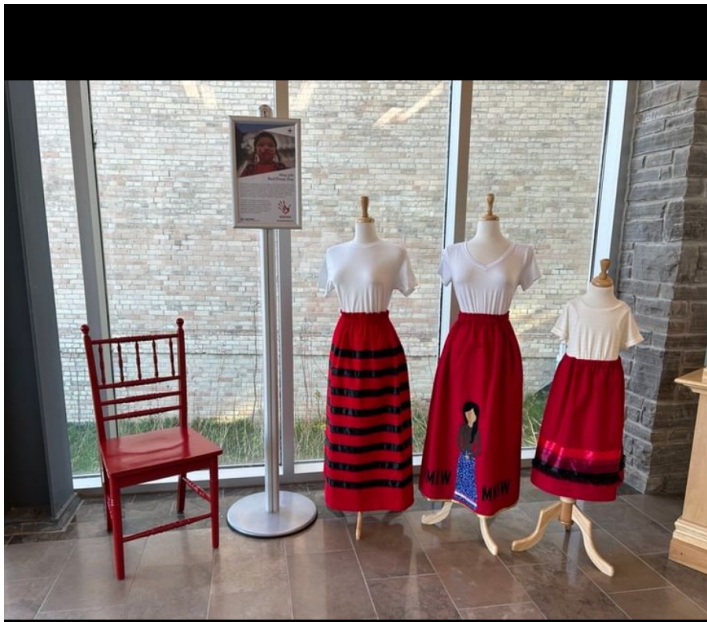


There is interest from the Project Team and management in creating a diversity and inclusion committee on site with representatives from staff and volunteers.

There could be benefits to the volunteers to becoming involved with this committee as they come to terms with the Changing Face of Canadian demographics and the changes required under the Calls to Action by the Truth and Reconciliation Committee.

Museum staff have demonstrated leadership in museum programming, outreach, and stakeholder engagement in this area in several ways. While on site in April/May 2023, the Consultant witnessed many activities actions in the exhibitions, programming and outreach activities implementing page 12 of the [BCM&CC Strategic Plan – Implementation Roadmap](#) including:

- A facility booking and drumming ceremony held by the local First Nations Community.
- MMIG Day exhibit on May 5 in the front foyer with Instagram posts



- Promotion and planning for the upcoming Pride Month Film Screening & Director Talk-Back + Panel Discussion – June 8, 2023
- Staff discussion for outreach and programming related to Black History Month 2024

The BCM&CC Strategic Plan – Implementation Roadmap, states that while BCM&CC (Exhibitions/Programming) staff will take the lead in this area to ensure that work with partners, would “engage communities stores are told in the voices that own them (e.g., LBGTQ2 community, new Canadians, visible minorities, persons with disabilities, women, etc.) “(p. 16)

While it makes perfect sense that staff areas take the lead in these areas, there is also a need to integrate this approach with volunteer training, orientation as well as appropriate behaviour on site by volunteers so that everyone feels that the BCM&CC is a safe and welcoming place for all.

By including volunteers in this type of training and education, it helps them to develop an **increased vocabulary** to respond to the **evolving narrative** of Canadian history, past, present, and future.

APPENDIX A

Parking Lot Item from Volunteer Feedback Session

One volunteer suggested that an exhibit be planned where people from the community could show examples of what they were collecting in their own personal collections (salt and pepper shakers, scrap metal, depression glass, etc.) The Project Team, at the time, responded that this idea did not exactly fit into the four pillars under enhanced user experience or increasing revenue and attendance, so it was put into the parking lot for management to consider in the future.

Based on international best practices amongst museum colleagues it could be argued that this idea does fit under the pillar of culture of belonging and adult learning – what a curator does, how an exhibit gets put together, focus grouping your concepts and curatorial themes with community interest.

Museum London and the Art Gallery of Windsor, now known as Art Windsor-Essex have held exhibits comparable to this in the past that serve as a community sounding board.



Black Lives Matter, Museum London
August 13 to February 28, 2021
Past Exhibition [Link](#)



Signs of Protest, A Community Display,
Art Windsor-Essex Gallery
October 8, 2020 to January 17, 2021
Past Exhibition [Link](#)

[The Museum Computer Network](#) recently had a theme around the Community as Curator. T-shirts were made available to members to foster the idea of increasing community engagement in Ideation, Collaboration and Content Creation.

Outreach and Recruiting Resources

The Consultant has prepared an initial list of potential resources to be shared amongst staff and potentially volunteers to enhance BCM&CC's volunteer outreach and recruitment program, it is envisioned that the proposed part-time volunteer coordinator staff position would be responsible for expanding this initial list and ensuring that the information is accurate and kept up to date.

Major Employers - [Link](#) to list employers maintained by Bruce County Economic Development Department

Bruce Power
Walmart
Supercenter South
Bruce Grey Health Centre
County of Bruce
Kincardine and District General Hospital
Ontario Power Generation
Bluewater District School Board
County of Bruce - Gateway Haven
Rowland's Your Independent Grocer
Owen Sound Transportation

Active Seniors Centres

Active Lifestyles Centre Grey-Bruce

McQuay Tannery Building, 1852 3rd Ave E, Owen Sound, ON N4K 2M6 519-376-8304

Chantry Centre is a meeting and activity place for adults aged 50 +.

35 Grey Street South, Southampton, Ontario, N0H 2L0, 519-797-3960

Chippewas of Nawash Unceded First Nation - Maadookii Seniors

Maadookii Seniors Centre, 33 Maadookii Cres, Neyaashiinigmiing, ON N0H 2T0 519-534-4918

The Salvation Army - Owen Sound and Saugeen Shores - North of 55 Senior's Program

365 14th St W, Owen Sound, ON N4K 5P7 519-376-5699 ext 100

Organizations to approach for Youth Volunteers

Listings of High Schools

Senior Schools

Guidance Counsellors at Board or High Schools

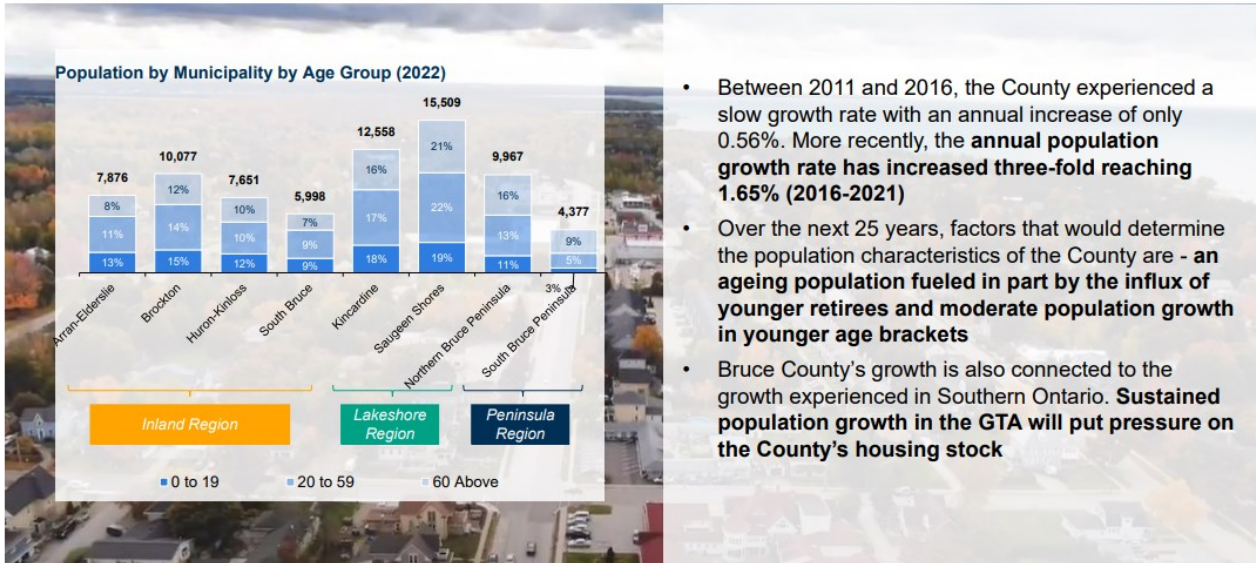
High School Specialist contacts

Statistics – Demographic Changes in Bruce County 2021

Bruce County

Highlights from the Affordable Housing Forum held February 9, 2023 [link to the online document](#)

Trends

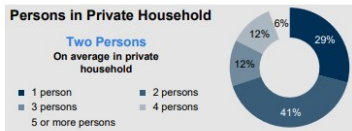
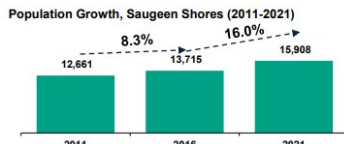


Pg 9 KPMG 2021 Demographics 1

APPENDIX

Saugeen Shores

Municipality Stats – Demographic, Economic, and Housing Stock



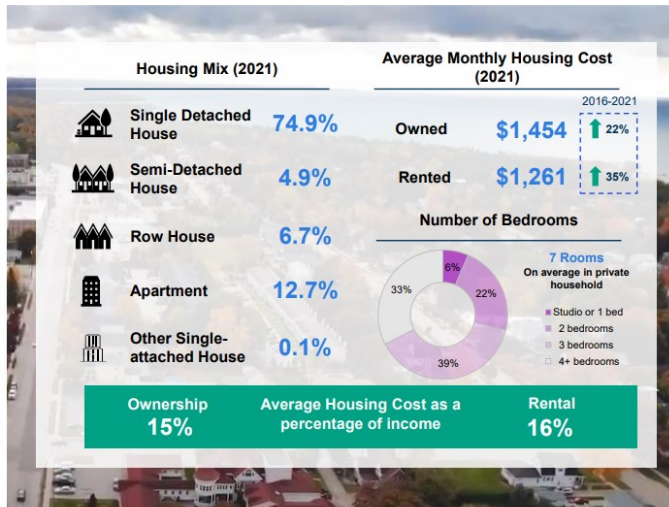
47 Median Age (Years)

22% Growth in Average Income (2015-2020)

Average Value of Households (2021) – **\$615,500**



Utilities is the largest employer followed by Retail Trade and Health Care And Social Assistance industry



Page 37 KPMG Housing Demographics 1

The projected 16% population growth figure for Port Elgin and Southampton communities is significant. Museum outreach and volunteer recruiting strategies should respond to this.

End Notes

ⁱ Municipal Heritage Museums phone or zoom interviews conducted by the consultant from February 7 to March 15, 2023.

ⁱⁱ “National Snapshot of Covid-19 Impact on United States Museums”, American Museum Association with Wilkening Consulting.

ⁱⁱⁱ Ibid., p. 8.

^{iv} CBC News, British Columbia, “Critical lack of volunteers putting Canadian non-profit services at risk: Volunteer Canada, Posted January 24, 2023, Last updated January 24, 2023.

^v Statistics Canada, The Daily, Chart 1, Average annual volunteer hours by organization type, among formal volunteers aged 15 and over, <https://www150.statcan.gc.ca/n1/daily-quotidien/210423/cg-a001-eng.htm>.

^{vi} Artnet news, “Once-Promising Attendance at US Museums Have Plateaued, Revealing the Pandemic’s Enduring Grip on the Cultural Economy”, Jackary Small, July 7, 2022, <https://news.artnet.com/art-world/us-museum-attendance-figures-2142562#:~:text=Museums->

,Once%2DPromising%20Attendance%20Figures%20at%20U.S.%20Museums%20Have%20Plateaued%2C%20Revealing,better%20than%20their%20larger%20counterparts.

^{vii} Museums Association Blog (United Kingdom), “[Museum visits up 158% but still lagging behind pre-pandemic levels](#)”, March 17, 2023, Association of Leading Visitor Attractions (ALVA UK) annual figures. “However, there is some way to go before museum visits recover to pre-Covid levels. Overall, footfall to Alva’s members was 23% lower in 2022 than in 2019. Alva said this was down to the combined impact of Covid, Brexit-related recruitment issues and the cost-of-living crisis.”

^{viii} Nanos Research, RDD dual frame hybrid telephone and online random survey, May 26th and 30th, 2022, Presented at Strategies for Attracting Audiences, Business for the Arts, [The Arts Response Tracking Survey \(ARTS\)](#), January 25, 2023 zoom webinar.

^{ix} Ontario Museum Association Annual Report, 2020-2021, p. 3.

^x BCM&CC Strategic Plan-Implementation Roadmap, Objective 2.1 engage underserved audiences, page. 12

^{xi} National Snapshot of Covid-19 Impact on United States Museums, Fielded December 8, 2021 through January 20, 2022, Research conducted by American Alliance of Museums and Wilkening Consulting.

^{xii} Huron County, 2023 Approved Budget, page 228, <https://www.huroncounty.ca/wp-content/uploads/2023/04/2023-Approved-Budget.pdf>

^{xiii} Simcoe County Budget Binder, Departmental View, page 61,

<https://www.simcoe.ca/Finance/Documents/2023%20Budget%20document.pdf>

^{xiv} Grey County Budget Details, page 124,

<https://docs.grey.ca/share/public?nodeRef=workspace://SpacesStore/941fb71b-9607-4f35-9ca4-5f16a16f91fd>

^{xv} The Regional Municipality of Waterloo, 2023 Operating Budget, Cultural Services, p. 63, <https://www.regionofwaterloo.ca/en/regional-government/resources/Budget/Region-of-Waterloo-2023-Final-Budget-Book.pdf>

^{xvi} The Anishnaabwe Endaat “Where We Live” Exhibition Received the Lieutenant Governor’s Ontario Heritage Award for Excellence in Conservation in 2020. This exhibit was created with community collaboration from both Saugeen First Nation and Chippewas of Nawash Unceded First Nation as a space in which Anishnaabwe people’s past and future is examined. Periodically, arrangements are made for the Indigenous community to conduct learning circles to share the wisdom of the grandfathers and other aspects of indigenous knowledge.

^{xvii} The HMS Hunter was previously a War of 1812 10-gun brig of the Royal Navy Squadron that was defeated in the Battle of Lake Erie. After capture, the HMS General Hunter name was shorted to the Hunter and used as a vessel to transport goods for the rest of the War of 1812 by the Americans. More recently, several ship

frames pushed up through the sand of Southampton Beach in 2001 and a series of archaeological excavations revealed the presence of a large part of the hull of General Hunter buried just a metre or two under the beach sand. A full interior excavation of the hull in 2004 provided hundreds of artifacts. The artifacts and a 3/4-size ship deck replica of General Hunter in the [Always On](#) area of the site.

^{xviii} [Cultural Action Plan, 2021](#), [Bruce County Museum & Cultural Centre Strategic Plan and Implementation Roadmap for 2021-2026](#), as well as [the Digital Content Strategy, 2021](#).

^{xix}The position of volunteer coordinator has existed at BCM&CC for over ten years. This position was previously held by a retired schoolteacher who is still an active volunteer in the Archives, school groups and programming events. The incumbent volunteer coordinator is a retired Bruce Power employee who also performs an active role at BCM&CC as the volunteer Santa. The incumbent comes on site Monday and Wednesdays between 9:30 and 11:30 am. This position is a volunteer position where no funds are provided to the incumbent person. When on site, this person tracks volunteer hours into a spreadsheet, sends emails and phone calls existing volunteers for various upcoming responsibilities at BCM&CC – for permanent exhibits in the [Whats On](#) permanent exhibit, guided tours of the temporary exhibits and grounds, school groups, summer camps, PA Day, Family Day, and other programming special events at the site. Many staff and volunteers found this role cumbersome and inefficient in terms of communications and responsibilities of volunteers while on site. Long standing volunteers of the site who already know their role, might find it less inconvenient, but for newer volunteers it could be confusing about the roles of the volunteer coordinator and the Programming Coordinator, FT staff position.

^{xx}There was a diversity of volunteers in attendance - newcomers, mothers, older adults, new volunteers, seasoned volunteers, as well as the balance between men and women.



xxi CODE OF CONDUCT

The Region of Waterloo prides itself on providing programs and services that inspire trust and confidence in those we serve. Volunteers represent the Region to the public and will be held to the same conduct as employees. The Region expects volunteers to be reliable, carry out their activities with competence and act in a manner that will enhance and preserve the Region's reputation.

Conduct that adversely affects other staff members, volunteers, placements, clients or the public is cause for corrective action up to and including the involuntary departure of a volunteer and/or legal action.

Volunteers are responsible for their conduct and expected to:

- Respect the dignity and rights of all individuals.
- Act in a manner that instills trust and confidence.
- Promote an environment that values respect, fairness and communication when working with others.
- Contribute to an environment that is free from violence, harassment or bullying.
- Respect and maintain the confidentiality of any information they may acquire while carrying out their assigned activities.
- Act with reasonable care and respect the parameters of their assignment descriptions.
- Accept guidance, be responsive to feedback, and ask for support when necessary.
- Participate in learning opportunities, orientation programs and training sessions.
- Inform their supervisor if they cannot carry out their scheduled activities.

See also:

- Code of Ethics and Conflict of Interest
- Confidential Information
- Harassment Prevention
- Violence Prevention
- HR Policy: Workplace Harassment Prevention
- HR Policy: Workplace Violence and Prevention

^{xxii} Treasury Board of Canada Secretariat, Privacy Matters, The Federal Strategy to Address Concerns About the USA Patriot Act and Transborder Data Flows, 2006, Pages 40-44, Detailed Review Table, indicates that the Department of Canadian Heritage and the National Gallery are at a low risk under their assessment.

^{xxiii} The consultant heard some of these examples through the interview process:

- A newer volunteer, and former Bruce Power employee started the volunteer onboarding process at BCM&CC and Grey Roots Museums & Archives at the same time, as a step to continue his heritage museum volunteer activities. Grey Roots never got back to him to onboard him. This newer volunteer started the onboarding process at BCM&CC in May 2022 and finished the process in September 2022. His example was a bit out of the ordinary because his name matches another name so there was a finger printing step involved.
- This same volunteer noted that there were inaccuracies, out of date information with regards to existing COVID-19 protocols, spelling mistakes and grammar problems with the volunteer onboarding package.
- One volunteer had a couple of orientation tours given by the volunteer coordinator and then discovered that he preferred to work with the Education Coordinator for his learning and professional development as a volunteer. He found that the Education Coordinator had different content than the volunteer coordinator and this staff person also had an interactive style of delivery that was more of what he was looking for to learn from.

^{xxiv} McMichael Canadian Art Collection, Kleinberg, Ontario

ABOUT THE CONSULTANT

[Victoria Stasiuk & Associates](#) (the Consultant) understands Living History museums and sites well. She has worked at Black Creek Pioneer Village, Westfield Heritage Centre, as well as municipal heritage museums in Hamilton (Whitehern and Battlefield House).

Ms. Stasiuk is a member of the Ontario Museum Association, the Museum Computer Network, the Creative City Network. In March 2021, she participated in the Ontario Museum Association's Indigenous Symposium.

From January to March 2022, Ms. Stasiuk received funding from the Canada Council for the Arts as an Inter-Arts Professional to take a course entitled Decolonizing Museums in Practice, where one of the instructors was Heather George, currently President of the Canadian Museum Association.

Last summer, she delivered some of the course material and guided discussion and interaction at the kickoff meeting for an OTF funded online education project at a heritage museum in Southwestern Ontario.

Her most recent projects have been with Bruce County Museum, Elgin County Museum and Archives, Museum London, Backus-Page House Museum as well as the Ontario Genealogical Society.