



Committee Report

To:	Warden Hicks and Members of Grey County Council
Committee Date:	March 10, 2022
Subject / Report No:	EDTC-CW-06-22
Title:	Grey Roots Operating Plan 2022-2023
Prepared by:	Jill Paterson, Manager of Museum & Archives
Reviewed by:	Savanna Myers, Director of Economic Development, Tourism & Culture
Lower Tier(s) Affected:	All
Status:	Recommendation adopted by Committee as presented per Resolution CW42-22; Endorsed by County Council CC27-22

Recommendation

1. **That Report EDTC-CW-06-22 regarding Grey Roots Operating Plan 2022-2023 be received; and**
2. **That the Operating Plan be endorsed and progress updates be brought back to Council annually.**

Executive Summary

The Grey Roots 2022-23 Operational Plan serves as a foundational document for planning post-pandemic recovery and programming innovation at Grey Roots Museum & Archives. This two-year plan extends the objectives of the 2016-2020 Grey Roots Strategic Plan and leads into the development of the Economic Development, Tourism and Culture Master Plan, slated for 2023.

Background and Discussion

Initiatives outlined within the Operating Plan place a strong emphasis on community building with a specific focus on promoting Black History and implementing the Indigenous Advisory Circle. The all-access mandate supports further digital programming and community partnerships with activations and activities on and off-site. This period will also focus on evaluation of existing public offerings to collect visitor feedback and data that can support the development of future departmental strategies.

The four strategic goals in the operating plan include Collaboration, Accessibility, Sustainability and Evaluation. Each description of the strategic goals includes an aspirational "Imagine" section to encourage innovation along with accompanying performance measures to ensure

resources are appropriately allocated.

1. Collaboration

Grey Roots will work to support partnerships and collaborations that create new opportunities to raise awareness of Grey County's diverse cultural history and encourage new audiences to visit the museum. Grey Roots will spark relationships between community organizations and representatives to create innovative projects, exhibits and programs that bring authentic, historically accurate and diverse cultural voices to Grey Roots' public offerings for visitors and residents in Grey County.

This strategic goal also incorporates our ongoing recognition and support of Grey Roots Museum and Archives volunteers. We will continue to provide fulfilling experiences for our talented and dedicated volunteers and explore ways to engage new volunteers in Grey Roots activities and projects. Collaboration will also be an internal focus for Grey Root Museum and Archives staff as we look for opportunities to co-operate across departments and with our Grey County colleagues.

Imagine:

- Increased representation of Indigenous, Black, and other underrepresented communities throughout Grey Roots exhibitions, programs, and events.
- A collaborative event with the Grey Bruce Local Immigration Partnership for Multiculturalism Day to celebrate newcomers to Grey County and strengthen community.
- Providing a venue for community initiatives that could offer new experiences for visitors to Grey Roots, supported by Grey Roots event and programming staff.

In Development:

- Indigenous Advisory Circle
- Community Initiatives Fund
- Black History in Grey Initiatives
- Durham 150 exhibition at the Durham Art Gallery
- Regional Agriculture Learning and Demonstration Site

2. Accessibility

Providing better access to the museum and archives can come in several forms. This goal describes our commitment to considering the needs of persons with disabilities in our design choices; exploring ways of extending access to museum spaces through the season; and developing free admission initiatives and off-site outreach programs to remove barriers to participation.

Imagine:

- Regular days where free admission or free transportation is offered to ensure all people have an opportunity to participate in the museum's offerings.
- Rotating mini exhibitions and in person programming in Long Term Care Homes.
- Developing opportunities for a collaborative event with Grey County Housing families.
- Recreational access to Moreston in the winter months for snowshoeing, cross-country skiing, or walking the trails.

- Summer evening programming like picnics or musical performances in the sunset

In Development:

- Family Pass on loan at area public libraries
- Grey County gallery redesign and general store construction accessibility considerations
- Implementing creative storage solutions to keep exhibition and display areas accessible and safe
- Outreach opportunities for the 1921 Robert Bell Steam Engine, portable railway, and Grey Roots 'fleet' of antique vehicles.

3. Sustainability

Grey Roots will create public experiences through a lens of responsible revenue generation. Through the review of existing programs, events and fee structures, we will identify which activities are covering their costs and have a demand in the community and ensure offerings are priced appropriately. When developing new public offerings, we will ensure that we are targeting our identified visitor groups i.e. families and seniors. The number of events/programs will be strategic to meeting or exceeding our revenue targets. We will build our fundraising capacity by investigating eligible government funding sources, pursuing sponsorship opportunities and philanthropic campaigns. Connecting back to our guiding principles, we will continue to focus on environmental sustainability by choosing the best practices to reduce waste and other harmful impacts on our ecosystem.

Imagine:

- A museum that is resilient and can rebound from changes in the market by leveraging a variety of revenue streams.
- A museum that lessens its reliance on the County levy.
- A museum that is useful to the community as a space to congregate in ways outside of core programs.
- An e-charging station in the Grey Roots parking lot.

In Development:

- Updated fee structure for Grey Roots Kids Camp admissions
- Children's Gallery Sponsored by Fairmount Security in yearly phased development and targeted to core audience
- New promotional materials for rentals, Kids Camp, and event schedule
- Grant funded "Digitization for Electronic Access", a joint initiative by Grey Roots Archives, Legal Services and Clerks

4. Evaluation

In anticipation of the 2023 Master Plan to be developed for the Economic Development, Tourism and Culture Department (EDTC), Grey Roots Museum & Archives is presented with an opportunity to use the next two years to gather critical data that can inform the development of the master plan. Grey Roots staff will insert an evaluation component to every appropriate aspect of the Grey Roots experience so that we can be guided by data and community feedback in the creation of a new five-year plan. This base of understanding will ensure more

meaningful and informed engagement and consultations with stakeholders and partners during the development of the Grey Roots component of the EDTC master plan.

Imagine:

- Visitor satisfaction surveys distributed to participants in Grey Roots public offerings.
- Digital surveys sent to members, newsletter recipients, and promoted to social media.
- A survey to volunteers to gauge how we can best support an enriching experience as demographics shift.
- A display within the exhibit galleries where visitors can share the activities they would like to see us do more.
- Outreach to communities who do not historically partake in the museum to gauge what would entice them to visit.

In Development:

- Daily visitor statistics utilized for operational planning
- A review of current survey questions and responses
- An environmental scan of best practices for museum evaluation and possible incentives for participation
- Synthesizing past survey results to understand any changing trends
- Village Volunteer Survey – 2022 Season
- Annual departmental work plans linked to performance evaluations

For the period, 2022-2023, covered in this operating plan, a new guiding principle born out of the COVID-19 pandemic is flexibility. With the uncertainty surrounding public health requirements and future trends in visitation, Grey Roots will need to be ready to adapt and adjust plans while working toward common goals. Performance measures and evaluation will enable this flexibility and better support staff in making recommendations and decisions.

Legal and Legislated Requirements

There are no legal or legislated requirements with this report.

Financial and Resource Implications

There are no financial or resource implications with this report.

Relevant Consultation

- Internal - Grey Roots Museum & Archives Staff
- External – Living History Managers Group

Appendices and Attachments

[Grey Roots Museum & Archives Operating Plan 2022-23](#)

[Grey Roots Strategic Plan 2016-2020](#)

