

**Preamble** The Board of Trustees, as the governing authority for the Royal Ontario Museum (ROM) with powers vested in it by the Legislature of Ontario, is responsible for the institution, its policies, its operational continuity and well-being, and the various assets which it holds in trust for the people of Ontario, to whom it is ultimately accountable.

Governance policies will guide trustees, other volunteers, employees, and others affiliated with the ROM who are responsible for any aspect of museum operation, management, or governance.

Museums and their employees and volunteers have duties, responsibilities, and opportunities; from time to time, they encounter ethical dilemmas and conflicts which must be resolved, considering both the needs of the institution and the broader public interest. In this regard, the ROM will be guided by the [Canadian Museum Association's Ethics Guidelines](#) (2006), the Association of Art Museums Directors, [Professional Practices](#) (2011), the [International Council of Museum's \(ICOM\) Code of Ethics \(Revised edition, 2026\)](#), and [Bill 132, Sexual Violence and Harassment Action Plan Act](#) (2016). Senior management is responsible for ensuring awareness of and access to these documents.

**Policy  
Mandate**

The mandate of ROM includes:

- (a) The collection and exhibition of objects, documents, and books of any kind to illustrate and make known to the public the natural history of Ontario, Canada and the world;
- (b) The collection and exhibition of objects, documents, and books of any kind to illustrate and make known to the public the history of man in all ages; and
- (c) The promotion of education, teaching, research, public programs and publication in any or all fields referred to above.

**Vision**

To become a distinctly 21<sup>st</sup> century museum, ROM will be known globally for expanding the boundaries of knowledge, innovation in presenting that knowledge, and public relevance within the intersecting worlds of art, culture, and nature. ROM will be universally recognized as Canada's leading museum and as one of the foremost cultural institutions anywhere in the world.

**Mission**

To transform lives by helping people to understand the past, make sense of the present, and come together to shape a shared future. ROM builds and shares global collections, creates knowledge, inspires learning, encourages gathering, and sparks exchange on topics within the intersecting worlds of art, culture, and nature that matter to people and communities.

**Values**

ROM's core values are:

- Creativity – in our approach to challenges
- Adaptability – in changing contexts
- Respect – for our differences
- Excellence – in all aspects of our work
- Courage – to take risks and try new things
- Collaboration – across boundaries
- Accountability – for outcomes

#### *Overarching Goals*

##### Our Local Impact

To dramatically increase our relevance to the people of Toronto and Ontario and become even more central to the life of our community.

##### Our Global Impact

To ascend to the top tier of leadership in the global museum field

##### Our Organizational Strengths

To transform our facility so that it welcomes and inspires all our visitors and delivers a distinctly 21<sup>st</sup> century museum experience.

To significantly build our talent base and financial strength commensurate with the needs of a great 21<sup>st</sup> century museum.

#### *Strategic Objectives*

Our strategies fall into three categories – Revolutionary, Evolutionary, and Enabling. Taken together, these interdependent strategies chart a course for realizing ROM's vision of leadership as a great 21<sup>st</sup> century museum.

##### **ROM's Revolutionary Strategies**

ROM must think and act in fundamentally new ways. The Revolutionary strategies reflect major shifts in mindset for the ROM and opportunities to break new ground in the museum field on 21<sup>st</sup> century frontiers

- Establish ROM as an undisputed focal point for cultural and community engagement.
- Build on our strengths encompassing art, culture, and nature and chart a new path for transdisciplinary practices.
- Lead the field by fully infusing digital thinking into a museum environment.
- Chart a new path for how museums in Canada can engage even more meaningfully with Indigenous communities.
- Launch the ROM Next Level Ideation Lab.

##### **ROM's Evolutionary Strategies**

The 21<sup>st</sup> century ROM must adapt its traditional strengths to align to its 21<sup>st</sup> century ambitions. Evolutionary strategies reflect the ways ROM will re-shape existing resources and activities to bring the 21<sup>st</sup> century museum to life.

- Transform and revitalize ROM's physical campus to meet the needs of a great 21<sup>st</sup> century museum.
- Take a set of high-potential collection areas to a position of global leadership and renown.
- Strengthen and secure our curatorial capacity and enhance access to and stewardship of our collections.
- Infuse a visitor-centric mindset throughout the Museum.
- Further enhance the exhibition portfolio and refresh galleries.
- Facilitate sustained learning that meets the 21<sup>st</sup> century needs of students and families

##### **ROM's Enabling Strategies**

The 21<sup>st</sup> century ROM must develop the financial resources, talent, and plan to enable the success of our vision.

- Build and develop our talent
- Develop and implement the next major capital campaign
- Develop and implement a robust, dynamic, and detailed business plan

*Work  
Environment  
Principles*

ROM embraces a working environment that recognizes and encourages employees and volunteers to demonstrate ROM's core values of Creativity, Adaptability, Courage, Collaboration, Respect, Accountability and Excellence. ROM is committed to providing a safe and healthy workplace thereby supporting the health and wellbeing of all employees and volunteers.

In furtherance of creating such an environment, employees and volunteers (including trustees) will:

- Treat others with respect, tact, and courtesy, both within ROM and when representing ROM.
- Use their skills and experiences for the benefit of ROM.
- Keep confidential ROM information, which involves a matter of trust.
- Respect and protect ROM property and facilities, including records, and refrain from using them in a manner or for a purpose that may be contrary to ROM's interests.

*Work  
Environment  
Principles*

In addition to these behaviours Managers are expected to:

- Use their knowledge, experience, abilities, and expertise to deliver on new strategies that help fulfil ROM's Mission and Vision.
- Embrace and support change that helps create the strong human capital foundation needed to enable ROM to become a 21<sup>st</sup> Century Museum.
- Be disciplined, focused and results driven.
- Provide positive, sensitive leadership that brings out the best in others and creates a positive culture of mutual respect.
- Value the importance of relationship building within and outside of ROM.
- Provide clear expectations and effective delegation while encouraging competence, accountability and excellence in all aspects of work and organizational life.
- Create a positive, collaborative and safe work environment that encourages employees to take risks and try new things.
- Fully understand ROM's Diversity, Equity and Inclusion (DEI) strategies and work purposefully against racism in the workplace and in the ROM's public facing work.
- Be strategic, able to conceptualize a big picture view while also being able to manage the small details that matter to be successful.
- Promote a sense of shared purpose with management, employees, and volunteers.
- Respect and foster the professionalism of employees and volunteers.
- Routinely recognize and acknowledge achievements of employees and volunteers.
- Ensure that all applicable policies are communicated effectively and adhered to in daily operations.
- Ensure that ROM, its departments, individual employees, and volunteers grow and develop professionally in a manner consistent with stated Values and Work Environment Principles.
- Use resources effectively and make decisions that are financially and ethically responsible in furtherance of ROM's Mission and Objectives.
- Strive to produce and foster the production of outstanding and innovative programs, which exceed visitor expectations.

All employees and volunteers are expected to abide by the Board Policy – Ethics & Conduct and the Management Practice – Code of Conduct in the Workplace.

**Explanation of Terms**      *collections*: refers to objects including works of art, artifacts, and biological and geological materials, sound and video recordings, and any other movable artistic, cultural or natural property that has been formally accepted and accessioned by the ROM.

**Date Amended**

April 20, 2000

June 26, 2003

September 9, 2004

September 7, 2006

June 14, 2007

September 6, 2007

June 18, 2009 – new language

June 16, 2011 – housekeeping (title change)

December 15, 2011 – new language

June 21, 2012 – housekeeping (title change)

June 20, 2013 – reviewed with no changes

June 23, 2014 – reviewed with no changes

June 25, 2015 – housekeeping changes only

June 23, 2016 – reviewed with no changes

June 22, 2017 – reviewed with no changes

June 25, 2018 – reviewed with no changes

June 25, 2019 – new language

June 16, 2020 – reviewed with no changes

June 15, 2021 – administrative changes

June 14, 2022 – reviewed with no changes

June 13, 2023 – reviewed with no changes

June 12, 2024 – reviewed with changes

June 18, 2025 – reviewed with no changes

June 17, 2026 – reviewed with no changes

**MONITORING**  
**Adherence to Policy**

*Board:*                    The Governance Committee will annually review management’s adherence and progress on the delivery of the Policy.

*Management:*        The Director & CEO and the Deputy Directors will ensure that the Governance Committee has all the relevant information for determining adherence.

**Policy Review**

*Method*                                    Internal Report

*Responsibility*                        Governance Committee

*Minimum Frequency*                Annually