

ROM

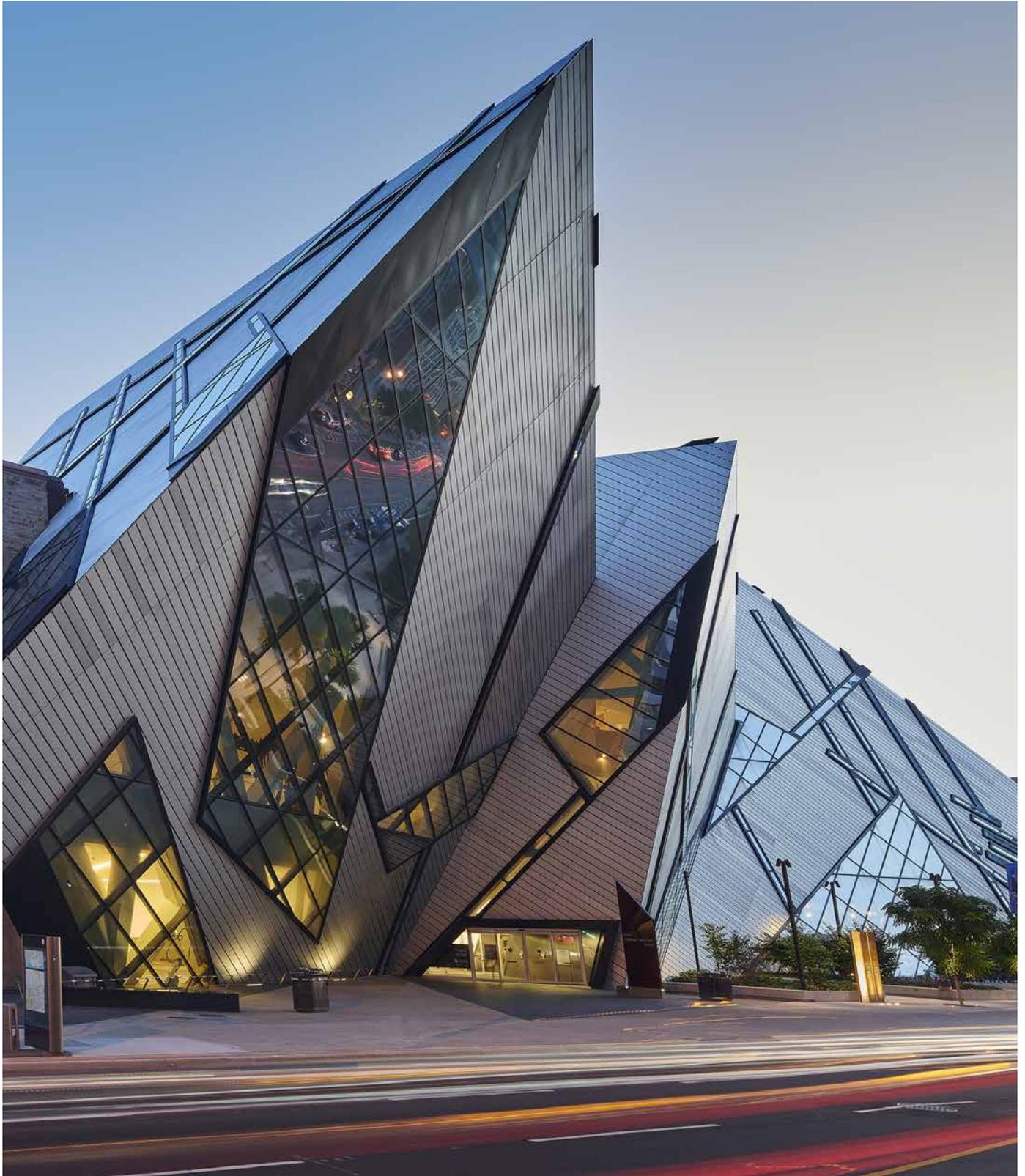
Business Plan
2022-2023



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EXECUTIVE SUMMARY





The ROM acknowledges that this museum sits on what has been the ancestral lands of the Wendat, the Haudenosaunee Confederacy, and the Anishinabek Nation, including the Mississaugas of the Credit First Nation, since time immemorial to today.

Throughout the COVID-19 pandemic and into the planning period covered by this Business Plan the Royal Ontario Museum (ROM) is operating along two parallel, interconnected paths at the same time. The first path is concerned with continued management through the pandemic and the financial and organizational challenges the pandemic has wrought. The second path is directly linked to ROM's Strategic Direction and to carrying forward the momentum we had before the pandemic to chart a bold new course for the Museum and its importance and centrality to the people of Ontario.

Since re-opening in July 2021, ROM has seen a slow and steady increase in visitors, and we hope that numbers will continue to increase as capacity restrictions continue to be eased. Despite this modest momentum, we do not expect to see a return pre-pandemic attendance levels until 2023/24. The return in visitors is driven by an ambitious and exceptional, yet somewhat scaled back, exhibition program that highlights the singular strengths of ROM across art, culture, and nature. ROM continues ambitious and relevant programming through the ROM at Home digital platform reaching new audiences across Ontario and the World and looks forward to returning to onsite programming as soon as it is safe to do so. We see an ongoing high demand for Virtual Field Trips for students, which is particularly important as onsite school visits have yet to resume. These and other efforts are key to the recovery of the Museum and support Minister MacLeod's strategy to rebuild and emerge stronger from the pandemic. At the same time, ROM is driving institutional efficiencies, digital opportunities, and cross-sector collaboration, especially with regards to tourism.

ROM continues to feel the financial impact of the pandemic. As a museum highly reliant on self-generated revenues through admissions, program revenues, membership, food and beverage services, the store, and private client events, these revenues are only slowly returning. Due to our pre-pandemic success in increasing these revenues, their elimination has and continues to have a devastating effect on the Museum's finances. Our recovery strategy is focused on rebuilding these revenues in the coming years, while maintaining cost controls and prudent stewardship of our resources. We are confident in our ability to come out of this situation stronger than before and are grateful for the Ministry's ongoing tremendous support in stabilizing the Museum.

As we work through this transition period, the Museum, more than ever, stays focused on its Strategic Direction. The Museum had seen great momentum prior to the pandemic with big initiatives under development

that are substantially supported by private donors. Donors have expressed huge confidence in the Museum and our exciting vision and are making it possible for the Museum to continue down the path of transformative change. A key example is the Willner Madge Gallery, Dawn of Life, which opened to the public in December 2021. As the first major gallery project since the opening of the Michael Lee-Chin Crystal, the Willner Madge Gallery tells the story of life before the dinosaurs through the fossil record that largely comes from sites in Ontario and elsewhere in Canada. The gallery is a testimony to the engaging stories that only ROM can tell, the strength of our research and field work, our leadership in creating the latest and most engaging way to bring this narrative to our audiences, and the critical private donors whose support helped ROM realize this gallery. The Willner Madge Gallery exemplifies the type of exciting, forward-looking project that contributes to our collective emergence from the pandemic.

For the years to come, we will amplify these efforts and transform the Museum and what it means to be a museum through an initiative we call “OpenROM”. Now more than ever, museums are critical to our collective wellbeing, and we have set ourselves the goal to dramatically increase our relevance to the people of Toronto and Ontario and become even more central to the life of our community. This ambition signals a substantive need to continue to change, transform, renew, and rebuild. As an institution we continue to revitalize our facilities to meet the needs of our audiences. We have already made great strides through the re-opening of the Weston Entrance on Queen’s Park, the Schmidt Performance Terrace and the Reed Family Plaza, and programmatic initiatives such as the Third Tuesday Nights Free and the expansion of our online presence.

The next phase of our physical revitalization will focus on the ground floor on the Bloor Street side of the Michal Lee-Chin Crystal as we continue to deliver on our commitment to becoming more open, porous, accessible, and welcoming. OpenROM is the launch point for a reimagined visitor experience, one that fosters an affinity of place for people of all backgrounds and from all over the province, a place they can truly call their museum. It will provide the opportunity for exciting public programming and performances that draw people into the museum. Thanks to leadership gifts from visionary donors who regard ROM’s transformation as playing a leading role in culture sector recovery, we hope to be able to proceed with this work during the coming fiscal year. Through OpenROM, the Museum will reimagine the ground floor of the Museum and create a more welcoming and accessible entrance experience, create opportunities for the display of works of art, culture, and nature near the transformed ticketing spaces that makes better use of digital technologies, and floor levelling that will enable the creation of more spaces for public programming and performances.

While the impact of the pandemic continues to be felt by the Museum, it is through a forward-looking agenda such as OpenROM that the Museum will move beyond the pandemic and emerge as a transformed institution that will be better able to serve the people of Ontario and beyond.

HIGHLIGHTS OF STRATEGIES FOR FISCAL 2022-23

- Proceed with the OpenROM transformation of the Museum's ground floor.
- Rebuild and drive attendance through a schedule of medium- and large-sized special exhibitions as well as existing and new permanent galleries.
- Broaden ROM's global audiences through a vibrant program of internationally travelling exhibitions. Continue to increase free visits to the Museum through ROM Community Access Network partnerships, Third Tuesday Nights Free and other community-based initiatives, such as health and wellbeing programming.
- Build robust online audiences across Ontario and beyond through the ROM at Home platform, our website and social media channels.
- Further implement the re-launched school visit programs (in person and online) to build back school group attendance and improve the learning experience.
- Add new members and retain existing members.
- Continue the implementation of the ROM's Strategic Direction.
- Further implement the ROM's digital strategy.
- Sustain high net promoter scores and visitor satisfaction.
- Continue to deliver leading research in art, culture, and nature.
- Continue to increase organizational efficiency.
- Implement ROM's commitment to diversity, equity, and inclusion.
- Further broaden the ROM's talent base and increase capacity through key hires.
- Re-build revenue related to paid admission, membership,

HIGHLIGHTS OF ACHIEVEMENTS IN FISCAL 2021-22

- Upon re-opening started to rebuild our attendance through a schedule of medium- and large-sized exhibitions.
- Opened the much-anticipated, path-breaking Willner Madge Gallery, Dawn of Life.
- Expanded our online presence through the ROM at Home platform and highly demanded Virtual School Trips and other virtual learning programs.
- Increased our digital offerings through the ROM Community Access Network (ROMCAN) to expand access to the Museum.
- Continued to deliver leading-edge research and publications in the fields of art, culture, and nature.
- Improved ROM's talent base and increased capacity through key hires.
- Launched a new visual identity for the Museum.
- Deepened curatorial bench strength through key curatorial hires, such as the Allan and Helaine Shiff Curator of Climate Change, made possible through private philanthropy.

RESPONSE TO THE MINISTER'S MANDATE LETTER



Competitiveness, Sustainability and Expenditure Management

We commit to operation within the approved allocation envelope, while continuing to pursue all opportunities for innovation and program sustainability. We will comply with applicable direction relating to supply chain centralization and leverage benchmarked outcomes for compensation strategies and directives. A key priority for the fiscal year will be pursuing opportunities for revenue generation, while continuing to find efficiencies and savings. Compliance with all applicable provincial mandates and directions will as always remain a key priority for our institution.

Transparency and Accountability

We are committed to continued accountability and alignment with all government directives, policies and commit to support our board's role in agency governance accountability and transparency in line with the Agencies and Appointment Directive.

Risk Management

We are committed to continued develop-

ment and implementation of an effective process for the identification, assessment, and mitigation of risks, including planning for and responding to emergency situations such as COVID-19.

Workforce Management

We are committed to providing the high levels of customer service, visitor satisfaction, and workforce optimization to enable efficient and effective fulfilment of government priorities.

Data Collection

We will continue to improve how we use data in decision-making, information sharing and reporting, and leverage new solutions. We are committed to supporting transparency with the ministry.

Digital Delivery and Customer Service

We are committed to exploring and implementing digital modernization strategies for the provision of services online and continuing to meet and exceed customer service standards through increased engagement with these tools.

Diversity and Inclusion

We commit to continuing to encourage diversity and inclusion initiatives and promote equitable, inclusive, accessible, anti-racist and diverse workplace. We will continue to demonstrate leadership by prioritizing an inclusive engagement in all policy and decision-making processes.

COVID-19 Recovery

We are committed to supporting the recovery efforts from the impacts of COVID-19 and continuing to pursue diverse service delivery models.

Ministry Engagement

We are committed to working with the ministry to deliver on the mandated goals of increased relevance to the people of Ontario, supporting the provincial recovery effort, advance the Ontario Onwards Action Plan, safely deliver a 21st century museum experience, and support increased tourism engagement objectives.

MANDATE, MISSION, VISION



MANDATE

Our mandate as defined by the ROM Act: 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; the collection and exhibitions of objects, documents, and books of any kind to illustrate and make known to the public the history of humankind in all ages; the promotion of education, teaching, research, and publication in any or all fields related to the objects of the Museum as referred above. The mandate is consistent with the Ministry of Heritage, Sport, Tourism, and Cultural Industries mandate to support a strong and stable culture sector that will help build a creative and innovative knowledge-based economy.

MISSION

We transform lives by helping people to understand the past, make sense of the present, and come together to shape a shared future. We build and share global collections, create knowledge, inspire learning, encourage gathering, and spark exchange on topics within the intersecting worlds of art, culture, and nature that matter to people and communities.

VISION OF THE FUTURE**The ROM in 2028**

The ROM will become a distinctly 21st century museum. We 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. We will be universally recognized as Canada's leading museum and as one of the foremost cultural institutions anywhere in the world.

Our Local Impact

The ROM will be an undisputed focal point of cultural and community engagement for the people of Toronto and Ontario. We will be recognized as a critical community anchor—a place where people gather, learn, socialize, and seek inspiration. And we will be an essential destination for engagement and exchange about the important issues that affect our lives.

Our growing visitor base will mirror our diverse community and audiences will see themselves reflected in our galleries, exhibitions, and programs. To realize this end, we build and share global collections, create knowledge, inspire learning, encourage gathering, and spark exchange on topics within the intersecting worlds of art, culture, and nature that matter to people and communities.

Our Global Impact

Building on our hundred-year heritage of engagement with the world, the ROM's influence—artistic, cultural, and scientific—will be felt nationally and internationally. We will set the standard in the global mu-

seum field for best practice in public engagement, groundbreaking research, and generative thinking on topics that matter to people's lives.

Our exhibitions will be sought after by the world's leading museums. Our engagement and learning programs will be held up as examples of best practice. Our curators will be in demand as keynote speakers and published in prestigious journals. Our collection will be widely known as one of the finest in the world. International tourists will point to the ROM as a must-see destination when visiting Canada.

Our Organizational Strengths

To realize this vision, we will have enhanced our facilities, upgraded our digital capabilities, invested in talent, and built a resilient and sustainable financial foundation.

Our physical campus will provide an even more dynamic platform for public engagement, and all who enter our doors will feel welcomed and uplifted by our architecture. Digital thinking will be second nature. The ROM will attract and retain leadership and staff with the skills and experience that museums need in the 21st century.

Our strong balance sheet and resilient financial model will give us the capacity to weather the unexpected and the flexibility to pursue the innovation and change that go hand in hand with global leadership.

STRATEGIC DIRECTION



Despite the challenges wrought by the pandemic, the ROM remains committed to the strategic plan, which has been under way since fiscal 2019–20, to set the Museum on a path to take on an even greater leadership role as one of the leading 21st century museums in the world. The Board of Trustees met in a strategic planning retreat in December 2021 and reaffirmed the Museum's Strategic Direction.

The following sets out the goals and strategies to advance the Museum's vision as well as the attributes a truly 21st century museum must embody (see also Environmental Scan, p. 24). A facilities master plan and comprehensive fundraising campaign are being developed as part of the interrelated steps to realize the Museum's vision for the future.

The Strategic Direction of the Museum is aligned with the directions described in the Ministry's mandate letter. The ROM's strategic objectives support and underpin the Museum's recovery from the pandemic and ensure that the Museum is well-positioned to welcome local visitors and tourists back to its galleries and programs. The Strategic Direction also sets the Museum on a path to greater efficacy, efficiency, and resilience.

To become a distinctly 21st century museum, the ROM has embraced the following attributes as guiding principles. A 21st century museum must:

- Play a central role in civic and community life.
- Engage visitors in dynamic ways that are relevant to their lives.
- Build long-term reciprocal rather than just short-term transactional relationships with visitors and partners.
- Seek out authentic voices and diverse points of view.
- Create and present knowledge in new ways that cross traditional disciplinary boundaries.
- Display digital fluency at all levels.

The pursuit of the Strategic Direction's four overarching goals and related strategies will be integrated into our operational plans and budgets over the next ten-year period to ensure the successful completion of the plan.

OVERARCHING STRATEGIC GOALS

1

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

2

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

3

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

4

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

STRATEGIES

Our strategies fall into three categories:

- **Revolutionary**
- **Evolutionary**
- **Enabling**

Taken together, these interdependent strategies chart a course for realizing the ROM's vision of leadership as a great 21st century museum.

OUR REVOLUTIONARY STRATEGIES

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

- Establish the ROM as the undisputed focal point for cultural and community engagement.
- Build on our singular strengths encompassing art, culture, and nature to 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 a ROM Next Level Ideation Lab.

OUR EVOLUTIONARY STRATEGIES

The 21st century ROM must adapt its traditional strengths to align with its 21st century ambitions. Evolutionary strategies reflect the ways the ROM will reshape existing resources and activities to bring the 21st century museum to life:

- Transform and revitalize the ROM's physical campus to meet the needs of a great 21st 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 21st

OUR ENABLING STRATEGIES

The 21st 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 comprehensive fundraising campaign for the ROM.
- Develop and implement a robust, dynamic, and detailed Business Plan.
- Further broaden the ROM's talent base and increase capacity through key hires.
- Re-build revenue related to paid admission, membership, donations, sponsorship, and ancillary services.

OVERVIEW OF CURRENT AND FUTURE PROGRAMS AND ACTIVITIES





The ROM transforms lives by helping people to understand the past, make sense of the present, and come together to shape a shared future. This section details the types of activities and programs through which we accomplish our mission. The various subsections also outline adjustments made to programs and activities due to new parameters resulting from the pandemic and attendant public health guidelines.

EXHIBITIONS & GALLERIES

Exhibitions are the most significant program type museums undertake. They are the most critical driver of public engagement, reputation, and financial success. The ROM develops a robust, multi-year exhibition program, which aims to offer relevant choices to audiences with diverse perspectives and interests, highlights the ROM’s areas of excellence, and presents a rich mix of content across art, culture, and nature. The Museum brings the world’s greatest art and natural history specimens to Toronto and Ontario and features a combination of loan exhibitions from leading museums around the world and ROM-original exhibitions rooted in the institution’s curatorial excellence, collection strengths, and interpretive expertise. The Museum’s exhibition plan has been adapted to COVID-19 realities with a view to deliver an exhibition program for the 2022-23 fiscal that is responsive to the current context. As we emerge from the pandemic and restrictions on public gathering are removed, ROM’s upcoming exhibition schedule is designed to help bring back visitors with an exciting slate of new exhibitions on popular and relevant subjects.

Galleries provide the public’s main point of engagement with our outstanding collections. Our 40 gallery and exhibition spaces covering art, culture, and nature function as catalysts for our learning programs through leading design, interpretation, interactive and multimedia touchpoints. As we emerge from the pandemic, we are again adjusting our exhibitions and galleries to maintain visitor, staff and volunteer safety continually following the guidance of provincial health authorities. During the height of the pandemic, PPE was provided, plexiglass barriers were installed, hands-on and interactive activities and spaces were closed, guided group tours were eliminated. And entry to the building was both limited and timed. At the same time, we increased self-guided activities for families and other visitors, which allowed for meaningful engagement within the galleries, while adhering to pandemic safety recommendations. In concordance with the removal of restrictions, in fiscal 2022-23, ROM will slowly and safely phase-back in appropriate hands-on activities, limited group tours, and other forms of in-gallery activations. Each step will be taken with careful adherence to provincial guidelines and with commitment to the health and safety of our visitors, staff, and volunteers.

TRAVELLING EXHIBITIONS

By sharing ROM-original exhibitions with museums and other cultural institutions around the world, ROM is increasingly cultivating a profile that elevates the Museum, Ontario, and Canada on a global stage. ROM's special exhibitions are the most impactful and high-profile means through which we share knowledge with our diverse publics. By enhancing our capacity to translate ROM content into exhibitions that tour to multiple venues internationally, there is much potential to extend this success abroad and develop new markets for the Museum, and for the cultural industries of our province and country. These travelling exhibitions directly showcase Canadian creativity, innovation, thought leadership, and values in key international markets. The Museum remains committed to working with partner museums around the world to share its collections and original content with global audiences.

PROGRAMMING

ROM's selection of programming gives visitors a chance to experience the Museum, its exhibitions and our work across art, culture, and nature through stimulating discussions with some of the world's top thought leaders as well as exciting, activity-based experiences. Throughout the year ROM delivers programs targeted at all age groups. While onsite programs were paused during the height of the pandemic, fiscal 2022-23 will see a return to many favorite programs, including evening programs and special programs for youth and families. These programs include ROM Speaks lectures that feature compelling voices addressing a variety of fascinating subjects from the biodiversity of our planet to contemporary fashion; ROM After Dark (RAD), the successor to Friday Night Live (FNL), events welcoming thousands of millennials to enjoy curated, cutting-edge ROM content and performances, eclectic eats, drinks, top DJs, live bands and the opportunity to explore ROM exhibitions and galleries; ROM Connects lectures sharing ground-breaking research; ROM for the Holidays and March Break welcoming families; Family Day Long Weekend; and a variety of adult learning opportunities.

Early during the pandemic, ROM created ROM at Home, an online portal providing meaningful, interactive and engaging digital experiences for our audiences. Enhanced digital programs that build on our onsite programs, but are adapted or reinvented for the online platform, will remain a key commitment to audience engagement across Ontario and beyond even as onsite programming resumes. The ROM at Home platform offers programming in three user-friendly categories: ROM Live, ROM Kids, and ROM on Demand. This is designed to make it easier for users to locate programming of interest, while leveraging existing content strengths.

LEARNING

Pre-pandemic, the Museum's curriculum-based learning program served approximately 100,000 students per year through onsite tours, labs, self-guided museum visits, and virtual visits in their own classrooms. Guided visits are led by experienced, professional museum educators, and are designed to address specific elements of the Ontario curriculum; these are available for all grade levels. An important and special part of the Museum's school visits program is the teaching collection. For onsite visits, students of all ages have the opportunity to handle and study real objects from the collection, adding a rich component to their learning experience. These sessions take place in one of six classrooms at the Museum. ROM is hopeful and ready to see a return to these onsite visits in fiscal 2022-23, dependent on decisions of Ontario school boards.

Virtual school visits became absolutely critical during the pandemic. ROM grew its virtual student audience from a few thousand per year to more than 160,000, addressing the high demand from Ontario schools for digital experiences. The lessons learned from this quick ramp up of digital services are now being applied to a more robust slate of digital programs for students in the coming fiscal. In addition, several online gallery trails and apps can

be downloaded by classroom teachers for use during self-guided museum visits, which will be available this year, pending provincial and school health guidelines. A grant-funded program called Hack the ROM invites students in rural Northern and Southern Ontario to study the Museum's Indigenous collections and create digital programs and games based on them. In this way students learn about the Indigenous collections and build digital literacy skills. Through the multi-visit Hack the ROM program, students benefit from onsite visits by the Museum's Indigenous Knowledge Resource Teachers, virtual visits, and onsite visits.

Pre-pandemic, ROMKids programs delivered inspiring learning experiences for children, and we are happy to bring those back in 2022-23. They include Summer Club, Holiday Camp, March Break Camp, Saturday Club (generously supported by the Philip and Berthe Morton Foundation), and ROMKids Junior. All ROMKids programs are learner centered and participants benefit from the full range of ROM collections and expertise as they explore and discover. ROM was in the midst of reorganizing and redesigning its school visits program when the pandemic hit. That work continued even as school visits fell away early in fiscal 2020-21. The goal of the newly conceived program is to increase school visit participation by further increasing alignment with school needs and improving customer service to make it easier for teachers to book and benefit from ROM school programs. This new program was soft launched with pilot programs for all grades on December 1, 2020, as virtual field trips; additional programs will continue to be added in 2022-23. Once in-museum school visits are possible again, the new programs will be available both online and in the galleries, in both English and French.

ROM's Learning Portal offers a range of additional resources for teachers. A new Indigenous Learning Portal funded with a grant from the Digital Museums Canada, will launch in 2022. In addition to the ROM website, ROM learning materials are also available on an online platform developed by the Ministry of Education.

A recent survey of Ontario teachers confirmed that ROM is the leading resource for teachers seeking engagement with Indigenous learning. ROM continues its leadership in this area with an accomplished staff of Indigenous museum educators, who provide curriculum-based programs based on Indigenous ways of knowing for students of all ages both in person and online

COMMUNITY ENGAGEMENT

In striving to become a truly 21st century institution the ROM recognizes the need to foster deeper engagement with the diversity of our local and provincial communities. In referencing our core values, we expand upon these to inform our work with community through shared authority, transparency, humility, and adaptability. We support our community partners as they build on their strengths through collaborative programming that creates space for diversity and leverages the resources of the Museum to create impactful and meaningful engagements that are mutually beneficial. Current examples of this work include: DiscoverU, a skills development program in collaboration with Youth Rising Above, that leverages museum content and museum professionals' expertise to engage underserved youth aged 16-24 in building workplace-readiness and strengthening skills related to goal setting, communication, leadership and inclusion; a Youth Council for Indigenous and non-Indigenous young people who work together on creative projects; and the ROM Social Prescription Program, in collaboration with the ROM Community Access Network (ROMCAN), which has made the Museum accessible as a space that can bolster community health and wellbeing. ROMCAN also provides free access to the Museum for individuals associated with more than 100 community service organizations in the GTA. We are eager to continue in-person community engagement programs in fiscal 2022-23 as health guidelines allow.

In fiscal 2022-23, ROM will continue to engage members of relevant communities in the early development of major exhibitions and gallery

reinstallations. This work ensures that ROM staff incorporate the knowledge of community members with lived experience connected to exhibitions and collections as we design projects. For example, we will be inviting members of Indigenous communities and others to offer feedback and insight as we develop programs and interpretation for the Kent Monkman: Being Legendary exhibition. By considering multiple perspectives on history and human experience, ROM opens dialogue and opportunities for connection, and becomes a more welcoming place for all.

VISITOR EXPERIENCE

Extraordinary experiences are differentiated, repeatable, intentional, valued by the visitor, and connect with them on an emotional level. With a deeper understanding of what is meaningful to our visitors, members, and donors, we can design and deliver branded experiences by which we can accomplish our mission.

Economic recovery from COVID-19 is underway, and visitors are seeking a return to normal. Although some operating guidelines and restrictions are loosening, creating a safe and welcoming experience remains critical to ROM visitors, employees, and volunteers. The introduction of timed ticketing to manage capacity has provided new opportunities to enhance the visitor experience that will continue as we move forward. Our commitment to robust safety protocols remains along with giving alternatives for visitors to self-select a level of engagement that aligns with their level of comfort.

RESEARCH & COLLECTIONS

ROM's collections are global in scope, culturally diverse and uniquely multidisciplinary. In a global city with extensive diasporic populations, the Museum's all-encompassing collection is a major point of differentiation: few institutions anywhere have the same breadth of artworks, objects, and specimens that span the intersecting worlds of art, culture, and nature. The Museum is also a vital resource to scholars and institutions, with loans from ROM's collection seen in museums across Ontario and around the world. ROM's curators and global research programs are internationally renowned. More than 30 curators are actively engaged in research projects across Canada and in many countries on all continents. Curators regularly publish in prominent academic journals, contribute to major academic volumes, and share research and the collection through books released by ROM through ROM's publishing department. Intellectual creativity is the heart and substance of a great museum. Research findings and discoveries increasingly become the narratives the Museum shares with visitors. Because of this backbone of original research and world-leading scholarship, ROM is considered one of the world's pre-eminent cultural institutions, helping our visitors find meaning in our culture intertwined with the natural world.

DIGITAL STRATEGY

Museum audiences have come to expect digital and technological experiences in museums to be similar to the technologies they use every day without a second thought: Facebook, Uber, Amazon, and other born-digital platforms. These heightened expectations, combined with research that shows changing notions of cultural participation, is inspiring us to think beyond the traditional museum experience and explore how digital thinking can be fully synthesized within the Museum. We are working to build museum experiences that are comfortable, curious, and engaged with technology, that use technology naturally to connect with the larger world, and that are easily adapted to its constantly changing rhythms.

RESOURCES REQUIRED



FINANCIAL RESOURCES

The Museum continues to experience material financial stress. Self-generated revenues – initially almost entirely eliminated by the pandemic – are steadily rebuilding but are not expected to recover to pre-COVID-19 levels until fiscal 2023-24. Steady Province of Ontario base and stabilization funding has been critical to the Museum's ability to manage through the challenges stemming from COVID-19.

Our fiscal 2022-23 Business Plan anticipates that self-generated revenues from attendance, members, private events and other sources will recover to 75% of fiscal 2019-20 levels. This recovery is predicated on the assumption that Ontarians and visitors to Ontario increasingly adjust to the new normal and that there is no other disruptive developments.

This Business Plan also assumes that Province of Ontario base funding remains steady. This "bed-rock" support is vital, and gratefully acknowledged.

As a result of the continuing effects of the pandemic, the ROM's 2022-23 operating budget anticipates a

CAPITAL

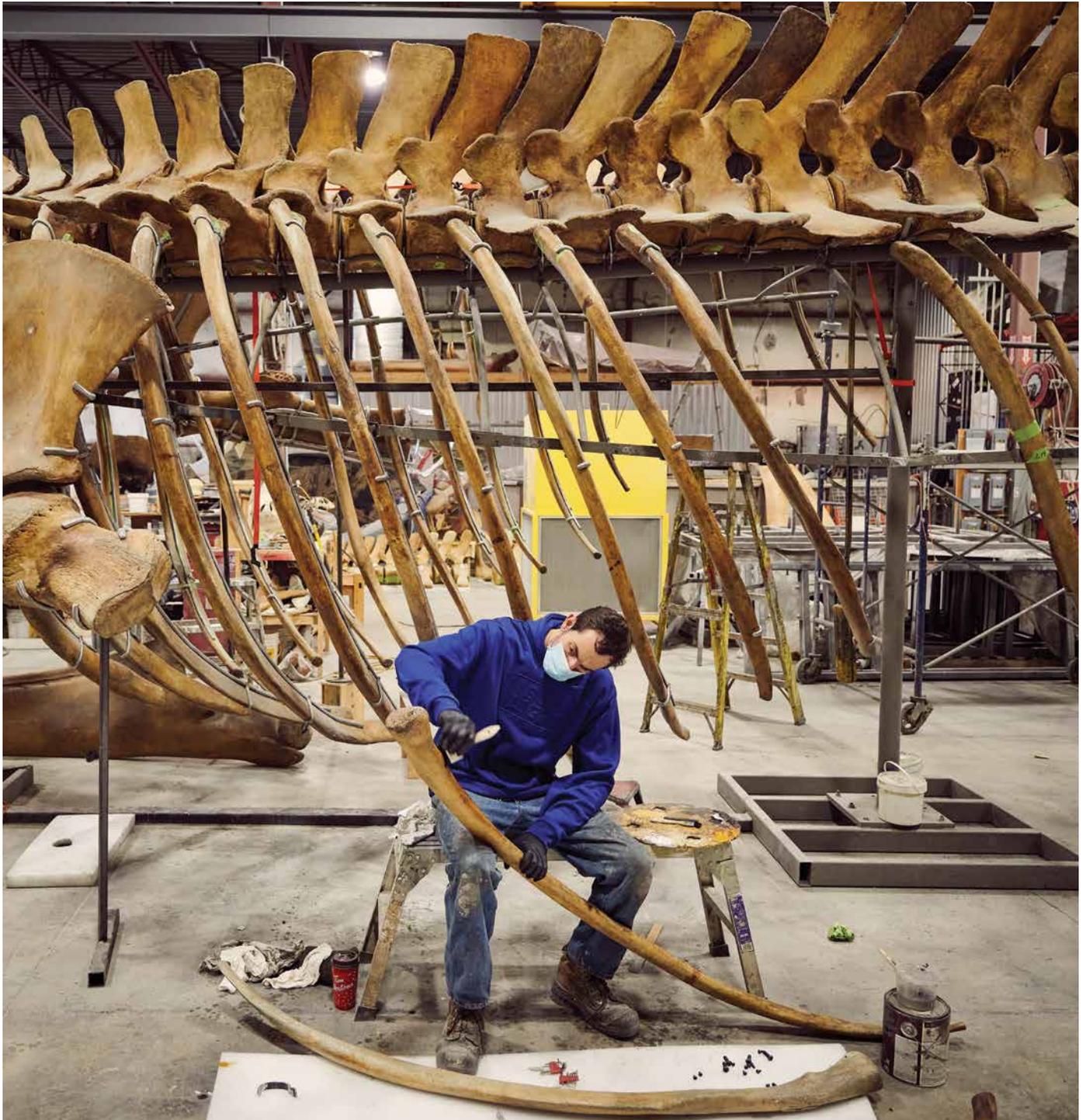
The original section of the Museum's iconic building at 100 Queen's Park dates back over 100 years to 1912, with additional sections opened in 1933 and 1982. Even the most recent section, the Michael Lee-Chin Crystal, was completed over 15 years ago and is showing normal signs of building system aging.

Given the significant list of required maintenance projects, we are hopeful that the Province's annual capital grant for infrastructure repair and rehabilitation for fiscal 2022-23 will be consistent with or higher than historical levels. Our deferred maintenance plan prioritizes assets considered "critical."

STAFFING

People and talent are central to delivering on ROM's Strategic Direction. Our long-term plan remains to attract, retain, and develop the talent necessary to support a great 21st century museum. More immediately, in light of the pandemic, a key fiscal 2022-23 imperative remains to safeguard the staff talent and capacity necessary to preserve our post-pandemic ability to deliver on our mission.

RISK IDENTIFICATION, ASSESSMENT AND MITIGATION STRATEGIES



ROM has historically developed and updated a comprehensive risk register setting out all known potential material risks. For each risk, the register contained a risk description, an assessment of the impact and likelihood, and a mitigation strategy.

This “best practice” approach to risk management was put to the test during 2020 and served the ROM well. We invoked our emergency management protocol in February 2020 in anticipation of the pandemic and a possible closure. As a result, when the order to close came in March 2020, we were able to implement the many required decisions in a disciplined and professional manner.

For fiscal 2022–23, the main area of expected risk remains COVID-19. We are assuming steadily increasing attendance and programming activity during the year, along with associated revenue increases compared to fiscals 2020–21 and 2021-22. Uncertainties remain.

Province of Ontario funding is not anticipated to be an area of risk. Further, we are experiencing continued high donor confidence in the Museum and our Strategic Direction. We are optimistic that ROM Governors will achieve its philanthropic goals for fiscal 2022–23.

Aside from COVID-19, we do not anticipate any prolonged disruptions relating to, for example, public transportation, road construction, or new public health events.

We also are not anticipating any new material internal or external labour disruptions. ROM employees have been steady and strong contributors throughout the pandemic, professionally and capably managing risks and actual circumstances as they arose despite the unprecedented disruption.

Risk	Related Strategic Priority	Risk Likelihood	Risk Impact	Overall Risk Rating	Mitigation Strategy
Increased financial pressures due to COVID-19 closures and decreased attendance	Competitiveness, Sustainability and Expenditure Management	High	High	High	Detailed in the Medium Term Recovery Plan
Possible need for longer implementation of OAGO recommendations	Transparency and Accountability	Medium	Low	Medium	Continued engagement with the OAGO regarding implementation
Collective bargaining and labour action	Workforce Management	High	Medium	High	Continued engagement with our bargaining partners
High employee benefit costs	Expenditure Management	High	Medium	Medium	Continued engagement with our benefits provider and employees
Data breaches	Data Collection	Medium	Potentially High	Potentially High	Continued cyber security vigilance
Lower tourism due to COVID-19	Ministry Engagement	High	High	High	Engagement and support of all Ministry tourism opportunities

ENVIRONMENTAL SCAN



The overarching narrative set out in this section in previous years remains substantially unchanged. Despite the continued impact of the pandemic, the 21st century context, to which ROM has responded in our Strategic Direction, remains a valid and significant focus for our operations.

And yet, the pandemic continues to impact our operating environment in several significant ways:

- The freeze in domestic and international tourist mobility severely depresses museum attendance.
- The slow return of (local) visitors to the Museum continues to result in lower than usual visitor numbers.
- It is uncertain when onsite school visits to the Museum will resume.
- Onsite programming and private client events in ROM spaces remain extremely limited.
- Self-generated revenues through fundraising, as well as retail, dining

THE CHANGING 21ST CENTURY CONTEXT (ROM opportunities and threats)

Museums are trusted institutions with valuable assets and enormous potential. But a profound 21st century paradigm shift demands that they reshape themselves to sustain their relevance, grow their impact, and thrive in the future as they have in the past. Despite this paradigm shift, museums' traditional strengths continue to be highly relevant to contemporary cultural and civic life. Authentic objects hold particular resonance in a world of ephemeral digital experiences. Factual and evidence-based insights help to navigate a world awash in information but in need of ways to distinguish what can be trusted. Taken alone, these strengths are not enough; they must be the foundation upon which new capabilities are built to respond effectively to the changing environment. Contemporary culture has changed rapidly and dramatically. Digital technology has become a seamless part of daily life, resulting in heightened expectations for convenience and personalization in all areas, especially among younger generations. The global community is increasingly integrated and interdependent. Progressive democracies are wrestling with equity and inclusion on multiple fronts, and scholars and community stakeholders are calling for museums to acknowledge their colonial roots and examine their practices of cultural representation. Urban communities—Toronto in particular—are more ethnically and culturally diverse than ever before.

These changes prompt provocative questions about engaging and growing museum audiences in the 21st century. Concurrently, options for cultural, leisure time, and educational experiences have expanded exponentially, presenting new competition for museums. In the 20th century, museums' unique assets lay in their authentic collections, destination buildings, original research, and scholarly authority. In the 21st century, these assets, while still essential, no longer confer the same uncontested strategic advantage. The public's definition of a cultural experience has widened to include a broader set of activities like public art, food and street fairs, while decreasing transportation costs have made authentic objects more readily accessible. Information technology and digital media have been transformative in both democratizing access to information and facilitating conversations that are inclusive of multiple voices rather than dominated by traditional authoritative ones.

Through the new Strategic Direction, the ROM has internalized this profound paradigm shift to set the institution up for success and to reflect the Museum's full commitment to becoming one of the leading 21st century museums in the world.

ROM STRENGTHS

- Collection: Among the top 10 cultural institutions in North America, ROM is Canada's largest and most comprehensive museum and home to a world-class collection of 13 million artworks, cultural objects, and natural history specimens.
- Curatorial research capacity: ROM is the country's pre-eminent field research institute and an international leader in new discoveries and content creation.
- Facility: Throughout the Museum's history our physical spaces have grown to meet the varying aspirations and priorities of different eras and have always created an environment for excellence in collections, research, exhibitions, and programming.
- Location: The Museum stands in the heart of Toronto, Ontario, and Canada.
- Brand: Category-leading brand awareness and strong positive overall image.
- Global reach of our collections, research, exhibitions, and partnerships.
- Breadth of collection: With collections across art, culture, nature – unlike most other museums—ROM is uniquely positioned to chart a new path for transdisciplinary practices in our exhibitions, programs, research, and learning activities.
- People: Dedicated staff and a large base of passionate volunteers.
- Government relationships: Our relationships with the Government of Ontario as well as the federal and municipal governments are strong and critical as we serve our audiences through education, economic development, employment, access and innovation, as well as to ensure economic recovery.
- Academic relationships: We have close and robust relationships with the University of Toronto and other universities.

ROM WEAKNESSES

- Staff capacity: Our staff and volunteers are hard-working and passionate about the Museum. However, we need to keep building staff capacity to be able to fulfill our ambitious vision for the future.
- ROM long-term debt and balance sheet challenges.
- Financial operating challenges resulting from the pandemic.

POPULATION AND DEMOGRAPHICS

Greater Toronto Area Population and Demographics*

The population of the City of Toronto is just over 2.7 million and has grown by approximately 4.5% since 2011. The city's population continues to age: For the first time, there are more people 65+ (15.6%) than there are people under age 15 (14.6%).

- The population of the Greater Toronto Area (GTA) is just over 5.9 million, up by 6.2% since 2011.
- The population of the Greater Toronto & Hamilton Area (GTHA) is nearly 7 million, up by 5.8% since 2011.
- The highest population growth is happening in satellite municipalities around Toronto versus the city core, particularly in areas such as Milton (+30.5% growth), King (+23.2%), Whitchurch-Stouffville (+21.8%), Brampton (+13.3%), and Caledon (+11.8%).
- The population of Ontario is just under 13.5 million (in 2016), growing by about 4.6% since 2011.

Diversity**

Toronto Census Metropolitan Area (CMA) has the highest immigrant population among all CMAs in Canada, constituting 46% of the total population.

- 60% of Toronto's immigrant population arrived in Canada before 2001, 27% of Toronto's immigrant population arrived in Canada from 2001 to 2010. 13% of Toronto immigrant population arrived in Canada from 2011 to 2016.
- Top 10 countries of birth of recent immigrants to Canada are: Philippines (15.6%); India (12.1%); China (10.6%); Iran (3.5%); Pakistan (3.4%); United States (2.7%); Syria (2.5%); United Kingdom (2.0%); France (2.0%); South Korea (1.8%).
- African-born immigrants represent a growing share of the foreign-born population, increasing from 1.4% in 1971 to 8.5% in 2016. The proportion of African-born immigrants is projected to increase to 11%–12% by 2036. Top countries of birth of recent African-born immigrants in 2016 are Nigeria, Algeria, Egypt, Morocco and Cameroon.
- Ontario has about 3.8 million in immigrant population.

* Source: Statistics Canada, 2016 Census, City of Toronto Backgrounders: 2016 Census: Age and Sex; Type of Dwelling; 2016 Census: Population and Dwelling Counts.

** Source: Statistics Canada, 2016 Census, "The Daily" – Oct. 25, 2017; Immigration and ethnocultural diversity: Key results from 2016 Census; and Statistics Canada, 2016 Census data tables.

TOURISM

COVID-19 has had a crippling effect on travel and tourism since March 2020, and although the situation is slowly improving, continued repercussions are anticipated for the planning period, impacting ROM's attendance numbers which are projected to recover slowly. The initial focus will continue to be on local and domestic visitors, with hope for an uptick in international travel by summer 2022. The intent, likelihood and feeling of safety when travelling, and evolution of these sentiments as the pandemic progresses, will continue to inform the Museum's attendance expectations.

Ontario Intent to Travel

Ontarians' perception of travel safety decreased while thinking about travel within Canada, likely due to safety protocols still in effect.

- 86% feel safe when thinking about traveling to nearby communities.
- 80% feel safe when thinking about traveling within Ontario

Canadians' Intent to Travel

Canadians' overall travel intent decreased or remained stable to the month prior.

- 20% of Canadians intend to book a domestic trip within the next 3 months.
- 14% are interested in traveling within 20 miles of their home.
- 25% are interested in travel to a major city.
- 17% are looking to book a domestic trip.

Travel Search

Travel search is down likely due to safety protocols still in effect.

- Travel search interest within Canada is down 2% compared to the same period March 1, 2019 – October 29, 2020
- Travel search interest to Ontario is down 7% compared to the same period March 1, 2019 – October 29, 2020

Source: Google's InVITE Studio Tool Based on Search Query Data, October 29, 2021

U.S. Intent to Travel

Concerns about travel have greatly decreased since the start of the pandemic.

- 65% of Americans are inclined to learn about new exciting travel experiences or destinations.
- 64% would be unlikely to travel outside of the U.S. until the virus situation is resolved.
- 56% would be unlikely to attend conferences or conventions until the virus situation is resolved.

International Intent to Travel

In the U.K., France and Germany, less than 23% of citizens polled in each country intent to book international travel within the next year.

Sources: Destination Canada's Resident Sentiment Survey Report, as of September 28, 2021; Google Travel Intent Survey Online Poll, as of September 10, 2021; Google Recovery Signal Dashboard Based on Search Query Data, as of September 21, 2021; Destination Analysts' U.S. Coronavirus Travel Index Key Report Findings, as of September 21, 2021.

Ontario's level of comfort with activities after protective measures are lifted:

- 75% dining in restaurants, increased from 67% reported on September 28
- 45% attending large gatherings such as sporting events, concerts or festivals, increased from 41% reported on September 28
- 37% going to bars, pubs, lounges, night clubs, increased from 29% reported on September 28
- 48% flying on an airplane, increased from 41% reported on September 28

Source: Leger Research's National Pandemic Tracker study results reported on October 19, 2021

ROM Visitors*

COVID-19 had a significant negative impact on visits to the museum since March 2020. During this period ROM was closed for a total of eight months. Since re-opening in mid-July 2021, we are seeing slow improvements in attendance, predominantly from local and domestic visitors. ROM has been unable to conduct visitor research for most of the last year. The data below represents ROM visitor profile for fiscal 2019-2020.

- Nearly one quarter (24%) of current visitors to ROM are tourists from outside Ontario (-11% YOY), with 72% of ROM visitors originating from within Ontario (33% from Toronto and 39% from outside of Toronto).
- The proportion of international visitors (excluding the US) rose to 18% last year but has returned to pre-2018 levels this year: 13% in 2017-18 and 2019-20.
- The proportion of Americans visiting has trended downwards over the last 5 years: 15% (2015-16), 11% (2016-17), 9% (2017-18), 11% (2018-19), 7% (2019-20).
- Consistently, around half of visitors identify themselves primarily as Canadian (51% in 2019-20).
- When asked about ethnic background, ROM visitors self-identified as:
 - 24% European/Irish (+2% YOY)
 - 6% as American (-2% YOY)
 - 9% as East / South East Asian (-5% YOY)
 - 6% as Latin/South American (-1% YOY)
 - 10% South Asian (+2% YOY)
 - 3% as Middle Eastern (0% YOY)
 - 5% as African (+1% YOY)

*Source: 2019-2020 ROM Visitor Profile Report – July 2020

DIGITAL

The pandemic has changed how we behave and perform day-to-day tasks. While lockdowns and social isolation has lifted in many areas of the world, people have become accustomed to more digital interaction, and are increasingly seeking rich online experiences. Comfort levels of returning to “normal” vary widely not just globally, but also between individuals in each community.

2021 Online Landscape

- More than two thirds of the global population use a mobile phone in Oct 2021, an increase of 100 million mobile users compared to 2020.
- The use of social media continues to see significant growth globally – there are 4.55 billion active users across social platforms globally, an increase of 400 million (+10%) since 2020.
- Canadians rank as one of the world’s most “online” population – 96.5% of Canadians report regular internet use.
- On average, Canadians spend six hours a day online: 2.5 hours on mobile, and 3.5 hours on a desktop.
- A sharp rise in e-commerce has driven a surge in social media ad prices. Global CPM (cost per thousand impressions) for social media advertising has increased 33% since 2020.

2021 Online Trends

- Canadians are spending more time with digital media (social, web, podcast, music/video streaming) than traditional media (print, TV, radio). 52.6% of time spent consuming media is in digital form.
- People increasingly expect a personalized digital experience. They seek control of the experience, but also the brand “knowing” or “remembering” them.
- There is an increasing desire to control your own digital footprint, and to interact in more private ways. 89% of Canadians expressed concern about people using information available about them online to steal their identity. 70% have refused to provide an organization or business with personal information due to privacy concerns, and 4 in 10 Canadians report deleting an account or stopping doing business with an organization that reported a privacy breach.

Sources: Digital 2021 October Global Statshot Report — DataReportal – Global Digital Insights Canada Time Spent with Media 2021 - Insider Intelligence Trends, Forecasts & Statistics (emarketer.com) News release: Canadians concerned about access to their online personal information: poll - Office of the Privacy Commissioner of Canada.

HUMAN RESOURCES



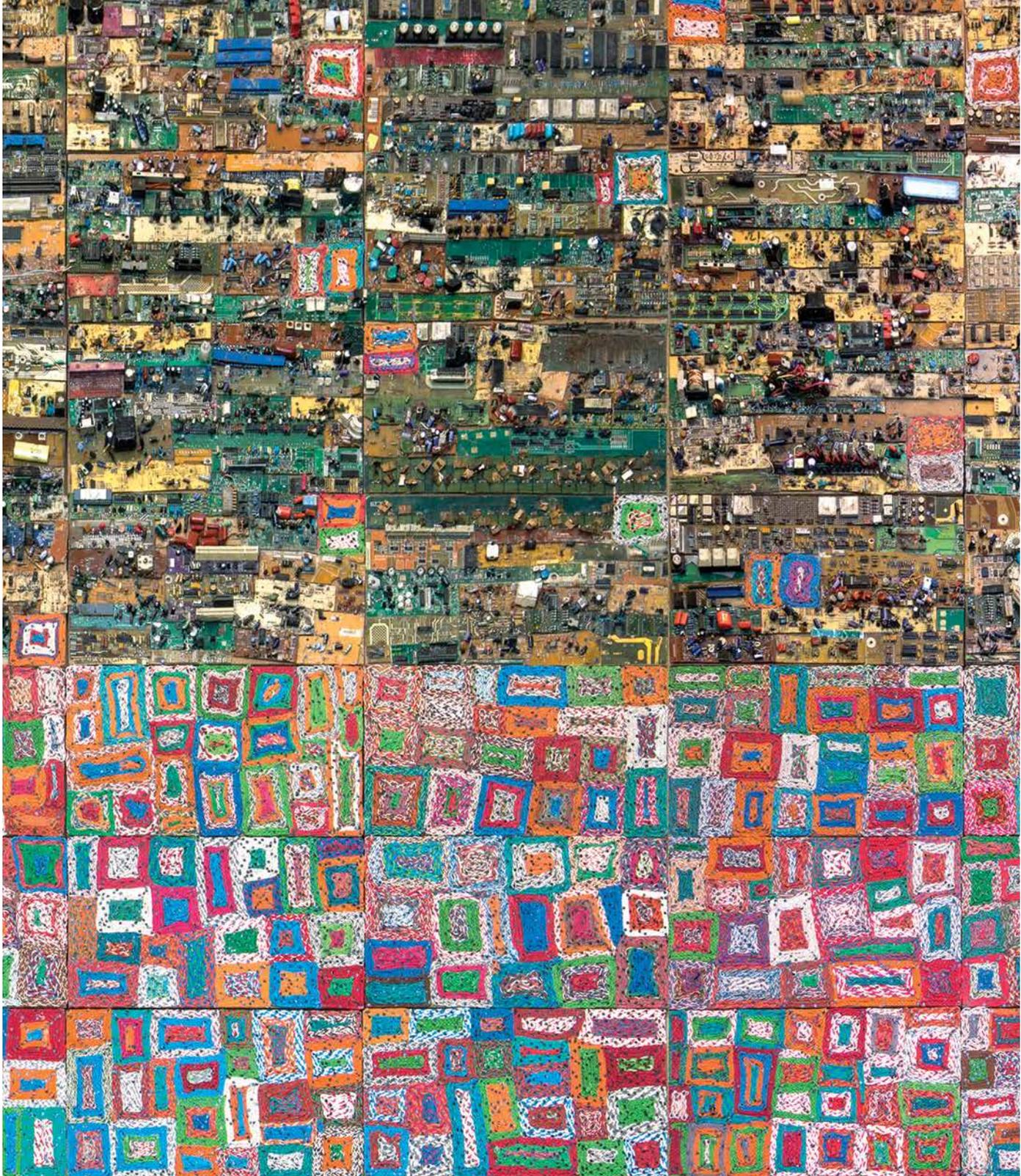
KEY STRATEGIC INITIATIVES IN FISCAL 2022-23

- Successfully complete the recruitment and onboarding of strategic hires to deliver the 2022-23 objectives.
- Implement the equity and inclusion strategy to drive a diverse and inclusive organization and support all employees in achieving their full potential.
- Complete union negotiations with the ROMCA (Royal Ontario Museum Curatorial Association) bargaining group. The ROMCA collective agreement expired March 31, 2020.
- Ensure the health, safety and wellbeing of our staff and volunteers.
- Provide the necessary support, resources and training for managers, employees, and volunteers to help deal with the new workplace reality as a result of COVID-19.
- Complete an employee survey and create an action plan to address areas of concern from the survey results.
- Implement the performance conversations evaluation system for unionized employees, as negotiated.

THE MUSEUM'S FTE STAFFING LEVELS

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-24
SEIU	84.6	82.3	77.2	82.3	82.3	82.3
OPSEU	206	178.8	181.4	182	182	182
ROMCA	32.6	33	34	30	32	32
Exempt Staff	20	19	17	21	21	21
Management	47	48	50	50	50	50
TOTAL	390.2	361.1	359.6	365.3	367.3	367.3

PERFORMANCE MEASURES



ROM develops ambitious annual performance targets which, prior to COVID-19, were typically met or exceeded. The pandemic was a significant blow to the Museum's trajectory. Performance measures are interrelated and adjustments in one area affect many others. For example, the Museum had been achieving 1.3 million visitors or more in the three years immediately prior to the pandemic. This target will not be realistically achievable over the planning period for the Business Plan. Rebuilding museum audience is crucial as attendance relates to other performance measures, which will also improve as attendance improves. Museum attendance is intricately linked to revenue targets for exhibitions, membership sales, and other activities, such as retail and dining.

For fiscal 2022-23, our performance targets take into account the continued uncertain and dynamic operating context.

Pandemic Health & Safety

- Performance metric: We commit to operate in a manner that meets or exceeds all COVID-19 public health requirements to ensure the safety and well-being of our visitors, employees, volunteers and suppliers.
- Target: Full compliance
- Measurement: As set out in applicable regulations and directives with respect to, for example, capacity limits, cleaning, food service, interactive displays, masking, social distancing, and vaccination/testing.

Attendance

- Performance metric: We commit to rebuilding attendance to 1.3 million or 100% of pre-pandemic normal as quickly as prudently possible.
- Target: Attendance of 0.9M during fiscal 2022-23 assuming there are no pandemic or other major disruptions.
- Measurement: Total Building Attendance, defined as all physical (non-virtual) visitors to our galleries & exhibitions and participants in adult programming, child programming & private events.

Self-generated Revenue

- Performance metric: We commit to rebuilding self-generated revenue to \$27M or 100% of pre-pandemic normal as quickly as prudently possible.
- Target: Self-generated revenue of \$20M during fiscal 2022-23 assuming there are no pandemic or other major disruptions.
- Measurement: Self-generated revenue includes all revenue not provided by government or private donor grants, including in particular admissions, memberships, private events, retail, and programming.

Digital Modernization

- Performance metric: We commit to exploring and implementing all digital modernization measures for the provision of services online.
- Target: Add digital features to our galleries and exhibitions, programming and expand the digitization of collection.
- Measurement: At least three demonstrable additional or improved digital assets

Ministry Mandate Letter and Engagement

- Performance metric: We commit to operating within and in furtherance of our Mandate Letter, and to working closely with our Ministry in support of their mandated goals.
- Target: Delivery against our Mandate Letter and ongoing contact with our Ministry.
- Measurement: Demonstrated Mandate Letter delivery and at least monthly Ministry engagement.

Transparency & Accountability

- Performance metric: We commit to continued accountability and in line with the Agencies & Appointment Directive.
- Target: Annual Certificate of Attestation.
- Measurement: Submission of Certificate of Attestation.

FINANCIAL BUDGET



ROM OPERATING PLAN

The ROM is anticipating a recovery in self-generated revenues from 10% during fiscal 2020–21 (the first year of the pandemic), to 35% during fiscal 2021–22, and up to 75% during fiscal 2022–23. Even with that recovery and continued cost controls, we expect to incur operating deficits in both fiscals 2021–22 and 2022–23.

GOVERNMENT GRANTS

We expect the Provincial base funding operating grant and capital and rehabilitation funding for fiscal 2022–23 to be in line with fiscal 2021–22.

ROM GOVERNORS

The first six months of calendar 2020 aside, during which philanthropic activity slowed, donor support has generally been an area of strength during the pandemic. Our priorities include in particular operating support, curatorial position endowments, exhibition support, and programming support, including for digital activities. Activity continues on the ROM Governors' exciting, ambitious, and comprehensive fundraising campaign.

GENERAL ADMISSIONS

In fiscal 2022–23, attendance is expected to recover to 0.9M. This is 70% of pre-pandemic levels when ROM consistently achieved visitor numbers of 1.3 million. We anticipate returning to pre-pandemic levels of attendance in fiscal 2023–24 at the earliest.

FISCAL 2021–25 MULTI-YEAR PLAN

	2020-21	2021-22	2022-23	2023-24	2024-25
(IN \$000)	ACTUAL	FORECAST	BUDGET	PROJECTION	PROJECTION
TOTAL REVENUE	64,680	68,515	73,892	88,131	91,256
TOTAL EXPENSES	65,075	69,712	80,734	88,198	90,230
BUDGET SURPLUS (DEFICIT)	(395)	(1,197)	(6,842)	(67)	1,026

CAPITAL REPAIR AND REHABILITATION PROJECTS FOR FISCALS 2022-23, 2023-24 AND 2024-25

APPROVED CAPITAL PROJECTS FUNDED FOR FISCAL 2021-22

Crystal Roof Waterproofing – Phase 4	\$2,000,000
Curatorial Centre Dehumidification Control – Phase 3	\$850,000
Curatorial Centre Windows	\$1,250,000
Clean Steam Generation Study	\$400,000
TOTAL	\$4,500,000

PROPOSED CAPITAL PROJECT FUNDING FOR FISCAL 2022-23

Replacement of Steam Heating System	\$1,000,000
Fresh Air Supply Units – Rehabilitation	\$1,200,000
Chiller Replacement	\$1,500,000
Primary Closed Loop Pump Replacement	\$800,000
Crystal Roof Waterproofing – Phase 5	\$1,500,000
Northwest Roof Membrane Remediation / Replacement	\$700,000
TOTAL	\$6,700,000

PROPOSED CAPITAL PROJECT FUNDING FOR FISCAL 2023-2024

HVAC Unit Upgrade	\$500,000
Southwest Roof Membrane Remediation / Replacement	\$700,000
Compact Storage – Off-Site Storage	\$1,200,000
Hydronics Replacement – Tunnels	\$750,000
Elevated Access to West Galleries: 1B to C5	\$1,250,000
Crystal Roof Waterproofing – Phase 6	\$2,450,000
TOTAL	\$6,850,000

PROPOSED CAPITAL PROJECT FUNDING FOR FISCAL 2024-2025

Emergency Generator Cross-Tie	\$850,000
Replacement of Transformers and MCC stations	\$1,500,000
Gallery Floor Remediation	\$1,000,000
Environmental control upgrades or Collection Storage Rooms	\$1,300,000
Oakville Roof Repair	\$1,400,000
Install Solar Panels as part of Oakville Roof Repair	\$300,000
TOTAL	\$6,350,000

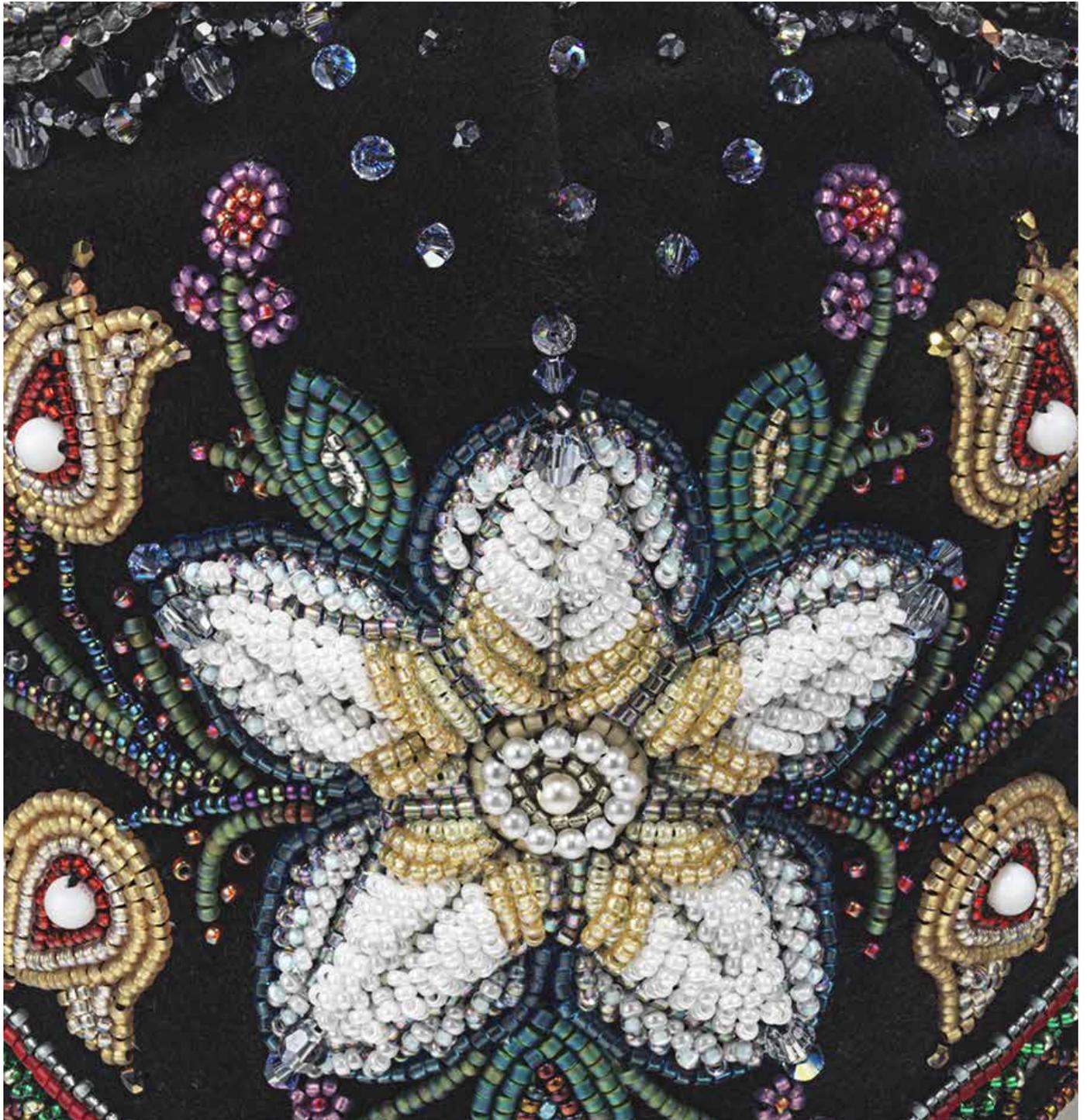
INITIATIVES INVOLVING THIRD PARTIES



FOR FISCAL 2022-23, THE ROM HAS THE FOLLOWING THIRD-PARTY RELATIONSHIPS:

NAME/TYPE	NATURE OF RELATIONSHIP	GOVERNED BY
Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI)	Governance & Funding	MOU
Ontario Finance Authority (OFA)	Loan	Agreement
CAAT	Joint employer pension plan	Agreement
ROM Governors	Fundraising	Ongoing
Druxy's Food Services	Food Studio Operations	Contract: Expiry 2023
Various Suppliers	Service, Supply & Maintenance	Contract
Partner museums in US, Europe and East Asia	Venues for ROM travelling exhibitions	Contract
Universities and colleges	Research and teaching collaboration	Ongoing

IMPLEMENTATION PLAN



The following is a list of new and ongoing initiatives supporting the implementation of the strategies outlined in Section 3. Most of the items are multi-year ventures (part of a 10-year strategic plan launched in fall 2018) and will be implemented over the planning period for this Business Plan and subsequent years.

1

Establish the ROM as the undisputed focal point for cultural and community engagement

- Establish a new strategy for equity and inclusion in the ROM's Strategic Direction, including specific actions and measurable goals.
- Advance our community engagement by implementing the OF/BY/FOR ALL framework through which we engage community in impactful and meaningful ways, and increase collaboration with communities.
- Further expand the Museum's wellbeing programming in partnership with ROM Community Access Network (ROM-CAN) partners to leverage the power of the Museum to bolster health and wellbeing.
- Continue to engage our diverse Ontario publics in their own backyards beyond the walls of the ROM through in-community engagements.
- As soon as safe to do so, re-start delivery of an exciting slate of public programs for a wide range of audiences in the Museum, in the new outdoor spaces and online; deliver updates to programming formats in line with changing business contexts.
- Expand engagement with community groups in the development and assessment of exhibitions and gallery projects to build in relevancy and multiple perspectives.
- Advance our tourism strategy. Work with regional tourism destination marketing organizations to rebuild tourist audiences.
- Continue to be in market throughout the year with membership acquisition campaigns, renewal communications and increased member programming.
- Engage in progressive museum practice, e.g., our social prescription program and cultural diplomacy, to drive thought leadership and best practice in the sector.

2

Build on our singular strengths encompassing art, culture, and nature to chart a new path for transdisciplinary practices

- Establish a new strategy on climate change, biodiversity and conservation biology to increase public awareness and original research on these matters.

3

Lead the field by fully infusing digital thinking into a museum environment

- Further implement the digital strategy, which encompasses public-facing experiences, the content that feeds those experiences, and the technology operations that directly support them to achieve three high-level goals: ensuring digital readiness; empowering access, experience, and engagement; evaluation and iteration.
- Learning from the quick pivot to online programming caused by the pandemic, advance our online engagement opportunities for people of all ages.

4

Chart a new path for how museums in Canada can engage even more meaningfully with Indigenous communities

- Continue our work with Indigenous communities for the repatriation of ancestors.
- Launch an Indigenous Learning Portal on the ROM website.
- Continue engagement with Indigenous youth through the ROM Youth Council, which is led by Indigenous educators who bring Indigenous and non-Indigenous youth together on collaborative projects.

5

Inform and revitalize the ROM's physical campus to meet the needs of a great 21st century museum

- Transform the experience of ROM's ground floor through OpenROM.
- Advance infrastructure and master planning.
- Deliver capital and rehabilitations projects on time and budget.
- Implement a WiFi network.

6

Take a set of high-potential collection areas to a position of global leadership and renown

- Develop and implement collections-based initiatives in areas reflecting particular strengths of the Museum.

7

Strengthen and secure our curatorial capacity and enhance access to and stewardship of our collections

- Conduct leading-edge research and scholarship in Canada and around the world with new discoveries and the advancement of knowledge.
- Strategically build our collections and continue to review collection storage provisions.
- Improve the ROM's long-term care, storage and stewardship of its collection.
- Continuing to digitize and publish online additional high-quality images of the collection to allow students, educators, scholars and other audiences to discover and explore our holdings from anywhere in the world.
- Review and update acquisitions and provenance management policies and implementing practices and workflow.
- To improve accessibility for research of our collections, complete the process of entering paper records for bulk lot specimens into our Collections Information Management System.

8

Infuse a visitor-centric mindset throughout the museum

- Deepen understanding of ROM visitors through development of an integrated Voice of Visitor Program.
- Leverage journey maps of the visitor, member, and donor experience to reduce and/or eliminate pain points and leverage experience assets consistently across the organization.
- Deepen the visitor experience "aptitude" for all ROM employees and infuse a visitor-centric mentality throughout the Museum.
- Develop greater efficiencies in the provision of the visitor experience.
- Conduct a survey of ROM membership to assess their willingness to provide detailed demographic data to be used to refine membership sales initiatives.

9

Further enhance the exhibition portfolio and refresh galleries

- Execute a multi-year exhibition cycle that highlights the ROM's areas of excellence and presents a rich mix of content across art, culture, and nature.
- Build partnerships with the world's leading museums on ambitious and important exhibitions and other projects.
- Build and market our portfolio of travelling exhibitions across Canada and in key international markets.
- Develop and launch a prototype process to document an assessment process based on industry best practices for selection and evaluation of exhibitions.
- Update evaluation plans for exhibitions and initiate the updated evaluation for the Great Whales exhibition.

10

Facilitate sustained learning that meets the 21st century needs of students, families, and adults

- Sustain the learning needs of students, families, and adults through a well-rounded slate of educational initiatives and through structural transformations of our learning portfolio.
- Further implement the reorganization and redesign of the Learning and Public Programs department.

11

Build and develop our talent

- Further develop the talent base, staff capacity and organizational culture to deliver on the 21st century museum.
- Finish successfully recruiting and onboarding new strategic hires to deliver on the 2022–23 plan.
- Implement a comprehensive mental health initiative to build a healthier workplace.
- Build staff capacity and skills needed to dismantle systemic racism through training and by creating opportunities for substantive conversation.

12

In partnership with the rom governors, develop and implement the next major comprehensive fundraising campaign for the ROM

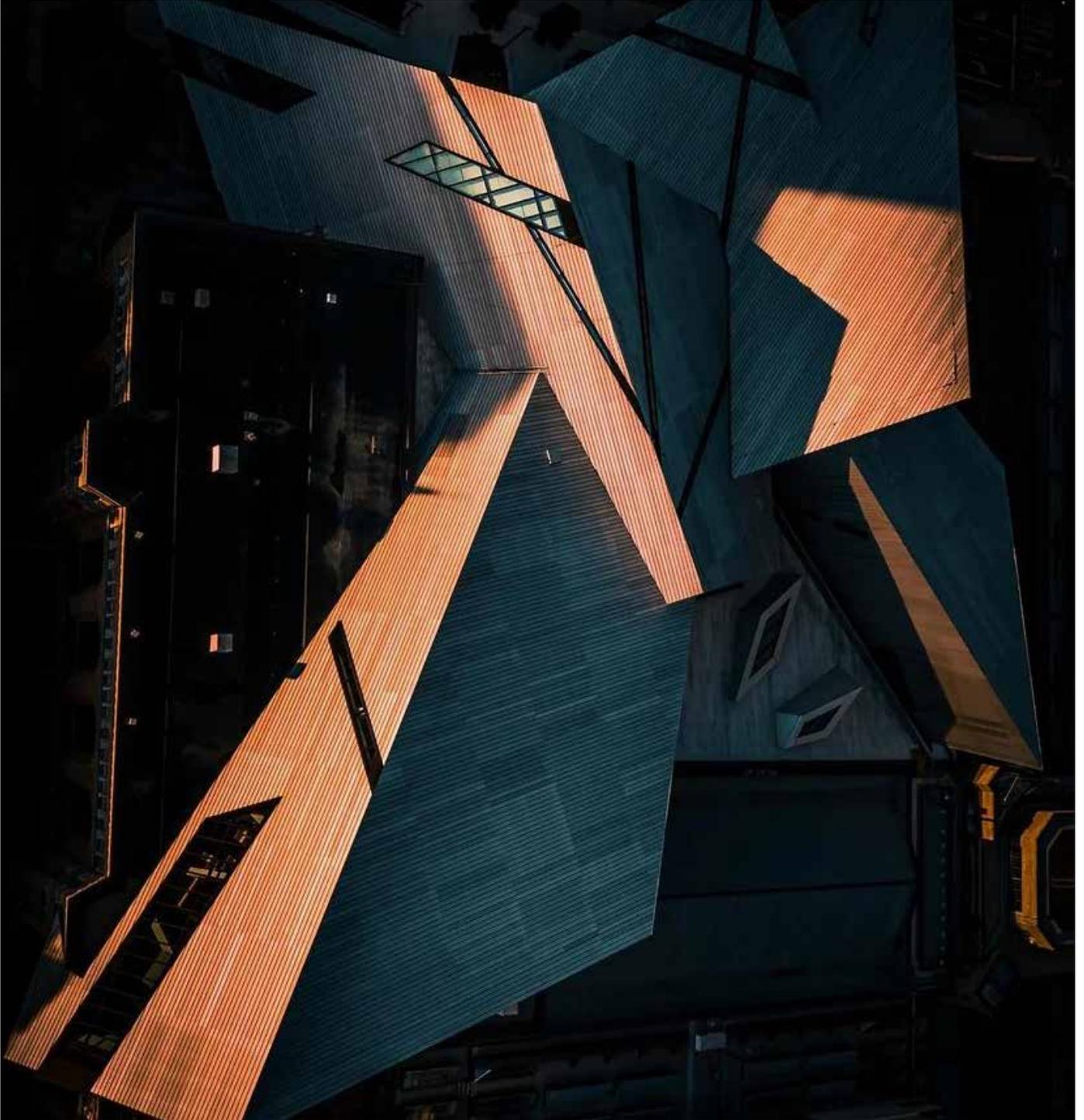
- Work collaboratively with the ROM Governors to deliver philanthropic priorities.
- Collaborate with the ROM Governors to implement the ROM's comprehensive fundraising campaign.

13

Develop and implement a robust, dynamic, and detailed business plan

- Strengthen our balance sheet and manage liquidity.
- Optimize operations and create efficiencies.
- Seek out new revenue streams and continue to maximize ancillary operations.
- Implement the recommendations provided by the Auditor General of Ontario in the December 2020 value-for-money audit of the Museum.

COMMUNICATION AND MARKETING PLAN



The 21st century ROM is evolving to become an ever more outward-facing institution, expanding the boundaries of knowledge and public relevance within the intersecting worlds of art, culture, and nature.

In alignment with the ambitious vision for the sector as outlined in the Minister's white paper Reconnecting Ontarians: Re-emerging as a Global Leader, ROM will increase its marketing effectiveness and efficiency to improve opportunities to attract local visitors and tourists as the institutions recovers from the pandemic.

Brand-building initiatives continues to evolve perceptions of ROM to meet this vision:

- Launch the new brand expression for ROM aimed at generating greater salience and reinforcing top-of-mind awareness for ROM as electric, provocative, and open – a truly inspirational cultural force.
- Launch an enterprise-wide creative platform for the ROM brand.
- Continue the roll-out of the updated ROM visual identity reflecting the design sensibility of a world-class art museum.
- Refresh ROM website and continue to enhance social media and e-newsletters to ensure best-in-class user experiences.
- Evolve online museum offering (ROM at Home) to include engaging video content and live streaming experiences with strong appeal.
- Execute community engagement and content strategies that position ROM as a dynamic voice on important contemporary issues such as climate change and issues of equity and inclusion.
- Continue to expand the list of brand attributes that reflect the ROM 21st century vision and establish benchmarks to measure brand health over time.
- Integrated marketing communications will support core activities including member engagement, exhibitions, programming, galleries, research and education:
- Continue mass marketing activities that promote awareness,

- public engagement and museum attendance.
- Continue to expand CRM capabilities and data-driven marketing programs to increase ROM membership base and deepen member engagement.
- Operationalize audience segmentation to enable improved targeting and outreach strategies to drive visitor, member, and donor growth.
- Continue to improve the Museum's evidence- and data-driven decision making and service-delivery by leveraging market research, segmentation studies and customer relationship management capabilities.
- Utilize full lifecycle approach to exhibition planning and strategy including front-end, formative, and summative methodologies.
- Deliver a tourism strategy to continue to rebuild ROM's local and tourist audiences through enhanced collaboration with local RTO, Destination Ontario, as well as through the work to build the unique value proposition of the ROM brand.
- Pursue partnerships, collaborations and promotions that extend reach to new audiences throughout Ontario and beyond.
- Deliver strong and consistent earned media results through integrated communications tactics that build ROM's profile as:
 - World-leading museum in art, culture, and nature.
 - A ground-breaking centre for scholarship, research and scientific advances.
 - A civic anchor for the people of Toronto, Ontario, and Canada.
- Leverage profile-raising opportunities for the curatorial and leadership teams.
- Continue to liaise regularly with the Ministry on key communications activities in accordance with the agreed upon protocols.
- Continue to support the successful implementation of the 10-year Strategic Direction with an integrated, phased communications plan customized for various stakeholder groups.

Royal Ontario Museum
100 Queen's Park
Toronto, ON, Canada

The ROM is an agency of the
Government of Ontario

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