



# ROYAL ONTARIO MUSEUM

PUBLIC BUSINESS PLAN  
FISCAL 2015

# TABLE OF CONTENTS

Section	Contents	Page
<b>1.</b>	<b>Executive Summary &amp; Key Priorities</b>	<b>4</b>
<b>2.</b>	<b>Museum mandate</b>	<b>5</b>
2.1	ROM's Mandate as defined by the ROM Act	
2.2	Governance	
2.3	Private Sector Funding	
2.4	Core Promise, Purpose and Vision	
2.5	Collections and Research Vision	
<b>3.</b>	<b>Strategic Directions</b>	<b>8</b>
3.1	Strategic Objectives	
3.2	Key Strategic Initiatives	
<b>4.</b>	<b>Overview of Current and Future Programs</b>	<b>14</b>
4.1	Centennial Plans	
4.2	Major Exhibition Strategy	
4.3	Welcome Project	
4.4	Collections Access And Development	
<b>5.</b>	<b>Resources Needed To Meet Goals and Objectives</b>	<b>17</b>
5.1	Government Funding	
5.2	Philanthropic Plan	
5.3	Self-Generated Income	
5.4	People	
<b>6.</b>	<b>Risk Identification and Update</b>	<b>19</b>
<b>7.</b>	<b>Environmental Scan</b>	<b>20</b>
<b>8.</b>	<b>Human Resources</b>	<b>21</b>
<b>9.</b>	<b>Performance Measures</b>	<b>23</b>
<b>10.</b>	<b>Financial Plan</b>	<b>27</b>

<b>11.</b>	<b>Initiatives Involving Third Parties</b>	<b>29</b>
<b>12.</b>	<b>Implementation Plan</b>	<b>30</b>
<b>13.</b>	<b>Marketing and Communication Plan</b>	<b>31</b>

# 1. Executive Summary & Key Priorities

The ROM Board of Trustees approved a new strategic plan for the Museum in 2011. The six strategic objectives established at that time set a clear direction to ensure that this wonderful institution, entering its 100<sup>th</sup> year in 2014, meets the evolving needs of Ontarians by becoming even more relevant to our community. We are Canada's essential destination for unforgettable insights that reveal how the earth and its cultures have evolved, and how the changes we face today will shape the world we'll live in tomorrow. This mission remains largely unchanged from its founding legislation in 1912, but in this technologically-driven time of globalisation, in one of the most diverse cities in the world, the methods we use to connect with our users have changed, and will continue to adapt.

We continue to work closely with the Ministry of Tourism, Culture and Sport to ensure that we operate within the framework required for provincial agencies. We appreciate the support of the Province and are dedicated to using the resources provided by the people of Ontario efficiently, and to maximizing access to our collections and to our staff.

The Fiscal 15 Business Plan supports the continued implementation of the Museum's Strategic Plan. The key priorities in the coming year are to:

- Celebrate the Museum's Centennial;
- Activate all eight Centres of Discovery;
- Increase digital access to our research and collections.

Centennial celebrations will highlight the impact the ROM has made over the first 100 years of its existence, and how it has grown and adapted to meet the needs of the changing Province in that time. But ultimately the Centennial will be about the future as we demonstrate that with community support and engagement our best years are ahead of us.

Over the coming year, we will promote the ROM's program using the full complement of the eight Centres of Discovery as the organizing principle. Each element of our public offering will be explicitly identified with a specific centre, thereby creating a consistent framework within which visitors can make sense of the scope of the Museum.

The Museum enters its second century ready to connect our visitors to their world and to each other.

## 2. Museum Mandate

### 2.1 The ROM's 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.

This mandate is consistent with the Ministry of Tourism Culture and Sport mandate to support a strong and stable culture sector that will help build a creative and innovative knowledge-based economy.

### 2.2 Governance:

The Board of Trustees is the governing authority for the Museum, with powers vested in it by the Legislature of Ontario. The Board is responsible for the institution, its policies, its operational continuity and well-being, and the various assets that it holds in trust for the people of Ontario, to whom it is ultimately responsible.

Museum staff has duties, responsibilities and opportunities and from time to time will 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 shall be guided by the *Conflict of Interest Act* and the *Canadian Museum Association's Ethical Guidelines*.

### 2.3 Private Sector Funding:

The Royal Ontario Museum Governors (formally the ROM Foundation) was established in 1992 to co-ordinate all private sector fundraising activities undertaken on behalf of the Royal Ontario Museum. The objective of the ROM Governors is to raise funds to be available for enhancing exhibitions and public programs, research, acquisitions and capital projects.

In addition, the Governors are supported in their private sector fundraising initiatives by the Heritage Governors who perform important ambassadorial roles on behalf of the Museum. There are currently twenty-six Heritage Governors, all of whom have contributed significantly to the Museum in the past as Trustees, Governors, donors or in other valuable capacities.

## 2.4 Core Promise, Purpose and Vision:

As a result of the strategic plan completed in Fiscal 12, a new vision and purpose statement has been developed.

The ROM's Core Promise is:

*The ROM connects visitors to their world and each other.*

The ROM's vision is:

*To be recognized globally as an essential destination for making sense of the changing natural and cultural world.*

The Museum's purpose is:

*To inspire wonder and promote learning by sharing the stories of the unique collection the ROM cares for on behalf of the people of Ontario, to be a champion for the natural and cultural worlds, to serve as a forum for our diverse communities, and create knowledge that contributes to a better future.*

## 2.5 Collections and Research Vision:

The ROM's collections and intellectual brand are rooted in its vigorous international research program. This research is the foundation for the museum's public and educational program and is the basis of the ROM's galleries and exhibitions.

The ROM employs 30 Curators and Assistant Curators in 2 Departments (World Cultures and Natural History), arrayed in 8 Centres of Discovery, which represent the museum's intellectual and collections strengths. The curators conduct cutting edge, collections-based research around the world.

These studies resulted in 84 academic, peer-reviewed articles, books and book chapters in 2012-13 (including the world-leading Journals, Science and Nature). More importantly this research is being brought to the fore for our visitors and public through our Centres of Discovery, forming the basis of our public offer through temporary exhibits, permanent galleries, public programs, education programs (including our participation in helping develop the secondary school curriculum), university teaching (including graduate studies), outreach exhibits that travel throughout Ontario and Canada, on-line programs and external partnerships (including government consultation).

In 2013-14 the ROM is conducting research in 26 countries, with a significant focus in Canada and Ontario. The impact of this research is basis of the ROM's international reputation, its role

as one of the leading museums in Canada and Ontario, and its deep appreciation in our Province as a thought leader, educational stalwart, and institution of intellectual integrity. Because of this backbone of original research and world-leading scholars, working with and building world class collections, the ROM is regarded among the leading museums, helping our visitors understand themselves and making sense of the changing Natural and Cultural landscape.

## 3. Strategic Directions

### 3.1 Strategic Objectives:

As part of the ROM's strategic plan, the ROM has six strategic objectives which together are transforming the Museum into a public-focused institution that is used regularly by the people of Ontario to understand nature and culture, and to build connections to each other. The six Strategic Objectives are:

1. Extraordinary Visitor Experience
2. World Leading Centres of Discovery
3. Essential Audience Relationships
4. Financial Resilience
5. Robust Physical and Technological Infrastructure
6. A Skilled and Responsive Staff, Leadership and Volunteers

### 3.2 Key Strategic Initiatives and Milestones:

#### **Strategic Objective 1: Extraordinary Visitor Experience**

##### **Strategic context**

The museum must provide a compelling experience that begins before visitors enter the Museum and continues after they leave via its online platform to become the basis for an on-going relationship with our visitors. The programs, galleries, website, exhibitions and collections must provide great stories, wonderful objects and layers of engagement to appeal to varied audiences. New technologies must be introduced to enhance the interpretation of the objects and to connect the visitor with our curatorial expertise. In addition, Museum amenities must be upgraded to provide the customer with the amenities that they expect.

##### **Key Strategic Initiatives in Fiscal 2015**

1. ROM Centennial programs.
2. Planning Welcome project. This project will include landscaping, improved entrance and wayfinding.
3. Re-open full service restaurant.



## **We will have reached the following milestones by the end of Fiscal 2014**

- Barrick Gold Corporation Gallery within the Teck Suite of galleries: Earth's Treasures
- Increased visibility of ROM programs online, building brand awareness, and encouraging visitation
- Open Druxy's ROM Café
- Wi-Fi access in all areas of the Museum

## **Strategic Objective 2: World Leading Centres of Discovery**

### **Strategic Context**

The Centres of Discovery are in part, tools to help visitors navigate their way through the ROM's collections, research strengths, galleries, exhibits and programming. Over the coming year, we will promote the ROM's program using the full complement of centres as the organizing principle. Each element of our public offering will be explicitly identified with a specific centre, thereby creating a consistent framework within which visitors can make sense of the scope of the Museum.

### **Key Strategic Initiatives in Fiscal 2015**

Activation of Centres for the remainder of the ROM's encyclopaedic content:

- Canada
- Fossils and Evolution
- Textiles and Fashion
- World Art and Culture
- Earth and Space

## **We will have reached the following milestones by end of Fiscal 2014**

- Activate ROM Biodiversity, ROM Ancient Cultures and transition the ICC into ROM: Contemporary Culture
- Implement plan/strategies for Centre-focused programs, education, collections, research, community engagement models, enhanced Friends groups and philanthropic support
- Implement branding , promotional and marketing strategy for the Centres
- Implement collections strategy for Centres

## **Strategic Objective 3: Essential Audience Relationship**

### **Strategic Context**

The ROM connects with its audiences through the experiences we offer that encourage people to see us as an essential destination they use again and again. We reach out to new audiences so that as Ontario changes we remain the museum where you belong, wherever you are, whatever your age. Whilst the Centres and the experience of the ROM builds affinity, we also need to actively support and sustain audience development so that the ROM remains at the heart of the community in the future, as it has in the past.

### **Key Strategic Initiatives in Fiscal 2015**

1. New mobile device applications for use by our visitors to enhance their gallery experience, and build repeat visitation
2. Development of ROM Learning portal
3. Implement inclusion strategy to broaden our audience within our diverse community
4. Launch the Volunteer Charter

### **We will have reached the following milestones by the end of fiscal 2014**

- Complete implementation of new branding and visual identity, and communication of brand guidelines for staff and partner use.
- New Deputy Director Engagement recruited to lead audience development and visitor engagement
- Established Major Exhibition and Centennial Promotional partnerships
- Consultation and development of Volunteer Charter
- Friday Night Live firmly established as key program for building relationships with younger adult audience

## **Strategic Objective 4: Financial Resilience**

### **Strategic Context**

The Museum will focus on investing in audience development, demonstrating the ROM's utility to the community, and communicating international calibre research in a cost-effective framework of financial sustainability. The ROM and ROM Governors will work together to achieve philanthropic targets to support long-term sustainability of the Museum.

## **Key Strategic Initiatives in Fiscal 2015**

1. Work with the ROM Governors to create a pool of unrestricted funds to support the Museum's operating budget and pay down long-term loan.
2. Work with the ROM Governors to raise restricted funds that enable investment in Centres priorities of research, programs and collections.
3. Implement a new accounting system to improve quality and timeliness of reporting.

## **We will have reached the following milestones by the end of Fiscal 2014**

- *Ultimate Dinosaurs* travelling exhibition held at two museums in the United States, generating new revenue for the ROM.
- Re-launched our full service dining restaurant with a new operator
- Successful collective bargaining agreements in place with the ROM's three unions
- Develop a new philanthropic plan with the ROM Governors to ensure fundraising aligns with the Museum's key priorities.

## **Strategic Objective 5: Robust Physical & Technological Infrastructure**

### **Strategic Context**

The Museum must invest in IT and on-line infrastructure and associated systems. Technical system expectations and demands of our visitors continue to increase and the IT infrastructure must be able to meet these needs for the ROM to remain relevant, and upgraded to ensure that network security systems are in place to protect our critical operating programs and assets.

The Fiscal 15 business plan begins investment and includes funding from Museum operations to procure a new accounting system and for the first phase of the Collections Management System.

Sustained investment is needed to reduce the current deferred maintenance backlog. Otherwise, the risk of significant emergency repairs will remain and the Museum will continue to accumulate, rather than reduce, the amount of deferred maintenance required to bring the physical plant back to a state of good repair.

A review of the ROM's space use has shown that after 100 years of successful collection development and research, the Museum now urgently needs more space to continue its contemporary collecting and create digital access to its treasures.

## **Key Strategic Initiatives in Fiscal 2015**

- Technology Infrastructure
  - Phase one of implementation of Collections Management System (CMS)
  - Implement new accounting system
  - Build case for IT infrastructure investment
- Physical Infrastructure
  - Continue roof rehabilitation multi-year project
  - Complete emergency generator cross-tie and other electrical system upgrades

## **We will have reached the following milestones by the end of Fiscal 2014**

- Access to VFA software database (tracking repair and rehabilitation requirements) which will allow effective capital needs analysis and reporting capability.
- Procurement of integrated collections management database.
- Wi-Fi system operational throughout most of Museum; plans in place to extend into Planetarium and to increase bandwidth capability.
- Currelly washrooms will be completely renovated.
- Roof on Weston wings and rotunda of Heritage building replaced.
- New emergency generator for Heritage Block and Curatorial Centre installed and operational.
- Upgraded fire alarm system for Heritage Block and Curatorial Centre installed.

## **Strategic Objective 6: A Skilled & Responsive Staff, Leadership And Volunteers**

### **Strategic Context**

The Museum will invest in professional development, mentoring, and leadership to effectively adapt to the changing needs of our staff, volunteers and the community.

### **Key Strategic Initiatives in Fiscal 2015**

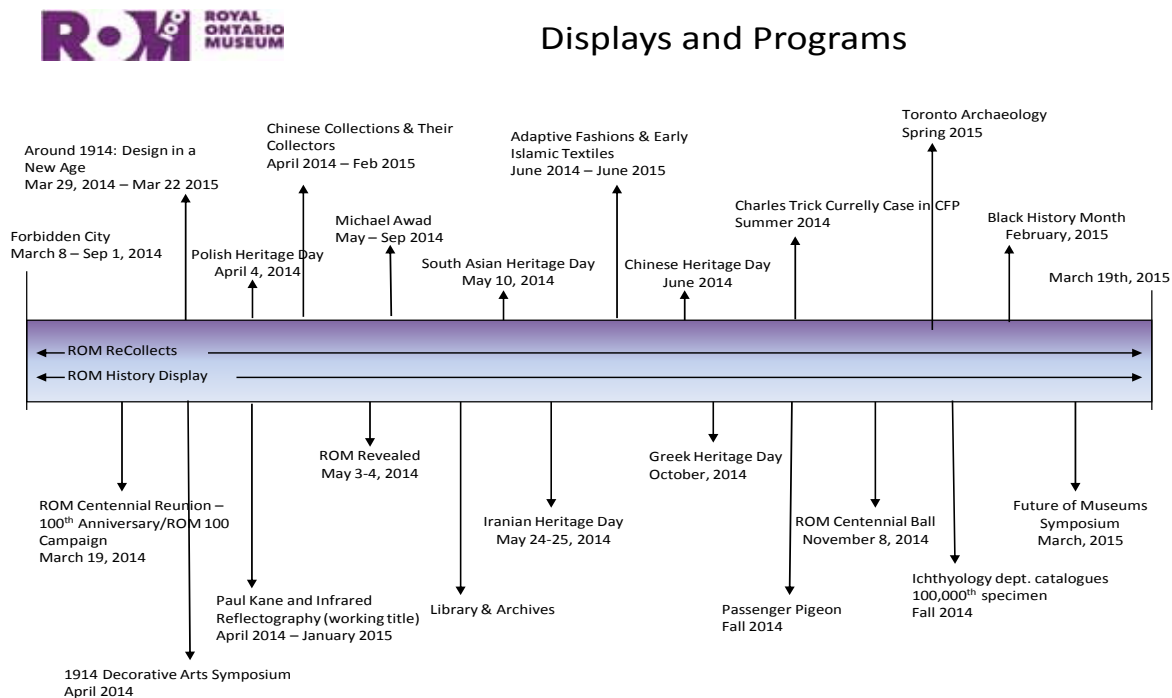
1. Complete “Work Out” plans by department to re-engineer processes, streamline workloads and to ensure Museum priorities are adequately resourced
2. Examine feasibility of flexible work arrangements and develop recommendations for implementation
3. Support change management and organizational development by reinstating training.

**We will have reached the following milestones by the end of Fiscal 2014**

- Refocus responsibilities to improve visitor experience and audience engagement
- Implement Coaching and Mentoring program
- Conduct an analysis of emerging trends on “agile workplace” and develop priority list of best practises
- Implement consistent and thorough induction/orientation process for all staff
- Create ROM Volunteer Charter

## 4. Overview of Current and Future Programs

### 4.1 Centennial Plans:



The ROM opened its doors to the public on March 19<sup>th</sup>, 1914 and will be celebrating its centennial year beginning on that date in 2014. We are calling the year ROM 100. Over 12 months the Museum will create a broad group of exhibits, programs and museum experiences for the public which promise to strengthen ties with new communities, heighten awareness of the ROM's contribution to science and to public information, and promote the ROM as an exciting, surprising and relevant place to visit. The year's activities are partly retrospective, broadly contemporary, and always looking to the future.

Traditional exhibitions include The Forbidden City, a major exhibition from the Palace Museum in Beijing; Around 1900: Design in a New Age, looking at design on the eve of World War 1 from the ROM's collection; Asian Collections and their Collectors, looking at the origins of the ROM's world-famous Asian collections. Interventions in galleries will include, among other themes, the story of the extinction of the passenger pigeon in 1914, a new technology that peers under the surface of the paintings of Paul Kane, and a view of the archaeology of Toronto beneath our feet. All exhibits are produced by the ROM's new Centres of Discovery, the Museum's hubs of public communication.

The public highlight of the year is ROM Revealed, a program on the weekend of May 3<sup>rd</sup> and 4<sup>th</sup>, 2014, where the public is invited behind the scenes in the ROM. We open our research areas, laboratories and collections on those days, inviting visitors to explore the inner workings of the ROM guided by our curators, technicians and students. The front of house will be fitted-out for the ROM 100 celebration, and visitors can attend ROM Discovers, a forum for exploring ROM research.

On March 19<sup>th</sup>, 2014, the ROM will celebrate its birthday with ROM Reunion, a day to celebrate with stakeholders in the museum – government, press, trustees, members, staff, and visitors. During the year, five heritage days will be held with Toronto communities from South Asia, Poland, Iran, China and Greece. At the end of the Centennial year, a symposium on the future of museums will be held for the museum community and the general public.

## 4.2 Major Exhibition Strategy

Major exhibitions have a long planning horizon and the ROM's major exhibition plan is confirmed for Fiscal 15 (*Forbidden City*) and for Fiscal 16 (*Pompeii*). These exhibitions provide the public with in-depth examinations of subject matter that often exceed the experience that is provided in permanent galleries, and with a clear 'reason to visit' as a leisure activity.

The major exhibition program at the ROM dominates our public communications and is a major component of our marketing plans to attract visitors to the Museum. Major exhibitions also provide an incentive to support ROM Membership sales and create ancillary revenue opportunities in sponsorships, restaurants and in the ROM retail shops.

As the ROM plans its future programs, will consider new approaches to planning and implementing exhibitions and programs that will continue to connect visitors to their world and to each other. New options for major exhibitions will be explored to ensure that our major exhibition program is well integrated with the other components of our program plans. The focus on public engagement must be regarded holistically in future planning. The annual cycle and the four-year rolling schedule planning currently underway takes into account in a systematic way exhibitions and programs of all sizes and is attempting to shape them into balanced annual programs, informed by the Museum's strategic plan and guided by its Centres. We will engage our stakeholders in discussions about these plans in Fiscal 15.

### 4.3 Welcome Project

The need to enhance the visitor welcome experience was identified as a key element of the Museum's strategic plan in 2011, based on visitor feedback. The project will seek to improve the visitor experience externally, on arrival in the entrance lobby, and to set up a Museum orientation strategy for our visitors that continue through the building via improved way-finding. Initial concepts for the exterior improvements were developed in Fiscal 14 and they will be further developed, together with plans for the interior, orientation and wayfinding in Fiscal 15.

The Centres of Discovery will be a key organising principle for this project, to inspire curiosity and to help visitors to understand and get more involved in discovering ROM collections, research and activities. Project objectives include:

- Improving the welcome for visitors, and navigation around the site.
- Clarifying the main entrance.
- Creating outdoor programming and internal gathering spaces, and new coffee bar.
- Improving exterior lighting.
- Improving ticketing and arrival, using Centres to open up the encyclopaedic museum and improving visitor awareness and understanding of the ROM's collections and mission.
- Resolving issues with architecture by providing landscaping that brings together older and newer parts of the building, to create initial experiences that excites, along with improved circulation and way finding.
- Create naming opportunities to fund the project through philanthropy.

### 4.4 Collections Access and Development

The ROM's collections are its key asset, held in trust for the people of Ontario. However, they are largely inaccessible, as a combination of obsolete IT and overcrowded storage mean that the potential of the collections for education, research and inspiration remains untapped. In Fiscal 15 we aim to begin to unlock this potential by addressing the ROM's collection needs and in doing so, create increased access for our users.



## 5. Resources Needed to Meet Goals and Objectives

### Financial Support

The Museum will break-even on an operating basis in Fiscal 15. The Fiscal 15 operating plan includes a \$1m contingency that may be used to offset potential shortfalls in revenues and/or to pay for emergency infrastructure repairs. A small surplus is projected in the subsequent years of the plan. The sale of *Ultimate Dinosaurs* travelling exhibition to the Science Museum of Minneapolis in Fiscal 14 will significantly improve the Museum's cash position in Fiscal 15.

The Museum has completed an analysis of its short and long-term space requirements for staff and collections during this year. These plans will be completed in Fiscal 14 and the costs to fund these requirements will be quantified.

### 5.1 Government Funding

The Fiscal 15 plan assumes that the annual Provincial operating grant remains frozen at current levels.

The amount of the annual Provincial capital grant for infrastructure repair and rehabilitation has not been confirmed for Fiscal 15. The backlog of deferred maintenance creates a high risk of emergency repair issues.

### 5.2 Philanthropic Plan

Support from the ROM Governors fund raising efforts is essential to support ROM program initiatives and for acquisitions on an annual basis. The ROM Governors will also conduct a two-year \$15 million Centennial fundraising campaign to fund the Welcome Project, support the Gallery of Early Life, invest in the Centres, and to contribute to repayment of the Museum's long-term loan.

### 5.3 Self-generated Income

The Museum will self-generate 32% of its revenue in Fiscal 15 from admissions, programs and income from ancillary operations including Membership, Retail and Food and Beverage.

## 5.4 People

Full time staffing levels will be maintained over the course of the three year plan.

Museum leadership will work with staff to re-engineer processes and streamline workflows in Fiscal 15 to reduce workloads and to ensure that resources are available to support the Museum's priorities.

## 6. Risk Identification and Update

<b>Risk</b>	<b>Risk Description</b>	<b>Risk Level</b>	<b>Update</b>
Admissions Revenue Shortfall	There is potential risk of Museum not achieving the attendance targets as planned	Medium	The ROM will continue develop initiatives to increase attendance.
Emergency Infrastructure Repairs	The asset management survey completed by the Province has identified the deferred repair and rehabilitation requirements at the Museum.	High	The Museum has prioritized its repair and rehabilitation projects and will address the highest priority items in Fiscal 15.
Staff Workload	Staff workloads have increased since the 2012 restructuring	High	ROM management will continue to re-engineer key processes and to streamline work.

## 7. Environmental Scan

### **Competition for the Leisure Dollar:**

The ROM faces strong competition for leisure time and the leisure dollar from other local attractions as well as from a very full schedule of festivals and special events across the City of Toronto. The ROM is competitive and the Museum's wide variety of programs and exhibitions enable us to compete in this busy marketplace and are an important component of the Fiscal 15 Business Plan.

### **Demographic:**

The Museum's programs and marketing plans are developed to appeal to our diverse community. We have a strong appeal to families and we reach out to communities within our City to build our audience. The Museum's Heritage Day program contributes to this goal as do the Museum's other diversity initiatives.

### **New Technologies:**

Canadians increasingly rely on smart phone technology in their daily lives. With more Canadians accessing content through mobile devices, it is imperative that the ROM create exceptional online experiences for those devices. Digitization of our collection is an important strategy for the ROM, as it is for other Museums around the world, as we seek to increase access to our collections and to remain relevant in our communication mediums. The Collections Management System (CMS) that will be implemented at the Museum over the next few years is key to our ability provide digital access to our collections in the future.

## 8. Human Resources

The key human resource objectives in Fiscal 15 include:

1. Continue the implementation of the Strategic Plan;
2. Develop human resource strategies that will enhance levels of staff engagement, enhance the Museum's ability to attract, retain and motivate staff, and provide staff with professional development to support work processes.

### Continue Implementation of the Strategic Plan

*The ROM connects visitors to their world and to each other*

The Museum will continue to work on:

- Streamlining workflow and re-engineering processes
- Centres of Discovery will be organising principle for audience engagement
- Completing space planning exercise to ensure needs of staff and collection are met.
- Processes and systems to match new plans, including planning and budgeting process

### Develop Human Resource Strategies

To enhance staff engagement, and the Museum's ability to attract, retain and motivate staff, and to provide staff with professional development, the Museum will:

- Work with employee groups to determine the feasibility for flexible work arrangements;
- Develop and implement activities to improve communication with staff;
- Invest in change management to re-engineer processes and streamline workflows
- Conduct training, leadership and professional development needs assessment, determine priorities and costs, and allocate funds accordingly.

## Museum Staffing Levels

	2013-2014 FTEs	2014-2015 FTEs
<b>SEIU</b>	80	78
<b>OPSEU</b>	137	139
<b>ROMCA</b>	29	29
<b>Exempt staff</b>	22	19
<b>Management</b>	36	40
<b>Total</b>	<b>304</b>	<b>305</b>

The ROM is a unionized workplace. We have three unions representing the majority of our employees. OPSEU represents approximately employees in professional, technical, administrative and curatorial support. SEIU represents full and part time employees in security, housekeeping and maintenance positions. The Royal Ontario Museum Curatorial Association (ROMCA) represents employees in curatorial and librarian positions.

## 9. Performance Measures

### Shared Objectives FY15:

The ROM will continue its efforts to transform the Museum into a more public focused institution, providing improved access to its research and to the expertise of its curators.

### **Extraordinary Visitor Experience**

#### Context:

The museum must provide a compelling experience that begins before visitors enter the Museum via its website and becomes the basis for an on-going relationship. The programs, galleries, exhibitions and collections must provide great stories, wonderful objects and layers of engagement to appeal to varied audiences.

#### Objectives and Measures:

1. *Objective* - The ROM's Centennial is a key opportunity to celebrate its history, the people that built the institution, its collections, and its curatorial and research contributions AND will demonstrate how it is evolving to stay relevant and meet the changing needs of its communities, how it will continue to connect people to their world and to each other. The Centennial is not only about the ROM but the communities it serves. The Centennial is not only looking at the ROM's history but describing its future

*Measures* – Visual identity of the ROM through ROM 100 exhibits and programs will be constant in all media; over a dozen displays, ranging from small exhibits to major exhibitions and over 25 programs and events will be strategically scheduled through the Centennial year.

2. *Objective* – Host major exhibition Forbidden City as one highlight of the Centennial year.

*Measures* - Successful Forbidden City exhibition with strong attendance.

3. *Objective* – Complete design of the *Welcome Project* as an integrated project that improves the visitor experience externally, on arrival in the entrance lobby, and sets up an orientation strategy that continues through the visit via improved wayfinding. Throughout, the Centres are a key organising principle to inspire curiosity, and to help visitors understand and get more involved in discovering ROM collections,

research and activities.

*Measures* –Project schedule completed and presented to ROM Board of Trustees.

## **World Leading Centres of Discovery**

### *Context:*

The Centres of Discovery will be aligned across the organization and will be based on the ROM's internationally recognized strengths in collections, research, educational mandate, and community interest.

### *Objective & Measures:*

1. *Objective* - Activate public face of the remaining five Centres (Canada, Fossils and Evolution, Textiles and Fashion, World Art and Culture, Earth and Space).

*Measures* - Successful activation of Canada, Fossils and Evolution, Textiles and Fashion, World Art and Culture, Earth and Space, including formal announcement, separate media events for each centre, web announcement with 50% increase in online content, and a weekend event devoted to the Centre.

2. *Objective* - Initiate multi-year Collections Management System Project

*Measures* – Phase one implementation to begin by Sept 1

## **Essential Audience Relationships**

### *Context:*

The ROM connects with its audiences through the experiences we offer that encourage people to see us as an essential destination they use again and again.

### *Objective & Measures:*

1. *Objective* - New Apps will be developed to enrich the gallery experience

*Measures* - New apps will be implemented.



## Financial Resilience

### Context:

Pursue all initiatives & objectives within the framework of financial sustainability.

### Objectives & Measures:

1. *Objective* – Implement new accounting system which will improve quality and timeliness of reporting.

*Measures* – Begin implementation of the new system by January, 2015

## Robust Physical and Technological Infrastructure

### Context:

To achieve a robust physical and technological infrastructure, the ROM needs to address our challenges of collections storage, office & support spaces, and improve our IT and online infrastructure.

### Objectives & Measures:

1. *Objective* - Continue to address critical repair and rehabilitation requirements.

*Measures* - Complete all physical infrastructure projects funded by the Province on time and on budget.

## A Skilled and Responsive Staff, Leadership and Volunteers

### Context:

The Museum will implement programs and invest in professional development, to effectively adapt to the changing needs of our staff, volunteers and the community.

### Objectives & Measures:

1. *Objective* – Re-assess training needs & professional development priorities and costs and develop plan.

*Measures* – Determine training & professional development priorities; finalize draft

and implement a coaching/mentoring program for staff by Sept. 30, 2014.

2. *Objective* – Address the increased workload of staff resulting from the 2012 reorganization.

*Measures* - Complete “work out” exercise by department re-engineer processes and streamline workflows.

## 10. Financial Plan

### **ROM Operating Plan:**

In Fiscal 14, the ROM will offset a shortfall in admission revenue with mitigating expense reductions to ensure that the planned operating surplus is achieved.

The achievement of the Fiscal 14 surplus will serve to improve the Museums financial position in Fiscal 15 and in the subsequent years of the business plan.

The ROM will achieve a balanced budget in Fiscal 15 that includes a cash contingency of \$500 thousand.

### **Government Grants:**

The Provincial Operating grant is budgeted to remain at the Fiscal 14 level.

### **ROM Governors:**

In addition, the Governors will launch a campaign to fully fund the Museum's Welcome and Plaza project as well as raising funds to be used to pay down the Museum's long term debt.

### **General Admissions:**

The Museum is budgeting conservative attendance and admission revenue levels in fiscal 2015, including annual attendance of 975,000 visitors, with the aim of exceeding these goals.

## F15 Multi-Year Plan

(in \$000's)	F14 Budget	F15 Budget	F16 Projection	F17 Projection
<b>Total Revenue</b>	54,160	54,323	55,224	55,692
<b>Total Expenditures</b>	51,983	53,323	53,724	54,055
<b>Contingency</b>	1,012	1,000	0	0
<b>Budget Surplus</b>	\$ 1,164	\$ 0	\$ 1,500	\$ 1,637

Notes:

- 1) Includes restricted grants and related expenses. Excludes gifts in kind and other miscellaneous items.
- 2) If the contingency is not spent, the ROM will generate a budget surplus.

## 11. Initiatives Involving Third Parties

For Fiscal 15, the ROM has not currently planned for any strategic initiatives involving third parties, such as other levels of government or not-for-profit foundations. However, should opportunities for these types of initiatives should arise that are in line with our overall corporate mission and objectives, they will be diligently investigated.

## 12. Implementation Plan

The Museum's key priorities in Fiscal 15 are to celebrate the Centennial and to activate all of the Centres of Discovery. These priorities are supported both by the Museum's annual operating plan and are aligned with the fund raising priorities of the ROM Governors.

Implementation of the Strategic Plan will continue in fiscal 15 with actions to support each of the Museum's six strategic objectives:

1. Extraordinary visitor experience
2. World leading Centres of Discovery
3. Essential audience relationship
4. Robust physical and technological infrastructure
5. Financial resilience
6. A skilled and responsive staff, leadership and volunteers

### **Quarterly Forecast and Progress Tracking**

ROM senior management reviews progress of both the scheduled implementation of actions supporting the Strategic Plan and the Museum's financial performance regularly. Detailed financial forecasts are reviewed with the Finance Committee of the ROM Board of Trustees on a quarterly basis, together with progress against corporate objectives. Operating plans may be revised and mitigation plans put into effect in the event of financial shortfalls to ensure that the Museum continues to operate within its available resources throughout the fiscal year.

### **Procurement Plan**

The Museum's purchasing practices align with the Management Board of Cabinet Procurement Directive of 2012. A procurement plan, identifying all major purchases planned for Fiscal 15 by all Museum departments has been developed by the Museum's Purchasing department.

# 13. Marketing and Communications Plan

## Fiscal 15 Overview:

### The world continues to change

- Rapid pace of marketplace change continues, with aging demographics and continued growth of new Canadians segment.
- North American economy and Ontario job market still in flux.
- Audiences continue to be fragmented, time-starved, and many still affected by weaker economic situation.
- Significant competition for leisure time and dollars against all audience segments, especially families.
- Media consumption habits continue to shift more towards digital, mobile and customized communications.

### The ROM continues to change

- The Museum is now in a position to use the eight Centres of Discovery as the organizing principle for all its programming as a way of helping visitors make sense of the encyclopaedic nature of the Museum's content.
- The new branding describes the Museum as, "an indispensable resource for building community by nurturing discovery and inspiring wonder". The Museum's objective is to become an essential part of our visitors' lives, using our content to connect them to their world and each other and to continually intrigue, welcome and attract audiences to the breadth of content and experiences the ROM has to offer.

### Marketing Objectives

- Build deeper, long-term relationships with existing and potential audiences in all segments, prioritizing families and active experience seekers.
- Encourage repeat visitation and membership through positioning the ROM as an intriguing and essential destination that will educate and enrich.

- Continue to build a marketing model, using the Centres of Discovery, that is seamlessly integrated with other key departments within the ROM including Communications, Membership, Exhibition Design, Programs and the ROM Governors for heightened profile and consistent messaging, leading to increased commitment and financial investment.
- Create new partnerships and leverage existing partnerships to build stronger relationships with key audience segments through social and digital media; allowing us to communicate with more frequency and cost-effectiveness.
- Revitalize Marketing's focus on strategic-thinking, plus innovative and creative ideation to build communication strategies and executions that are alive, surprising and engaging; invest in formal and informal training to encourage these skills.