

Business Plan

FISCAL 2021-22

The logo consists of the letters 'R' and 'M' in a bold, white, sans-serif font, separated by a small white circle. The logo is positioned in the bottom right corner of the page, set against a dark purple background that is part of a larger graphic design featuring a low-angle, upward-looking view of a modern building's facade with a grid of windows and a purple gradient overlay at the bottom.

Table of Contents

Executive Summary /	5
Response to the Minister's Mandate Letter /	9
Mandate, Mission, Vision /	11
Strategic Direction /	15
Overview of Current and Future Programs and Activities /	19
Resources Required /	25
Risk Identification, Assessment and Mitigation Strategies /	29
Environmental Scan /	33
Human Resources /	41
Performance Measures /	45
Financial Budget /	49
Initiatives Involving Third Parties /	55
Implementation Plan /	57
Communication and Marketing Plan /	63



Executive Summary

As Canada's world museum, the Royal Ontario Museum (ROM) contributes to a vibrant Ontario economy, cultural and tourism sector, underpinning the double bottom line of the sector. Founded more than one hundred years ago, the ROM is a globally-renowned institution celebrated for its multidisciplinary collections, groundbreaking research and iconic architecture. Spanning art, culture, and nature from around the world and across the ages, the Museum's comprehensive collection, coupled with its exceptional exhibitions, installations, and programs that speak to diverse audiences, has made the ROM a leading cultural destination for local visitors, and national and international tourists. Ontario offers the world in one province, and the ROM further offers the world in one museum.

The COVID-19 pandemic has created unprecedented challenges for the Museum, having forced the closure of the ROM to the public and staff for a significant portion of the 2020-21 fiscal year, with enormous attendant negative impact on the self-generated revenues the Museum relies on for its financial support. Aligned with Minister Lisa MacLeod's mandate letter for the Museum for the 2021-22 fiscal year, as well as with the strategy set out for the Ministry of Heritage, Sport, Tourism, and its culture industries (MHSTCI) to help Ontario's cultural and tourism economy rebuild and re-emerge as a premier visitor destination, the ROM is operating along several tracks to ensure the institution's sustainability and success and to return to our position as Canada's most visited museum and an anchor for the communities that we serve.

Much of the 2020-21 fiscal year was dedicated to managing through the pandemic—with great sacrifices asked of ROM staff, many of whom were placed on emergency leave during the height of the crisis—an activity that will likely continue through the planning period set out in this document. The Museum is highly vulnerable to fluctuations in visitor numbers, which drive our self-generated revenues and affect our opportunities for meaningful engagement with the public. Visitor numbers revenues, and onsite programming activities, including our crucially important school visits program, will remain well below pre-COVID-19 levels throughout fiscal 2021-22 and probably longer. However, we will continue to work hard through this period to deliver an exciting exhibition program to attract local visitors and rekindle tourism, and intensify our audience engagement through online channels to reach an ever greater number of people across the province. Our priority is to drive the recovery of the Museum, thereby contributing to the recovery of society and the economy.



Nisga'a crest pole,
British Columbia,
1870.

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.

At the same time, the ROM is committed to regaining our pre-COVID-19 momentum and delivering our Strategic Direction: to become a distinctly 21st century museum, one that 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. To realize this vision, our 10-year strategic plan leverages our strengths and capabilities, while evolving in step with a rapidly changing world. As part of this transformation, we are becoming an ever more outward-facing institution, focused on playing a central role in community and cultural life, while increasing our impact—artistic, cultural, and scientific—nationally and internationally.

A final track of the ROM's ongoing work, which will continue throughout the planning period of this Business Plan, again in alignment with provincial government expectations for agencies, has been our data- and evidence-driven efforts toward greater efficiency, effectiveness and value for money for taxpayers. Activities have included and will continue to include the identification of additional revenue sources, pursuing efficiencies and savings, and the ongoing innovating of practices to ensure competitiveness and sustainability and the control of expenditures. These activities are coupled with improvements to risk management practices. At the same time, the Museum is improving the visitor experience and general visitor service standards and enhancing digital engagement by advancing on the Museum's digital strategy. In the delivery of these efforts, we work closely and transparently with the MHSTCI to ensure that the Museum operates within the framework required for provincial agencies of Ontario. The Museum appreciates the support of the Province and is dedicated to using the resources provided by the people of Ontario efficiently, maximizing access to our exhibitions and galleries, collections, research, and staff.

As Canada's most visited museum and one of the most visited in North America and the world, the ROM's ambitious plans for fiscal 2020-21 were to:

- achieve, yet again, 1.3 million or more annual visitors, including an increasing number of free visits through our community networks and free access programs;
- offer an exciting exhibition program building on the Museum's unique strengths across art, culture and nature;
- maintain high visitor satisfaction and grow the membership base;
- enhance our learning and education offerings;
- ensure innovation through a new digital strategy; and
- achieve ambitious targets for self-generated revenues, organizational efficiency and talent base.

The closure of the Museum in March 2020 and the slow return of visitors after reopening in July 2020, followed by a second closure in November 2020, continues to have a severe impact on all operations as self-generated revenues evaporated, philanthropy temporarily slowed, and museum activities were essentially reduced to what could be accomplished from the safety of one's home, with the notable exception of security, facilities and collections management staff, who ensured the safeguarding of the collection and buildings.

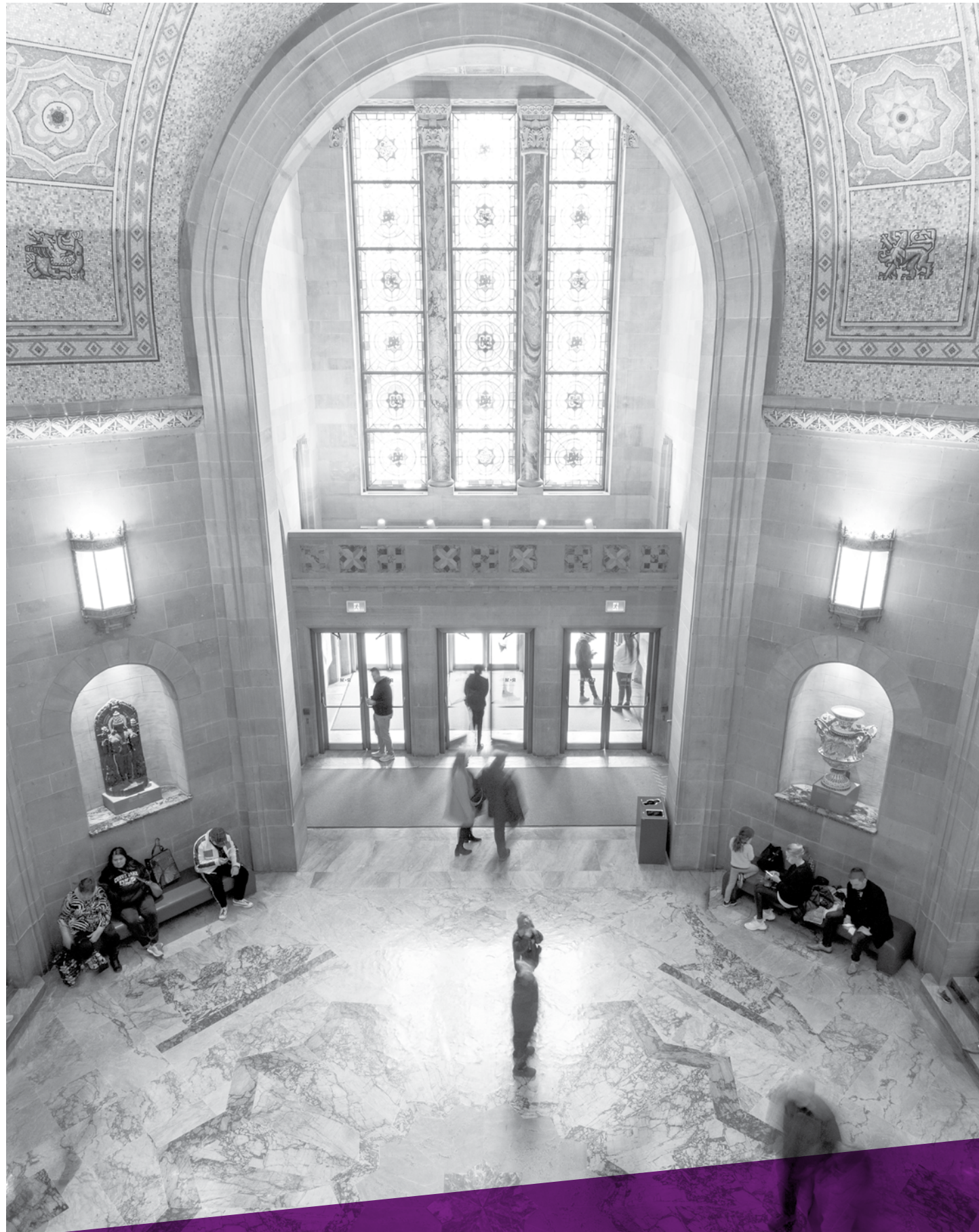
And yet several key achievements were made in this extraordinarily difficult period:

- Created the ROM at Home online platform to connect with audiences across the province and beyond, including provisions for student audiences at home.

- Established the Allan and Helaine Shiff Curatorship of Climate Change, a world first among museums.
- Increased the Museum's talent base through key strategic hires set in motion prior to the pandemic.
- Delivered an exciting exhibition program to build back audiences.
- Improved organizational efficiency through comprehensive reviews of several departments, expenditures and other measures.
- Expanded the Museum's free access programs by providing free admission for frontline workers in August 2020.
- Continued to place ROM-original exhibitions at other museums, such as *Christian Dior* at McCord Museum in Montreal.
- Took significant steps toward greater equity and inclusion in the form of a public commitment to dismantle systemic, institutionalized racism, establishing a staff strategy committee on inclusion and equity, and signing on to the BlackNorth Initiative.
- Made material progress toward the completion of the new Willner Madge Gallery, Dawn of Life, slated to open in fall 2021.
- Published field-leading research in art, culture and nature.

Highlights of strategies for fiscal 2021-22

- Rebuild and drive attendance through a schedule of medium- and large-sized special exhibitions as well as existing and new permanent galleries.
- Open to the public the Willner Madge Gallery, Dawn of Life, the world's only stand-alone, permanent gallery dedicated to the earliest life on the planet and drawing heavily on Canadian fossils.
- 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 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.
- Further broaden the ROM's talent base and increase capacity through key hires.
- Rebuild revenue related to paid admission, membership, donations, sponsorship, and ancillary services.



Response to the Minister's Mandate Letter

Competitiveness, Sustainability and Expenditure Management

We commit to operation within the approved allocation envelope, as outlined in the Medium Term Recovery Plan, while continuing to pursue all opportunities for innovation and sustainability. 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 and accountability in line with the Agencies and Appointment Directive.

Risk Management

We are committed to continued development 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.

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, safely deliver a 21st century museum experience, and support increased tourism engagement objectives.

The Weston Entrance seen from the Rotunda.



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.



We transform lives by helping people to understand the past, make sense of the present, and come together to shape a shared future.

Students at the Mohegan Archaeological Field School excavate a 19th-century homestead on the Mohegan Reservation, Uncasville, Connecticut.

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 museum 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 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. 29). A facilities master plan and comprehensive fundraising campaign are being developed as part of the inter-related 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.
- Embrace change and pursue innovation.

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.



The Strategic Direction sets the Museum on a path to greater efficacy, efficiency, and resilience.

J'net Ayayqwayaksheeth, Indigenous Outreach and Learning Coordinator, holds a model birch bark canoe that reminds us of how Indigenous ecological knowledge is still relevant.

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 century needs of students, families, and adults.

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.



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 aiming to offer relevant choices to audiences with diverse perspectives and interests, highlighting the ROM's areas of excellence, and presenting 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 and collection strengths. The Museum's exhibition plan has been adapted to COVID-19 realities with a view to deliver an exhibition program for the 2021-22 fiscal that is scaled to the current context. The exhibition program will feature about half as many exhibitions as in a typical year in order to match resources with lower expected demand. At the same time, we have maximized the impact of exhibitions that will be on view by lengthening their run where possible.

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. All exhibitions and galleries have been adapted to ensure visitor, staff and volunteer safety : social distancing has been implemented, PPE is provided, Plexiglass barriers have been installed, hands-

A view of the Hundred Acre Wood in the ROM's *Winnie-the-Pooh* exhibition.

The Museum brings the world's greatest art and natural history specimens to Toronto and Ontario.

on and interactive activities and spaces has been closed, guided group tours have been eliminated, and entry to the building is both limited and timed. At the same time, we are increasing self-guided activities for families and other visitors, which allow meaningful engagement within the galleries while adhering to pandemic safety recommendations.

TRAVELLING EXHIBITIONS

Through sharing-original exhibitions developed from our collections and scholarship with museums and other cultural institutions around the world, the ROM is increasingly cultivating a profile that elevates the Museum, Ontario and Canada on a global stage. The 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. Despite the pandemic, the Museum remains committed to sharing its collections and original content with audiences globally by working with partner museums.

PROGRAMMING

The 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 the ROM delivers programs targeted at all age groups. Onsite programs remain on pause until it is safe to resume gathering indoors in larger numbers.

Typically 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 Daytime and ROM Connects lectures sharing groundbreaking research; ROM for the Holidays and March Break welcoming families; Family Day Long Weekend celebrating Chinese Lunar New Year; and ROM U, one-day workshops.

Early during the pandemic, the 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 when onsite programming resumes. The ROM at Home platform is being retooled to streamline offerings into three user-friendly buckets: 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 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. 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.

Virtual visits are coordinated through the Makerspace, a classroom designed to engage students across the province and help students build digital learning skills inspired by the Museum's collection. In addition, several online gallery trails and apps can be downloaded by classroom teachers for use during self-guided museum visits. 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. 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 centred and participants benefit from the full range of ROM collections and expertise as they explore and discover. We anticipate reviving these programs as soon as public health restrictions are removed and we can provide a safe environment for engagement within groups.

The 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 1) further increasing alignment with school needs and 2) 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 be added in the remainder of fiscal 2020-21 and the following fiscal. Once in-museum school visits are possible again, the new programs will be available both online and in the galleries, in English and French.

The ROM's Learning Portal offers a range of additional resources for teachers. A new Indigenous Learning Portal funded with a grant from the Virtual Museum of 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 the ROM is the leading resource for teachers seeking engagement with Indigenous learning. The 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.

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 ROM core values, we expand upon these to inform our work with community through shared authority, transparency, humility and adaptability. We encourage our community partners to 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; ROM Trailblazers, an after-school program in partnership with St. Alban's Boys and Girls Club, that creates opportunities for children ages 6-12 to connect with the Museum on their own terms; 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. Community engagement activities have been transformed by pivoting to digital delivery where possible. We are eager to continue in-person community engagement programs once we are able to welcome group activity in the Museum.

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.

As a result of COVID-19, what is meaningful has shifted visitor expectations. Creating a safe and welcoming experience is critical to ROM visitors, employees, and volunteers. The experience has intentionally evolved with the introduction of timed ticketing (to manage capacity while enabling appropriate physical distancing), robust safety protocols, and rethinking interactives by providing alternatives for visitors to self-select a level of engagement that aligns to their level of comfort.

RESEARCH & COLLECTIONS

The 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 the ROM's collection seen in museums across Ontario and around the world. The 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 the ROM 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, the 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, capital and staffing resources are required to achieve the objectives set out in this Business Plan.

FINANCIAL RESOURCES

Owing to the pandemic, the Museum is currently under material financial stress as a consequence of a substantial reduction in self-generated revenues compared to our original plan for the 2020-21 fiscal year. Steady Province of Ontario base funding has been critical to the Museum's ability to weather the challenges stemming from COVID-19.

Our Business Plan for fiscal 2021-22 assumes that self-generated revenues—mostly from attendance and associated revenues—will recover to 65% of fiscal 2019-20 levels. According to our projection and analysis, assuming a higher amount of self-generated revenue recovery would not be prudent.

This Business Plan also assumes that Province of Ontario base funding remains steady. This “bedrock” support is hugely important and gratefully acknowledged.

As a result of the continuing effects of the pandemic, the ROM's 2021-22 operating budget anticipates a material deficit, prior to any further mitigation strategies developed in concert with the MHSTCI.

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. Construction on the most recent section, the Michael Lee-Chin Crystal, was completed in 2007.

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 2021-22 will be consistent with or higher than historical levels. Our deferred maintenance plan prioritizes assets considered “critical.”



Visitors enjoying the *In the Age of Rembrandt: Dutch Paintings from the Museum of Fine Arts, Boston* exhibition.

In light of the pandemic, a key fiscal 2021-22 imperative is to safeguard the staff talent and capacity necessary to preserve our post-pandemic ability to deliver on our mission.

STAFFING

People are central to the achievement of the ROM's Strategic Direction goals. 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 2021-22 imperative is 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

The 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 contemporary “best practices” 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, a possible closure and the potential for civil unrest. As a result, when the order to close came on March 13, we were able to implement the many required decisions in a calm, disciplined and professional manner, with a principles-based roadmap that provided guidance on how best to protect the safety of our staff, volunteers and visitors, and the security of our collections.

For fiscal 2021-22, the main area of expected risk remains COVID-19. We are assuming steadily increasing attendance, events and programming activity in the latter half of the year, along with associated revenue increases compared to fiscal 2020-21, but this is highly uncertain. Every month we are closed during FY2021-22 represents a gross revenue risk of about \$1.5M.

Province of Ontario funding is not anticipated to be an area of risk. Further, we are hopeful that, after a very strong fiscal 2019-20 result—the most successful fundraising results in over a decade—the ROM Governors will achieve its philanthropic goals for fiscal 2021-22.

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 were steady and strong contributors throughout fiscal 2020-21, professionally and capably managing risks and actual circumstances as they arose despite the unprecedented disruption caused by the pandemic.

For fiscal 2021-22, the main area of expected risk remains COVID-19.

April Hawkins, Technician for the Archaeology of the Americas Collection, analyzes carbonized botanical remains from the Seed Barker site (Vaughan, Ontario).

Risk	Related Strategic Priority	Risk Likelihood	Risk Impact	Overall Risk Rating	Mitigation Strategy
Increased financial pressures due to COVID19 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 OAC recommendations	Transparency and Accountability	Medium	Low	Medium	Continued engagement with the OAG regarding our recommendation implementation timing
Possible need for longer development process for a permanent annual risk management exercise	Risk Management	Medium	Low	Low	Continued work on risk management process
Labour negotiations are slated for 2021 with 4 of our labour partners.	Workforce Management	High	Medium	High	Continued engagement with our bargaining agent partners
Data breaches	Data Collection	Medium	Potentially High	Potentially High	Continued cyber security vigilance
Budget pressures associated with increased need for digital products due to COVID 19	Digital Delivery and Customer Service	High	Medium	High	Development of alternate fiscal streams to offset costs
Lowered tourism engagement 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 remains valid. Despite the impact of the pandemic, the 21st century context, to which the 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 reluctance of (local) visitors to return to the Museum continues to result in lower than usual visitor numbers.
- It is uncertain when school visits to the Museum will resume.
- Onsite programming and private client events in ROM spaces are on halt or extremely limited.
- Self-generated revenues through fundraising, as well as retail, dining and membership remain depressed.

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

The Reed Family Plaza.

Despite the impact of the pandemic, the 21st century context, to which the ROM has responded in our Strategic Direction, remains a valid.

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, the 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:** The 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—the 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

- **Talent base:** We need to further develop a comprehensive approach to talent management, to create the human capital needed to deliver our vision.
- **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.**

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, with continued repercussions anticipated for the planning period, which will be felt in the ROM's attendance numbers, which are projected to recover slowly. The intent, likelihood and feeling of safety when travelling, and their evolution as the pandemic progress, will inform the Museum's attendance expectations.

Ontario Intent to Travel**

- Likelihood of travel within their own province has dropped in Ontario potentially due to a recent increase in COVID-19 cases
- 51% of Ontarians are likely to avoid travel even within their own province; this has worsened from 45% in the September wave of data
- Ontarians' perception of safety towards travel to other destinations decreases the farther people think of travelling from their home:
 - 65% of Ontarians feel safe when thinking about travelling to nearby communities
 - 53% of Ontarians feel safe when thinking of travelling within Ontario
 - 34% of Ontarians feel safe when thinking of traveling to other parts of Canada

U.S. and Global Intent to Travel***

- 82% of Americans will be very unlikely engage in any travel in the next 2 weeks
- Overall US travel intention in the next 3 months is low and has remained stable over the past three months
- 67% of Americans will be very unlikely to engage in any travel in the next 3 months
- In the UK, Germany and France, less than 8% polled in each country regarding booking window for an international trip, intend to book an international trip within the next year

* Source: Destination Ontario Research, October 2020

** Source: Destination Canada Resident Survey Report, October 2020, Ipsos Canada Tracking Report #26

***Google U.S. Travel Intent Survey, Google Global Travel Intent Survey

ROM Visitors*

Nearly one quarter (24%) of current visitors to the 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*

2020 Online Landscape

The pandemic has changed how we behave and perform day-to-day tasks. With more people isolating at home, there is a growing desire to connect virtually and a demand to replace physical experiences with digital experiences.

- Almost 60% of the global population and 94% of the Canadian population use the Internet.
- On average, Canadians spend six hours a day online: 2.5 hours on mobile, and 3.5 hours on a desktop.
- 61% of Canadians are concerned about misinformation and what is real or fake online, and 65% of Canadians are concerned about the misuse of personal information.
- 68% of Canadians purchased a service or product online in the past year, with an average of nearly \$903 USD spent per consumer per year.
- 90% of Internet users watch video content, and 51% listen to podcasts.

2020 Online Trends

- People rely more on their mobile devices to unlock experiences in the real world. Examples like online payments via WeChat or delivery services continue to change user behaviour and expectations.
- People desire a personalized digital experience. This includes controlling the experience, but also the brand "knowing" or "remembering" them.
- Wanting control of their digital footprint, people want to interact in more private ways and control their virtual privacy.

*Digital 2020 Global Digital Overview produced by We Are Social and Hootsuite (<https://wearesocial.com/digital-2020>)



Human Resources

KEY STRATEGIC INITIATIVES IN FISCAL 2021-22

- Successfully complete the recruitment and onboarding of strategic hires to deliver the 2021-22 objectives.
- Implement an equity and inclusion strategy that helps drive a diverse and inclusive organization and supports all employees in achieving their full potential.
- Complete union negotiations with OPSEU Full and Part-time and SEIU bargaining groups. Negotiations ceased in 2020 because of COVID-19. OPSEU and SEIU Collective Agreements expired March 31, 2019.
- Commence union negotiations with ROMCA (Royal Ontario Museum Curatorial Association) whose 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 when deemed appropriate.
- Implement a new performance system for Exempt Employees called "Performance Conversations."

Dr. David Evans, James and Louise Temerty Endowed Chair, Vertebrate Palaeontology (second from left), teaches students on a 2017 ROM-led dinosaur dig in Alberta.

An equity and inclusion strategy will drive a diverse and inclusive organization and support all employees in achieving their full potential.

THE MUSEUM'S FULL-TIME EQUIVALENT STAFFING LEVELS

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
SEIU	90.8	84.6	82.3	90.8	90.8	90.8
OPSEU	204	206	178.8	182	182	182
ROMCA	34	32.6	33	36	36	36
Exempt staff	25	20	19	21	21	21
Management	41	47	48	51	51	51
Total	394.8	390.2	361.1	380.8	380.8	380.8

The ROM is a unionized workplace with three unions and four separate bargaining groups, representing the majority of our employees. OPSEU represents full and part-time employees in professional, technical, administrative, and support positions. SEIU represents full and part-time employees in security, housekeeping, and maintenance positions. ROMCA (Royal Ontario Museum Curatorial Association) represents employees in curatorial and librarian positions. The remainder of the positions are considered Exempt positions.



Performance Measures

Annually, the ROM develops ambitious performance targets, which the Museum has been meeting or exceeding. The COVID-19 pandemic has been a significant blow to the trajectory the Museum has been on. 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.

Another interrelated example is school group attendance. In the period prior to the pandemic, we had seen a decline in school-related attendance, partially due to the teacher job action, and took action to address this development by redesigning our learning department and offering, including the addition of increased online provisions. The vagaries of the pandemic and the comfort level of school boards, teachers and parents to resume to onsite school visits will determine when and how school group attendance increases as well as which performance targets will be achievable over the planning period.

- Total building attendance
- Special exhibitions attendance and revenue targets
- Specific deliverables for school group attendance
- Net increase in membership
- Revenue and contributions
- Digital strategy implementation
- Gallery development: Willner Madge Gallery, Dawn of Life
- Global reach through travelling exhibitions and curatorial research
- Net promoter score
- Visitor satisfaction
- Broaden talent base through key hires and talent management

A group of elementary school students learning about the Nisga'a and Haida totem poles in the Museum's central staircase.

The ROM develops ambitious annual performance targets, which the Museum has been meeting or exceeding.

Competitiveness, Sustainability and Expenditure Management

- Performance Metrics: We commit to operating within the current allocation framework, as outlined in the Medium Term Recovery Plan, while continuing to pursue all new opportunities for innovation and sustainability.
- Target: Subject to public health restrictions, rebuild self-generated revenue to at least 40% of pre-Covid levels while keeping operating costs below 80% of pre-Covid levels.
- Measurement: Foregoing per audited financial statements

Transparency and Accountability

- Performance Metrics: We commit to continued accountability and alignment with all government directives, policies and commit to governance and accountability in line with the Agencies and Appointment Directive.
- Target: Completion of Certificate of Attestation every March
- Measurement: Completion and submission of Certificate of Attestation.

Risk Management

- Performance Metrics: We commit to continued development 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.
- Target: Completion of Risk Matrix
- Measurement: Completion and submission of a Risk Matrix included in annual business plan.

Workforce Management

- Performance Metrics: We commit to providing high levels of customer service, visitor satisfaction, and workforce optimization to enable efficient and effective fulfilment of government priorities.
- Target: High levels of customer service.
- Measurement: Customer surveys and engagement reports

Data Collection

- Performance Metrics: We commit to continuing to improve how we use data in decision-making, information sharing, transparency and reporting.
- Target: Continue improvements in the ways data is used.
- Measurement: At least two demonstrable data use improvements annually

Digital Delivery and Customer Service

- Performance Metrics: We commit to exploring and implementing all digital modernization measures for the provision of services online.
- Target: Implement digital first strategies and continue to add digital features to new exhibitions
- Measurement: At least three demonstrable additional or improved digital assets annually

Ministry Engagement

- Performance Metrics: We commit to working with the Ministry to deliver on their mandated goals and supporting increased tourism engagement objectives.
- Target: Support and sustain contact with the Ministry
- Measurement: Monthly engagement with Ministry representatives



Financial Budget

ROM OPERATING PLAN

The ROM is anticipating a recovery in self-generated revenue from well under half of fiscal 2019-20 during this fiscal 2020-21 to 65% of fiscal 2019-20 during fiscal 2021-22. Even with that recovery and continued cost controls, we expect to incur an operating deficit in fiscal 2021-22.

GOVERNMENT GRANTS

We expect the Provincial base funding operating grant for fiscal 2021-22 to be unchanged from fiscal 2019-20 and the capital grant to be similar to fiscal 2020-21.

ROM GOVERNORS

We expect philanthropic activity to recover with our priorities continuing to include curatorial position endowments, the Director's Fund, and programming. Activity continues on the ROM Governors' exciting, ambitious, and comprehensive fundraising campaign.

GENERAL ADMISSIONS

Attendance is expected to be much higher than during fiscal 2020-21, in part because of anticipated progress overcoming COVID-19. Attendance is still expected to be well below pre-pandemic years, when the ROM consistently achieved visitor numbers in excess of 1.3 million. We anticipate returning to pre-pandemic levels of attendance in fiscal 2023-24 at the earliest.



We anticipate returning to pre-pandemic levels of attendance in fiscal 2022-23.

The Weston Entrance on Queen's Park.

FISCALS 2021-24 MULTI-YEAR PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
	Projection and Budget amounts are highly tentative due to the adverse effects of COVID-19				
(IN \$000)					
	ACTUAL	PROJECTION	BUDGET	PROJECTION	PROJECTION
TOTAL REVENUE	77,485	62,898	69,452	76,795	80,635
TOTAL EXPENSES	77,404	67,637	78,290	79,042	80,635
BUDGET SURPLUS (DEFICIT)	81	(4,739)	(8,838)	(2,247)	0

CAPITAL REPAIR AND REHABILITATION PROJECTS FOR FISCALS 2021-22, 2022-23 and 2023-24

APPROVED CAPITAL PROJECTS FUNDED FOR FISCAL 2019-20

Crystal Roof Waterproofing - Phase 2	\$1,300,000
Curatorial Centre Windows - Phase 2	\$700,000
South Wall Restoration	\$750,000
North Wall Restoration	\$750,000
Heritage Floor Restoration	\$400,000
System Upgrade	\$150,000
All-Gender Washroom Upgrade	\$275,000
Curatorial Centre Elevator Upgrade	\$350,000
Curatorial Centre Dehumidification Control	\$500,000
TOTAL	\$5,175,000

APPROVED CAPITAL PROJECTS FUNDED FOR FISCAL 2020-21 PHASE 1

Rotunda Elevator Rehabilitation	\$400,000
Building Automation System Upgrade	\$850,000
Evans Avenue - Upgrade from DSL to Fiber	\$300,000
TOTAL	\$1,550,000

APPROVED CAPITAL PROJECTS FUNDED FOR FISCAL 2020-21 PHASE 2

Upgrade to WiFi System	\$300,000
Crystal Roof Repair	\$1,000,000
Curatorial Centre Windows - Phase 3	\$700,000
System Upgrades	\$250,000
TOTAL	\$2,250,000

PROPOSED CAPITAL PROJECT FUNDING FOR FISCAL 2021-2022

Crystal Roof Waterproofing - Phase 4	\$2,500,000
Curatorial Centre Dehumidification Control - Phase 3	\$500,000
Heritage Building Environmental Control	\$1,000,000
Clean Steam Generators - Phase 2	\$1,250,000
HVAC System Upgrades	\$300,000
Hydronics System Upgrades	\$300,000
TOTAL	\$5,850,000

PROPOSED CAPITAL PROJECT FUNDING FOR FISCAL
2022-2023

Replacement of Steam Heating System	\$500,000
Accessibility Upgrades - C5 - Hydraulic Elevator	\$1,450,000
Fresh Air Supply Units - Rehabilitation	\$1,200,000
Chiller Replacement	\$1,500,000
Primary Closed Loop Pump Replacement	\$800,000
TOTAL	\$5,450,000

PROPOSED CAPITAL PROJECT FUNDING FOR FISCAL
2023-2024

HVAC Unit Upgrade	\$500,000
NW Roof - Membrane Remediation / Replacement	\$700,000
Compact Storage - Off-Site Storage	\$1,200,000
Elevated Access to West Galleries - 1B to C5	\$1,250,000
Hydronics Continuation - Tunnel Replacement	\$750,000
TOTAL	\$5,900,000



Initiatives Involving Third Parties

For fiscal 2021-22, 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
ROM Governors	Fundraising	Ongoing
Druxy's Food Services	Food Studio Operations	Contract: Expiry 2023
Catering	Event & Wedding Catering Services	Contract: Expiry 2023
Event Network	Retail Store Operations	Contract: Expiry 2025
BT Advertising	Advertising Agency Services	Contract: Expiry 2021
Various Suppliers	Service, Supply & Maintenance	Contract
Partner museums in US, Europe and East Asia	Venues for ROM travelling exhibitions	Contract

ROM Ball gala event featuring the opening of *Treasures of a Desert Kingdom: The Royal Arts of Jodhpur, India*.



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 (ROMCAN) 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.
- Deliver 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.



The ROM will advance our tourism strategy and work with regional tourism destination marketing organizations to rebuild tourist audiences.

Design renderings of the ROM's future Willner Madge Gallery, Dawn of Life, which will open in 2021

- 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. TRANSFORM AND REVITALIZE THE ROM'S PHYSICAL CAMPUS TO MEET THE NEEDS OF A GREAT 21ST CENTURY MUSEUM

- 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.

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.

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.
- Open *Into the Deep* as a major exhibition that builds on the success of the ROM's 2017 Blue Whale exhibition and engages visitors on contemporary issues of conservation by expanding to the broader story of three species of Atlantic whales.

- Open *Tightrope*, an exhibition of work by contemporary Ethiopian artist Elias Sime, to support ongoing efforts to highlight global African art and culture.
- Open the Willner Madge Gallery, Dawn of Life as a leading example of visitor-centred permanent gallery design.

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 2021-22 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 develop and 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, the ROM will increase its marketing effectiveness and efficiency to improve opportunities to attract local visitors and tourists as the institution recovers from the pandemic. Brand-building initiatives will work to evolve perceptions of the ROM to meet this vision:

- Define a new brand expression for the ROM aimed at generating greater salience and reinforcing top-of-mind awareness for the ROM as a truly inspirational cultural force.
- Develop and launch an enterprise-wide creative platform for the ROM brand.
- Update the ROM visual identity to reflect the design sensibility of a world-class art museum.
- Refresh owned digital channels including website, newsletters and social media 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 the ROM as a dynamic voice on important contemporary issues such as climate change and issues of equity and inclusion.
- Define an expanded 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.

An iconic Christian Dior dress from the ROM's collection being prepared for photography.

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.

- Expand CRM capabilities and data-driven marketing programs to increase ROM membership base and deepen member engagement.
- Leverage segmentation studies to define new target audiences and customized outreach strategies.
- 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 topic testing methodologies, exit surveys and other immersive research methodologies to inform exhibition planning strategies that support the ROM mission.
- Deliver a tourism strategy to rebuild the ROM's local and tourist audiences through increased 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 the ROM's profile as:
 - a world-leading museum in art, culture and nature
 - a groundbreaking 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.

Photo credits:

cover: Wanda Dobrowlanski
 p. 4: Emily Higgins
 p. 8: David Coulson
 p. 10: Craig Cipolla
 p. 14: Paul Eekhoff
 p. 18: Paul Eekhoff
 p. 24: Tina Weltz
 p. 28: Wanda Dobrowlanski
 p. 40: Courtesy of David Evans
 p. 44: Jada Reynolds-Tabobondung
 p. 48: Brian Boyle
 p. 55: Ernesto DiStefano
 p. 56: © Reich & Petch Design International
 p. 62: Wanda Dobrowlanski

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

The ROM is an agency of the Government of Ontario

A French version of this publication is available at rom.on.ca
 Une version française de cette publication est disponible à rom.on.ca/fr

© 2021 Royal Ontario Museum
 All rights reserved

R·M