



Royal Ontario
Museum

Public Business Plan
Fiscal 2016

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1. Executive Summary & Key Priorities

As the Royal Ontario Museum concludes its Centennial year and looks forward to entering its second century as Canada's preeminent Museum of ancient cultures and natural history, it is fitting that we are in the final stages of our current 5 year strategic plan. New challenges require new strategies and over the next year, a new strategic plan for the ROM will be developed that will place the Museum in a strong, sustainable position as it moves forward.

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 visitors 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 following items serve as an overview summary of the Fiscal 16 business plan:

- The ROM has prepared a balanced budget for Fiscal 16.
- For Fiscal 16, total revenue is projected to increase due largely to General Admission revenue (driven by increased attendance to the upcoming Pompeii exhibition and the new multi-platform strategies).
- Total attendance is projected to be the same as Fiscal 15 at just under 1 million visitors.
- For Fiscal 16, total expenses are projected to increase due to vacant positions being filled and contractual labour increases.
- Long term debt continues to be paid down.

The key priorities in Fiscal 16 are to:

- Deliver Centennial legacy projects.
- Increase access to our research and collections by digitization and improve collection storage.
- Develop the ROM's next strategic plan and the case for investment in our future.

This will involve commencement of the Welcome project, which comprises landscaping, and improved entrance and wayfinding, as well as work on the *Dawn of Life on Earth* Gallery, and completing upgrades on the Temerty Gallery of the Age of Dinosaurs & Tanenbaum Gallery of China.

For Fiscal 16, clear and specific strategies have been developed according to the following business planning criteria:

- *Increase revenue and/or increase visitor attendance*
- *Further the case for increased investment in the ROM*
- *Differentiate the Museum experience for our visitors*
- *Improve organizational productivity and staff satisfaction*

We believe we are positioned well as we enter our second century given the challenges facing the Museum.

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 Foundation which operates under the business name ROM Governors was incorporated under the Corporations Act (Ontario) on July 1, 1992 to coordinate all private-sector fundraising activities undertaken on behalf of the Royal Ontario Museum and its affiliates.

The objective of the ROM Governors is to raise funds to be available for enhancing exhibitions and public programs, research, acquisitions and capital projects of the ROM.

The ROM Governors is accredited under the Imagine Canada Standards Program.

2.4 Core Promise, Purpose and Vision:

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 31 Curators and Assistant Curators in 2 Departments (World Cultures and Natural History), aligned in 8 Centres of Discovery, which represent the museum's intellectual and collections strengths to our visitors. The curators conduct leading edge, collections-based research around the world.

In 2014-15, the ROM conducted research in 22 countries, with a significant focus in Canada and Ontario. The impact of this research is the 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 current 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

The ROM is nearing the completion of its current strategic plan. A new planning cycle will begin in early 2015.

3.2 Key Strategic Initiatives:

The following actions are planned to continue progress on each of the Museum's strategic objectives:

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 2016

1. Execute the new programmes and exhibitions strategies for one year with a focus on fewer, higher-impact, multi-disciplinary initiatives.

2. Commence the Welcome project. This project will include landscaping, improved wayfinding and entrance experience.
3. Deliver gallery enhancements in two key galleries: Temerty Galleries of the Age of Dinosaurs & Tanenbaum Gallery of China.

We will have reached the following milestones by the end of Fiscal 2015

- Delivered new displays, programmes and events to celebrate the Museum's Centennial. This included ROM Revealed, a free-admission weekend in May in which visitors could see behind the scenes at the ROM for the first time in 100 years.
- Completed design for the exterior welcome experience to the Museum, including signage, a performance space and landscaping with a Canadian Biodiversity Garden.
- Delivered the critically-acclaimed exhibition; The Forbidden City: Inside the Court of China's Emperors and toured it to the Vancouver Art Gallery.

Strategic Objective 2: World Leading Centres of Discovery

Strategic Context

The Centres of Discovery are designed to help visitors navigate their way through the ROM's encyclopedic collections, research strengths, galleries, exhibits and programming. Over the coming year, we will promote the ROM's program using the 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 2016

1. Deliver a major exhibition on Pompeii and associated programming for ROM Ancient Cultures.
2. Deliver 'Viva Mexico'; a major Mexican festival for ROM Textiles & Fashions and ROM World Art & Culture.
3. Begin collections digitization.
4. Conduct research in all subjects to build the collections.

We will have reached the following milestones by end of Fiscal 2015

- Activated all eight Centres of Discovery and introduced visitors to the concept of the Centres on our website and in our wayfinding and publicity.

- Completed design for the Dawn of Life on Earth Gallery, a major component of the Centre for Fossils and Evolution.
- Awarded the vendor contract for a new Collections Management System for museum-wide use.

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 2016

1. Revise our approach to membership through better data analysis, better communications and direct-marketing.
2. Build audiences for new programme formats including: ROM Speaks, Big Weekends, ROM Camps.
3. Complete planning phase for Canada's Sesquicentennial.

We will have reached the following milestones by the end of Fiscal 2015

- The new programmes strategy will be implemented which focusses on a series of high-profile formats for our public programme.
- A new exhibition strategy will be implemented which will mark the transition from separate exhibitions and programmes to a more fully integrated approach to multi-platform projects, with a focus on seasons and festivals.
- We will have reinvigorated Friends groups that build visitor involvement in the ROM.

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.

Key Strategic Initiatives in Fiscal 2016

1. Work collaboratively with the ROM Governors to deliver the philanthropic priorities.
2. Drive ancillary services to exceed targets and find new income streams.
3. Complete implementation of the new accounting system to improve timeliness and accuracy of reporting.

We will have reached the following milestones by the end of Fiscal 2015

- Purchased a new finance and accounting system.
- Created and filled new role of Deputy Director, Operations and CFO to enhance senior level financial acumen and responsibilities
- “Love The ROM” philanthropic campaign successfully underway.

Strategic Objective 5: Robust Physical & Technological Infrastructure

Strategic Context

The Museum must invest in IT and on-line infrastructure and associated systems. Expectations and demands of our visitors continue to increase and the IT infrastructure must be able to meet these needs for the ROM to be relevant and to maximize the user experience. IT infrastructure must also be continually upgraded to ensure that network security systems are in place to protect our critical operating programs and assets.

Means of dealing with a deferred maintenance backlog as well as required capital upgrades require continued investment. Critical infrastructure needs have been partially addressed over the past years, and capital priorities have been established for investment required for the next planning cycle.

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. Plans are in preparation to acquire new temporary storage space.

Key Strategic Initiatives in Fiscal 2016

1. Phase One of Collections Management System (CMS).
2. Build short payback, high ROI business cases for IT infrastructure investment.
3. Finalize short-term space planning initiatives.
4. Continue roof rehabilitation multi-year project.

5. Complete emergency generator cross-tie and other electrical system upgrades.

We will have reached the following milestones by the end of Fiscal 2015

- Significant reduction in value of critical deferred maintenance items (although overall deferred maintenance has increased from \$73 million to \$82 million).
- Significant progress toward completion of short-term planning initiatives and continued progress toward planning of long-term strategies for collections storage and other space needs.
- Begin implementation of integrated collections management database for increased virtual access to ROM collections.
- Procured new financial / accounting system.

Strategic Objective 6: A Skilled and Responsive Staff, Leadership and Volunteers

Strategic Context

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

Key Strategic Initiatives in Fiscal 2016

1. Complete process improvement to increase organizational effectiveness and ensure staff satisfaction.
2. Continue to streamline workloads and ensure Museum priorities are adequately resourced.
3. Continue to support change management through professional development.

We will have reached the following milestones by the end of Fiscal 2015

- Support change management and organizational development through training.
- 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
- We will have aligned our processes and materials to be consistent with our Volunteer Charter

4. Overview of Current and Future Programs

4.1 Program Strategy

The public programme will be realized in Fiscal 2015/2016 via a new strategy that creates the following formats:

Tuesday evening adult ticketed lectures:

- Compelling sell-out lectures/debates/discussions, including new experimental formats, which illustrate the ROM's thought leadership and current world issues/topics.
- Nature of the programming will foster many program partners to broaden ROM reach into new and emerging audiences.

Friday Night Live:

- Spring and Fall season, totalling sixteen nights a year of the established Friday Night Live.

Daytime gallery activation:

- ROM volunteer live gallery activation every weekday during opening hours, including tours and object handling.
- Additional daily staff and volunteer facilitation in the two hands-on galleries for public & self-guided school visits. The pattern of activation will change throughout the year depending on the mix of education visitors, families and tourists.

Thursday daytime Lectures:

- A programme of lectures for those who want to delve deeper into specific subject areas, ROM research and ROM exhibit & gallery content.

Monthly Big Weekends:

- Large-scale themed weekends, with extensive events for family audiences, and parallel programming for an adult audience.
- These weekends will involve community engagement where relevant, taking forward the success of Heritage Days and building the Centres of Discovery affinity groups.

In-gallery activities every weekend:

- A guaranteed level of in-gallery activity i.e. Hands On galleries, every weekend (excluding Big Weekends and holiday programming).
- Ticketed weekend programmes such as Saturday Morning Club.

Peak Visitation Periods - Family holidays:

- Large-scale family programming will run during March Break, the December holiday period (ROM For The Holidays), Family Weekends, and the summer holidays.

4.2 ROM Learning

The work of the ROM Learning department is a central function of the museum and directly

meets the museum's educational mandate. Every day, through School Visits, Hands-on Galleries,

and Outreach, ROM Learning inspires wonder and nurtures discovery by engaging students, teachers, families, and other public in the stories of the ROM's encyclopedic collections. In 2013-14 over 121,000 students and teachers visited the ROM. In 2014 we put in place a new three-year strategy for how ROM Learning will anticipate and respond to the needs of our diverse audience, and promote curiosity, discovery, and teaching in a rapidly changing educational landscape.

ROM learning will:

- Deliver exemplary onsite, online, and outreach experiences that provide a continuum of learning in response to the changing educational landscape and the needs of educational users
- Utilize progressive modes and methods of museum teaching and engagement that are relevant and accessible
- Establish a flexible and adaptable departmental culture that supports responsive teaching and learning

5. Resources Needed to Meet Goals and Objectives

Financial Support:

The Museum will break-even on an operating basis in Fiscal 16. The Fiscal 16 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. For Fiscal 16, the management team has adopted conservative assumptions to create the financial plan thus de-risking the surplus goal. The intent is to over-achieve these targets to improve flexibility and liquidity.

5.1 Government Funding

The Fiscal 16 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 16, but is anticipated to be comparable to recent annual average allocations.

The backlog of deferred maintenance creates a high risk of emergency repair issues that would require additional funding over the course of the three-year plan.

Other infrastructure systems that are not included in the Provincial Asset Management database have recently been identified as requiring capital funding for replacement. An example is the Museum's phone system which is no longer supported, and is a critical aspect of our operation.

5.2 Philanthropic Plan

Established in 1992 as The Royal Ontario Museum Foundation, the office of the ROM Governors is responsible for all philanthropic activities in support of the Museum's highest priorities. Its work enables the ROM to better serve its diverse and ever-changing community, by fostering long-term sustainable relationships of exceptional value both to the institution and its donors.

The office of the ROM Governors is supported by an independent Board which provides leadership in a wide range of philanthropic activities supporting ROM programs, research, collections, galleries, exhibitions and outreach programs.

The ROM Governors aim to maintain stable support in fiscal 2016. Philanthropic priorities will include completion of the Love the ROM campaign and support for the Centres of Discovery, exhibitions, learning and programs. Planning for a new comprehensive campaign will also begin during the year.

5.3 Self-generated Income

The Museum will self-generate 41% of its revenue in Fiscal 16.

5.4 People

Full time staffing levels are not expected to change during the course of this plan.

The Museum is experiencing challenges with respect to the attraction and retention of top talent. Nevertheless, ROM employees continue to be passionate about their work and the ROM in challenging circumstances. The working relationship with all three union groups is positive and respectful.

Museum leadership will continue to work with staff to re-engineer processes and streamline workflows in Fiscal 16 to reduce workloads and to ensure that resources are available to support the Museum's priorities.

6. Risk Identification and Update

Risk	Risk Description	Risk Level	Update
Provincial Government Funding	The funding from the Province has remained relatively flat for the ROM while costs continue to rise and equipment and infrastructure continue to age.	High	The ROM is requesting additional funding in the Fiscal 16 Business Plan to address essential equipment projects.
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 16.
Admissions Revenue Shortfall	There is potential risk of Museum not achieving the attendance targets as planned. School group attendance continues to fall behind projections.	High	The ROM will continue to review school group attendance and develop initiatives to increase attendance.
Collective Agreements	Contracts with all three unions expire on June 30, 2015	Medium	Management will work with the unions with the goal of providing an offer that is fair and acceptable.

7. Environmental Scan

Internal Environmental Scan

Strengths & Opportunities

- 1) Dedicated, passionate, knowledgeable and experienced staff and volunteers
- 2) Connection with the community
- 3) World-class curatorial and research capabilities
- 4) Canada's sesquicentennial (2017) - next big opportunity for philanthropic campaign
- 5) Implement Change Management techniques - create an innovation space to test and prototype
- 6) New Welcome experience internally and externally - continue to bring the Museum to the people

Weaknesses & Threats

- 1) Aging base building infrastructure as well as aging equipment, collections and other Museum support infrastructure requires significant capital investment
- 2) Aging IT and technological infrastructure requiring significant capital investment
- 3) Increased competition in culture / educational sectors

External Environment Scan

Philanthropy

- Charities are increasingly fundraising nationally creating new competitive pressures in the GTA
- Index of Consumer Confidence remains above where it was at this time last year, but the recent trend in the national index has been negative.

Government

- Pan Am and ParaPan Am Games and Sesquicentennial are opportunities to be explored

Population, Age and Dwelling

- Population in both Toronto and GTA is growing, but this is against a landscape of declining visitation to cultural institutions
- Toronto's population is aging – fastest growing segments between 60-64 and 85+ years

Diversity and Ethnic Origin

- 51% of the people living in Toronto were born outside of Canada – need to connect with new Canadians by showing that there is a value to them in establishing a relationship with the ROM
- Engage communities through annual events customized to their culture and interests is critical

Digital Technology

- Smartphone use continues to grow
- Many museums have or are working toward creating a digital strategy to guide visitor engagement

- Number of overnight visitors to Toronto has increased continuously over the past 3 years
- Number of overseas visitors continues to grow and is the most rapidly expanding segment
- Visitation to Toronto cultural institutions continues to decline among tourists.

Economic

- Economic data is positive for Toronto, Ontario and Canada for the next year to 2 years.
- Toronto's real GDP is expected to grow by 2.7% in 2014
- ROM needs to take advantage of these conditions to improve our financial sustainability.

8. Human Resources

Key Strategic Initiatives in fiscal 2016

1. Enhance the ROM's training & development program to deliver key learning initiatives that support ROM's strategic directions.
2. Determine feasibility and implement, on a pilot basis, "flexible work arrangements".
3. Successfully negotiate collective agreements with all three Union groups.

Here are the Museums staffing levels:

	2013-2014 FTEs	2014-2015 FTEs	2015-2016 FTEs
SEIU	80	78	78
OPSEU	137	139	134
ROMCA	29	29	34
Exempt staff	22	19	18
Management	36	39	38
Total	304	304	302

The ROM is a unionized workplace. We have three unions representing the majority of our employees. OPSEU represents employees in professional, technical, administrative and curatorial support positions. 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

For Fiscal 16, clear and specific strategies and shared objectives have been developed to drive building attendance, to increase revenue, to control expenses and to generate a budget surplus if the contingency is not spent.

The shared objectives for Fiscal 16 are also to deliver and commence the following strategic projects:

1. Pompeii exhibit
2. Collections storage initiatives
3. Collections digitization
4. Welcome project

10. Financial Plan

ROM Operating Plan

In Fiscal 15, 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 15 surplus will serve to improve the Museums financial position in Fiscal 16 and in the subsequent years of the business plan.

The ROM has planned for a balanced budget in Fiscal 16.

Government Grants

The Provincial Operating grant for Fiscal 16 is budgeted to remain at the Fiscal 15 level.

ROM Governors

With the Foundation's leadership transition in progress and future ROM initiatives still being refined, the ROM Governors aims to maintain stable funding in Fiscal 16.

Philanthropic priorities will include completion of the \$15 million Love the ROM campaign (Welcome Project, Director's Fund, Dawn of Life on Earth Gallery and Centre Programming) by June 30, 2015 and support for the Centres of Discovery, exhibitions, learning, programs and ROM debt reduction.

General Admissions

The Museum is budgeting conservative attendance and admission revenue levels in fiscal 2016, including annual building attendance of 954,000 visitors, with the aim of exceeding these goals.

F16 Multi-Year Plan

(in \$000's)	F14 Actual	F15 Budget	F16 Budget	F17 Projection	F18 Projection
Total Revenue	54,370	54,323	56,222	56,318	56,651
Total Expenditures	52,549	53,323	55,289	55,478	55,991
Contingency	0	1,000	933	0	0
Budget Surplus	\$ 1,821	\$ 0	\$ 0	\$ 839	\$ 660

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 16, 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 16 are to:

- Deliver Centennial legacy projects.
- Increase access to our research and collections by digitization and improve collection storage.
- Develop the ROM's next strategic plan and the case for investment in our future.

Implementation of the Strategic Plan will continue in Fiscal 16 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

This will involve commencement of the Welcome project, which comprises landscaping, and improved entrance and wayfinding, as well as work on the *Dawn of Life on Earth* Gallery, and completing upgrades on the Temerty Gallery of the Age of Dinosaurs & Tanenbaum Gallery of China.

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 16 by all Museum departments has been developed by the Museum's Purchasing department.

13. Marketing and Communications Plan

The world continues to change

- The marketplace continues to grow and evolve, with aging demographics and growth of the new Canadians segment (Source: The Conference Board of Canada):
 - +4.5% growth in Toronto over 5 years.
 - Fastest growing segments are 60-64 and 85+
 - 51% of Torontonians born outside of Canada. Approximately 45% have a mother tongue other than English or French (Cantonese, Mandarin, Tamil, Spanish, Tagalog, Italian are top non-English languages)
- The Canadian economy and Ontario job market are showing some growth, but remain in a state of flux.
- Audiences continue to be fragmented, time-starved, and burdened by high debt levels.
- Increased competition for leisure time and dollars against all audience segments, especially families.
- Media consumption habits continue to shift towards digital, mobile and customized communications.

The ROM continues to change

- The Museum's primary goal is to be 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 that the ROM has to offer.
- The Museum continues to build awareness of the eight Centres of Discovery as a way of organizing its programming/exhibitions and helping visitors make sense of the encyclopaedic nature of the Museum's content.

Marketing Objectives

- Deepen the relationships with existing and potential visitors and encourage repeat visitation and membership.
- Continue to build the ROM's profile as an intriguing and essential destination that will educate and enrich visitors.
- Support all Centres of Discovery activities, including Exhibitions, Programming, Galleries and Education. Develop multi-platform integrated marketing plans that reinforce the brand message, build awareness and promote visitation.

