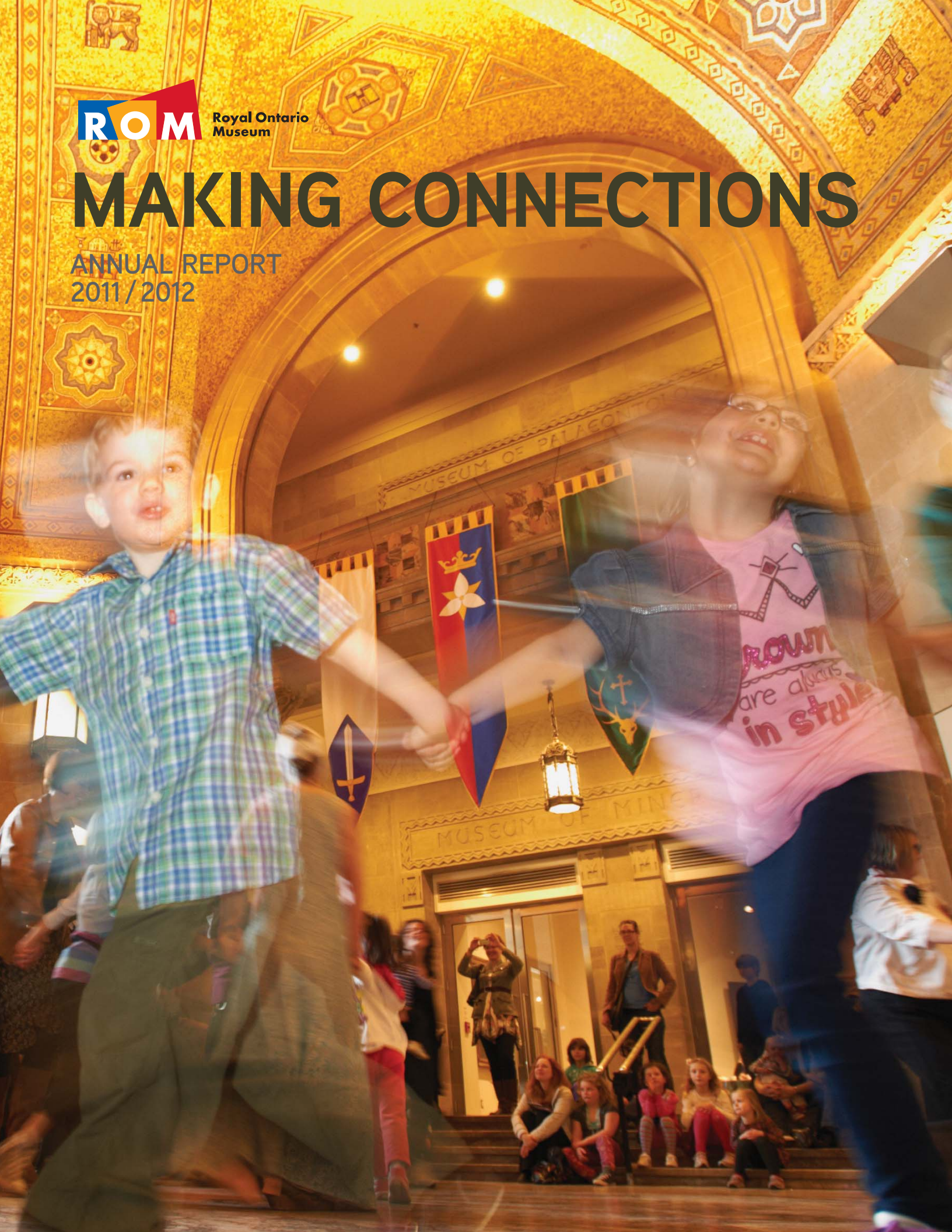
Royal Ontario Museum

MAKING CONNECTIONS

ANNUAL REPORT 2011 / 2012



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YEAR IN REVIEW

MESSAGE FROM JANET CARDING

ROM Director & CEO

This past September marked my first year anniversary at the ROM and what a remarkable year to have been here. In October, we significantly reduced our prices by up to one third because we believe everyone belongs at the ROM. We know it's a difficult economic time, especially for families, and our new, lower admission responds to this.

This is a bold move, unprecedented for museums in Canada. It's also one we consider essential as we move towards our goal of being more welcoming and relevant. Making the ROM more accessible through greater affordability is the start of many related initiatives that will culminate in our centennial celebrations in 2014.

We'll still be able to create remarkable exhibitions and support our world renowned curators and research programs because more people are now able to visit us and feel at home at the ROM—the Museum where everyone belongs.

26 NEW SPECIES DISCOVERED

In 2011/2012, ROM scientists discovered 26 new animal species, five new minerals and described two new species of fossil vertebrate animals. An unprecedented rate of global species extinction makes the discovery and documentation of our planet's diversity of life critical to understanding the impact of environmental change.

4 NEW GALLERIES

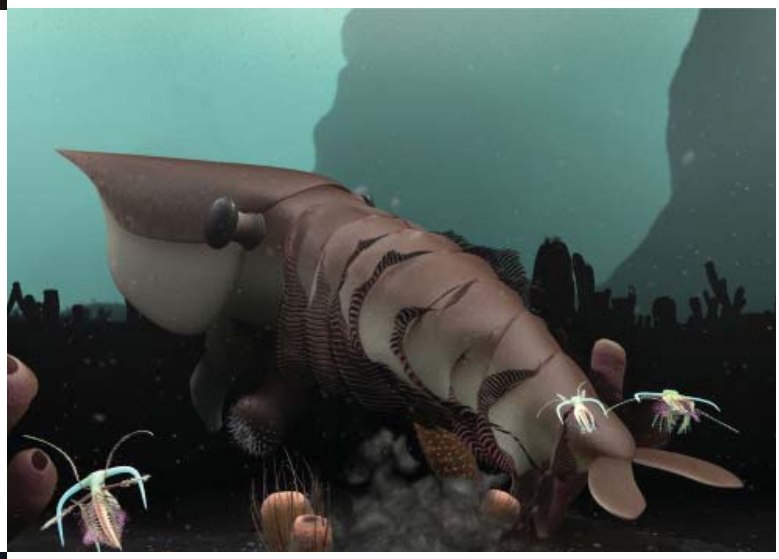
A suite of four new permanent galleries vibrantly highlight ancient civilizations. The Eaton Gallery of Rome, including the Bratty Exhibit of Etruria; the Joey and Toby Tanenbaum Gallery of Byzantium; the Joey and Toby Tanenbaum Gallery of Rome and the Near East; and the Galleries of Africa: Nubia, bring 2,500 years of history to life.

21
EXHIBITIONS ON DISPLAY

A leader in museum production, the ROM's substantial in-house expertise, combined with its international reputation, enable the development of world premiere travelling exhibitions. ROM specialists, including curators and interpretative planners, work with international partners to bring rare artifacts to Canadian audiences. Through unique story lines, innovative accessible design, and self-produced audiovisual components, the ROM develops new displays and exhibitions for the modern visitor.

95
PUBLISHED RESEARCH WORKS

The extensive work of ROM World Cultures and Natural History researchers and curators is regularly published in peer-reviewed, academic journals throughout the year. In keeping with the ROM's broad mandate and expertise, these studies range from new discoveries about the early origins of animal life to pit-loom weaving in Oman.



4,024
DONORS, SPONSORS & PATRONS

The ROM's strong supporters sustain philanthropic priorities through a variety of programs including annual giving, corporate sponsorship, gift planning, signature events, and major gifts.

304,000
STUDENTS REACHED

Through on-site museum classroom and gallery instruction as well as outreach educational programs, students interact with artifacts and specimens and learn how to observe, study and relate them to their lives today.

987,534
VISITORS

Last year a total of 987,534 people visited to enjoy the ROM's offerings, with 29,335 households showing their continued support and interest through ROM Membership. An additional 1.6 million people visited the ROM's website.

EXHIBITION & GALLERY HIGHLIGHTS

MAYA: SECRETS OF THEIR ANCIENT WORLD

NOVEMBER 19, 2011 – APRIL 9, 2012

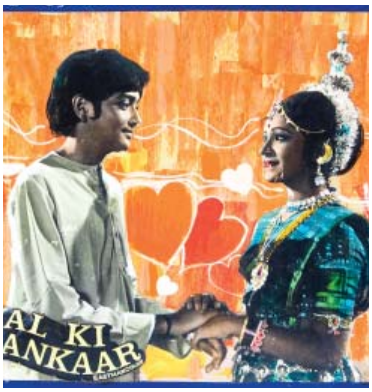
Garfield Weston Exhibition Hall
Level 2B, Michael Lee-Chin Crystal

Co-produced by the Royal Ontario Museum (ROM) and the Canadian Museum of Civilization (CMC) in collaboration with the National Institute of Anthropology and History (CONACULTA-INAH).

SUPPORTING PARTNER: Mexico Tourism Board
GOVERNMENT PARTNER: Ontario Cultural Attractions Fund
PROMOTIONAL PARTNER: GO Transit, A Division of Metrolinx
PROMOTIONAL PARTNER: Grocerygateway.com
MEDIA PARTNER: Toronto Star

An international collaboration between the ROM, the Canadian Museum of Civilization (CMC) and the National Institute of Anthropology and History (INAH), this major exhibition featured nearly 250 artifacts of the Mesoamerican culture. Large sculptures, ceramics, masks, and jewellery brought the Classic Period (250 – 900 CE) to life, telling the story of their sacred rulers, architectural accomplishments, elaborate writing system and cosmology. Many artifacts were loaned from Mexican museums in the Yucatan Peninsula region, as well as prominent institutions including the British Museum, Princeton University Art Museum and Toronto's own Gardiner Museum, complemented by the ROM's own renowned holdings. Most had never been seen in Canada, and many, some only recently excavated, were recognized as among the most significant archaeological finds of the Maya civilization.

Supported by the Department of Canadian Heritage through the Travelling Exhibitions Indemnification Program.



EDWARD BURTYNSKY: OIL

APRIL 9 – AUGUST 21, 2011

Roloff Beny Gallery, ICC
Level 4, Michael Lee-Chin Crystal

Fifty-three provocative large-format photographs by internationally renowned Canadian artist Edward Burtynsky explored the hotly-debated effects of oil extraction, our international dependency on the substance, and the broader environmental impacts of oil production. Burtynsky's photographs render his subjects with transfixing clarity and detail. His extensive exploration was organized thematically into three distinct groupings: Extraction and Refinement, Transportation and Motor Culture, and The End of Oil.

Edward Burtynsky: Oil is presented by the Ryerson Gallery and Research Centre, the Scotiabank CONTACT Photography Festival and Scotiabank Group, and hosted at the Institute for Contemporary Culture at the Royal Ontario Museum. Edward Burtynsky: Oil is organized by the Corcoran Gallery of Art, and made possible with the generous support of the Scotiabank Group.

BOLLYWOOD CINEMA SHOWCARDS: INDIAN FILM ART FROM THE 1950s TO THE 1980s

JUNE 11 – OCTOBER 16, 2011

Special Exhibitions Gallery
Level 3, Heritage Building

SUPPORTING SPONSOR: CIBC
PROMOTIONAL PARTNER: Cineplex Entertainment
EXHIBIT PATRON: Moira and Alfredo Romano
MEDIA PARTNER: CanIndia News
MEDIA PARTNER: CP24
GOVERNMENT PARTNER: Government of Ontario

Through a combination of photo collage and hand painting, Indian artisans created imaginative, dynamic interpretations of scenes from Bollywood films for film advertisements. This exhibition featured a stunning array of vintage cinema showcards and other artwork from Bollywood's advertising industry.

The timing of the exhibit coincided with the International Indian Film Academy Awards held in Toronto and the Year of India in Canada 2011.

Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s was made possible through funding provided by the Government of Ontario

EXHIBITION HIGHLIGHTS

* Water: The Exhibition
* Maya: Secrets of their Ancient World
* Embellished Reality: Indian Painted Photographs
* Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s
* Edward Burtynsky: Oil
* Who's Drawing The Lines: The Journey of Judith Snow
* The Art of Collecting
* Fryderyk Chopin & the Romantic Piano
* David Hockney's fresh flowers: Drawings on the iPhone and iPad
* The Kingston Prize: Canada's National Portrait Competition
* TIFF Future Projections 2011 – Buffalo Days by Peter Lynch
* Shahnama: The Persian "Book Of Kings"
* Toronto's Carnival: Festival Photographs from 1967 to Today
* Sitting Still: Faces of Childhood
* Bright Oriental Star
* Out of the Vaults: Dinosaur Eggs & Babies: Remarkable Fossils from South Africa

NEW GALLERIES

JOEY AND TOBY TANENBAUM GALLERY OF ROME AND THE NEAR EAST

OPENED JULY 1, 2011

This gallery examines urban life and culture that flourished under Roman rule and influence, beginning with Seleucid Syria in 64 BC, the Nabataean kingdom of Petra in AD 106, Palmyra in AD 130, and Judaea in AD 135.

GALLERIES OF AFRICA: NUBIA

OPENED JULY 1, 2011

This gallery highlights the civilization that flourished in the Nile Valley for thousands of years, particularly between 800 BC and 400 AD, and the extraordinary ancient legacy that stretched from Aswqan in Egypt to Khartoum in Sudan. Displayed are ancient artifacts and the ROM's ongoing archaeological research.

EATON GALLERY OF ROME

OPENED JULY 1, 2011

Over 500 artifacts explore aspects of daily Roman life, contrasting tastes throughout the vast Empire and the Roman influence on diverse local cultures. The Bratty Exhibit of Etruria features highly complex works in terracotta, bronze, and gold showcasing the lasting legacy of the Etruscan society.

JOEY AND TOBY TANENBAUM GALLERY OF BYZANTIUM

OPENED JULY 1, 2011

This new permanent gallery traces the final epoch in Roman history. This phase in the history of the Roman Empire was ushered in with the dedication (re-naming) of Constantinople in AD 330. Historians later termed it the Byzantine Empire.

COLLECTIONS & RESEARCH

ACQUISITION HIGHLIGHTS

Masterpiece Batiks

The ROM acquired 45 iconic Indonesian batik textiles from German collector Rudolf Smend. This selection represents all the major traditions and forms, giving the ROM world class holdings of batiks. This acquisition was made possible by the generous support of the Louise Hawley Stone Charitable Trust.

Oviraptor-type Dinosaur Specimen

This nearly complete skeleton of a Cainagnathid theropod was acquired with the generous support of the Louise Hawley Stone Charitable Trust. This specimen represents a new species and greatly enhances the ROM's collection of predatory dinosaurs referred to as "raptors".

Botany Bequest

A bequest of 21,521 plant specimens from the estate of the late Professor John K. Morton (University of Waterloo) included all of the North American and British specimens from his personal herbarium. Also donated were botany books and a set of original illustrations of Ontario pollen grains.

Ciborium

An exceptionally rare and important Early Byzantine limestone ciborium or canopy from approximately the sixth century AD was generously donated to the ROM by Joey and Toby Tanenbaum. The ciborium is on permanent exhibition and is a centrepiece in the Joey and Toby Tanenbaum Gallery of Byzantium.

FIELD RESEARCH

The ROM is the largest field research institution in the country and is a world leader in several research areas, from biodiversity, palaeontology, and earth sciences to archaeology, ethnology and visual culture. The Museum contributes to international projects including the Barcode of Life consortium. The ROM originates new information that furthers global understanding of historical and modern change in culture and environment.

In 2011/2012, curatorial staff conducted field research in numerous regions across Canada and in 20 countries around the world. Projects ranged from the study of the Peking Man site at Zhoukoudian near Beijing, to ground-breaking findings of 190-million year old dinosaur nests and eggs containing fossilized embryos in South Africa, to the diversity of bats in Guyana.

INSTITUTE FOR CONTEMPORARY CULTURE

ICC Institute for Contemporary Culture

"Fabulous event ... just visiting for the day from Vancouver and so amazed to have had the experience."

KIT GRAUER – posted to Facebook, October 19, 2011,
regarding the ICC program David Hockney in Conversation with Charlie Scheips

The Institute for Contemporary Culture (ICC) stimulates diverse audiences to think creatively about the world around them. Inspired by the ROM's mission and collections, last season the ICC examined living societies and the natural world, linking the present to the past through innovative exhibitions and the creation of dynamic content using new technologies. The 2011/2012 season featured exhibitions on topics as far-ranging as Bollywood showcards from India, drawings on iPads by David Hockney, large-scale photography by Edward Burtynsky, as well as the work of 30 emerging Canadian artists in the annual Kingston Prize portrait competition.

David Hockney's fresh flowers: Drawings on the iPhone and iPad

October 8, 2011 to January 1, 2012
Paint generously donated by:
Farrow & Ball

This ICC exhibition reveals David Hockney's extraordinary use of a new medium. The exhibition featured approximately 100 iPhone drawings displayed on 20 iPods, as well as an additional 100 iPad drawings on 25 iPads. Twenty drawings in this exhibition featured playback animations of the works being drawn from start to finish, allowing viewers insight into the artist's creative process.

LIFE IN CRISIS: Schad Gallery of Biodiversity

"Thank you for the bug blog — what a great idea! We have a number of unidentified visitors around our house as we live on a ravine and enjoy the challenge of finding out more about them!" CRISTINA COX – posted to Facebook, July 26, 2011

TThe Life in Crisis: Schad Gallery of Biodiversity is the Museum's central hub for programs, projects, and conversations designed to raise awareness about significant challenges facing our living planet. Last year, Managing Director Dave Ireland and a dedicated team of curators, technicians, programmers, and teachers brought to the fore the ROM's vast collection of natural history specimens, ground-breaking research, and innovative programs to engage and inspire our visitors, partners, and supporters.

In 2011/12, the team produced the Find the Baby Bison contest, challenging youth to search for and in turn learn about a "lost" bison calf. It also collaborated with WWF – Canada and Loblaw Companies Limited to produce *Canada's Oceans and You*, an interactive, specimen-rich display at North America's largest green consumer tradeshow, the Green Living Show. Weekly interactive programming and activities in the Schad Gallery and Earth Rangers studio drew crowds throughout the year.

EDUCATION & PROGRAMS

"Can't say enough about how wonderful the Saturday Morning Club program is. My daughter is always excited to come and wishes she could do it every day!! She will definitely continue with future programs!! Thank you!!" Parent of 6-year-old Animal Alphabet camper

SCHOOL VISITS

Last year, the ROM continued its longstanding tradition of collaborating with school boards and others to develop curriculum in culture and nature. Courses for visiting schools held in ROM labs and classrooms provided unique opportunities to handle real specimens. Last fiscal year, 15,540 visits were funded through the School Visits Bursary program thanks to the generosity of our donors and sponsors.

In February 2012, the ROM and Fleming College partnered to launch an innovative graduate certificate program in Environmental Visual Communication, now offered onsite at the Museum. A partnership with Blyth Academy continued, offering accredited secondary school courses in science and the humanities with access to the Museum's resources. Distance learning was enabled through an ongoing partnership with Contact North, Ontario's Distance Education and Training Network, providing an interactive opportunity free-of-charge to elementary and secondary school students in remote northern Ontario communities.

PROGRAMMING

A wide variety of programming ranges from advanced scholarly lectures to themed family weekends.

For the past 70 years, ROM Summer Club has been one of Toronto's most diverse summer camps, with programs inspired by the collections and research of a world-class museum. Notable 2011/2012 lectures and symposia include the ROM 2011 Colloquium: World Discoveries, the 5th Annual ROM Mediaeval Symposium, Water: the Forum, and The William Thorsell Forum - Maya Distinguished Lecture Series, which included Collapse: How Societies Choose to Fail or Succeed with world renowned scientist and author Jared Diamond.

SELECT PROGRAMS LISTINGS

* Rock, Gem, Mineral, Fossil, and Meteorite Identification Clinic
* Curator's Corner
* Partners in Protection
* ROM 2011 Colloquium: World Discoveries
* The Mediaeval World — 5th Annual ROM Mediaeval Symposium
* Ancient Nubia: New Discoveries in the Middle Nile Valley
* Eva Holtby Lecture on Contemporary Culture: Carlos Fuentes on Contemporary Mexico
* Water: the Forum
* Maya Distinguished Lecture Series
* History Wars: Canada is not Bilingual, Binational or Bicultural
* Beyond Bollywood Cinema Showcards
* Decorative Textiles Lectures – Quilts and Quilting with Patricia Harris
* The African Bushmeat Crisis: A Story ofHope
* Earth Rangers: Bring Back the Wild
* Summer Club
* Saturday Morning Club
* ROM Sleepovers
* Tiny Tots
* ROM Moms
* New to Canada Youth Club

COMMUNITY OUTREACH

"I enjoyed being able to have (tactile exhibits and Braille) to touch rather than having to rely on people describing everything to me." **Robert Hampson, ROM Visitor**

ROMCAN

The ROM's Community Access Network (ROMCAN) facilitates free Museum visits for those who may not otherwise be able to visit for a variety of reasons. The ROM partners with agencies best positioned to reach individuals who most benefit. These include the Toronto Public Library through the Sun Life Financial Museum + Arts Pass and the Institute for Canadian Citizenship, an organization providing ROM admission to new Canadians during monthly citizenship ceremonies through its Cultural Access Pass (CAP) program. Last year, ROMCAN was expanded by 50 per cent—up to 75,000 free admissions—through increased support from continuing partners The United Way and The Hospital for Sick Children (SickKids), as well as the addition of new partners including the YMCA and YWCA, who serve families and individuals on fixed incomes as well as new Canadians.

Artifact Outreach

The ROM's collection of six million objects showcasing art, archaeology and natural sciences reaches beyond the Museum's physical walls. Travelling Exhibits, Travelling Starlab and School Cases bring artifacts to remote areas of Ontario and other provinces—with a total outreach of 583,457 individuals in 2011/2012. Through the strength of the ROM's relationships with museums around the world, a total of 23 artifact loans were arranged from the ROM's collections last year—including to the Los Angeles County Museum of Art, Canadian Museum of Civilization, Canada Science and Technology Museum, University of British Columbia Museum of Anthropology, and Toronto's Gardiner Museum.

Community Partnerships: Celebrating Cultural Diversity

The ROM is at the heart of Toronto — one of the most vibrant and diverse cities in the world. Its world cultures mandate provides a natural place for Canadians from all backgrounds to celebrate and learn about their own as well as other cultures. This year, the ROM held three Heritage Days featuring weekend programming, with all activities included with general Museum admission.

Programming in 2011/2012 included Iranian Heritage Day, Korean Cultural Heritage Day, and African & Caribbean Cultural Heritage Day. Each included performances (music, dance, readings), tours, curatorial lectures, children's arts and crafts, film screenings, and traditional fare.

ACCESSIBILTY

"The speech with Judith Snow was amazing. She made me realize that no matter what kind of person you are, if you have a disability ... you can still do anything if you have the help and support of someone."
— Student, Rose of Durham

The Royal Ontario Museum is a leader in providing accessible museum experiences for all visitors through its Accessibility Strategy and Committee, and the use of innovative technologies, partnerships, tours, displays, and ground breaking programs.

The ROM was the recipient of the 2012 Canadian Foundation for Physically Disabled Persons (CFPDP) Corporate Award. Presented each year at the Great Valentine Gala, the CFPDP Corporate Award recognizes the exemplary contributions of Canadian companies and organizations in support of people with physical disabilities. The ROM was the first Canadian museum and non-profit organization awarded this important recognition during the 20 year history of the CFPDP Corporate Award.

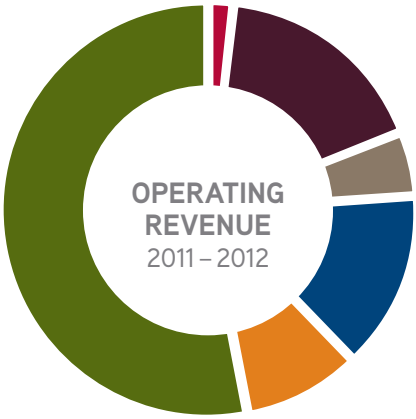
From August 20, 2011 to March 4, 2012, the ROM presented the exhibition *Who's Drawing the Lines: The Journey of Judith Snow.* It explored paintings by Snow, a quadriplegic artist and world leader on inclusion issues for people labeled as disabled. The exhibit revealed how, through her unique way of creating art, Snow overcame a lifetime of perceived limitations to express "all that is in [her] heart". *Who's Drawing the Lines* confronted common perceptions of disability and illustrated the artist's emancipation from these stereotypes to honour her physical, intellectual, and emotional diversity.

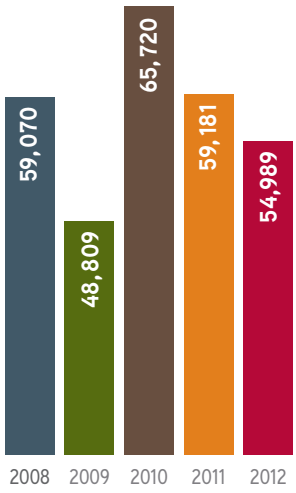
STATS AT A GLANCE

operating revenue

Government Grants	53%
Foundation	9%
Admission Fees	14%
Museum Programs	5%
Ancillary Operations	17%
Other Revenue	2%

Excludes Gifts-in-kind and amortization of deferred capital contributions





5 YEAR OUTLOOK
(fiscal year- in thousands $)

operating expenses

Curatorial and Collections Management	24%
Building and Visitor Services	22%
Ancillary Operations	11%
Exhibitions	13%
Education and Public Programs	5%
General and Administration	7%
Marketing and Public Relations	8%
Library and Information Services	5%
Other	5%

Excludes Gifts-in-kind and amortization of capital assets.

5 YEAR OUTLOOK
(fiscal year - in thousands $)

PHILANTHROPIC SUPPORT

The Work of the ROM Governors

Established in 1992 as the ROM 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 thanks and acknowledges the following donors who have made gifts of $25,000 or more from April 1, 2011 to March 31, 2012.

LEADERSHIP GIFTS
($1,000,000 to $4,999,999)

Barrick Gold Corporation
Louise Hawley Stone Charitable Trust*

MAJOR GIFTS
($100,000 to $249,999)

Estate of Glenn Davis
Linamar Corporation
Moira and Alfredo Romano
James and Louise Temerty

SPECIAL GIFTS
($25,000 to $99,999)

J.P. Bickell Foundation
Lyle D. Johnson
Estate of John H. Milnes
Prospectors & Developers Association of Canada
ROM Department of Museum Volunteers*
Richard I. Thorman
Anonymous (1)

*Represents ongoing annual support at this level.

Please refer to the Annual Report for a complete listing of all our donors, sponsors and patrons.

"Our generous donors, sponsors and patrons are making a philanthropic investment in the ROM's future and the next 100 years of community engagement at the Museum."

DIANNE LISTER
President & Executive Director
ROM Governors

2011/2012

OVERVIEW

The ROM is one of Ontario's finest educational and cultural assets

The past fiscal year had many significant milestones — diverse exhibitions, significant new permanent galleries, inspiring programming, and a bold decision to reduce prices to make the ROM as widely accessible as possible.

In October 2011, we announced new lower prices — up to one third lower than previous admissions. Our market research demonstrated many people — especially families — found high admission prices a barrier, and would be more likely to visit the ROM if prices were reduced. Making the Museum more accessible by lowering cost is the first step towards our 2014 centennial goal to become more welcoming, more relevant, and an essential destination for everyone who cares about culture and nature.

Last year we welcomed 987,534 people through our doors, and over 1.6 million online. We also increased the ROM's Community Access Network (ROMCAN) program of free admission to marginalized community groups by 50 per cent — we now provide 75,000 free admissions. Through strategic community agency partnerships, ROMCAN gives free Museum visits to those who may not otherwise have the opportunity to visit for a variety of reasons.

In summer 2011, we opened a highly anticipated suite of new permanent ROM galleries, reintroducing visitors to the ancient civilizations of Rome, Byzantium and Nubia. Through notable artifacts and compelling video based on our own ROM research, our visitors can now experience more than 2,500 years of history from Europe, Africa, and West Asia as part of the Museum's year round offerings.

A total of 21 temporary exhibits were on display during the 2011/2012 fiscal year — including two feature exhibitions — covering both the Museum's natural history and world culture mandates. *Water: The Exhibition* explored one of the most critical global environmental issues of today. Developed by the American Museum of Natural History (New York) with enhanced Canadian content from the ROM, it illuminated the power and wonder of this life-giving substance, the indispensable role water plays in our lives and the urgent need to protect it. The world premiere exhibition *Maya: Secrets of Their Ancient World* followed — the result of an international collaboration between the ROM, Mexico's National Institute of Anthropology and History, and the Canadian Museum of Civilization. The Classic Period (250–900 CE) of this ancient Mesoamerican culture was brought back to life for our modern visitors with nearly 250 artifacts, including large sculptures, ceramics, masks, and jewellery, revealing numerous aspects of the Maya world.

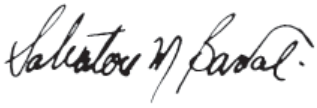
The Institute for Contemporary Culture (ICC), the ROM's window on contemporary society, had a year of compelling exhibitions including the North American debut of *Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s*, showcasing the visual journey through Bollywood cinema advertising, *Edward Burtynsky: Oil*, displaying thought provoking photographs by the renowned Canadian photographer, and the North American debut of *David Hockney: Drawings on the iPhone and iPad*, revealing the artist's extraordinary use of this new medium, and its impact on shaping visual culture today.

ROM visitors of all ages were inspired by *Who's Drawing the Lines: The Journey of Judith Snow*, featuring paintings by Toronto's Snow, an internationally recognized author, lecturer, and activist who has lived a lifetime of quadriplegia and is a world leader on inclusion issues for people labeled as disabled.

Outside the Museum, ROM curators conducted field work and research across Canada, the United States and 18 countries around the world including Belize, Cameroon, China, Oman, Sudan, Suriname, Vietnam. In celebration of the arrival of NASA's Dawn mission to the asteroid Vesta, we launched the world's most comprehensive collection of diverse meteorite specimens thought to be from that asteroid. We also launched the *Burgess Shale Online Exhibition*, in partnership with Parks Canada as part of the Virtual Museum of Canada. The groundbreaking website provides, for the first time, an immersive journey into the world of prehistoric creatures that formed the foundation for all animal life on Earth half a billion years ago, featuring over a century of research in which the ROM and Parks Canada play a vital role.

In addition to just over half of our operating revenue provided by government grants, ROM staff worked diligently last year to support the Museum's many initiatives through a variety of financial sources including admission fees, philanthropy and sponsorship, and adult and children's programs. Our strong ancillary revenue stream was critical to the Museum's operating revenue and included ROM membership, our retail store, restaurants and functions and events.

Looking ahead to 2012/2013, there will be as many good reasons to visit the ROM — and when you do — you're helping to sustain one of Ontario's finest educational and cultural assets. We hope you share our excitement and we look forward to seeing you here at the ROM!



SALVATORE M. BADALI
Chair of the Board of Trustees
Royal Ontario Museum

JANET CARDING
Director & CEO
Royal Ontario Museum

BOARD OF TRUSTEES
2011/2012

SALVATORE (SAL) M. BADALI
CHAIR
2nd term expires
June 20, 2012

MOHAMMAD AL ZAIBAK
1st term expires
April 17, 2014

ELYSE ALLAN
2nd term expires
March 22, 2012

BONNIE BROOKS
1st term expires
June 14, 2013

DANUTA BUCZYNSKI
Elected
1st term expires
June 30, 2015

JANET CARDING
Ex-Officio
Director & CEO,
Royal Ontario Museum

RONALD GRAHAM
1st terms expires
October 6, 2012

CHRISTOPHER JAMROZ
1st term expires
June 14, 2013

WON KIM
2nd term expires
June 30, 2013

ELSIE LO
Elected
2nd term expires
June 30, 2013

BARBARA MILSTEIN
Elected
2nd term expires
June 30, 2014

DR. DAVID NAYLOR
Ex-Officio
President,
University of Toronto

RICHARD NUNN
Ex-Officio
Chair,
Governing Council University of Toronto

ELAINE ROPER
1st term expires
March 21, 2015

COLIN SALDANHA
2nd term expires
June 30, 2013

KEITH SPENCE
1st term expires
March 21, 2015

BARBARA STYMIEST
2nd term expires
June 30, 2012

ATUL TIWARI
1st term expires
October 6, 2012

CAROL WILDING
2nd term expires
December 18, 2014

All Board members hold office for a three-year term, renewable for one additional three year term.
This condition does not affect those who sit on the Board as as ex-officio.

HONORARY TRUSTEES

EXECUTIVE

Elizabeth McLuhan, President

Jean M. Read, Past President

Bronwyn Krog, Vice-President

Marian Bradshaw, Member at Large

Harriet Walker, Member at Large

HONORARY TRUSTEES

Ella (Yeti) Agnew

Maurice F. Anderson

Salvatore (Sal) M. Badali

Lawrence S. Bloomberg

Gerald E. Boyce

Sally Brenzel

Josephine M. Breyfogle

Martin Brodigan

Donald R. Brown, Q.C.

Robert D. Brown

Ann Cameron

Linda A. Camp

Allen B. Clarke

Jack Cockwell

Susan E. Crocker

James E. Cruise

The Hon. William G. Davis

Ann Dumyn

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Inspiring philanthropic investment and community engagement at the ROM

The office of the ROM Governors is a strategic resource to the ROM, working in partnership with the Museum to better serve its diverse and ever-changing community by fostering long-term sustainable relationships of exceptional value to the institution and its donors. The ROM is fortunate to have an impressive roster of long-term, committed donors and corporate sponsors who identify with the mission and vision of this remarkable institution and contribute to the success of its extraordinary exhibitions, galleries, research and collections.

The past year has been an exciting time of growth and change for both the ROM and the ROM Governors, with new leadership teams forming to mark a fresh chapter in our history. The Board of Governors will welcome incoming Chair Robert E. Pierce in September 2012, along with new Board members Salvatore Badali, John Bianchini, Robert Keilty and Thor Eaton. A priority for this newly re-energized Board in the year ahead will be to work closely with the ROM to realize its new strategic plan and prepare for its centennial year in 2014.

We celebrated the 15th anniversary of Fact? or Fiction? in October 2011 and the most well-attended PROM event in the history of the Young Patrons' Circle (YPC) in March 2012. We also honoured our generous donors, patrons, sponsors, and volunteers at the annual Chairs' Reception in June 2011, where we presented the Donor of Merit Award to the Louise Hawley Stone Charitable Trust, which has generated over $25 million dollars in support of acquisitions and publications at the ROM.

Looking ahead to this year's Chairs' Reception in May 2012, we will be presenting Barrick Gold Corporation with the Donor of Merit Award for its leadership gift of $3 million in support of gallery development and education at the ROM. Jack Cockwell and Frank Potter will also be

honoured with the Distinguished Service Award for their long-standing and inspiring philanthropic leadership.

The upcoming 100th anniversary of the ROM provides an excellent opportunity for the ROM Governors to reframe its philanthropic programs, renew donor relationships and engage new supporters. The theme of the ROM's centennial year will be applied to all our philanthropic programs and signature fundraising events in the years ahead.

We are looking forward to the year ahead as we dial up the engagement of all ROM supporters with emphasis on sustainable philanthropic strategies that provide robust and strategic support for the Museum's future and enable the ROM to remain at the heart of our community.

W. ROBERT FARQUHARSON
Chair
ROM Board of Governors

DIANNE LISTER
President and Executive Director
ROM Board of Governors

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COLLECTIONS & RESEARCH

COLLECTIONS

Collections and research are a central part of the Royal Ontario Museum's activities. Holding approximately six million objects, the ROM's World Cultures and Natural History departments' collections make it the largest museum in Canada. In the past year, the Museum acquired over 75,000 objects and specimens. 73,400 are Natural History specimens (primarily insects, plants and fish), of which 23,219 were donations or bequests of insects and botanical specimens. Last year 2,118 World Cultures objects were added to the collections, of which 1,808 were gifts, including several large collections of photographs, negatives and archival materials from India and China. $1,081,551 was received from the Louise Hawley Stone Fund in peer review and strategic acquisition grants. Additionally, ROM Earth Sciences received nearly $3.4 million in donations to fund the new Barrick Gold Corporation Gallery, programming coordinator and named classroom; along with proceeds from the Rock of Ages Gala that supported the acquisition of the Kirwin Collection of rare and unique ores and minerals.

Acquisition Highlights

The ROM's Ciborium: A magnificent gift from Joey and Toby Tanenbaum An exceptionally rare and important Early Byzantine limestone ciborium, or canopy, from about the sixth century AD was generously donated to the ROM by Joey and Toby Tanenbaum. As a liturgical furnishing, it would have stood on four columns and been placed over an altar or perhaps an important relic or the Eucharist bread and wine. The ciborium is on permanent exhibition and is a centrepiece in the Joey and Toby Tanenbaum Gallery of Byzantium.

Masterpiece Batiks The ROM has acquired 45 iconic batik textiles from Indonesia (Java and Sumatra) from a remarkable collection assembled over 30 years by German collector Rudolf Smend. Descended from a courtly art of Java, hand-drawn batiks—made by women using wax resist and colourful dyes—are both sophisticated works of art and maps of cosmological belief. This selection represents all the major traditions, forms, and high points of this renowned art and elevates the ROM's holdings to world class. This acquisition was made possible by the generous support of the Louise Hawley Stone Charitable Trust.

Significant Oviraptor-type Dinosaur Specimen An extremely rare specimen of a Cainagnathid theropod skeleton was acquired this fall with the generous support of the Louise Hawley Stone Charitable Trust. This specimen undoubtedly represent a new species and greatly enhances the ROM's new collection strength in raptor dinosaurs. It is the most complete skeleton of an oviraptor-type dinosaur ever found in North America.

Botany Bequest ROM's Green Plant Herbarium (TRT) was pleased to accept a bequest of 21,521 plant specimens from the estate of the late John K. Morton, Professor Emeritus at the University of Waterloo. The bequest includes all of the North American and British specimens from Dr. Morton's personal herbarium. In addition to this valuable resource, the specimens were accompanied by a donation of botany books to the ROM library, and a set of original illustrations of Ontario pollen grains that were published in the *Atlas of Pollen of Trees and Shrubs of E Canada and adj.* USA vol. 1-4 (Adams and Morton, 1972-1979).

RESEARCH

The ROM is the largest field research institution in Canada, with experts working in diverse academic areas from anthropology to invertebrate zoology. Curatorial staff conducted field research in numerous regions across Canada and the U.S. and in 20 other countries around the world this year. In keeping with the ROM's dual mandate, projects ranged from the study of traditional weaving techniques in Oman, to the diversity of bats in Guyana. Museum publications and programs continue to be important vehicles for disseminating ROM research to our many stakeholder communities. This year Collections & Research published 95 articles, books and book chapters in peer reviewed academic journals and delivered 53 academic presentations. They also contributed 37 popular articles and exhibition catalogues and presented dozens of tours along with many lectures and informal talks for general and specialist audiences. The ROM's research

activities continue to be supported mainly by external funding. Curators received a total of $759,800 in external research and publication grants in 2011/2012 in addition to funding received from the University Toronto for cross-appointment teaching positions, and funds granted to collaborative projects led by ROM curators in partnership with external researchers. In addition to these grants, the ROM Governors continue to provide important funding in support of ROM research. Of particular note was $120,000 disbursed from the Life in Crisis: Schad Gallery of Biodiversity Research Fund, which supports cutting edge equipment and laboratory needs, and outstanding conservation research capacity.

Research Highlights

New Research on Peking Man Since 2009, ROM Curator Dr. Chen Shen has been an active participant in the re-excavation of the Peking Man site at Zhoukoudian near Beijing, a high-profile archaeological project led by the Chinese Academy of Sciences. Dr. Shen uses use-wear analysis of stone tools in order to explore behavioural patterns of Asian Homo erectus living about half a million years ago. His team discovered that Peking Man made and used much more complicated stone tools than previously thought.

Reproductive Biology of Dinosaurs In January 2012, a Canadian-led team of researchers including ROM Palaeontologist Dr. David Evans, gained international media attention when they published ground-breaking findings on a series of 190-million year old dinosaur nests and eggs containing fossilized embryos, discovered in South Africa. This rare find provides important clues about the complicated reproductive behaviour of early dinosaurs and about early growth patterns. Some of these fossils were placed on display at the ROM as part of a popular special exhibit, *Dinosaur Eggs & Babies: Remarkable Fossils from South Africa*.

ROM 2012 COLLOQUIUM: WORLD DISCOVERIES

The 2012 ROM Research Colloquium took place on February 2, featuring 18 presentations by members of the Natural History, World Cultures, Conservation, and Library & Archives departments. Doug Currie delivered the annual Vaughan Lecture on "The flies we despise: reflections on the wonderful world of black flies." An estimated 350 people attended the event throughout the day and numerous attendees commented on the "terrific variety and quality of the presentations." The ROM 2012 Colloquium was supported by Research Partner: Cathay Pacific Airways Limited.

GRANT SOURCES FOR RESEARCH INCLUDE:

Bickell Foundation

Canadian Space Agency

Centre of Planetary Science and Exploration at Western University

Centro Ecologia y Biodiversidad, Peru

Chinese Academy of Sciences

Conservation International, USA

Environment Canada

Environmental Resource Management, USA

Friends of Awenda National Park

National Science Foundation of China

Natural Sciences and Engineering Research Council (NSERC)

Ocean Park Conservation Foundation

Operation Wallacea, UK

Prospectors and Developers Association of Canada

ROM Governors

SNC Lavalin

Social Sciences and Humanities Research Council (SSHRC)

Toronto Field Naturalists

US National Science Foundation

Walker Mineral Club

Women in Mining Association of Canada

World Wildlife Fund Canada

Young Canada Works (Canadian Museums Association)

In addition, funds were awarded by McMaster University and University of Toronto for curatorial Cross Appointments

VISITING THE MUSEUM

Providing visitors with a memorable museum experience is a year-round undertaking. From the time a visitor comes through the door, to what they see and do while here, the ROM strives to ensure that it provides an enjoyable and worthwhile visit. Below are some of the many ways that the Museum has strived to ensure that visitors have a positive experience and look forward to returning.

NEW LOWER PRICES

Last year we welcomed 987,534 people through our doors, and over 1.5 million online. A bold decision was made to reduce our prices year-round, increasing access to the Museum for everyone. The "new lower prices" began October 27, 2011. Admission prices were lowered by more than a third from $24 to $15 for adult general admission with the intended goal of removing barriers to access and maintaining revenue by increasing visitorship. Lower prices help to ensure that the ROM continues to be accessible to the greatest number of people possible by minimizing price as a barrier to a ROM visit.

In addition to lower general admission prices, the ROM continues to offer times of reduced general admission. Sun Life ROM Friday Nights, the Museum's traditional discounted admission time, continued but with an even lower price of $9 for adult general admission. As well, during ROM for the Holidays the ROM extended operating hours from 4:30 pm to 8:30 pm with reduced adult general admission of just $9 between December 26, 2011 through January 7, 2012; and again, during March Break, extended hours offered discounted admissions from 4:30 pm until 8:30 pm from March 10 to 17, and until 5:30 pm on March 18.

ACCESSIBLE TO ALL

In order to significantly lower prices every day of the week for all visitors, the ROM discontinued its Wednesday free two-hour period. Audience research shows that most people visiting during this period would pay to visit, and therefore the free, unrestricted period was deflecting from resources supporting individuals and families who cannot afford to visit at any price. Effective Oct 1, 2911, the ROM increased its program of free admission to marginalized community groups by 50 per cent—up to 75,000 free admissions. By discontinuing the Wednesday program, the ROM can now offer greater affordability to all visitors by reducing admission prices every day of the week. This places greater emphasis on targeted free access to benefit communities who need it most.

Since 2008, the ROM's Community Access Network (ROM CAN) has made possible free Museum visits to a wide range of communities and individuals who may not otherwise be able to visit for a variety of reasons. To provide tickets, the ROM strategically partners with agencies best positioned to reach individuals and families who can benefit most. These include the Toronto Public Library through the Sun Life Financial Museum + Arts Pass and the Institute for Canadian Citizenship, an organization that provides a gift of ROM admission to new Canadians during citizenship ceremonies each month through its Cultural Access Pass (CAP) program. The program was expanded through increased support from continuing partners, The United Way and The Hospital for Sick Children (SickKids), as well as the addition of new partners, the YMCA and YWCA, who serve families and individuals on fixed incomes and new Canadians. Also newly partnered with the ROM are the Kids Up Front Foundation Toronto, Literature for Life, and the Youth Challenge Fund, organizations serving at-risk youth, marginalized young people and children from families in need. The ROM has also partnered with VIEWS, an organization that supports children who are blind or have low vision and their families, Make a Wish Foundation, serving children with life-threatening medical conditions, and the Centre for Addition and Mental Health (CAMH) serving persons with mental health and addiction problems.

DOCENTS

The Museum Interpretation Section's volunteer Docents offered visitors almost 2,500 regularly scheduled, paid, private and public tours including both feature exhibitions *Water: The Exhibition* and *Maya: Secrets of their Ancient World*. Les guides du ROM offered similar tours in French and also organized biweekly meetings of Les amis francophiles. Docents also provided American Sign language (ASL) interpreted tours, tactile tours for the visually impaired, as well as tours for families of new Canadians.

Gallery Interpreters, with their distinctive red coats, volunteered almost 2,000 hours this past year. They are on duty in the galleries seven days a week, offering an interactive hands-on experience to museum visitors.

Visitor Guides (formerly known as Meeters and Greeters), devoted an average of 250 hours a month to welcoming and informing visitors about what the Museum offers and other helpful advice.

The Department of Volunteers (DMV) works in a number of areas in the ROM. OWLS (Open the Window of Learning to Students) take artifacts into the galleries to engage school children in conversation about them. Volunteers also assisted with visitors during March Break, the Explorers' Club Saturday programs and in the CIBC Discovery Gallery and Patrick and Barbara Keenan Family Gallery of Hands-on Biodiversity.

DMV programs are organized by over 30 volunteer committees. Funds raised by the DMV throughout the year go towards a number of DMV priority areas. The DMV Acquisition and Research Fund received $80,000, Museum Support/Ticketing $20,000, and Touring Support, $17,000, for a total of gifts designated at $117,000. The DMV's Friends of Canadian Collections and Friends of Textile and Costume each held two recognition events and successful public programs. Each of these special interest committees made donations to their respective galleries. Equally valuable to the Museum is the volunteers' time and effort that are worth well in excess of two million dollars annually.

ANIMATING THE VISITOR EXPERIENCE

Throughout the year, many activities and programs take place to enrich a museum visit. These programs are included with general admission to the ROM.

For visitors who wish to have ROM Programs staff guide them through the many child friendly activities, there is no better place to start than with the CIBC Discovery Gallery and the Patrick and Barbara Keenan Family Gallery of Hands-on Biodiversity.

Presentations with live animal ambassadors are the hallmark of the Earth Rangers "Bring Back the Wild" shows in the Earth Rangers Studio, located in the Life in Crisis: Schad Gallery of Biodiversity. There, Earth Rangers presenters work with a variety of animals, taking visitors through a multimedia presentation to show what everyome can do to be environmentally friendly. The Contexts lecture series, held once a month through most of the year, takes place at 11 am in the Signy and Cléophee Eaton Theatre. The audience enjoy hearing ROM experts discuss a wide range of topics related to natural history, world cultures, the environment, anthropology and archaeology. In additon to these regularly staffed and scheduled activities, many additional programs and events take place during the year.

FAMILY WEEKENDS

Themed programming is scheduled on many weekends designed to appeal to a family audience. These weekends offer a wide variety of programming, from dance performances to arts and crafts, touch tables and more. This year the ROM held Earth Weekend on April 16-17 and the Royal Weekend on April 30-May 1. Roman re-enactors dressed up in authentic attire for ROM Toga Party on Saturday July 2. A series of four Water Weekends, tied into the concurrent *Water: The Exhibition* in Garfield Weston Exhibition Hall, were held on July 9-10, July 23-24, August 6-7 and August 20-21 weekends. Mediaeval Fall Fair: The Field of the Feast of Archangels brought much of the popular mediaeval programming that is a March Break staple to the Family Weekend of October 1-2. Dinomania Weekend was on October 15-16 where the ROM's newest mascot hatched, joining the dino mascot family of Gordo and Gertie. Halloween Weekend, on October 30, was frighteningly good with a reading of the ROM's first published children's book, Burton & Isabelle Pipistrelle by author Denise Dias, followed by Q&A with ROM bat expert Burton Lim, Assistant Curator, Mammalogy. Celtic Weekend on March 3-4, offered many activities for children and families, featuring objects from the Celtic World, brought out from collections storage for the first time in years for visitors to see. ROM Family Weekends are generously supported by the G. Raymond Chang Children's Education & Family Programming Fund.

HOLIDAY PROGRAMMING

ROM for the Holidays was exceptionally lively this year with the recently announced new lower admission prices. From December 26, 2011 to January 8, 2012, extended hours were featured from 4:30 pm until 8:30 pm each evening at even further discounted admission prices.

For ROM for the Holidays offered was a wide variety of family events presented daily from 11 am to 4 pm, all free with general admission. Inspired by the feature exhibition *Maya: Secrets of their Ancient World*, the programming had a decidedly Mexican flavour and included musical performers, activities such as building a Maya pyramid, creating your own rain stick, joining a Maya Archaeological Dig, getting your souvenir photo taken as the Jaguar God of the Underworld at the SONY® photo station and encounters with a costumed Maya High Priest. As in previous years, the popular Earth Rangers' - Bring Back the Wild live animal show was a huge draw.

Just for this year, a ROM for the Holidays Camp was held. Children 5 to 14 years of age were able to spend a week of their winter break with our dynamic instructors for mornings, or afternoons camps, or even a full-day program of fun hands-on activities in our galleries, studio, and learning labs.

Family Day Long Weekend programming was extra sweet with programming that shared the history and tastes of Mayan chocolate, the food of the gods, and Maya themed crafts including an archaeological dig and pyramid building. From February 18 to 20, visitors could create Maya-themed crafts that tied into the ongoing exhibition *Maya: Secrets of their Ancient World*.

March Break at the ROM is the Museum's busiest period of the year. The ROM held extended opening hours until 8:30 pm from Saturday, March 10 to Saturday, March 17. Further discount pricing was in effect each day of March Break from 4:30 pm until closing, and after 4:00 pm on Sunday, March 18. With lots of March Break activities happening throughout the Museum until 4:00 pm each day, there was plenty to keep everyone busy. With *Maya: Secrets of their Ancient World* set to close on April 9, this was a great time to see the exhibition. As well, family activities such as the perennial Medieval Fair presented by the ROM's Friends of the Mediaeval Studies Society (FMSS), Earth Rangers show with live animals in the Signy & Cléophée Eaton Theatre, and craft stations featuring Mayan inspired activities were available. A new ROM character, Dr. ROMulous, entertained kids with the popular "Game Show at the End of the World", a new program conceived and created by the ROM. March Break at the ROM is generously supported by the G. Raymond Chang Children's Education & Family Programming Fund.

HERITAGE DAYS

The ROM's wold cultures mandate provides a natural place for Canadians from all backgrounds to celebrate and learn about their own as well as other cultures. Last year the ROM held three “heritage days” where weekend programming was presented in partnership with Toronto Iranians Community Group, the Consulate General of the Republic of Korea and SNR Agency Inc. for African & Caribbean Cultural Heritage Day, and all activities were included with general Museum admission.

The Iranian Heritage Day was held May 14, 2011 and included lots of activities such as guided tours of the Wirth Gallery of the Middle East, a special lecture with Dr. Ed Keall, ROM Curator Emeritus of Ancient & Islamic Near East, story telling and musical performance by Sarv Trio, and an Iranian Dress Show with designer Leila Moslemi.

The Korean Cultural Heritage Day on November 5, 2011 featured performances by Korean Traditional Music Association in Canada, Yejin Go & Gayageum Ensemble Ga-On, SamulNori Canada and Children's Traditional Dance by Narae Korean Dance Ensemble, along with gallery tours, film screenings and arts and crafts.

As part of Black History Month at the ROM, African & Caribbean Cultural Heritage Day was held on February 25, 2012, feature performances by Beyond Sound Drummers and Dancers, music by Errol Blackwood, interactive drumming by O'Neil Fuller, story telling by Donisha Prendergast and Itah Sadu of A Different Booklist, and a screening of the documentary, RasTa: A Soul’s Journey, a film featuring Rita and Bob Marley’s granddaughter Donisha Prendergast.

REACHING OUT

The ROM reached out to external audiences last year in a number of ways. Through publications, programs and, increasingly, through digital content on the internet, the Museum connects with new and distant audiences across Ontario and around the globe. In all, the School Cases/Resource Boxes, Travelling Starlab and Travelling Exhibits had a total outreach attendance of 583,457 individuals.

TRAVELLING EXHIBITIONS

The Travelling Exhibitions program saw 448,653 visitors attend exhibits that were on display at partner organizations throughout Ontario and other provinces.

Craft of South Asia was on display at a yearly South Asian Cultural event and later hosted at the St. Catharines Museum. *Egypt Gift of the Nile* was at the Wellington Museum, Okotoks Art Gallery, Bruce County Museum, London Children's Museum and is scheduled to travel next year to La Pulperie de Chicoutimi Regional Museum for a six month run.

Fakes & Forgeries returned from its first out of province booking from the Galt Museum, Alberta, in April 2011 and has been booked solid at the Huron County Museum, The Currency Museum, and Simcoe County Museum. In the next fiscal year it will go to the St. Catharines Museum, Peterborough Museums & Archives and Niagara Falls Museum.

Arts of China was at the Chicoutimi Museum and the St. Catharines Museum this year. *Bats of Ontario* was hosted by the Cambridge Butterfly Conservatory for an entire year with attendance of 41,217. *Iroquois Beadwork* travelled to Huron Wendat Museum, and from there it went to the Timmins Museum. *Northern Owls* was at the Halton Region Conservation Area while *Seeds in Disguise* was hosted by Balls Falls Conservation. *Canada at Play* was nearby at the Waterloo Museum. *Hands on Nature* travelling exhibit was back at the ROM for some repair work and should soon be ready for travelling, with bookings already confirmed for four museums in 2013 and 2014, Peterborough Museums & Archives, Cambridge Butterfly Conservatory, Surrey Museum and the Arts & Heritage Foundation, Alberta.

TRAVELLING EDUCATION KITS: SCHOOL CASE, RESOURCE BOXS AND STARLAB TRAVELLING PLANETARIUM

A remarkably wide array of School Cases and Resource Boxes were distributed to 89 individual institutions, most of which were destined for schools. This included eight school boards, four museums and four libraries. Total attendance for School Case and Resource Boxes was 126,469. The Starlab travelled to 25 locations with a total attendance of 7,615.

School Cases covered a wide range of subjects. The Arts of the Inuit, Arts of the Northwest Coast, World Music, China: 3000 Years of Culture, Making Do: the Depression Years, and Exploring Minerals are just some of the cases available to schools. Resource Boxes are also available on a wide variety of subject matter, including Cuneiform Writing, Native Rock Painting, Immigration to Ontario (1900-1992), A New Home - Immigration to Ontario (1900-1992), New School - Immigration to Ontario (1900-1992) and Japan: Numbers and Soroban.

CANADA'S OCEANS AND YOU

This year the ROM and the World Wildlife Fund (WWF-Canada) partnered for the first time to present the inspiring and interactive exhibit *Canada's Oceans and You* at the Toronto's Green Living Show held at the Direct Energy Centre from April 13 to 15. It provided visitors the opportunity to talk to ROM staff about nature conservation and to see videos, interactive displays and creatures from coast to coast to coast. Visitors also learned about ROM research, WWF's work on sustainable seafood, and how to make smart seafood choices. This 800 square foot exhibit installation was the first ever off-site extension of the ROM's Life in Crisis: Schad Gallery of Biodiversity and was proudly presented by Loblaw Companies Limited.

ONLINE EXHIBITIONS - THE BURGESS SHALE: THE VIRTUAL MUSEUM OF CANADA

On December 1, 2011, the ROM and Parks Canada launched an online Burgess Shale exhibition as part of the Virtual Museum of Canada. This new exhibit provides an immersive journey into the world of the bizarre prehistoric creatures that formed the foundation for all animal life on Earth half a billion years ago. Through the use of never-before-seen visuals, including stunning animations, over 100 years of research and discoveries are brought to life. The online exhibition, in which the ROM and Parks Canada play a vital role, received a $365,000 investment from the Virtual Museum of Canada Investment Programs, an initiative of the Canadian Heritage Information Network.

This website is the most current and comprehensive resource for knowledge about the Burgess Shale. Available to everyone, this site allows students to engage in this important period of history. The online exhibit features an authoritative fossil gallery including approximately 200 species, almost every Burgess Shale species ever described. The creatures are highlighted by a rich collection of high resolution images and life-like digital reconstructions of over 70 species. Lesson plans for teachers were also created as part of the project.

The exhibition's content and concept were directed by the ROM's Curator of Invertebrate Palaeontology, Dr. Jean-Bernard Caron, who specializes in the study of early animal evolution and continues to lead field expeditions to the Burgess Shale. The ROM's collection of Burgess Shale fossils is one of the worlds largest and most comprehensive with the ROM's cutting edge research leading the way in understanding more about this incredible natural treasure. The ROM holds in trust Parks Canada's collection of Burgess Shale fossils. The organizations work together to protect, interpret and present this significant resource, including collaboration on the new web site.

WEBSITE

The ROM's website has been undergoing a major transformation with the goal of launching a new content management system (CMS) using Drupal in the next fiscal year. With hundreds of web pages and the ever growing development of social media, mobile platforms and ubiquitousness of visitors who use mobile phones and Wi-Fi connected devices, much new technology is being assimilated as internet accessable content becomes a significant part a museum visitor experience. This new CMS will allow greater numbers of ROM Staff to directly contribute, building a richer ROM website.

The practice of creating microsites for feature exhibitions continued, with related content and e-commerce for ticket sales built-in. The microsite for *Maya: Secrets of their Ancient World* was developed with a responsive design that adapted to various screen sizes including the small screen size of mobile phones. The ROM's website, now using Google Analytics to track visitors, reported 1,560,444 unique visits to the ROM's website last fiscal year.

The ROM's staff intranet was re-launched in March 2011 and is available to everyone who has access to the ROM's intranet. This has been a major improvement for staff and volunteers to share news and information about all things happening at the ROM. Staff News blog posts are the most frequent way of posting new information, with nearly 300 Staff News blog post created in its first year.

ROM BLOG

Stories about the ROM, by curators conducting field work hundreds of miles away, technicians sharing information about the artifacts and specimens they handle or programs staff posting stories about events happening in the building, are posted on-line for the world to see. This year, a total 32,103 people read ROMblogs, 12% of whom accessed by mobile phones. A few of the top blog posts this year include the new lower prices announcement by Janet Carding, ROM Director & CEO, as well as some of the more research-oriented posts such as Does a mild winter mean more insects? by Entomology Technician Antonia Guidotti and Ultimate Dinos Sneak Peek: Arrival in Patagonia, Argentina, by Dr. David Evans, Curator of Vertebrate Palaeontology.

SOCIAL MEDIA

Twitter followers on the ROM's primary Twittter account, @ROMToronto, have grown exponentially, from 1,500 last March to over 7,000 by the end of this fiscal. Contributing to the ecosystem are other departmental Twitter accounts, @ROMPalaeo, @ROMKids, @ROMSouthAsia, @ROMGovernors, @ICCattheROM, @YPCROM, and @GreenROM and over

seventeen individuals ROM staff who tweet regularly about the Museum, including ROM Director & CEO Janet Carding, @janetcarding — one of only a few CEOs of a major cultural institution who communicates to the public in this way and have developed substantial followers.

The ROM's Facebook page continues to grow at a rapid rate both in terms of the amount of contributed by the pubic and in terms of the number of friends that the ROM is making, which at the end of March 2012 was 15,074 "Likes" — a growth of 50% this year.

ROM podcasts posted nearly thirty new videos to the ROM YouTube channel. The top video of the year was Life in Rome: Gladiators, a video produced in support of new Eaton Gallery of Rome. This video features Paul Denis, Assistant Curator World Culture describing the Roman gladiatorial combat, watched by over 5,000 people all over the world. In the past year, ROM videos have been watched over 66,000 times. The most viewed videos of all time, with nearly 20,000 views each, are Fact? or Fiction? and Ancient Egyptian Book of the Dead. Since the ROM began posting videos in 2007, nearly 200,000 people have watched a ROM video.

The ROMkids Tumblr account, working in conjunction with the ROMKids Twitter posts, has over a thousand followers and had the honour of being featured by Tumblr as one of the world's best museum tumbler accounts.

New this year was the start of ROM scavenger hunt, a game where visitors bring their own mobile phones to the Museum to play. There were ten scavenger hunts created for visitors to play on the SCVNGR app that is available for iPhone and Android platforms, in all nearly 300 people played along. Also this year, the ROM made initial forays into Pinterest and History Pin.

MOBILE APPS

ROM's very first mobile phone app lunched this year. This iPhone app is a handy guide to the ROM and featured maps, ticket and program information, and highlights of the Museum including the ROM's Iconic Objects. This app has been downloaded approximately 5,000 times.

PUBLICATIONS

ROM Magazine continued to be published quarterly, largely for ROM Members. It is also available at newsstands and prominent booksellers such as Indigo at a retail price of $5.95. The magazine, formerly called Rotunda, was first published in 1968.

This year five books were published—*On the High Road: The History of Godin Tepe, Iran*, by Hilary Gopnik and Mitchell S. Rothman; *Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s*, as well as *Embellished Reality: Indian Painted Photographs*, both written by ROM Curator Deepali Dewan; *The Official Guide To The ROM Blockbuster Exhibition*, by ROM Curator Justin Jennings, Martha Cuevas García, Researcher, National Institute of Anthropology and History and Roberto López Bravo, Researcher, National Institute of Anthropology and History; and the charming children's book *Burton & Isabelle Pipistrelle: Out of the Bat Cave*, written by ROM Governors' Denise Dias and illustrated by ROM Graphic Designer Tara Winterhalt, was the first ROM children's book. These publications were generously supported by the Louise Hawley Stone Charitable Trust.

DMV OUTREACH

Membership in DMV Outreach grew to 32 as new volunteers became involved in reaching out to audiences throughout the community. Presentations to retirement homes and professional groups, Sick Children's Hospital and Ronald McDonald House continued to be successful.

The ROMwalks season included 44 free guided walking tours of Toronto as well as a limited number of paid events each walking season such as the one at Mt. Pleasant Cemetery on Victorian funeral culture and customs. ROMbus continues to take visitors to various locations in Ontario; particularly popular are trips were to the Stratford Shakespearian Festival and a Raymond Moriyama architectural tour.

ROMtravel embarked on many more adventurous voyages again this year, including Sicily, China, and New Orleans, Russia, the Dalmatian Coast and Venice, India, and southern Mexico.

LECTURES & PROGRAMS

Our collections and research serve as the basis for programs ranging from formal courses to public debates, lectures, symposia, films, tours, travel and family activities.

LECTURES

Like the ancient Greek Agora, the ROM is the place where people come together for an exchange of ideas and knowledge. Public lectures on topics that span both world cultures and natural history and ranging from advanced science talks to fun and engaging presentations, provide something for everyone enjoy.

This year, notable lecture and symposia included the ROM 2011 Colloquium: World Discoveries on March 26-27, the ROM's major presentation of the year featuring the research and discoveries of ROM curators and researchers, culminating with the annual Vaughan Lecture. Other lectures and symposia of note include The Mediaeval World — 5th Annual ROM Mediaeval Symposium; the symposium Ancient Nubia: New Discoveries in the Middle Nile Valley, offered with the assistance of the ROM's Friends of Ancient Egypt; and the 37th Annual Symposium: Society for the Study Of Egyptian Antiquities (SSEA), a three day event with some events held at the University of Toronto.

Annual ROM lectures this year were the Eva Holtby Lecture on Contemporary Culture and Carlos Fuentes on Contemporary Mexico presented by the ICC. Fuentes, since deceased, was one of the greatest literary and political figures of the Spanish-speaking world. The 18th Annual Studies in Silver Lecture presented Jewels of the Duchess of Windsor with Carol Elkins, a leading specialist in antique and period jewelry and included an ID Clinic organized by the Department of Museum Volunteers.

Other popular lecture series this past year included the lectures as part of Water: the Forum, that was related to *Water: The Exhibition*. Water: The Forum included the Waterlife Conference for curators and scientists to share their research on aquatic ecosystems, The Blue Covenant, World Water Day Student Forum, Blue Is Green dealing with Ontario's efforts in water sustainability, Sacred Waters Symposium, Keeping Your Water Safe, Downstream: The Oil Sands Industry and The Athabasca River, Third World Water: The Social Impact, Water Music, Water and You: From the Globe to Your Tap, Keeping Rivers Alive: Securing Water for Nature and People, and ending with award-winning filmmaker Rob Stewart presenting Beyond Sharkwater.

The Maya Distinguished Lecture Series was presented alongside the *Maya: Secrets of their Ancient World* exhibition and began with Collapse: How Societies Choose to Fail or Succeed, with Jared Diamond, one of the world's most engaging scientists and authors, who spoke about history's great vanished societies. This was the inaugural lecture in the new William Thorsell Forum, named in honour of the ROM's former Director and CEO. Other lectures in the series were The Rise and Fall of the Sacred Rulers of the Maya World, presented by the ROM's Justin Jennings, Associate Curator of New World Archaeology and lead curator of the Maya exhibition. From guest speakers we heard The Terminal Classic Period in the Northern Maya Lowlands, Reconsidering Ideas about Early Maya Political Organization, Palenque: The Art and History of an Ancient Maya Royal Court, The End of Time: The Maya Mystery of 2012, and Conférence Sur Les Mayas En Français - Río Bec

April was Nature Month at the ROM included a series of lectures, Nature in the City presented by The Toronto Botanical Garden, Toronto's Don River: Yesterday, Today and Tomorrow, Life in the City: A Nature Walk in the Heart of Toronto, Mud Creek and the Secret Life of Water in the City.

Throughout the year regular lecture series are held. Curator's Corner is a once a month Saturday program where ROM curators discuss present-day ecological issues and share stories of their fieldwork adventures. Partners in Protection invites organizations involved in biodiversity related issues to speak with visitors in informal presentations. The Contexts Lecture Series, held on Wednesday mornings, also occurs once a month and covers topics from ROM researchers and includes a pre-lecture coffee social. Connecting: Mix Mingle Think was a social Friday evening program featuring thought

provoking speakers each month. The long running Rock, Gem, Mineral, Fossil, and Meteorite Identification Clinic runs bimonthly and allows visitors to come in with their unknown specimens for identification by ROM experts.

History Wars at the ROM returned for some lively political debate. Presented by Jack Granatstein and noted pundits, debate topics were Power Corrupts Canadian Prime Ministers, Tommy Douglas put Canada's Healthcare on the Wrong Path, Canada is not Bilingual, Binational or Bicultural, and to end the season, the ROM will present its second William Thorsell Forum lecture, The U.S. has coveted Canada since the War of 1812 at the Royal Conservatory of Music in June 2012.

There are too many lectures thoughout the year to list, as various departments, specialties, Friends groups and programs each present lectures for their distinct audiences. Related to world cultures, there were lectures on the Decorative Textiles Lectures - Quilts and Quilting with Patricia Harris; An Evening with Sylvia Tyson; Extraordinary Canadians: Tommy Douglas, Maurice Richard, Wilfrid Laurier; Grasslands in Crisis: Conserving a Forgotten World, and the panel discussion Beyond Bollywood Cinema Showcards. Lectures on natural history topics included The African Bushmeat Crisis: A Story of Hope with Dr. Peter Apell, Jane Goodall Institute; Alien Planets with Ray Jayawardhana; and The Secret Sex Lives of Trees, in partnership with LEAF.

For learning in a more intimate environment, the ROM also offered instructional courses such as The Monster Gardens; Gemstone and Fine Jewellery Workshop; Ancient Egypt and Israel: Myths, Legends, and History; Hands On Ancient Civilizations: Egypt, Greece, Rome and China, Chinese Brush Painting; Painting in Watercolour: The Fundamentals; How to Look at Architecture with Christopher Hume, and Magnificent Mosaics.

PROGRAMS

SUMMER CLUB

The ROM Summer Club continues to be one of Toronto's most creative and diverse summer camps, just as it has been for the past seventy years. Summer Club offers an exciting array of fun, activity-based programs inspired by the collections and research of a world-class museum. The large variety of offerings ensures that every parent will find a program to match the interest, abilities and age of their children.

SATURDAY MORNING CLUB

The long running Saturday Morning Club (SMC) enjoyed the highest annual enrollment in many years, with over 330 kids participating. They enjoyed many special opportunities including guest lectures from Curator Silvia Forni on coffins from Ghana, private tours of the exhibit *Maya: Secrets of their Ancient World* by Curator of New World Archaeology Justin Jennings and even creating their very own comets from scratch with dry ice. Kids also enjoyed their own personal adventures around the galleries and collections with our highly qualified and experienced ROM Instructors, who tailor lessons and hands-on activities to the learning needs of the children in their group.

Generously supported by the Philip and Berthe Morton Foundation

HOLIDAY CAMPS - MARCH BREAK AND ROM FOR THE HOLIDAYS

Finding a great place for parents to send their kids during extended holidays can be challenging. Fortunately the ROM provides fun and educational camps for children to attend. This year a special camp program, ROM for the Holidays Camp, was offered to accomodate the extra long winter school break. Parents could choose from morning and afternoon options, or create a full-day program, for their kids ages 5 to 14 to enjoy. March Break Camp returned, a favorite pastime for many years for kids aged 5 to 14. This camp is filled with exciting hands-on activities in our galleries, studio and classroom labs and has dynamic ROM camp instructors to interact with kids as they discover hidden treasures and natural wonders in programs such as Explorers and Expeditions, Wild Things, or Heroes and Heroines.

TINY TOTS

Through the Tiny Tots program, parents, caregivers and children ages 2 to 4 years learn together how to engage in interactive learning for life. Each visit provides parents and their kids with an opportunity to take a sensory adventure as they tour galleries with ROM Educators, join in creative play-based activities, and experience social interaction in a classroom setting. Tiny Tots now runs every Tuesday and Wednesday, for eight weeks, both in the mornings and in

the afternoons. Spots in the program are always in high demand. The Kinderstudio, on level B1, was further enhanced to provide an ideal environment for infants and their parents, including new padded carpets, sensory tables, lockable cupboards, and more toys and arts and crafts materials to play with.

After several sessions of Tiny Tots, kids who have graduated from Tiny Tots are now joining us for Saturday Morning Club and Summer Club. We are happy to see them develop an affinity with the ROM that will hopefully continue through every stage of their lives.

ROM MOMS

The ROM Moms program is for new parents or caregivers with children ages 0-2 years old and has been so popular that it is filled to capacity. The program provides a great space for new parents to learn about the museum's galleries while also meeting and socializing with other new parents in a supportive environment. This program is very special as it is geared to parents with babies and we were delighted to see our youngest ROM programs participant ever at just three weeks old. This program is now held mornings and afternoons in six week sessions during the Fall, Winter and Spring.

NEW TO CANADA YOUTH CLUB

This year saw the launch of a new pilot program for youth, ages 13-16, who are now living in Canada. The New to Canada Youth Club provides a positive space for participants to make new friends and develop social groups in an educational and dynamic cultural environment. Using the ROM's galleries and learning labs, participants are introduced to the rich natural and cultural history of Canada and the multicultural identity of Canadians. The winter session consisted of a general introduction to Canada's natural history and First Peoples, and explored what it means to be Canadian. The spring session talked about Canadian Identity and the multicultural landscape of Canada and of Toronto in particular.

Summer Club, Saturday Morning Club, March Break Camp and ROM for the Holidays Camp, Tiny Tots, ROM Moms, and New to Canada Youth Club are generously supported by the G. Raymond Chang Children's Education & Family Programming Fund.

ROM SLEEPOVERS

ROM Sleepovers continued to be a popular program, with sleepover themes of dinos, nature, Maya, and ancient civilizations. There was an increase in participation from Girl Guides and Scouts and schools requesting curriculum based student activities combined with a fun school outing. During the sleepovers, children and parents start the night off with a screening of A Night at the Museum and then enjoy exclusive after-hours access to explore galleries, talk to experts, play with special artifact tables and take part in themed activities like making dinosaur shadow puppets or gladiator helmets. After that it's karaoke pajama party time followed by a late-night snack and bunking down for a sleepover surrounded by the Museum's collections, before waking up for breakfast.

EARTH RANGERS: BRING BACK THE WILD

The Earth Ranges, a local environmental organization, partners with the ROM to teach kids about environmental challenges using live animal ambassadors and a multimedia presentations. Throughout the year, this program is offered to School Groups and the visiting public in the Earth Rangers Studio, Life in Crisis: Schad Gallery of Biodiversity.

EDUCATION

The ROM's Education department had 140,768 elementary, secondary and post-secondary students visit the Museum last year.

SCHOOL VISITS

The ROM offers students and teachers a diverse School Visits Program aimed at enhancing the understanding and appreciation of natural history and world cultures, making the Museum one of Canada's largest extra-curricular educators for students from kindergarten through to post-secondary and even adult ESL lessons.

Visiting schools have the benefit of facilitated courses that are conducted in our labs and classrooms, offering students a unique opportunity to handle real specimens and artifacts in context of curriculum-based subjects. School groups also have the have the option of self-guided tours.

The highlight of a School Visit to the ROM this year was the guided tours of the exhibition *Maya Secrets of their Ancient World*. ROM facilitators were specially trained to take students through this feature exhibit to learn about the complex calendar, elaborate writing system, sophisticated architecture and urban centres developed by the Maya. These tours lasted an hour on weekday mornings.

Tours could be combined with the School Visits program of Maya: Peoples of Central and South America that covered the indigenous cultures including the Maya, the Kayapo, the Chimu-Inca and others through an exploration of cultural artifacts and the natural environments in which these people live. In lab lessons, students examined artifacts to learn about different aspects of the life of these cultures. Emphasis was on the Maya, with tours also available of the Shreyas and Mina Ajmera Gallery of Africa, the Americas and Asia-Pacific, containing artifacts from Central America and southern North America.

The ROM has partnered again this year with the Blyth Academy to offer accredited secondary school courses in science and the humanities with access to the Museum's resources. These classes were taught by Blyth Academy and ROM Education teachers with courses available to students grades 9 through 12.

The ROM has a School Visits Bursary Program that allows students from at-risk communities the opportunity to visit and benefit from a ROM school visit. Thanks to the generous support from the Ada Slaight School Visits Bursary, the Great-West Life School Visits Bursary, HSBC Bank Canada School Visits Bursary, Imperial Oil Foundation School Visits Bursary and the KPMG Foundation School Visits Bursary for making this possible.

TRAVELLING SCHOOL CASE AND RESOURCE BOX PROGRAM

For those that are unable able to come to the ROM to participate in the full rich learning environment of a ROM School Visit, School Cases and Resource Boxes travel to schools throughout Ontario as well as some museums and libraries. These resources are sent at the request of teachers to their class or school boards for extended periods of time.

The thematic content of the School Cases and Resource Boxes mirrors the breadth and depth of the ROM's collections and on-site educational programming. Last fiscal year, travelling education kits were distributed to 89 individual schools and also included eight school boards, four museums and four libraries. Total attendance for School Case/Resource Boxes was 126,469.

DISTANCE EDUCATION AND E-LEARNING

Contact North | Contact Nord, Ontario's Distance Education and Training Network and the ROM collaborated for the second year in a row to reach out and provide the Museum's education content free-of-charge to elementary and secondary school students in small and remote communities including schools in northern Ontario. This program provides an educational opportunity to these distant communities that may otherwise not be available.

The live and interactive program is taught by ROM Teachers for students grades 4 to 6. Featuring objects from the ROM's teaching collections, each lesson draws on the same curriculum rich content as our on-site programs. Lessons available included Dinosaurs & Ancient Life, Biodiversity, Egypt, and Medieval Life.

POST-SECONDARY EDUCATION

The ROM has a strong history of providing post-secondary education opportunities, stemming part from its origins as part of the University of Toronto, from which it formally separated in 1968. Curatorial staff continued to be cross-appointed to various post-secondary institutions and students regularly made use of a pair of post-secondary classrooms located in the Louise Hawley Stone Curatorial Centre. Post-doctoral, graduate and undergraduate students labour alongside ROM Collections and Research staff and frequently accompany curators into the field, gaining invaluable hands-on research experience.

This year the ROM, through the Life in Crisis: Schad Gallery of Biodiversity, and Fleming College launched a graduate certificate program in Environmental Visual Communication that will begin May 2012. This condensed six-month program will be offered at the ROM with certificate accreditation being granted by Fleming College.

Environmental Visual Communication is an innovative program designed to bridge the gap between art and science. It provides students with the knowledge and skills required to effectively communicate using photography, videography, and multimedia. Students and faculty of the program will be hosted at the ROM where they will have the unique opportunity to interact with world-class Museum research and program staff. As part of their studies, these students will create informative multi-media products and valuable communication strategies that will support the ROM's mandate to make sense of the changing natural world.

INSTITUTE FOR CONTEMPORARY CULTURE

The Institute for Contemporary Culture (ICC) enjoyed another busy and successful year examining living societies and the natural world, linking the present to the past.

The spring season launched with *Edward Burtynsky: Oil*, through a collaboration with Ryerson Gallery and Research Centre and the Scotiabank CONTACT Photography Festival. This exhibition included 53 large scale photographs by one of Canada's best known photographers. In June 2011, we turned our eye to the glamorous movie culture of India through the exhibit *Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s*. Related programs included Bollywood dance troupes and a red carpet affair with international celebrity Lisa Ray. The generous support of the Government of Ontario allowed us to treat this very important part of cinematic history with the flourish it deserved.

In September, the ICC hosted our annual collaboration with Toronto International Film Festival: Future Projections. Artist Peter Lynch installed *Buffalo Days*, with video projections on the walls of the Thorsell Spirit House that drew visitors' attention to impact of European settlement on the native people and animals of Canada.

Art superstar David Hockney came to Toronto in October. Through the stewardship of Curator Charlie Scheips, the exhibit *David Hockney's fresh flowers: Drawings on the iPhone and iPad* was brought to the ROM, featuring a luminous array of drawings by the master artist, all created and displayed on iPads and iPhones. A series of panel discussions explored how digital technology is shaping cultural institutions and the role of online advocacy. In November, the ICC hosted free 'Digital Artist Show and Tells', where local artists showed off their own digital art. Wired sneakers, digital set design, a 21st century portrait sitting and a re-mixing of Beethoven's Fur Elise were just a few of the ways Toronto artists riffed on our theme of digital innovation. A feature lecture with David Hockney, attended by hundreds of visitors, was the programming highlight of this exhibit.

Another successful collaboration was struck with the organizers of the *The Kingston Prize: Canada's National Portrait Competition*. This biannual competition featured 30 short-listed finalists from across Canada who displayed works that varied greatly in size, medium and style, providing an intriguing journey for ROM visitors who could vote for a Public Choice Award in addition to the official juror's prize.

Carlos Fuentes, the esteemed Mexican author, spoke at the annual Eva Holtby Lecture on Contemporary Culture. Fuentes took audience members on a journey of Mexican History of art, politics, drugs, violence, and beauty — no topic was left untouched. Sadly, Carlos Fuentes passed away in May 2012. All who heard him that evening are richer for the experience. On another sad note, Philip Holtby, the benefactor for the *Eva Holtby Lecture on Contemporary Culture* series and long time supporter of the ICC, passed away just days before this 6th lecture. A family friend spoke briefly at the event and the ROM publicly thanked the family for their long-standing support and generosity.

In January, the ICC's Board of Directors saw the appointment of Wende Cartwright and Susan Crocker as the new Co-Chairs. They succeed Ron Graham, who finished his second term as ICC Chair, and who will remain with the Museum serving as a member of the ROM Board of Trustees.

ICC BOARD OF DIRECTORS

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Programs and activities of the ICC are generously supported by the following endowed funds:
Roloff Beny Endowment Fund
Roloff Beny Photography Endowment Fund
Suzanne and Edwin Goodman Fund
R. Samuel McLaughlin Foundation Fund

NEW GALLERIES & EXHIBITIONS

NEW GALLERIES

Four new galleries of Rome, Nubia and Byzantium now bring ancient empires to life with their opening on Friday, July 1, 2011 on Level 3, Centre Block and Philosophers' Walk Wing. To convey the richness of these places and showcase these remarkable empires, extensive video fieldwork was undertaken by ROM videographers and curators in locations as diverse as Sudan, Syria, Italy and Turkey, resulting in compelling stories told right from the source. These new eight-minute documentaries are featured alongside impressive artifacts in their new galleries which span more than 2,500 years of history from Europe, Africa, and West Asia.

EATON GALLERY OF ROME

Over 500 artifacts invite visitors to explore aspects of daily Roman life, contrasting tastes throughout the vast Empire and the Roman influence on diverse local cultures. The Bratty Exhibit of Etruria features highly complex works in terracotta, bronze and gold showcasing the lasting legacy of the Etruscan society

The Eaton Gallery of Rome is named in honour of Thor and The Honourable Nicole Eaton in recognition of their generous support. The Eaton family and the ROM have shared a long and illustrious history of support, spanning multiple generations.

The Bratty Exhibit of Etruria, located in the Eaton Gallery of Rome, is named in honour of Rudolph P. Bratty and family in recognition of their generous support.

JOEY AND TOBY TANENBAUM GALLERY OF ROME AND THE NEAR EAST

Priceless architectural pieces, including mosaics and an extremely rare ciborium, provide the framework for a gallery of treasures that tells visitors the stories of Roman expansion into lands further east and south, including the great cities of Antioch, Caesarea and Petra.

JOEY AND TOBY TANENBAUM GALLERY OF BYZANTIUM

This new Gallery traces the cultural riches and artistic traditions after the dedication of Constantinople (now Istanbul) and highlights this iconic period in the history of the Mediterranean world.

The Joey and Toby Tanenbaum Gallery of Rome and the Near East and the Joey and Toby Tanenbaum Gallery of Byzantium are named for Joey and Toby Tanenbaum, who have been deeply involved with the ROM for many years, both as donors and volunteers.

GALLERIES OF AFRICA: NUBIA

The first urban and literary societies in Africa south of the Sahara belonged to Nubians, with their writing system being the second oldest in Africa. This new gallery allows visitors to explore an extraordinary ancient legacy that stretched from Aswqan in Egypt to Khartoum in Sudan through the lens of both ancient artifacts and ongoing current ROM archaeological research.

The Government of Canada provided the ROM with generous funding from the Infrastructure Stimulus Fund to support the development of these new galleries.

The following donors have also help make this suite of galleries possible: Bram Appel and Bluma Appel, O.C., the DeGasperis Family, Margo and Ernest Howard, Assuntino and Angelina Ricciuto and Moira and Alfredo Romano, and donor who wishes to be anonymous.

EXHIBITIONS

OUT OF THE VAULTS: DINOSAUR EGGS & BABIES: REMARKABLE FOSSILS FROM SOUTH AFRICA

May 8, 2010 – continuing

Reed Gallery of the Age of Mammals
Level 2, Michael Lee-Chin Crystal

The 190-million year old fossil dinosaur eggs and babies in this installation provided invaluable information on the reproduction and growth of dinosaurs. This ongoing project required five years of fieldwork and intricate lab work to uncover the eggs and embryos on view.

HOUSE CALLS WITH MY CAMERA

May 15, 2010 to July 2011

Temporary Exhibition Space
Level 2, Hilary and Galen Weston Wing

Toronto physician Dr. Mark Nowaczynski captured the lives of his patients in a poignant series of 36 black and white photographs which document the hidden world of four house-bound patients.

This exhibition was generously supported by an anonymous donor.

RIOTOUS COLOUR, DARING PATTERNS: FASHIONS + TEXTILES 18TH TO 21ST CENTURIES

Continuing - This rotation opened in stages: The Lynda Hamilton Western Printing Exhibit opened September 17, 2010; the Western Costume Exhibit opened on September 20, 2010, and the Jennifer Ivey Bannock In Focus Exhibit opened on December 15, 2010.

Patricia Harris Gallery of Textiles & Costume
Level 4, Michael Lee-Chin Crystal

This gallery rotation demonstrates that fashion exists in vivid colour throughout the world. Approximately 120 objects went on display and among the highlights were the first paper dresses from 1966, pattern-dyed textiles from Africa and Asia and women's and children's fashions from the 1790s to 1880.

This rotation was generously supported by the Burnham Brett Endowment Fund for Textiles and Costume and the Gwendolyn Pritchard Fraser Fund.

JANE ASH POITRAS: NEW ACQUISITIONS OF CONTEMPORARY FIRST NATIONS ART

September 25, 2010 - continuing

Contemporary Expressions Exhibition Space
Daphne Cockwell Gallery of Canada: First Peoples
Level 1, Hilary and Galen Weston Wing

Four paintings by one of Canada's preeminent contemporary artists, explores the impact of both past and present colonialism, through personal and historic imagery. These paintings represent a part of the artist's ongoing investigation of traditional non-Western medicines and the 'secrets' of plants.

FRYDERYK CHOPIN & THE ROMANTIC PIANO

October 9, 2010 to July 24, 2011

European Temporary Exhibition Space
Samuel European Galleries
Level 3, Hilary and Galen Weston Wingl

Commemorating the bicentennial of Chopin's birth, this exhibition explores the passionate life and legacy of this 19th century Polish virtuoso and composer. The exhibit includes musical instruments including a Pleyel Grand Piano (Chopin's instrument of choice), original scores, costumes and decorative arts of the period.

This exhibition has been organized by the Royal Ontario Museum with the generous assistance of the Fryderyk Chopin Museum, Warsaw.

BRIGHT ORIENTAL STAR

February 26, 2011, to May 22, 2011

Thorsell Spirit House
Level 1, Michael Lee-Chin Crystal

Internationally recognized Bengali poet Rabindranath Tagore, the first non-European to receive the Nobel Prize for Literature, visited Canada in 1929. A video artwork installed in the Thorsell Spirit House by South Asian-Canadian contemporary artist Rachel Kalpana James explored his profound influence on Canadian artists and cultural workers.

This Installation is Generously Supported by : Friends of South Asia

WATER: THE EXHIBITION

March 5, 2011, to September 5, 2011

Garfield Weston Exhibition Hall
Level 2B, Michael Lee-Chin Crystal

Water, the world's most precious natural resource, was the subject of this major exhibition which took visitors on a journey around the world examining water's scientific and cultural importance. Hands-on activities, live animals and multi-media displays helped to convey its importance to life on earth, but also advocated a strong environmental message for this finite natural resource.

Water: H20 = Life was organized by the American Museum of Natural History, New York, www.amnh.org, in collaboration with the Royal Ontario Museum, Toronto, the Science Museum of Minnesota, St. Paul, the Great Lakes Science Centre, Cleveland, the Filed Museum, Chicago, and the San Diego Natural History Museum.

Presented by : RBC Blue Water Project
Supporting Sponsor : GE Canada
Promotional Partner : GO Transit, A Division of Metrolinx
Media Partner : CTV
Media Partner : Toronto Star

THE ARCHAEOLOGY OF GODIN TEPE, IRAN

March 26, 2011 to February 2012

Middle East/South Asia Special Exhibitions Showcase
Sir Christopher Ondaatje South Asian Gallery
Level 3, Michael Lee-Chin Crystal

From 4,500 to 500 BCE, Godin Tepe, in northwestern Iran, was home to people who participated in a significant period of human history. This exhibition features artifacts excavated on the site in the late 1960s, under the direction of the late former ROM Director T. Cuyler Young Jr. Thousands of objects were uncovered, including an unparalleled collection of painted pottery. This exhibit explains what these objects tell us about the lives of these ancient communities.

EDWARD BURTYNSKY: OIL

April 9, 2011, to August 21, 2011

Roloff Beny Gallery, ICC
Level 4, Michael Lee-Chin Crystal

Fifty-three provocative large-format photographs by internationally renowned Canadian artist Edward Burtynsky explored the hotly-debated effects of oil extraction, our international dependency on the substance and the broader environmental impacts of oil production

Edward Burtynsky: Oil is presented by the Ryerson Gallery and Research Centre, the Scotiabank CONTACT Photography Festival and Scotiabank Group, and hosted at the Institute for Contemporary Culture at the Royal Ontario Museum. *Edward Burtynsky: Oil* is organized by the Corcoran Gallery of Art, Washington, D.C., and made possible with the generous support of the Scotiabank Group

SITTING STILL: FACES OF CHILDHOOD

April 30, 2011, to May 20, 2012

Sigmund Samuel Gallery of Canada
Wilson Canadian Heritage Exhibition Room
Level 1, Weston Family Wing

Featuring a fine selection of portraits of children from the ROM's 19th century Canadian collection, this exhibit also explored their personal, social and historical contexts.

EMBELLISHED REALITY: INDIAN PAINTED PHOTOGRAPHS

June 4, 2011, to June 17, 2012

Herman Herzog Levy Gallery
Level 1, Philosophers' Walk Wing

Sixty works from the ROM's collections dating from the 1860s to the 2000s were on display in this exhibition, as a complement to the *Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s* exhibition. These Indian painted photographs were made for various reasons: to commemorate, convey status, and mark rites of passage such as coronation, marriage, pilgrimage, travel and death.

Embellished Reality: Indian Painted Photographs and *Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s* have been made possible through funding provided by the Government of Ontario

EXHIBIT SPONSOR: Manulife Financial

BOLLYWOOD CINEMA SHOWCARDS: INDIAN FILM ART FROM THE 1950S TO THE 1980S

June 11, 2011, to October 16, 2011

Special Exhibitions Gallery
Level 3, Heritage Building

This exhibition featured a stunning array of vintage cinema showcards and other artwork from Bollywood's advertising industry. Using a combination of photo collage and hand painting, Indian artisans used their imagination to create dynamic interpretations of scenes from Bollywood films for film advertisements. The timing of the exhibit coincided with the International Indian Film Academy Awards held in Toronto and the Year of India in Canada 2011.

Embellished Reality: Indian Painted Photographs and *Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s* have been made possible through funding provided by the Government of Ontario

SUPPORTING SPONSOR : CIBC
PROMOTIONAL PARTNER : Cineplex Entertainment
EXHIBIT PATRON : Moira and Alfredo Romano
MEDIA PARTNERS : CP24, CanIndia
GOVERNMENT PARTNER: Government of Ontario

TORONTO'S CARNIVAL: FESTIVAL PHOTOGRAPHS FROM 1967 TO TODAY

July 16, 2011, to August 1, 2011

Temporary Exhibition Space
Level 2, Hilary and Galen Weston Wing

Archival photographs and film footage from the first years of the festival were juxtaposed with recent photographs by Toronto artist Nation Cheong to celebrate the vibrant history of the festival, from its inception in 1967 to the present day.

PRESENTING PARTNERS:
Scotiabank Caribbean Carnival Toronto
BAND (Black Artists' Network in Dialogue)

WHO'S DRAWING THE LINES: THE JOURNEY OF JUDITH SNOW

August 20, 2011, to March 4, 2012

Temporary Exhibition Space
Level 2, Hilary and Galen Weston Wing

Judith Snow, an internationally recognized author, lecturer and activist, has lived a lifetime of quadriplegia. *Who's Drawing the Lines* celebrated her life, legacy and work as an artist.

TORONTO INTERNATIONAL FILM FESTIVAL FUTURE PROJECTIONS 2011: BUFFALO DAYS BY PETER LYNCH

September 8 to 18, 2011

Thorsell Spirit House
Level 1, Michael Lee-Chin Crystal

A multichannel video installation, created by one of Canada's most celebrated filmmakers, Peter Lynch's *Buffalo Days* examined the devastating impact of Europeans on native cultures.

Co-presented by the Institute for Contemporary Culture at the ROM and Toronto International Film Festival: Future Projections. Produced with the support of The National Parks Project.

PLAYFUL PURSUITS: CHINESE TRADITIONAL TOYS AND GAMES

September 11, 2010, to May 15 2011

Herman Herzog Levy Gallery
Level 1, Philosophers' Walk Wing

Dolls, kites, cards, spinning tops, puzzles, and board games are just some of the many amusements that have entertained Chinese adults and children for two thousand years. The exhibition also drew attention to China's economic, technological and cultural evolution.

Exhibit Sponsor: Manulife Financial

DAVID HOCKNEY'S FRESH FLOWERS: DRAWINGS ON THE IPHONE AND IPAD

October 8, 2011, to January 1, 2012

Roloff Beny Gallery
Level 4, Michael Lee-Chin Crystal

This cutting edge exhibition featured approximately 100 iPhone drawings and 100 iPad drawings by David Hockney, one of the world's most acclaimed contemporary artists. This was his first major exhibition in Canada in over two decades.

Presented by the Institute for Contemporary Culture. *David Hockney's fresh flowers: Drawings on the iPhone and iPad* was originally initiated for the Fondation Pierre Bergé / Yves Saint Laurent, Paris. Charlie Scheips, Guest Curator. Ali Tayar, Exhibition Designer.

THE ART OF COLLECTING

October 22, 2011, to September 3, 2012

European Temporary Exhibition Space
Samuel European Galleries
Level 3, Hilary and Galen Weston Wing

Over 100 examples of the finest in European and American decorative arts donated to, or acquired by, the ROM's European Department over the last fifteen years were brought together for this exhibition.

THE KINGSTON PRIZE: CANADA'S NATIONAL PORTRAIT COMPETITION

November 10, 2011, to January 29, 2012

Special Exhibitions Gallery
Level 3, Heritage Building

This exhibition featured the thirty finalists of the Kingston Prize 2011, Canada's portrait competition of contemporary paintings and drawings of Canadians made by Canadian artists.

Organized by the Kingston Arts Council and presented in cooperation with the Institute for Contemporary Culture.

MAYA: SECRETS OF THEIR ANCIENT WORLD

November 19, 2011, to April 9, 2012

Garfield Weston Exhibition Hall
Level 2B, Michael Lee-Chin Crystal

This major exhibition featured nearly 250 artifacts of the Mesoamerican culture. Large sculptures, ceramics, masks, and jewellery brought the Classic Period (250 – 900 CE) of this ancient culture to life, telling the story of their sacred rulers, architectural feats, elaborate writing system, and cosmology. Most of the exhibition's objects have been selected from the numerous Mexican museums in the Yucatan Peninsula region where the Maya mainly live and from the ROM's own renowned holdings.

This exhibition was co-produced by the Royal Ontario Museum (ROM) and the Canadian Museum of Civilization (CMC) in collaboration with the National Institute of Anthropology and History (CONACULTA-INAH).

Supported by the Department of Canadian Heritage through the Canada Travelling Exhibitions Indemnification Program / Avec l'appui du ministère du Patrimoine canadien par le biais du Programme d'indemnisation pour les expositions intinérantes au Canada.

Supporting Sponsor : Mexico Tourism
Government Partner : Ontario Cultural Attractions Fund
Promotional Partners : GO Transit, A Division of Metrolinx
Promotional Partner: Grocerygateway.com
Media Partner : Toronto Star

SHAHNAMA: THE PERSIAN "BOOK OF KINGS"

February 25 to September 3, 2012

Middle East/South Asia Special Exhibitions Showcase
Sir Christopher Ondaatje South Asian Gallery
Level 3, Michael Lee-Chin Crystal

This great epic poem, completed about 1010 in Northeastern Iran, tells the story of Iran's kings and their faithful paladins from the beginning of times up to the Arab conquest in 644. This exhibition brings together specimens of Shahnama illustration preserved at McGill University, the Montreal Museum of Fine Arts and the Royal Ontario Museum.

INDEPENDENT AUDITORS' REPORT

To the Trustees of The Royal Ontario Museum

We have audited the accompanying financial statements of The Royal Ontario Museum, which comprise the statements of financial position as at March 31, 2012, March 31, 2011 and April 1, 2010, the statements of operations, changes in net deficit and cash flows for the years ended March 31, 2012 and March 31, 2011, and notes, comprising a summary of significant accounting policies and other explanatory information.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Royal Ontario Museum as at March 31, 2012, March 31, 2011 and April 1, 2010, and its results of operations and its cash flows for the years ended March 31, 2012 and March 31, 2011 in accordance with Canadian public sector accounting standards.

KPMG LLP

CHARTERED ACCOUNTANTS
Licensed Public Accountants

June 7, 2012
Toronto, Canada

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

THE ROYAL ONTARIO MUSEUM
(Incorporated by Special Act of the Ontario Legislature as a corporation without share capital)

STATEMENTS OF FINANCIAL POSITION

March 31, 2012, March 31, 2011 and April 1, 2010

(in thousands of dollars)

ASSETS	2012	2011	2010
Current assets:			
Due from The Royal Ontario Museum Foundation (note 9)	$ 759	$ 493	$ 1,870
Other accounts receivable	1,050	1,543	1,170
Deferred exhibition costs and other assets	1,871	1,651	1,099
Investments (note 2)	335	323	341
	4,015	4,010	4,480
Deferred pension costs (note 10)	5,714	4,051	218
Capital assets (note 3)	250,567	258,951	265,540
	$ 260,296	$ 267,012	$ 270,238

LIABILITIES AND NET DEFICIT			
Current liabilities:			
Bank indebtedness (note 11(a))	$ 3,979	$ 4,178	$ 3,904
Accounts payable and accrued liabilities	7,503	8,167	6,340
Current portion of long-term debt (note 11(b))	4,414	7,283	13,000
Deferred contributions (note 5)	2,546	4,462	3,325
Deferred revenue	2,997	2,694	2,520
	21,439	26,784	29,089
Long-term debt (note 11(b))	35,486	34,917	35,840
Deferred capital contributions (note 6)	207,656	211,020	213,063
Accrued non-pension liability (note 10)	7,560	6,950	6,436
	272,141	279,671	284,428
Net deficit:			
Operating deficit	(13,198)	(13,967)	(15,388)
Board-restricted	1,353	1,308	1,198
	(11,845)	(12,659)	(14,190)
Commitments (note 14)			
	$ 260,296	$ 267,012	$ 270,238

See accompanying notes to financial statements.

On behalf of the Board:

SALVATORE M. BADALI
Chair of the Board of Trustees
Royal Ontario Museum

JANET CARDING
Director & CEO
Royal Ontario Museum

STATEMENTS OF OPERATIONS

Years ended March 31, 2012 and 2011

(in thousands of dollars)

	OPERATING FUND	RESTRICTED FUND	CAPITAL FUND	2012 TOTAL	2011 TOTAL
REVENUE:					
Grants (note 7)	$ 30,899	$ 3,348	$ –	$ 34,247	$ 34,547
Admission fees	7,731	–	–	7,731	9,865
Museum programs	2,565	–	–	2,565	2,385
Ancillary services	9,103	–	–	9,103	10,637
Investment income	–	1	–	1	1
Donations — gifts-in-kind	–	1,865	–	1,865	7,305
Amortization of deferred capital contributions	–	–	11,419	11,419	11,253
Other	804	538	–	1,342	1,746
	51,102	5,752	11,419	68,273	77,739
EXPENSES:					
Curatorial and collections management	10,145	1,210	–	11,355	12,426
Building, security and visitor services	11,462	593	–	12,055	12,607
Ancillary services	5,677	–	–	5,677	6,853
General and administration	3,605	–	–	3,605	3,438
Education and public programs	2,463	486	–	2,949	3,562
Library and information services	2,823	–	–	2,823	2,724
Exhibition and gallery development	3,516	–	–	3,516	3,259
Marketing and public relations	4,312	–	–	4,312	4,677
Temporary exhibitions	3,695	–	–	3,695	3,369
Artifacts and specimens:			–		
Gifts-in-kind	–	1,865	–	1,865	7,305
Purchased	–	1,541	–	1,541	1,962
Interest	1,899	–	–	1,899	2,166
Amortization of capital assets	736	6	11,419	12,161	11,854
Other	–	6	–	6	6
	50,333	5,707	11,419	67,459	76,208
Excess of revenue over expenses	$ 769	$ 45	$ –	$ 814	$ 1,531

See accompanying notes to financial statements.

STATEMENTS OF CHANGES IN NET DEFICIT

Years ended March 31, 2012 and 2011

(in thousands of dollars)

2012	OPERATING DEFICIT	BOARD-RESTRICTED	TOTAL
Balance, beginning of year	$ (13,967)	$ 1,308	$ (12,659)
Excess of revenue over expenses	814	–	814
Interfund transfers	(45)	45	–
Balance, end of year	$ (13,198)	$ 1,353	$ (11,845)

2011	OPERATING DEFICIT	BOARD-RESTRICTED	TOTAL
Balance, beginning of year	$ (15,388)	$ 1,198	$ (14,190)
Excess of revenue over expenses	1,531	–	1,531
Interfund transfers	(110)	110	–
Balance, end of year	$ (13,967)	$ 1,308	$ (12,659)

See accompanying notes to financial statements.

STATEMENTS OF CASH FLOWS

Years ended March 31, 2012 and 2011

(in thousands of dollars)

	2012	2011
Cash provided by (used in):		
OPERATING ACTIVITIES:		
Excess of revenue over expenses	$ 814	$ 1,531
Items not involving cash:		
Amortization of capital assets	12,161	11,854
Amortization of deferred capital contributions	(11,419)	(11,253)
Change in non-cash operating working capital:		
Due from The Royal Ontario Museum Foundation	(266)	1,377
Other accounts receivable	493	(373)
Deferred exhibition costs and other assets	(220)	(552)
Accounts payable and accrued liabilities	(664)	1,827
Deferred contributions	(1,916)	1,137
Deferred revenue	303	174
Change in deferred pension costs	(1,663)	(3,833)
Change in accrued non-pension liability	610	514
	(1,767)	2,403
CAPITAL ACTIVITIES:		
Contributions received for capital asset purchases	8,055	9,210
Purchase of capital assets	(3,777)	(5,265)
	4,278	3,945
FINANCING ACTIVITIES:		
Repayments of long-term debt	(2,300)	(6,640)
Change in bank indebtedness	(199)	274
	(2,499)	(6,366)
INVESTING ACTIVITIES:		
Change in investments	(12)	18
Increase in cash, being cash, end of year	$ –	$ –

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

(In thousands of dollars)
Years ended March 31, 2012 and 2011

The Royal Ontario Museum (the "Museum") is an operating enterprise agency of the Province of Ontario incorporated without share capital by Special Act of the Ontario Legislature. The Museum is Canada's largest museum and one of the few of its kind to explore and exhibit both the art and archaeology of human cultures and the history of the natural world. The Museum's mission is to inspire wonder and build understanding of human cultures and the natural world.

The Museum is registered as a charitable organization under the Income Tax Act (Canada) (the "Act") and, as such, is exempt from income taxes and is able to issue donation receipts for income tax purposes. In order to maintain its status as a registered charity under the Act, the Museum must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

On April 1, 2011, the Museum adopted Section 4200, Accounting Standards for Government Not-for-Profit Organizations, included in the Canadian public sector accounting standards established by the Public Sector Accounting Board ("PSAB") of The Canadian Institute of Chartered Accountants. These are the first financial statements prepared in accordance with Canadian public sector accounting standards.

In accordance with the transitional provisions in Canadian public sector accounting standards, the Museum has adopted the changes retrospectively, subject to certain exemptions allowed under these standards. The transition date is April 1, 2010 and all comparative information provided has been presented by applying Canadian public sector accounting standards.

A summary of transitional adjustments recorded to net deficit is provided in note 15. There were no transitional adjustments recorded to excess of revenue over expenses.

1. SIGNIFICANT ACCOUNTING POLICIES:

The financial statements have been prepared in accordance with Canadian public sector accounting standards. The significant policies are as follows:

(a) Fund accounting:
For financial reporting purposes, the accounts have been classified into the following funds:

(i) Operating Fund
The Operating Fund accounts for the Museum's general programs, fundraising and administrative activities. The Operating Fund reports resources available for immediate purposes.

(ii) Restricted Fund:
The Restricted Fund consists of those funds where resources are to be used for an identified purpose as specified by the donors and funders.

(iii) Capital Fund:
The Capital Fund reports the revenue and expenses related to the Museum's building, building improvements, galleries and the Renaissance ROM Project ("ROM Project").

(b) Revenue recognition:
The Museum follows the deferral method of accounting for contributions, which include donations and government grants. Contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Donations are recorded on a cash basis since pledges are not legally enforceable claims.

Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the period in which the related expenses are recognized. Externally restricted contributions for the purchase of land are credited directly to net assets. Externally restricted contributions for the purchase of other capital assets are deferred and amortized over the life of the related capital asset.

Membership fees are deferred and recognized as revenue over the term covered by the fees.

Admission fees, museum programs and ancillary services revenue are recorded as revenue when the services have been provided or the goods delivered.

(c) Financial instruments other than investments:
Bank indebtedness is measured at fair value. Other accounts receivable and due from The Royal Ontario Museum Foundation (the "Foundation") are measured at amortized cost. Accounts payable and accrued liabilities and long-term debt are measured at amortized cost.

(d) Investments:
Investments are measured at fair value. The change in the fair value, when material, is recognized in the statements of remeasurement gains and losses as a remeasurement gain or loss until the investments are derecognized. Upon derecognition, the accumulated remeasurement gains or losses associated with the derecognized investments are reversed and reclassified to the statements of operations.

Fair values of investments are determined as follows:

Fixed income securities, pooled funds and equities that are quoted in an active market are recorded at fair value and the associated transaction costs are expensed upon initial recognition. Investments not quoted in an active market are reported at cost or amortized cost.

Investment purchase and sale transactions are accounted for on the settlement date.

(e) Derivative financial instruments:
Derivative financial instruments are contracts that provide the opportunity to exchange cash flows that are determined by applying certain rates, indices or changes to notional contract amounts. From time to time, the Museum uses interest rate swaps to manage exposure to fluctuations in interest rates and forward foreign currency contracts to manage exposure to fluctuations in exchange rates. These instruments are used for hedging an on-balance sheet liability or a future contractual obligation.

Derivative financial instruments are carried at fair value. As at March 31, 2012, there are no derivative instruments held by the Museum.

(f) Deferred exhibition costs:
Costs of exhibitions are deferred until the exhibitions are opened to the public and then are expensed over the period of the exhibitions to which they relate.

(g) Employee benefit plans:
The Museum accrues its obligations under employee benefit plans and related costs, net of plan assets. The cost of pensions and other retirement benefits earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of expected plan investment performance, salary escalation, retirement ages of employees and expected health care costs. For the purpose of calculating the expected return on plan assets, those assets are valued at a market-related value, whereby investment gains and losses are recognized over a three-year period. Employee future benefit liabilities are discounted using current interest rates on long-term bonds.

The cumulative unrecognized actuarial gains and losses are amortized over the expected average remaining service period of active employees covered under the plan.

Compensated absences, such as parental leaves, accumulated sick days, and sabbaticals that provide compensated, unrestricted time off for past service, are accrued for as they vest or accumulate in the period in which employees render services to the Museum.

(h) Capital assets:
Land is carried at cost. Purchased capital assets are stated at acquisition cost. Contributed capital assets are recorded at fair market value at the date of contribution. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Building	40 years
Galleries	20 years
Building improvements	5 – 10 years
Furniture and equipment	3 – 10 years

Construction in progress comprises direct construction and other costs associated with the ROM Project, including capitalized interest. Interest costs are capitalized during the construction period. No amortization is recorded until construction is substantially complete and the assets are ready for use.

(i) Foreign currency translation:
Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the exchange rates in effect at year end. Revenue and expenses are translated at exchange rates in effect on the date of the transaction.

(j) Artifacts and specimens:
The value of artifacts and specimens has been excluded from the statements of financial position. Gifted artifacts and specimens are recorded as revenue at values based on appraisals by independent appraisers. The acquisition of both gifted and purchased artifacts and specimens is expensed.

(k) **Contributed materials and services:**
Because of the difficulty in determining their fair market value, contributed materials and services are not recognized in the financial statements.

(l) **Use of estimates:**
The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the years. Actual amounts could differ from those estimates.

(m) **Current accounting pronouncements**
Financial instruments:
In March 2011, the PSAB issued Section 3450, Financial Instruments. The standard is applicable for fiscal years beginning on or after April 1, 2012. Early adoption is permitted. As at April 1, 2010, the Museum early adopted this standard. The adoption of this standard resulted in no change to the financial statements. See note 2.

2. INVESTMENTS:

	2012		2011		2010	
	FAIR VALUE	COST	FAIR VALUE	COST	FAIR VALUE	COST
Fixed income	$ 335	$ 329	$ 323	$ 322	$ 341	$ 339

Unrealized gains and losses on investments are not material on an annual basis, therefore, a statement of remeasurement gains (losses) has not been included in these financial statements.

The fixed income securities bear a yield to maturity at 0.98% (2011 - 1.00%; 2010 - 0.25%) with a maturity date of April 5, 2012 (March 31, 2011 - May 2011; April 1, 2010 - June 2010).

Investment risk management:
Risk management relates to understanding and active management of risk associated with all areas of the business and the associated operating environment. Investments are primarily exposed to interest rate risk and market risk.

(a) **Interest rate risk:**
Interest rate risk arises from the possibility that changes in interest rates will affect the value of fixed income securities held by the Museum. The Museum manages this risk by holding primarily debt issued by the financial institutions.

(b) **Market risk:**
Market risk arises as a result of trading in equity securities, pooled funds and fixed income securities. Fluctuations in the market expose the Museum to a risk of loss. The Museum mitigates this risk through controls to monitor and limit concentration levels.

3. CAPITAL ASSETS:

2012	COST	ACCUMULATED AMORTIZATION	NET BOOK VALUE
Land	$ 931	$ –	$ 931
Building	41,476	31,856	9,620
Galleries	17,540	15,524	2,016
Building improvements	24,109	16,394	7,715
ROM Project:			
Building	205,064	26,842	178,222
Galleries	63,223	13,700	49,523
Furniture and equipment	5,254	2,714	2,540
	$ 357,597	$ 107,030	$ 250,567

3. CAPITAL ASSETS (CONTINUED):

2011	COST	ACCUMULATED AMORTIZATION	NET BOOK VALUE
Land	$ 931	$ –	$ 931
Building	41,476	30,815	10,661
Galleries	17,540	15,072	2,468
Building improvements	22,232	15,121	7,111
ROM Project:			
Building	205,064	21,292	183,772
Galleries	61,782	10,559	51,223
Furniture and equipment	5,679	2,894	2,785
	$ 354,704	$ 95,753	$ 258,951

2010	COST	ACCUMULATED AMORTIZATION	NET BOOK VALUE
Land	$ 931	$ –	$ 931
Building	41,476	29,776	11,700
Galleries	17,630	14,417	3,213
Building improvements	21,303	14,033	7,270
ROM Project:			
Building	204,754	15,742	189,012
Galleries	58,184	7,604	50,580
Furniture and equipment	6,094	3,260	2,834
	$ 350,372	$ 84,832	$ 265,540

As at March 31, 2012, the total cost of assets included assets which are under construction. These assets are not in use and to date have not been amortized. The cost of these assets is $102 (2011 - $3,631; 2010 - $174).

4. ARTIFACTS AND SPECIMENS:

As at March 31, 2012, the collection consisted of approximately 6,000,000 artifacts and specimens. During the year ended March 31, 2012, the Museum accessioned approximately 24,450 (2011 - 150; 2010 - 132) objects to its collections through the donation and purchase of artifacts.

5. DEFERRED CONTRIBUTIONS:

Deferred contributions represent grants from federal and provincial governments, corporations and the Foundation (note 9) related primarily to this year's operations. Grants which carry restrictions are deferred until spent on the intended purpose.

6. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized amount of grants and donations received for the purchase of capital assets and gallery development. The amortization of deferred capital contributions is recorded as revenue in the statements of operations. The changes in the deferred capital contributions balance are as follows:

	2012	2011	2010
Balance, beginning of year	$ 211,020	$ 213,063	$ 217,475
Amortization of deferred capital contributions	(11,419)	(11,253)	(11,180)
Contributions received for capital asset purchases (notes 3 and 9)	8,055	9,210	6,768
Balance, end of year	$ 207,656	$ 211,020	$ 213,063

7. GRANTS:

	2012	2011
Province of Ontario:		
Operating	$ 28,631	$ 28,273
Other	32	28
Government of Canada	436	416
Foundation (note 9)	5,148	5,830
	$ 34,247	$ 34,547

8. EXPENSES:

Expenses are reported in the statements of operations and changes in net deficit on a functional basis. Expenses by category are as follows:

	2012	2011
Salaries and benefits (note 10)	$ 31,042	$ 31,306
Purchased goods and services	22,591	25,743
Amortization of capital assets	12,161	11,854
Gifts-in-kind	1,865	7,305
	$ 67,659	$ 76,208

9. THE ROYAL ONTARIO MUSEUM FOUNDATION:

The Foundation was incorporated on July 1, 1992 to coordinate all private-sector fundraising activities undertaken on behalf of the Museum and its affiliates. The objective of the Foundation is to raise funds available for enhancing exhibitions and public programs, research, acquisitions and capital projects.

The accounts of the Foundation are presented separately and are not consolidated in these financial statements. The fund balances of the Foundation as at its most recent fiscal year end are as follows:

	JUNE 30, 2011	JUNE 30, 2010	JUNE 30, 2009
Unrestricted funds	$ (3,154)	$ (4,418)	$ (2,349)
Restricted funds available currently	8,945	8,012	3,453
Endowment funds:			
Externally restricted	21,813	18,312	15,518
Internally restricted	11,487	10,926	10,557
	$ 39,091	$ 32,832	$ 27,179

During the year ended March 31, 2012, the Foundation granted $8,513 (2011 - $13,808) to the Museum. Of this amount, $2,164 (2011 - $3,626) was recorded as deferred contributions (note 5), $4,377 (2011 - $7,066) was recorded as an increase in deferred capital contributions in connection with the ROM Project (note 6), nil (2011 - nil) was recorded as other deferred capital contributions for other assets (note 6) and $1,972 (2011 - $3,116) was recorded as deferred contributions for purposes other than the ROM Project (note 5).

Amounts due to/from the Foundation are non-interest bearing and have no fixed terms of repayment.

10. EMPLOYEE BENEFITS:

The Museum has a defined benefit registered pension plan and other defined benefit plans that provide pension and other post-employment benefits to most of its employees. Pension benefits are based upon members' length of service and final average earnings. Benefits are indexed to the extent that the annual inflation rate exceeds 4% in any individual year. Post-employment benefits include post-retirement health care and dental benefits. Details of these plans are summarized below.

The expense for the Museum's benefit plans is as follows:

	2012	2011
Defined benefit plan	$ 1,581	$ 885
Other post-employment benefits	712	635
	$ 2,293	$ 1,520

The assets and liabilities of the plans are measured at the statements of financial position dates. The statements of financial position identify separately the amounts recognized in respect of the pension and non-pension plans. Information about the Museum's pension and non-pension plans is as follows:

	PENSION			NON-PENSION		
	MARCH 31, 2012	MARCH 31, 2011	APRIL 1, 2010	MARCH 31, 2012	MARCH 31, 2011	APRIL 1, 2010
Accrued liabilities	$ 73,629	$ 70,518	$ 63,381	$ 6,851	$ 7,159	$ 6,436
Market value of plan assets	77,277	72,162	63,599	–	–	–
Funded status—plan surplus (deficit)	3,648	1,644	218	(6,851)	(7,159)	(6,436)
Unrecognized net actuarial gain	2,066	2,407	–	(709)	209	–
Financial position asset (liability)	$ 5,714	$ 4,051	$ 218	$ (7,560)	$ (6,950)	$ (6,436)

Included in the statements of financial position asset related to the defined benefit pension plan is a liability of $1,219 (2011 - $1,086; 2010 - $1,092) in connection with supplementary pension arrangements.

The significant actuarial assumptions adopted to determine the expense for the Museum's benefit plans are as follows:

	PENSION		NON-PENSION	
	2012	2011	2012	2011
Discount rate	6.47%	6.97%	4.75%	5.00%
Expected long-term rate of return on plan assets	6.50%	7.00%	–	–
Rate of compensation increase	2.00%	3.00%	–	–

The significant actuarial assumptions adopted in measuring the accrued benefit assets and liabilities of the Museum's benefit plans are as follows:

	PENSION			NON-PENSION		
	MARCH 31, 2012	MARCH 31, 2011	APRIL 1, 2010	MARCH 31, 2012	MARCH 31, 2011	APRIL1, 2010
Discount rate	6.45%	6.47%	6.98%	3.75%	4.75%	5.00%
Rate of compensation increase	2.00%	2.00%	3.00%	–	–	–

For measurement purposes as at March 31, 2012, an initial weighted average increase in the cost of health care and dental benefits of 5.90% in 2012 was assumed decreasing to a 4.50% annual rate of increase after 2029.

The Museum's pension plan assets are invested in pooled funds that provide the following asset mix:

	2012	2011	2010
Cash and cash equivalents	1%	1%	1%
Bonds	44%	44%	48%
Canadian equities	29%	32%	29%
U.S. equities	–	7%	8%
Other foreign equities	26%	16%	14%
	100%	100%	100%

Other information about the Museum's pension and non-pension plans is as follows:

	PENSION		NON-PENSION	
	2012	2011	2012	2011
Employee contributions	$ 809	$ 719	$ –	$ –
Employer contributions	3,244	4,718	102	121
Benefits paid	3,673	3,178	102	121

The Museum's 2011 and 2012 contributions to date were made in accordance with the January 1, 2011 actuarial valuation report for funding purposes. The next actuarial valuation for funding purposes will be as at January 1, 2014, which must be filed by September 30, 2014. The measurement date for the benefit plans was March 31, 2012.

In addition, the Museum contributes to a multi-employer pension plan. The Museum's contributions to the multi-employer pension plan for the year ended March 31, 2012 were $33 (2011 - $50).

11. CREDIT FACILITIES:

(a) The Museum has a credit agreement with the Museum's banker, as follows:

(i) $5,000 demand revolving operating credit facility with interest payable at prime less 10 basis points (2012 - 2.90%; 2011 - 2.90%; 2010 - 2.15%). As at March 31, 2012, the outstanding balance in connection with this facility was $3,979 (2011 - $4,178; 2010 - $3,904).

(ii) $2,000 letter of credit facility. As at March 31, 2012, March 31 2011 and April 1, 2010, the Museum had outstanding letters of credit amounting to $125.

(b) On June 29, 2011, the Museum and the Ontario Financing Authority ("OFA") executed an amended agreement that includes a revised payment schedule through March 31, 2027. Under the terms of the agreement, the loan consists of fixed rate and floating rate portions. There is an option whereby the Museum can elect to convert the fixed rate portion payable to the floating portion. At March 31, 2012, the Museum elected to convert $5,000 from the fixed portion of the facility to the floating portion. The fixed rate portion bears an interest rate of 5.04% with minimum payments as follows:

11. CREDIT FACILITIES (CONTINUED):

The minimum payments are due as follows:

2013	$ 4,414
2014	4,999
2015	2,162
2016	1,004
2017	446
Thereafter	2,232

The floating rate portion of $24,643 bears interest at the Province of Ontario's one-year cost of funds plus 150 basis points, reset annually. The floating rate for 2012 - 2013 has been set at 2.68%. Under the terms of the facility, there is no minimum payment requirement providing the facility is fully paid by March 31, 2027.

The credit agreement includes covenants which must be met by the Museum and, if not met, the OFA has the right to demand repayment of the outstanding balance.

The fair value of the fixed rate portion approximates its carrying value due to the fact that interest rate on the credit agreement represents the interest rate that is currently available to the Museum. As at March 31, 2012, the fair value of the fixed rate debt was $15,257.

The fair value of the floating rate portion is comparable to the carrying value as the rate fluctuates with current market rates.

(c) As collateral for the credit facilities, the Foundation has provided an undertaking to transfer all of its unrestricted donations to the Museum under certain circumstances. In addition, the Museum has assigned all payments from the Foundation restricted for the financing of the ROM Project.

12. FINANCIAL INSTRUMENTS:

The carrying values of bank indebtedness, due from The Royal Ontario Museum Foundation, other accounts receivable and accounts payable and accrued liabilities approximate fair values due to the immediate or short-term nature of these financial instruments.

The fair value of investments is disclosed in note 2.

The fair value of long-term debt is disclosed in note 11.

The Museum is exposed to foreign currency exchange risk with respect to contractual obligations payable in foreign currency and to interest rate risk with respect to its long-term debt. The Museum is also exposed to interest rate risk relating to its floating rate credit facility. The Museum enters into derivative financial instruments to manage its risk exposure.

The Museum is exposed to credit-related losses in the event of non-performance by counterparties to financial instruments, but it does not expect counterparties to fail to meet their obligations given their high credit rating.

13. CAPITAL MANAGEMENT:

In managing capital, the Museum focuses on liquid resources available for operations. The Museum's objective is to have sufficient liquid resources to continue operating despite adverse financial events and to provide it with the flexibility to take advantage of opportunities that will advance its purposes. The Museum has available lines of credit that are used when sufficient cash flow is not available from operations to cover operating and capital expenditures (note 11). The need for sufficient liquid resources is considered in the preparation of an annual budget and in the monitoring of cash flows and actual operating results compared to the budget. As at March 31, 2012, the Museum has met its objective of having sufficient liquid resources to meet its current obligations.

14. COMMITMENTS:

The Museum's future commitments under long-term leases for equipment are as follows:

2013	$ 209
2014	209
2015	52

15. TRANSITIONAL ADJUSTMENTS:

(a) Net deficit:
The following table summarizes the impact of the transition to PSAB on the Museum's net deficit as of April 1, 2010:

Net deficit:	
As previously reported under Canadian generally accepted accounting principles, March 31, 2010	$ 1,194
Transition election to recognize all unamortized gains/losses for the pension	(14,433)
Transition election to recognize all unamortized gains/losses for the non-pension	(2,149)
Restated, April 1, 2010	$ (15,388)

(b) Excess of revenue over expenses:
As a result of the retrospective application of Canadian public sector accounting standards, the Museum recorded the following adjustments to excess of revenue over expenses forthe year ended March 31, 2011:

Excess of revenue over expenses:	
As previously reported under Canadian generally accepted accounting principles for year ended March 31, 2011	$ 576
Increase in pension expense	826
Increase in non-pension expense	129
Restated for the year ended March 31, 2011	$ 1,531

In accordance with first-time adoption provisions of Canadian public sector accounting standards, the Museum has elected to use the following exemptions as at the transition date, April 1, 2010.

Employee future benefits:
The Museum has elected to recognize cumulative actuarial gains and losses and past services costs for its employee future benefits plans in opening net deficit at the transition date.

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*Represents ongoing annual support at this level

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(June 23, 2012 to March 17, 2013)

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(November 19, 2011 to April 9, 2012)

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Embellished Reality: Indian Painted Photographs

(June 4, 2011 to June 17, 2012)

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Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s

(June 11, 2011 to October 2, 2011)

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Playful Pursuits: Chinese Traditional Toys and Games

(September 11, 2010, to May 8, 2011)

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(October 8, 2011 to January 1, 2012)

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(March 5, 2011 to September 5, 2011)

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Water: The Forum

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(February 26, 2011, to May 22, 2011)

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Riotous Colour, Daring Patterns: Fashions + Textiles 18th To 21st Centuries

(Opened in stages starting September 17, 2010 - Continuing)

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(Travelling Exhibition)

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INSIDE COVER
Poster from Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s. Detail - Aadha Din Aadhee Raat (Half-day, Half-night), 1977, Unknown Artist, Mumbai, India, Tinted silver gelatin print and paint on board with screen printed lettering, Hartwick Collection.

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Janet Carding, ROM Director & CEO. © 2011 George Whiteside. Photo: George Whiteside.

Fish, Holotype of Mazarunia charadrica. © ROM. Photo: Hernán López-Fernández.

Eaton Gallery of Rome. © Ontario Tourism Marketing Partnership Corporation Photo: Tim Campbell, Sliver Edge Images.

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Maya: Secrets of their Ancient World, exhibition opening with Ambassador Mauricio Toussaint, Consul General of Mexico; The Honourable Michael Chan, Minister of Tourism, Culture and Sport; His Excellency Francisco Javier Barrio Terrazas, Ambassador, Mexico;Janet Carding, Director & CEO of the ROM; Dr. Justin Jennings, Associate Curator New World Archaeology; Roberto Lopez Bravo, INAH and Miriam Kaiser, Director of Exhibitions, INAH. © ROM. Photo: Brian Boyle.

Rendering of Hurdia victoria, © Phlesch Bubble.

Girl examining specimen © Ontario Tourism Marketing Partnership Corporation Photo: Tim Campbell, Sliver Edge Images.

Line up to visit Maya exhibition © ROM. Brian Boyle.

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Photo from Edward Burtynsky: Oil. Oil Refineries #23, Oakville, Ontario, Canada, 1999, © Edward Burtynsky, courtesy of Nicholas Metivier Gallery, in association with Ryerson University. Photo: Edward Burtynsky.

Poster from Bollywood Cinema Showcards: Indian Film Art from the 1950s to the 1980s. Payal ki Jhankaar (The Tinkling of Anklets), 1980, Madhu, Mumbai, India, Tinted and untinted silver gelatin print and paint on textured board. 63 x 37.5cm. Courtesy of the Hartwick Collection.

Photo from Maya: Secrets of their Ancient World, Incense burner stand depicting the Jaguar God of the Underworld. Ceramic, Late Classic Period (600-900 CE), Height: 93 cm; width: 46 cm; diameter: 28 cm, Comitán, Chiapas, Mexico. Museo Regional de Chiapas, Mexico. 10-409817. Photo: © CONACULTA-INAH, Jorge Vertiz.

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Eaton Gallery of Rome © ROM. Photo: Brian Boyle.

Joey and Toby Tanenbaum Gallery of Rome and the Near East © ROM. Photo: Brian Boyle.

Joey and Toby Tanenbaum Gallery of Byzantium. Wall Mosaic, Tryphe and Bios, (limestone, glass), Syria, 4th century. © ROM. Photo: Brian Boyle.

Galleries of Africa: Nubia. Ornamental Vessel (clay), Late Christian Period, Gebel Adda, Nubia, 1100 – 1400. © ROM. Photo: Brian Boyle.

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Joey and Toby Tanenbaum Gallery of Rome and the Near East. Ciborium (altar canopy) © ROM. Photo: Brian Boyle.

David Evans, Curator, Vertebrate Palaeontology and Ian Morrison, Palaeobiology Technician at Golden Gate Highlands National Park, South Africa. © ROM Photo: N. Wong-Ken.

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David Hockney, "Untitled, 10 June 2011", iPad Drawing. © David Hockney.

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Princesses. © ROM. Photo: Patti McCabe.

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Dianne Lister, President & Executive Director, ROM Governors. © 2011 George Whiteside. Photo: George Whiteside.

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