

*The Rooms. one destination, a million reasons to visit.*

- archives 
- museum 
- art gallery 

# Strategic Plan 2007/2008





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*St. John's Harbour, Newfoundland, as seen from the Grand Battery Wall of Fort Townshend c.1795*  
Sir George Bulteel Fisher (1764-1834), Watercolour  
Anne S.K. Brown Military Collection, Brown University, Rhode Island.



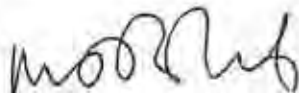
## Message from the Chair and CEO

On behalf of the Board of Directors and staff of The Rooms Corporation, I am very pleased to present The Rooms Corporation's first Strategic Plan, covering the 2007/2008 fiscal year. This Strategic Plan sets the stage for the Priorities and Goals to be achieved over the following three years by undertaking, in this first year, the institution-wide planning necessary to implement and realize the Board's Priorities and Goals through to the spring of 2011.

The 2007/2008 Strategic Plan supports the Department of Tourism, Culture and Recreation's own Strategic Plan as well as the Department's long-term strategy for culture as set-out in *Creative Newfoundland and Labrador: the Blueprint for Development and Investment in Culture*, published in March 2006. The Rooms Corporation believes that the public interest is best served through the development of a robust arts and culture sector, and that it must reach each and every resident and tourist with dynamic and relevant programs and exhibits that represent the vibrant culture of Newfoundland and Labrador.

The Rooms Corporation is a *Category One Crown Corporation* under the *Transparency and Accountability Act* of the Government of Newfoundland and Labrador and, as such, it must submit strategic plans to Government through The Honourable Tom Hedderson, Minister of Tourism, Culture and Recreation, every three years. The Priorities and Goals as identified in these plans must be achievable within the envelope of existing financial and human resources, must take into account the strategic direction of government, and must identify objective performance measures, or indicators, specific to each strategic area. The Rooms Corporation has developed a series of ambitious Priorities and Goals that it is certain will provide great value to the people of Newfoundland and Labrador.

The Board of Directors and Chief Executive Officer (CEO) of The Rooms Corporation accept responsibility for the achievement of the Priorities and Goals contained in this Strategic Plan. The Board and CEO are committed to full accountability for the public funds with which they have been entrusted and are honoured to serve the people of Newfoundland and Labrador.



Dr. Priscilla Renouf  
Chair, Board of Directors



Dean Brinton  
Chief Executive Officer





## Overview

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The Rooms is the place where it all comes together—Newfoundland and Labrador’s history, heritage and artistic expression. The Rooms unites the Provincial Archives, Art Gallery and Museum, as well as the Seamen’s Museum in Grand Bank, the Mary March Museum in Grand Falls/Windsor and the Labrador Interpretation Centre in North West River, under the aegis of a provincial Crown Corporation. A place for people, The Rooms and its regional museums are a portal to the many stories our province has to tell.

The Rooms was established to collect, preserve, present and make available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the province. It collects and presents provincial, national and international contemporary and historic art and promotes the works of contemporary visual artists of the province. The Rooms supports the development of cultural industries in the province and strives to strengthen the culture of the province.

Located in the heart of downtown St. John’s (9 Bonaventure Avenue) on the site of the former Fort Townshend, The Rooms offers panoramic views of St. John’s and its harbour. A multi-level atrium serves as both a gathering place and space for constantly changing exhibits and events. A multi-media theatre, classrooms and artist-in-residence program make The Rooms an adaptable space for a wide variety of uses. A truly public cultural space, The Rooms is fully accessible and family-friendly, with wheelchairs and strollers on site for visitors’ use. The theatre, atrium and boardroom may be rented for corporate and other functions.

At a cost of near \$50 million, The Rooms encompasses 185,000 square feet. The collections of the The Rooms Provincial Archives, Art Gallery and Museum are stored in its climatically controlled vaults under a rigorous security protocol. There are nearly 70 full-time employees working in its 5 divisions – Archives, Art Gallery, Finance and General Operations, Marketing and Development, and Museum. Its annual budget is nearly \$8 million. In its first year of operations, The Rooms welcomed over 100,000 visitors.

As a provincial cultural institution focused on the public interest, the main strategic priorities for The Rooms are education, public outreach and the presentation of temporary exhibits based on the provincial archival, contemporary and historic art, and museum collections entrusted to it by the Government of Newfoundland and Labrador.



VA 15a-27.2 - The fishing rooms at Herring Neck

The Rooms counts the Provincial Archives, Art Gallery and Museum among its divisions, all of which are responsible for collections development, collections management and programming in their respective disciplines. While these divisions develop their own programs from year to year, The Rooms also undertakes the development of multi-disciplinary public and education programs which draw their content from all three of these programming divisions.

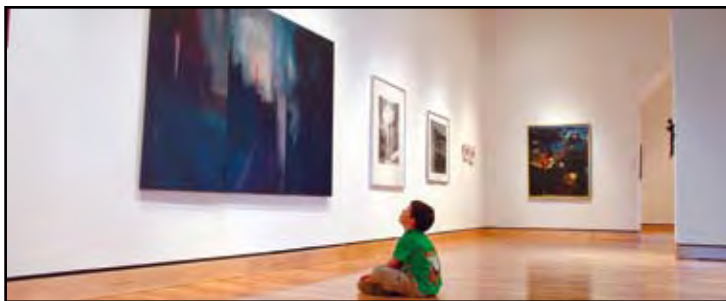
1. The Rooms acquires, preserves, presents and makes available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the province.
2. The Rooms collects and presents provincial, national and international contemporary and historic art; is the province's steward of archival records and a co-facilitator of Information Management initiatives, and serves to inform, present and interpret the province's history.
3. The Rooms is an important education and outreach vehicle, aiming to provide access to its collections through education programs, traveling exhibits, regional operations, virtual access, workshops, and residency programs.
4. The Rooms is responsible for collections security, research, maintenance and preservation to safeguard the provincial memory, history and culture.
5. The Rooms provides support to professional constituencies in the archival, visual arts and museum fields.



The Rooms Provincial Archives,  
Level 3 Reference Rooms



The Rooms Provincial Museum,  
Level 3 Permanent Exhibit



The Rooms Provincial Art Gallery,  
Level 4 Gallery



## Mandate

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Legislated Mandate (Source: *The Rooms Act*)

### Objects of the Corporation:

4. The objects of the corporation are to
  - (a) collect, preserve, present and make available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the province;
  - (b) conduct research with respect to the history, natural history, culture and heritage of the province for the purposes of paragraph (a);
  - (c) collect and present provincial, national and international contemporary and historic art;
  - (d) advance and promote the works of contemporary visual artists of the province;
  - (e) support the development of cultural industries in the province;
  - (f) strengthen the culture of the province; and
  - (g) provide and enhance client services and partnerships to promote the cultural collections of the province and to show other national and international collections.

Please see Appendix 1, page 21.

## Values

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The Board of Directors and staff of The Rooms Corporation are committed to the following values:

### **Innovation**

Each individual will identify new and diverse ways to ensure that education, exhibits, programs, services and resources make a positive and meaningful contribution to the cultural heritage of the Province.

### **Collaboration**

Each individual will seek and support partnerships in research, exhibit development, programs and services to demonstrate the breadth of offerings at The Rooms.

### **Inclusiveness**

Each individual will ensure that all programs and services meet the evolving needs of people throughout Newfoundland and Labrador, as well as visitors to the Province.

### **Integrity**

Each individual will strive to deliver maximum value to the public by meeting the annual goals and objectives of their division and of the Corporation, ensuring that all transactions are conducted in a fair and transparent manner, delivering high-quality service to the public while upholding professional standards.

### **Trust**

Each individual will act always in the general interests of the Corporation.



## Primary Clients

The Rooms Corporation works closely with several clients both external and internal. These include:

- the Government of Newfoundland and Labrador
- the Department of Tourism, Culture and Recreation
- the people of Newfoundland and Labrador
- visitors to the Province
- school-aged children
- donors to collections
- individual donors
- corporate sponsors

## Vision

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**The Rooms Corporation is an innovative cultural institution that represents and showcases Newfoundland and Labrador to itself and to the world and brings the wider world to its doorstep.**

## Mission Statement

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The Board of Directors believes that as a public institution, The Rooms Corporation must provide great value to all Newfoundlanders and Labradorians. The care, public exhibition, and access to the priceless artifacts, artworks and documents belonging to the people of the province, outreach beyond St. John's, and focus on educational programming to deepen the pride and identity of all Newfoundlanders and Labradorians together form the foundation of The Rooms Corporation Mission Statement.

The mission statement identifies the priority focus area of the Board of Directors over the planning cycle ending March 31st, 2011. It represents the key longer-term result that the Board, management and staff will be seeking to achieve as The Rooms Corporation implements its Strategic Plan 2007-2008 followed by its Strategic Plan 2008 - 2011. The statement also identifies the measure and indicators that will assist the Corporation, the Government and the public in monitoring and evaluating success.

**By 2011, the Rooms Corporation will have improved its capacity to better meet the needs of the public, as an innovative cultural institution.**

### **Measure: Improvement in capacity**

Indicators:

- Management of collections, i.e. cataloguing, conservation, accessibility of existing and new collections will have been improved.
- The number of collections-based temporary and travelling exhibits will have been increased.
- Interdisciplinary programs and exhibits will have been enhanced.
- Access through virtual exhibits and new technology will have been increased.
- Business and operational processes will have been integrated.
- Visitation/use of all of The Rooms facilities and services will have been increased.
- Feedback process for visitors, donors and users will have been implemented.
- A development program will be in place (sponsorship, membership).
- Educational programming for school-aged children, youth and Life-long learners will have been enhanced.
- The Rooms' activities throughout the Province will have been increased.



## Priorities and Goals

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### Operating Environment

The operating environment of The Rooms will continue to integrate those functions necessary to achieve the priorities and goals of the Corporation. These functions include finance, operations, human resources, marketing, development, technical services, educational programming, general programming, inter-disciplinary programs and exhibits, and other functions as determined by the CEO and the Management Committee.

#### 1. Management of Collections

Construction of The Rooms and the effort to upgrade management and care of the provincial archival, visual arts and museum collections has substantially addressed preservation and management issues, particularly for the archival and visual art collections. However, considerable work remains before all collections are fully secure, catalogued and accessible to the public.

The major issues for collections are public access, cataloguing/documentation, and managing the storage of a continuously growing collection. Computer technology has greatly increased the ability to deal with documentation and has improved both physical and virtual access. However, public demand for access to the archival collections makes them a priority for further digitization on The Rooms website while the province's Art Procurement Program and the permanent art collection will continue to require additional storage space.

With a substantial amount of the Museum's history collection remaining off-site in several buildings around St. John's, these artifacts must be properly reviewed, catalogued and moved to a secure, environmentally controlled location.

Upgrades of The Rooms facilities in Grand Falls-Windsor, Grand Bank and North West River will be undertaken to provide greater access to the provincial collections and to temporary exhibits based on the provincial collections.

#### Goal

By March 31, 2008, The Rooms will have completed planning initiatives necessary to improve management of collections as a foundation for providing increased access to the public.

#### Measure: planning initiatives

Indicators:

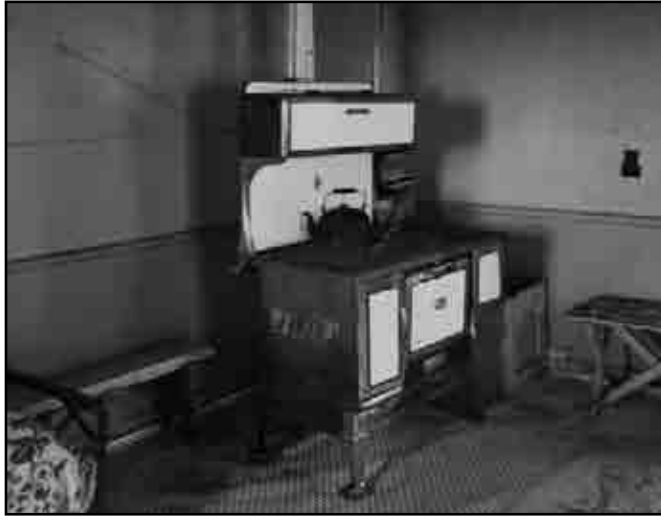
- Plan for the capital requirements of The Rooms Regional Museums in Grand Falls-Windsor, Grand Bank and North West River
- Develop an institution-wide plan for improved collections management
- Continue presentation of collections through temporary exhibits

The goal for 2008-2011 is to have improved management of collections in order that artifacts, documents and specimens are properly stored and documented/catalogued; and that they are easily accessible as content for temporary exhibits and programs.

## 2. Meaning and Value for Communities

As a publicly-funded cultural institution, The Rooms will develop meaningful exhibits and programs reflecting the diversity of provincial, national and international communities in a contemporary globalized context. Through exhibits and programs that treat a wide variety of contemporary topics and issues, The Rooms will provide value to the public.

Temporary inter-disciplinary exhibits and programs drawing upon the Archives, Art Gallery and Museum collections are key to providing meaning and value.



Scott Walden, *Unsettled #10* (1998),  
16 x 20", gelatin-silver photograph

### Goal

By March 31, 2008, The Rooms will have identified priority areas in which The Rooms may increase meaning and value of cultural content and programs locally, nationally, and internationally.

### Measure: Priorities Identified

#### Indicators

- establish advisory committees for the Archives, Art Gallery and Museum and implement annual board reporting procedures
- avenues for consultation and feedback are initiated for select user groups eg. teachers, members
- develop and present a significant temporary inter-disciplinary exhibit during the year

The goal for 2008-2011 is to present enriched programs and exhibits that place our stories in a provincial, national and international context and which reflect the diversity of the global world.

## 3. Financial Planning

As a new organization, The Rooms has the opportunity to increase the level of private-sector support it receives from individuals, foundations and corporations. While annual corporate sponsorship and individual fundraising initiatives to support operations will be phased in over the coming years, the immediate priority is the capital development of the site and of Level 0 under the building. Accordingly, priority will be given to raising the funds necessary to complete the infrastructure of The Rooms.



**Goal**

By March 31, 2008, The Rooms will have a development plan in place to diversify and increase its revenue.

**Measure: Development Plan in place**

Indicators:

- Development Plan submitted to the Board for review
- Campaign cabinet established
- Campaign cabinet to recommend a campaign budget to the Board

The goal for 2008-2011 is to increase revenue from non-governmental sources by an amount to be determined during the 2007-2008 planning period.

**4. Education**

The Rooms currently offers stand-alone Museum and Art Gallery education programs, however, institution-wide programs drawing upon the collections of the Archives, Art Gallery and Museum are required in order that The Rooms may offer holistic educational experiences for school-aged children throughout the province. These programs must be curriculum-linked and based on learning outcomes identified by the Department of Education.



The Rooms Provincial Art Gallery

**Goal**

By March 31, 2008, The Rooms will have developed programming designed to grow cultural awareness and critical thinking among school-aged children.

**Measure: Developed Program**

Indicators:

- Develop and implement one BMO Financial Group “Edu-kit” program for delivery during the 2007-08 school year
- Develop and implement an institution-wide education program for school-aged children
- Develop subsequent phases of the BMO Financial Group “Edu-kit” program, based on the one-year pilot

The goal for 2008-2011 is to implement “Rooms-wide” educational programs that encompass content drawn from the Archives, Art Gallery and Museum as well as “BMO Financial Group Education-kit” programs to reach public schools across Newfoundland and Labrador.



*The Battery: People of the Changing Outport*

## 5. Social Relevance

The Province of Newfoundland and Labrador is undergoing rapid change. As a cultural institution, The Rooms has a responsibility to reflect these changes as they affect the lives of all residents, to stimulate debate and dialogue through the presentation of dynamic programs and exhibits.

### Goal

By March 31, 2008, The Rooms will have identified programming that will increase the number of socially relevant programs and exhibits that it presents.

### Measure: Developed Program

Indicators:

- create an awareness in the community by communicating the importance of this priority to the public
- identify programming and an implementation process that will increase the number of socially relevant programs and exhibits offered by The Rooms and through its regional museums

The goal for 2008-2011 is to increase the number of programs and exhibits that are socially relevant for the people of the Province.





Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

## 1.1 Tourism

**Title:** Tourism Industry

**Strategic Direction:** Newfoundland and Labrador becoming a multi-season tourism destination.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Entity's:		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plans
Market Newfoundland and Labrador as a destination	✓			
Provincial tourism development strategy	✓			
Cultural tourism	✓	✓		
Quality of the tourism product	✓	✓		



## 1.2 Culture

In the *Speech from the Throne* (2005), Government committed “to nurture our cultural strengths” and bring forward a Strategic Cultural Plan, “to protect and promote our heritage, celebrate our identity, and champion creativity.” In March 2006, the Department of Tourism, Culture and Recreation released its Strategic Cultural Plan, *Creative Newfoundland and Labrador: The Blueprint for Development and Investment in Culture*. The Strategic Cultural Plan presents a five-year strategy to deliver on the commitment to nurture the Province’s cultural strengths. It is based on an extensive critical appraisal of the Department’s cultural policies, programs, mission, objectives and systems, a cultural statistical baseline, over 100 recommendations from cultural sector stakeholders, a detailed mapping of the cultural sector, and comprehensive consultations within government and the arts and heritage sectors.

**Title:** Arts and Heritage

**Strategic Direction:** Newfoundland and Labrador’s heritage is protected and promoted, our identity celebrated and cultural creativity championed

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Entity’s:		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plans
Strategic Cultural Plan	✓	✓		

### 1.2.1 Support and Recognition of Professional Artists and their Endeavours

**Title:** Support and Recognition of Professional Artists and their Endeavours

**Strategic Direction:** The Province’s vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professional artists through public and private sector support.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Entity's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plans
Recognition of professional artists	✓			
Working conditions for artists	✓			
Awareness of and support to artists and cultural professionals	✓	✓		

### 1.2. 2 Cultural Heritage

**Title:** Cultural Heritage

**Strategic Direction:** Newfoundland and Labrador’s distinctive tangible and intangible cultural heritage is preserved, strengthened and celebrated.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Entity's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plans
Cultural heritage resources	✓	✓		
Provincial Historic Sites	✓			
Intangible heritage and traditional arts	✓	✓		
Programs and services	✓	✓		



### 1.2.3 Creative Enterprises and Cultural Industries

**Title:** Encourage and support sustainable creative enterprises and cultural industries

**Strategic Direction:** Sustainable creative enterprises and cultural industries are developed.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Entity's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plan
Professional and enterprise development needs in the creative and cultural industries	✓			
Provincial cultural sector export development strategy	✓			
Public investment in creative and cultural enterprise	✓			
Information and multimedia technologies	✓	✓		
Creative enterprises in the Province	✓			
Aboriginal culture and cultural industries	✓	✓		

The components of the strategic directions applicable to other entities reporting to the Minister are relevant commitments for NLAC, NLFDC and The Rooms.

### 1.3 Recreation and Sport

**Title:** Recreation and Sport

**Strategic Direction:** Newfoundlanders and Labradorians have increased their participation in physical and recreational activities.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in the Entity's :		
		Strategic Plan	Operational Plan	Branch or Divisional Work Plans
Recreation and sport strategy				
Working with the federal and municipal governments, school boards, and other partners:	✓			
(i) Organized sport and connections between community and sport resources;	✓			
(ii) Participation in physical education and physical activity as part of a broader health promotion and disease prevention program across all age groups;	✓			
(iii) Multi-sport games;	✓			
(iv) Physical activity levels of Newfoundlanders and Labradorians.	✓			
Community recreation programs and infrastructure	✓			



# Appendix 1

6. (1) In carrying out its objects under this Act\*, the corporation may
  - (a) acquire by purchase or lease real, personal, movable and immovable property, including securities and hold, manage or dispose of them as the corporation may determine;
  - (b) acquire by gift, bequest or devise real, personal, movable and immovable property, including securities and expend, administer or dispose of that property, subject to terms, if any, on which that property was given, bequeathed or devised to the corporation;
  - (c) enter into partnership, sponsorship and other contractual agreements that further the objects of the corporation;
  - (d) lease its property;
  - (e) operate restaurants, special events, parking facilities, shops and other facilities for the use of the public and lease or otherwise make available, on terms and conditions that the corporation considers appropriate, those facilities or space;
  - (f) expend money appropriated by the Legislature of the province for the purposes of the corporation;
  - (g) expend money received by the corporation from its operations including money received by it from leasing or otherwise making available facilities or space referred to in paragraph (e);
  - (h) establish classes of membership for the support of the corporation and its divisions and for that purpose may establish fee, donation and support amounts applicable to those classes;
  - (i) charge fees for the purposes of the operation of the divisions and facilities of the corporation; and
  - (j) generally, do and authorize those things that the corporation considers necessary for the attainment of its objects and the exercise of the powers of the corporation.
- (2) Property acquired by the corporation under paragraphs (1)(a) and (b) shall be acquired or accepted subject to the advice and direction of the director of a division established under Part II, III or IV intended to have the care and control of that property.
- (3) Notwithstanding paragraphs (1)(a) and (b), the corporation shall not acquire or sell real property without the prior consent, in writing, of the minister.
- (4) The corporation or a division of the corporation may conduct activities jointly with the department and may enter into agreements with respect to the shared funding of activities.
- (5) The deputy minister of the department may request that the corporation or a division of the corporation provide professional expertise and technical services to the department and the corporation or division shall comply with that request.
- (6) The corporation may apply for an order under the Rules of the Supreme Court, 1986 for the recovery of records, historic artifacts, art or other property to which the corporation is entitled.

\* *Rooms Act*



**Board powers and duties**

7. (1) The board has those powers and shall carry out those duties conferred or required under this Act or another Act of the province and shall implement the policies, systems and programs approved and directed by the minister and the Treasury Board.
- (2) The board has the general management of the corporation and may exercise the powers of the corporation.
- (3) The chairperson shall preside over all meetings of the board but during his or her absence or vacancy from the office of chairperson, the vice chairperson or another member elected by the board shall preside over meetings and may exercise the powers of the chairperson at that meeting.
- (4) The board may employ directors, managers, staff and employees of the corporation in the manner permitted by law as is considered necessary for the operations and purposes of the corporation in accordance with the budget approved by the minister for the financial year in which the chief executive officer, directors, managers, staff and other employees are employed with the corporation.
- (5) The board may appoint those committees consisting of members of the board or other persons that the board considers necessary for the management of the affairs of the corporation.
- (6) The board may establish and administer a fund for the purpose of supporting, preserving, programs and educating the public with respect to cultural resources that are determined by the corporation and the directors of its divisions to be of significance to the province.

## Appendix 2



# The Rooms Corporation

## BOARD OF DIRECTORS

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Dr. Priscilla Renouf, *Chair*

Mr. Tom Foran, *Vice Chair*

Mr. Rex Anthony, *Treasurer*

Ms. Bobbi Redpath, *Secretary*

Ms. Michelle Baikie

Ms. Lisa Browne

Ms. Dawn Baker

Mr. Stan Hill

Mr. Steve Knudsen

Mr. Brent Meade

Mr. Gary Newell

Ms. Shawn O'Hagan

Ms. Julia Pickard

Mr. Seamus O'Regan

Ms. Lois Skanes



archives



art gallery



museum

One destination, a million reasons to visit.



### Contact us

The Rooms  
9 Bonaventure Avenue  
P.O. Box 1800, Station C  
St. John's, NL, Canada A1C 5P9  
Telephone: (709) 757-8000  
Fax: (709) 757-8017  
[www.therooms.ca](http://www.therooms.ca)



The Rooms  
Newfoundland & Labrador