

SEP 3 0 2008

Mr. William MacKenzie  
Clerk of the House of Assembly

Dear Mr. MacKenzie:

**Re: 2007-2008 Annual Report**

I wish to table the 2007-2008 Annual Report of The Rooms Corporation. The Report is being tabled in accordance with the *Transparency and Accountability Act*. You should note, however, that the report does not include the audited financial statements required by the Act for the Newfoundland and Labrador Arts Council as they are not yet finalized. Once the statements are finalized, they will be forwarded to you for tabling.

I trust this is satisfactory.

Sincerely,



**CLYDE JACKMAN, M.H.A.**  
Burin-Placentia West  
Minister



**The Rooms Corporation  
of Newfoundland and Labrador  
Annual Report 2007-2008**





The Rooms Provincial Archives,  
Level 3 Reference Rooms



The Rooms Provincial Art Gallery,  
Level 4 Gallery



The Rooms Provincial Museum,  
Level 3 Permanent Exhibit

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## 1. A Message from the Chair of the Board of Directors



I am delighted to present the 2007-08 Annual Report of The Rooms Corporation of Newfoundland and Labrador, our first Annual Report to be based on a comprehensive Strategic Plan. The Rooms Corporation is an innovative cultural institution that represents and showcases Newfoundland and Labrador to itself and to the world while bringing the wider world to its doorstep.

As stated in The Rooms Act, section 4, the objectives 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.

This Annual Report includes the section *Outcomes of Objectives* which reports on our progress against the goals and indicators set for the 2007-08 fiscal year. I am very pleased that all of our strategic priorities were achieved in the areas of Management of Collections, with the goal of increasing public access; Meaning and Value for Communities, through temporary exhibits that treat a wide variety of contemporary topics and issues; Financial Planning, to increase private-sector support of The Rooms for the development of new capital projects; Education, to offer multi-disciplinary educational programs to children throughout the province; and Social Relevance, to stimulate dialogue and deepen understanding of the changes that are occurring throughout the province, the country and the wider world.

As I reported one year ago, the Newfoundland and Labrador public continue to embrace the programs and exhibits developed by The Rooms, fostering a deeper pride in our shared culture and history as a result of their experiences here. Over the coming years it is our desire to greatly increase our outreach to rural Newfoundland and Labrador - touching the lives of each and every citizen. The Rooms belongs to all of us who cherish this place.

The 2007-08 Annual Report is submitted in accordance with government's commitment to accountability. It was prepared under my direction, and addresses The Rooms' activities and actual results from April 1, 2007 to March 31, 2008 for which the Board of Directors is fully accountable.

Dr. Priscilla Renouf  
Chair  
The Rooms Corporation of Newfoundland and Labrador



## 2. Overview of the Corporation

### A Vision

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

### B Mission statement

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, ie. 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 processes for visitors, donors, users will have been implemented.
- A Development program will be in place, ie. 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.

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



### C Lines of Business

The Rooms Corporation counts The Rooms 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, travelling 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.

### D Number of Employees

The Rooms has a total of 76 full-time employees in its organizational structure, including six full-time seasonal employees and one full-time year-round employee who operate the four regional museums: the Mary March Provincial Museum, Loggers' Life Provincial Museum, Provincial Seamen's Museum and the Labrador Interpretation Centre, although over 12 of these positions remained vacant during 2007-08. There are also 21 part-time employees who perform various duties in general areas of The Rooms, the reference desk in the Archives and at the four regional museums.

## E Physical Location

The Rooms is located in St. John's, with regional facilities located in Grand Falls-Windsor, Grand Bank, and North West River.

## F Other Key Statistics

### Visitation at The Rooms

The Rooms opened to the public on June 29th, 2005 and had 35,000 visitors during its first week of operations. Visitation from July 1st - March 31st, 2006 was 57,200. During the same period in 2006/07 (July 1st - March 31st), The Rooms enjoyed 61,500 visitors, an increase of 7.5 per cent. The Rooms had a total of 69,455 visitors in 2007-08, with 303 new annual memberships purchased.

Most encouragingly, visitation between January to March 2007 increased by 22 per cent over 2006, from 8,600 to 10,500 visitors, and again in 2008 when 11,198 visited The Rooms in these traditionally slow months.

Beyond the many exhibits and programs offered by the Archives, Art Gallery, and Museum Divisions during the year, the programs of the General Programming Committee have continued to drive visitation at the Rooms. These programs are built around Newfoundland and Labrador themes and topics, as well as holidays such as Christmas and St. Patrick's Day. Consequently, they have an appeal and relevance for thousands of residents and visitors who may not have had a prior interest in contemporary and historic art, heritage, or archival research.

### Research at The Rooms Provincial Archives

The Archives served 7248 researchers in the Reference Room with 737 new client registrations and advised many other researchers and clients via distance research, e-mail, letter mail, phone, etc.

Hundreds of individuals wishing to establish their Aboriginal status have utilized The Rooms records certification service, to research parish record collections including: birth, death, marriage and baptism records.

### Regional Museums

Visitation has increased significantly in all regional museums operated by The Rooms Corporation. In the context of an overall decrease of non-resident tourism visitation of one per cent and the experience of some declining attendance figures with Provincial Historic Sites and Parks Canada rural locations, the four Regional Museums experienced an 11 per cent increase in visitation overall from 2006.

There was a 40 per cent increase in demand for school programs delivered through the Logger's Life Provincial Museum to 547 students prior to September 23 season closing. There were modest increases in visitation at the Mary March Provincial Museum and the Logger's Life Provincial Museum overall. There was a 10 per cent increase in visitation at the Provincial Seamen's Museum. Capitalizing on Grand Bank Come Home Year, the Provincial Seamen's Museum offered a number of special programs to maximize potential attendance, including:

- the opening of *Cottage Hospitals: 70 years of Caring*, a seasonal travelling exhibit
- participation in Doors Open – open house
- exhibition of Heritage Fair projects by regional students

There was a 38 per cent increase in visitation at the Labrador Interpretation Centre as a result of the following initiatives:

- Innu Coats of Power, a regionally significant travelling exhibition and week long special programming including exhibit opening, elder-facilitated public open house and school programs
- development and delivery of special education programs, based on temporary exhibits



The Provincial Seaman's Museum

Education programs

**PROGRAM PARTICIPATION**

	# of Bookings	# of Students
<b>NEW In-house Programs (October 2007 to March 2008)</b>		
<i>What's in My Room?</i>	14	633
<i>Large Group School Tours</i>	13	664
<b>ON-GOING In-house Programs (April 2007 to March 2008)</b>		
Home & School, Inuit, Archeology (Museum Programs)	57	1520
Art Gallery Exhibition Tours and Combination Tours	38	1325
<b>TEMPORARY In-house Programs</b>		
<i>House of Wooden Santas (December 2007)</i>	16	1040
<i>Pack Your Bags (February, March 2007)</i>	6	171
<i>Robert Bateman Get to Know Contest (March 2007)</i>	5	275
<b>TOTAL In-house Programs</b>	<b>149</b>	<b>5628</b>
<b><i>Traveling Culture Kits</i> (November to March 2008)</b>	<b>62 schools throughout NL</b>	

The Rooms Giftshop

Giftshop Sales increased by 59 per cent over 2006-07, from \$140,000 to \$222,000. Net profit was 11 per cent, while the national industry standard for museum giftshops of this size is 13 per cent, an encouraging sign given that The Rooms Giftshop has been open for less than two years.

### 3. Shared Commitments

The Rooms carries out its mandate in association with other partners. These include:

**Canada Council for the Arts**

The Canada Council for the Arts, reporting to Parliament through the Minister of Canadian Heritage, is a national arm's-length agency which fosters the development of the arts in Canada through grants, services and awards to professional Canadian artists and arts organizations, as well as administering scholarly awards. The Canada Council for the Arts grant to the Art Gallery enables The Rooms to offer a range of contemporary visual art exhibitions by local, national and international artists.

**Department of Canadian Heritage**

Canadian Heritage is responsible for national policies and programs that promote Canadian content, foster cultural participation, active citizenship and participation in Canada's civic life, and strengthen connections among Canadians. The support of The Department of Canadian Heritage allows The Rooms to develop temporary collections-based exhibits and contributes to various capital projects in the Museum's division.

**Department of Tourism, Culture and Recreation**

The Rooms Corporation works closely with TCR on a number of shared commitments including the Art Bank program of the Government of Newfoundland and Labrador. Core operating funding from The Department of Tourism, Culture and Recreation sustains the operations of The Rooms each year.

## 4. Divisional / Unit Highlights and Accomplishments



### A The Rooms Provincial Archives

- participated in the national CBC television shows *Who Do You Think You Are* and *Ancestors in Your Attic?* The Rooms hosted taping of the shows and the Archives provided records and reference assistance to production staff.
- facilitated the use of the Province's archival collections in publications, television shows and films, advertising campaigns, plays, websites, etc.
- worked with and trained an archival intern from Nain in the basics of archival technical work with records and materials, using the James Andersen collection as an example and case study.
- perfected and performed a presentation on individual soldiers' stories, using the service files of the Royal Newfoundland Regiment.
- assisted in the development of a "Rooms-wide" education program (with specific archives content) and facilitated tours of The Rooms Provincial Archives from school groups, colleagues, societies, etc. from around the Province.
- completed an external review of our Reference Services model of service delivery, and began the implementation of some of the 50 recommendations made by this external review that was completed in summer 2007.



### Government Records Management:

- appraised thousands of metres of government record collections for transfer to the archives, and facilitated the operations of the Public Records Committee to dispose of non-archival records that have reached the end of their life cycles and use.
- provided assistance to 10 large government departments, agencies and boards in creating and implementing records retention schedules and classification systems. These included: Women's Policy office, Finance, Motor Vehicle Registration, Fire and Emergency services, Newfoundland Liquor Corporation, Municipal and Provincial Affairs.
- evaluated, appraised and processed thousands of boxes of non-archival Government administrative records that reached the end of their retention periods. These records are semi-active records stored at the Government Records Centre in Pleasantville.
- consulted and advised Government colleagues in the areas of records standards, records scheduling and retention, policies, procedures, guidelines for the planning and policy creation around working with and preserving electronic records within the Government of NL, including e-mail, electronic databases, born-digital records, etc.
- created quick reference guides, tip sheets and process manuals for the management of desktop files, e-mail, etc., to ensure that each Government employee, as a records creator, understands their role in information management.

### Collections Management:

- completed work in the areas of describing, re describing, arranging, rearranging, conserving, migrating, scanning, listing and researching archival collections.
- utilized \$10,000 in federal funding from the National Archival Development Program to re-assign existing staff to work on Government records collections.
- participated in a Rooms-wide committee tasked with creating a Collections Management policy and procedural manual for The Rooms.
- augmented the sports related collections and records through the assistance of volunteers; and participated in sport related heritage events across the city.

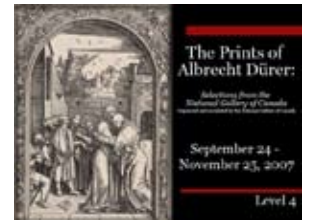
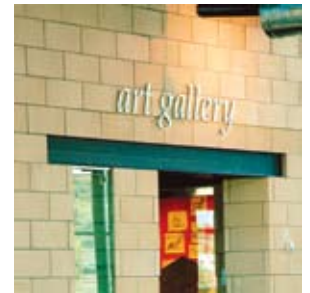
- worked with a variety of external appraisers for collections appraisals, issuing over \$250,000 in charitable receipts to donors, including the certification of two archival collections by the Canadian Cultural Property Export Review Board as Canadian cultural property.
- acquired over \$40,000 in new equipment (computers, scanners, light boxes, microfilm reader/printer) and completed several facility improvements at The Rooms and off-site to ensure increased security and efficiency of collections.
- added valuable archival records to the Province's archival collections, securing records in multiple formats from local, national and international sources.
- worked to secure funding for the data migration and implementation from WinGencat to WebGencat as our new descriptive database, and planned a public launch of the new software application.
- reorganized the physical storage of the manuscript collection backlog at Building 1242, Pleasantville where unarranged and unprocessed archival collections are stored.



## B The Rooms Provincial Art Gallery

### Exhibitions (18)

Natural Energies: Anne Meredith Barry  
 Vienna: Brian Jungen  
 Two Artist Time Forgot: Margaret Campbell MacPherson  
 The Prints of Albrecht Durer  
 Defiant Beauty: William Hind in the Labrador Peninsula  
 Hot Wax  
 Last Stands: Steve Payne  
 Melancholia, How Many Angels...: Annette Manning  
 REcollections  
 The Candahar: Theo Sims  
 The Hansen Files: Jim Hansen  
 Modernist Photographs  
 Place over Time  
 Craig Francis Power: The Forrest  
 Time and Space  
 Annie Pootoogook  
 Collections Focus Series: Peter Bell's Alternative Worlds  
 Trace Elements: The Rooms Collection at Rideau Hall



### Touring Exhibitions (3)

*Anne Meredith Barry* exhibition traveled to Confederation Centre of the Arts, Charlottetown and The Beaverbrook Art Gallery, Fredericton.

*Defiant Beauty: William Hind in the Labrador Peninsula* traveled to Dalhousie Art Gallery and in 2008 to the New Brunswick Museum. The exhibition is toured by The Rooms Provincial Art Gallery with support from the Museums Assistance Program, Department of Canadian Heritage.

*Conception Bay Connections*: art from the public collections in the care of The Rooms Provincial Art Gallery was exhibited at Christopher Pratt Gallery, Bay Roberts, NL in partnership with the Bay Roberts Historical Society.

### Publications (10)

*Natural Energies: Anne Meredith Barry*  
*Two Artists Time Forgot*  
*Defiant Beauty: William Hind in the Labrador Peninsula*  
*Hot Wax*  
*Melancholia, How Many Angels...*  
*Craig Francis Power: The Forrest*  
*Jim Hansen: The Hansen Files*  
*Embalming Time (Photographs from the Permanent Collection)*  
*Peter Bell's Alternative Worlds*  
*Place Over Time*

**Public Programming (16)**

**Artist / Curator / Lectures and Walking Tours**

Writers and Artists panel discussion with Peter Wilkins, Kinectic Portraits  
 Canada Council Art Bank Panel  
 Book Launch with Victoria Henry  
 National Education Conference  
 Lecture by Diana O'Neill (Two Artists Time Forgot)  
 Lecture by Gilbert Gignac (Hind on the Labrador)  
 Panel discussion for Hot Wax with Aganetha Dyck and Louis Fortier  
 Discussion panel with Theo Sims (The Candahar)  
 Lecture by Anne Thomas (Modernist Photography)  
 Tour with Peter Bell  
 Lecture by Bill Ritchie (Annie Pootoogook)  
 Lecture by Craig Francis Power (The Forrest)  
 Lecture by Annette Manning (Melancholia)  
 Working Away Series  
 Lecture by Dr. Andrea Bubenik (Durer)  
 Reading by Bernice Mongan  
 Lecture by Di Bos, Joe Kelly, and John Noestheden

**Reception openings: (11)**

Vienna: Brian Jungen and Anne Meredith Barry  
 Two Artist Time Forgot  
 William Hind  
 The Prints of Albrecht Durer  
 Hot Wax and How Many Angels....  
 REcollections  
 Modernist Photographs and Craig Power  
 Place Over Time  
 Peter Bell  
 Annie Pootoogook  
 Time and Space

**PUBLIC PROGRAMMING**

**PARTNERSHIPS (7)**

Festival of New Dance Film Series  
 EVA Awards  
 Sound Symposium: Forty Part Motet– July 8  
 Gros Morne and Terra Nova National Park  
 Hawthorne Cottage National Historic Site, Brigus  
 St. John's International Women's Film Festival  
 Eastern Edge Video Screening Series



**Collections Management**

Artist and collectors continued to show their generosity towards The Rooms and the people of Newfoundland and Labrador during 2007-08. Artists who gave their own work to the collection include Tara Bryan, Diana Dabinett, Audrey Feltham, Chris Mona and Emily Mussells. Anonymous donors made important contributions with the gifts of historical artworks by Rockwell Kent and Millicent Penney, while Montreal collector Claude Laberge gave The Rooms three contemporary paintings by major Canadian artists. Local collectors donated works by provincial artists Boyd Chubbs, Frank Lapointe, Christopher Pratt and Gerald Squires.

- 257 donations of artwork were received during the year with a value of \$393,725.
- there were three major purchases of artwork from Shary Boyle and Graeme Patterson purchased with the support of the Canada Council for the Arts Acquisitions Assistance program.

**Art Bank**

The management of the Art Bank (formerly Art Procurement Program) is ongoing with documentation of artwork, requests from government offices and restoration of work. A selection committee was formed to review all submissions of artwork for purchase. The committee recommended 67 works. The gallery is recommending the transfer of the Art Bank database to the new collections management database at The Rooms.

Management of other collections in the care of The Rooms is also ongoing. The collections team completed an inventory audit of the Memorial University's Collection which entailed reviewing all artwork loaned to MUN.

**ARTIST IN RESIDENCIES**

**The Rooms**

As part of the spaced based program the following artists participated in the artist-in-residence studio: Annette Manning, Craig Francis Power and Andy Jones.

**Landfall, Brigus**

The "Landfall Trust", a non-profit committee in charge of the house in Brigus, where Rockwell Kent stayed during the First World War, has become a co-sponsor with the Provincial Art Gallery to offer artist-in-residency program in the house. The Gallery has selected one artist for the summer of 2007.

**Gros Morne National Park and Terra Nova National Park**

With the support of the Canada Council, The Rooms Provincial Art Gallery continued to collaborate with Parks Canada to provide residencies in each park. This year, eight artists participated residencies lasting from three to six weeks. During this time each artist provided some element of public access, including slide talks and open studio workshops.

**Education Programming related to Exhibition**

- Earth Day We Tree Workshop in the Art Gallery Classroom. 20 participants
- Puppet Camp. 2 participants
- Teachers Professional Development Workshops. 15 participants
- Mummers Mask Making in the classroom. 45 participants
- Protogram Workshops with Shelaigh O’Leary. 5 participants
- Pin Hole workshop with Di Bos. 8 participants
- Star Gazing with the Royal Astronomical Society of Canada. 180 participants
- RASC Space and Time School Program. 120 participants
- Newfoundland Science Centre Planetarium. 100 participants
- Weekly Adult Art Club. 100 participants
- Animation Afterschool Club. 33 participants
- Animation DVD Release. 33 participants
- Easter Animation Camps. 28 participants
- Summer Animation Camp. 12 participants



**Two Artists Time Forgot:  
Frances Jones (Bannerman) and  
Margaret Campbell Macpherson**

**C The Rooms Provincial Museum**

**Collections Management**

- two significant museum collections were certified by the Canadian Cultural Property Export Review Board. Both the Walter and Sally Peddle Outport Furniture Collection and the Dorothy Black Collection of Wildflower Watercolours were deemed to have “outstanding significance and national importance”.
- two important Innu painted caribou skin coats jointly acquired by the Museum and the Innu Nation were unveiled to the public for the first time at the Labrador Interpretation Centre on February 5, 2008. The coats then traveled to Natuashish prior to being placed on display at The Rooms. The coats were acquired with support from the Cultural Property Export Review Board of the Department of Canadian Heritage, Innu Development Ltd. Partnership, Vale INCO and an anonymous donor.
- renovations to the Parade Street Annex were completed and the Museum’s natural history collections were safely moved to this new facility which also houses laboratory and workroom spaces. This project has been made possible in part through a contribution from the Museums Assistance Program, Department of Canadian Heritage.
- four Beothuk pendants were lent to the Royal Ontario Museum. These objects were included in the exhibition “Canada Collects” which opened at the ROM on October 6, 2007.
- the Community Artifact Loans program delivered 150 artifacts to eight community museums in the Province.
- twelve research loans from the Museum’s archaeology/ethnology collections were provided to archaeologists and students.
- museum staff, worked with the aboriginal communities to welcome a delegation of Innu elders and Inuit students to the museum for a tour of the Ethnology collections.
- in partnership with the Devonian Botanical Garden of the University of Alberta, the Museum installed the herbarium data analyst, Merlin SQL. This client-server relational database will be used to enter, search and share data from our herbarium, and access data on Newfoundland and Labrador plants held in other partner herbaria.
- with a grant from the Canadian Heritage Information Network, the museum was able to partner with the University of Pennsylvania Museum of Archaeology and Anthropology to add artifact records from their Dr. Frank G. Speck Innu collection to the award-winning website, Tipatshimuna: Innu stories from the land.



**Exhibitions**

- working with the Irish Business Partnerships and the Irish Newfoundland Partnership, and the Irish Department of Foreign Affairs, the Museum initiated the Irish Legacy Project. The project, scheduled to open in March, 2009, will result in an exhibition focusing on the historical and contemporary connections between Newfoundland and Ireland.
- the popular giant squid from The Rooms Provincial Museum's collections was successfully treated and transported to the display tank on the third floor exhibitions area.

The Following Traveling Exhibitions were hosted by the Museum:

- *Pack Your Bags! A Kid's Ticket to Travel* – from the Canadian Children's Museum
- *On the Labrador: Photographs by Arnold Zageris* – developed by the Canadian Museum of Nature in partnership with The Rooms Provincial Museum.
- *No Place for a Lady: Tales of Adventurous Women Travellers* – from the Vancouver Museum.

The Following Temporary Exhibitions were developed by the Museum:

- *Wildflowers of Newfoundland and Labrador*
- *Building a Boat Before Your Eyes*
- *The Second World War*
- *The Battery: People of the Changing Outport*
- *Tilting: Rugged Landscape, Strong People, Fragile Architecture*



**Awards**

The Museum was honoured to receive the International Council of Museum's Gold Award for the development of the web site, "Tipatshimuna (Innu Stories From the Land)" developed in partnership with the Sheshatshiu Innu First Nation and the Canadian Heritage Information Network.

**Interns**

The museum welcomed two student interns from the Masters of Museum Studies Program at the University of Toronto and from Queens University Conservation Program.

**Research Requests/Outreach**

Museum staff responded to numerous requests for information from the public, researchers, institutions, along with other government departments.

- History Unit - 85 research inquiries
- Natural History Unit 34 requests
- Archaeology/Ethnology Unit - 20 inquiries



## D Regional Museums

The regional museums increased the number of collections-based temporary and traveling exhibits during 2007-08 with the addition of the following:

### 1. Provincial Seamen's Museum

- In-house Wilson Foote donation of lusterware collection
- temporary exhibit reflecting history of the Grand Bank area in association with Grand Bank *Come Home Year*, from the Newfoundland and Labrador
- Health Archives and Museum *Cottage Hospitals: 70 Years of Caring*
- In-house exhibit *Grand Bank Remembers* featuring the contributions of First and Second world War.

### 2. Mary March Provincial Museum

- The Rooms Provincial Archives *Newfoundland's French Shore Depicted: 1713-1904*
- special Aboriginal Day programming in partnership with the Sple'tk First Nations
- special programming with author/ historian Francoise Enguehard in association with temporary French Shore exhibit was delivered to 21 classes and a total of 570 students in a two day period!

### 3. Labrador Interpretation Centre

- Candace Cochrane *Labrador Cultural Landscapes: 1969-1986*
- *Labrador Through Moravian Eyes*, in partnership with the Moravian Church as part of their 550 anniversary celebrations
- temporary exhibits re. climate change:
  - From the Canadian Museum of Nature: *Sila – Clue in to Climate Change* May 2007-February 2008
  - From the Smithsonian Institution *Arctic: A Friend Acting Strangely* March 10- April 14, 2008
- Special temporary exhibit and official events Feb 5 – 10, 2007 in partnership with the Innu Nation, to mark joint acquisition of two historically significant Innu Coats
- In addition, a permanent exhibit presenting Labrador Metis history is under development. This project has been made possible in part through a contribution from the Museums Assistance Program, Department of Canadian Heritage.

## Collections Management

Plan for the capital requirements of The Rooms Regional Museums in Grand Falls-Windsor, Grand Bank and North West River.

- Tourism, Culture and Recreation has committed \$1,989,000 in support for the capital development of the Regional Museums, focusing of substantial re-development of the Mary March Provincial Museum, and Provincial Seamen's Museum and permanent exhibit development for the Labrador Interpretation Centre.
- updated user requirements were completed for both the Provincial Seamen's Museum and Mary March Provincial Museum. With project management support from the Department of Transportation and Works, preliminary architectural proposals and project budgets were developed and approved.

A dedicated, travelling exhibition gallery will be built as an extension to the Mary March Provincial Museum to establish an effective traveling exhibit circuit to the regional museums.

The capacity of the permanent exhibit galleries at the Provincial Seamen's Museum will be extended by re-configuring the available space, to enhance the visitor experience at the Provincial Seamen's Museum and to increase public access to the Provincial Collections. In addition, care of collections will be enhanced through installation of a fire suppression system and public access will be improved through an upgrade of handicapped access provisions.

Detailed architectural plans will be completed and construction will commence for both projects in 2008/09.

The Labrador Interpretation Centre was open to the public as a purpose-built facility in 1997. While substantially meeting operational requirements, a number of minor capital upgrades were identified in order to facilitate increased temporary exhibit and public program delivery.

Regional Advisory Groups were established to provide regular input into planning for the 2008/09-2009/10 capital development of the Mary March Provincial Museum and Provincial Seamen's Museum.

## E Education and Public Programming Unit

The merger of the provincial Archives, Art Gallery and Museum continued apace in 2007/08 with the creation of the Education and Public Programming Unit. Together with the Technical Services Unit formed in 2006-07 and which is also structured to have a dedicated Manager, the Corporation is now able to manage these functions on an institution-wide basis.

The operating environment of The Rooms Corporation 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, inter-disciplinary programs and exhibitions, and other functions as determined by the CEO and the Management Committee.

### New In-house Programs:

#### **What's in My Room? (Rooms-wide, Grades 1 to 9)**

*What's in My Room?* is a Rooms-wide, activity based learning experience designed to introduce students to all three divisions of The Rooms. Throughout their visit students investigate the theme of personal and collective Identity. *What's in My Room?* is divided into three components: a Museum activity, an Archives activity, and an Art Gallery activity. All three components address the identity theme and are facilitated by Visitor Services Staff, Archives Educators and Art Gallery Animateurs. The activities are scalable for different grade levels and multi-grade groups can be accommodated.

#### **Large Group School Tours (Rooms-wide, Grades 4 to 12)**

*Large Group School Tours* involve a combination of worksheets and activities for students as they work their way around The Rooms. Worksheets and activities are scaled to different grade levels and Visitor Services Staff introduce the program and work with students and teachers during their visit. This program is designed primarily as a structured introduction for large, out of town schools groups wishing to experience The Rooms.



### Ongoing In-house Programs:

#### **Home and School: Living in the 1900's (The Rooms Museum, Grade 2 to 5)**

Students experience life almost 100 years ago by working in a one-room school, and learning to hook mats and do laundry without electricity. Students are introduced to the *Home & School* education program by The Rooms Visitor Services Staff and supervised in the hands-on, discovery learning activities by The Rooms volunteers.

#### **From the Ground Up: Introduction to Archaeology (The Rooms Museum, Grade 4 to 5)**

This workshop introduces students to the study of archaeology. Using tools and techniques, learn how artifacts and sites are reconstructed to examine the culture of the people who left them behind. The Rooms Visitor Services Staff work with students in the *Connections* permanent museum exhibit while The Rooms volunteers supervise students in the hands-on, discovery learning activities.

#### **The Inuit in Labrador**

##### **(The Rooms Museum, Grade 4 to 5)**

Helping students understand Inuit origins, their settlement patterns and traditional survival strategies, this program demonstrates how Inuit people developed technologies to fish and hunt, build homes, and travel on snow, ice and sea. The Rooms Visitor Services Staff work with students in the *Connections* permanent museum exhibit while The Rooms volunteers supervise students in the hands-on, discovery learning activities.

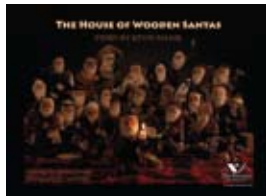
#### **Guided Art Gallery Tours and Workshops**

##### **(The Rooms Art Gallery, Grade k to 12)**

Explore the galleries on an interest based tour, and then create in the classroom with a workshop that links the exhibit with a hands-on activity specific to curriculum objectives. Tour and workshops are facilitated by Art Gallery animateurs.

Temporary In-house Programs:

**House of Wooden Santas (Rooms-wide, Grade 3 to 6, December 2007)**  
 Author Kevin Major engages his audiences as he reads and discusses his classic Christmas Story, *The House of Wooden Santas*. Following the reading students view the entire collection of wooden Santas on display at The Rooms.

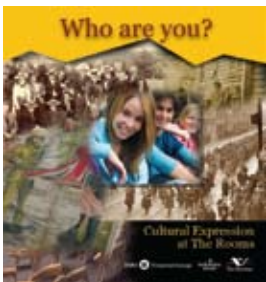


**Pack Your Bags! (The Rooms Museum, Grade 4 to 6, February to April, 2008)**  
 The *Pack Your Bags!* education program reinforces the main messages and goals of the temporary exhibition *Pack Your Bags!* Activities take students through 6 stages of a trip, including the departure terminal, the trip, arrival at the destination, events and tours at the destination, the return trip and making a travel memory book. Students are introduced to the program by The Rooms Visitor Services Staff and supervised in the hands-on, discovery learning activities by The Rooms volunteers.

**Robert Bateman Get to Know Contest (The Rooms Museum, Grade 2 to 5, March 2008)**  
 With the assistance of local visual artist Elayne Greeley, students visit the *Connections* Museum exhibit to observe and sketch native animals and plants in preparation for creating a piece of artwork to enter in the annual Robert Bateman Get To Know Contest.

New Outreach Program

**Traveling Culture Kits (Rooms-wide, Grade 6 to 8):**  
 On-going, Edu-kits travelling to schools throughout the Province



It's a cultural tickle trunk called *Who are you? Cultural Expression at The Rooms*. It's bursting with reproduction artifacts, period clothes, artworks, photos, and more. This kit, complete with lesson plans and activity sheets, engages students as they better understand what shapes identity, what cultural expressions of identity are and how they differ from one another.

## 5. Chronological Listings of Events

Key - Division: AG = Art gallery, AR = Archives, M = Museum, G = General Event: C = Camp, E = Exhibition, D = Demonstration, F = Film, L = Lecture, P = Performance, R = Roundtable, T = Tour, W = Workshop

April/07			
Day	Division	Event	Description
05	M	F	Miracle Planet: The Violent Past
12	M	F	New Frontiers
15	M	F	Extinction and Rebirth
19	M	F	Survival of the Fittest
21	AG	L	An Open Book: Portraiture in Art, Literature, and Contemporary Culture
22	M/AG/G	L/F/W	Celebrate Earth Day at The Rooms
25	M	T/D	Take a Peak in Our Closet: Clothing
May/07			
Day	Division	Event	Description
May 05 –	M	E	Arts and Letters
June 17			
May 25 - Sept 30	AG	E	Anne Meredith Barry: Natural Energies
May 11 – Sept 12	M	E	The Battery: People of a Changing Outport
23	M	T	Tour the Battery Exhibit
May 25 – Sept 3	AG	E	Two Artists Time Forgot
27	M	D	See How Fish was Made
31	M	L/R	Have Your Say about Changing Outports
June/07			
Day	Division	Event	Description
07	G	P	Ocean's Day – The Voice of the Whale
10	M	W	Throwing Pots in the Battery
17	M	W/D/E	Celebrating National Aboriginal Day

**Key - Division:** AG = Art gallery, AR = Archives, M = Museum, G = General Event; C = Camp, E = Exhibition, D = Demonstration, F = Film, L = Lecture, P = Performance, R = Roundtable, T = Tour, W = Workshop

July/07			
Day	Division	Event	Description
05	AG	L	A History of the Irish Waterford Art Collection
July 23 – 27	AG	C	Summer Art Camp: Animation (ages 5-8)
July 30 – Aug 3	AG	C	Summer Art Camp: Animation (ages 9-13)
August/07			
Day	Division	Event	Description
12	G	P	Celebrating our Sense of Place (Payne/O’Byrne)
Aug 13 – 17	AG	C	Summer Art Camp: Puppetry (ages 5-8)
Aug 20 – 24	AG	C	Summer Art Camp: Puppetry (ages 9-13)
26	G	P	A Traditional Kitchen Party (Kelly Russell)
September/07			
Day	Division	Event	Description
05	M	L	Canada’s Lichens
Sep 14 – Nov 10	AG	E	Defiant Beauty: William Hind
16	AG	T	Curatorial Tour of Defiant Beauty
20	M	L	Architecture and Planning
Sept 24 – Nov 25	AG	E	The Prints of Albrecht Durer
28	M	T	Curatorial Tour of Tilting Exhibit

October/07			
Day	Division	Event	Description
Oct 03 – 26	AG	C	After School Animation Club
04	M	L	The Fogo Process
07	M	L/D/T	Meet the Crowd from Tilting
Oct 12 - Jan 6/09	AG	E	Melancholia
14	M	L/D/T	Meet the Crowd from Tilting
21	M	L/D/T	Meet the Crowd from Tilting
24	AG	L	Lecture on the Art of William Hind
25	AR	L	A Postal History of Labrador
27	AR/AG	L/D/W	Halloween at The Rooms: Printmaking/ Stonepics
28	G	P	GraveYards and Goosebumps
31	G	P	Halloween Night Tales of Terror
November/07			
Day	Division	Event	Description
01	M	T	Curatorial Tour of Tilting Exhibit
04	AG	L	Lecture on Albrecht Durer
08	AR	L/P	Soldiers’ Stories
10	G	P	Songs of Remembrance: Singing Legionnaires
14	AG	L	Cloud of Bone: Bernice Morgan
15	AR	L	Manfred Bucheit and the Holloway Exhibit
18	M	P/D/W/F	The Giant Squid
22	M	L/D	The Giant Squid and Other Marvelous Molluscs
Nov 28- June 9/08	AG	E	Recollections
29	M	L/F	First Voices

December/07			
Day	Division	Event	Description
01	G	E	House of Wooden Santas
02	G	P/W/D	A Truly Family Christmas
06	M	W	Let's Have a Green Christmas
09	G	P/W	The Sights Before Christmas
12/13	G	P	An Amber Christmas (Pam Morgan/Anita Best)
Dec. 12 – Mar 9/08	AG	E	Jim Hansen
Dec 12- Mar 9/08	AG	E	Jim Hansen
16	G	P	Sounds of the Season
20	M	D/P/W/T	A Christmas Time in Tilting
23	G	P	Sounds of the Season
January/08			
Day	Division	Event	Description
06	M	F/W/D	20,000 Leagues Under the Sea/Giant Squid
10	M	L/T/D	Lecture: Gloria Hickey/Tour of Tilting Exhibit
13	M	W/D	Make a Squid
Jan 15- Mar 16	AG	E	Modernist Photographs
Jan 15- Feb 17	AG	E	Place Over Time
Jan 15 – Mar 16	AG	E	Craig Francis Power: The Forrest
Jan 17-24	AG	E	Place Over Time
24	M	L/D/W	Winter Woolies
Jan 26- April 27	M	E	Pack Your Bags! A Kids Ticket to Travel
Jan 26- April 6	M	E	No Place for a Lady: Women Travelers
27	M	W/D/T	Pack Your Bags Program
Jan 31- April 6	M	E	On the Labrador

February/08			
Day	Division	Event	Description
03	M	D/W/P	Your Passport to Scotland
09/10	AG	W	Photograph Workshop: Sheilagh O'Leary
17	M	D/W/P	Your Passport to China
21	M	L/D	What's in a Trunk
March/08			
Day	Division	Event	Description
06	M	L	Mina Hubbard: Lecture by Anne Hart
06	AG	P/D	A Night at the Candahar
Mar 7 – June 1	AG	E	Annie Pootoogook
Mar 14 – May 4	AG	E	Peter Bell's Alternative Worlds
15	G	P	An Afternoon of Irish Song and Story
16	M	D/W/P	Your Passport to Ireland
16	AG	L	Discussion on Peter Bell
19/20	M	F/L	One Women's Journey/A Nations Battle for Life
Mar 28 – June 22	AG	E	Time and Space
29	AG	W	An Intro to Pinhole Photography
30	M	D/W/P	Your Passport to Asia

Key - Division: AG = Art gallery, AR = Archives, M = Museum, G = General Event: C = Camp, E = Exhibition, D = Demonstration, F = Film, L = Lecture, P = Performance, R = Roundtable, T = Tour, W = Workshop

## 6. Outcomes of Objectives

### Strategic Issue 1: Management of Collections

*Public access to collections must be increased through improved collections management and storage capability. The Rooms has over one million artifacts and specimens, miles of archival records and thousands of art works in its collections. These collections are of great interest to all Newfoundlanders and Labradorians and must be exhibited often at The Rooms and at the regional museums in Grand Bank, Grand Falls - Windsor and North West River, Labrador. However, the collections cannot be accessed for exhibit purposes unless they are properly catalogued, documented, and stored in a format that facilitates research.*

*Much of the planning necessary to address a wide range of Collections Management issues was completed in 2007-08.*

**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

**Results and Benefits:**

Plans for the capital upgrades of The Rooms Regional Museums – the Provincial Seamen’s Museum in Grand Bank, the Mary March Provincial Museum in Grand Falls - Windsor and the Labrador Interpretation Centre in North West River – were developed. These plans will enable improved management and storage of collections, particularly at the Seamen’s Museum where large, durable artifacts currently in off-site storage in St. John’s will be moved, properly maintained, and accessible to the public. The introduction of many new artifacts in an “open storage” format will also rejuvenate the Provincial Seamen’s Museum for the benefit of the local community and the visiting public.

An institution-wide Collections Management Policy was developed by a multi-disciplinary team. This Policy will enable the board and staff to implement the changes necessary to improve overall collections management at The Rooms, thereby increasing public access to the provincial collections. Public access to the permanent collections was continued through the presentation of temporary exhibits in the archives, art gallery and museum. These exhibits are discussed in Section 4. - Divisional / Unit Highlights and Accomplishments.

### Strategic Issue 2: Meaning and Value for Communities

*The Rooms must offer value to the public by treating a wide variety of contemporary topics and issues through its programs and exhibits.*

*Many of these were identified during 2007-08 and a significant temporary multi-disciplinary exhibit was developed.*

**Goal:** By March 31, 2008, The Rooms will have identified priority areas in which it 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

**Results and Benefits:**

Advisory committees for the Archives, Art Gallery, Museum and Regional Museums were created to assist in the development of engaging and relevant programs and exhibits that provide value to the public.

Evaluation forms were included in the Edu-kits circulated to 125 schools throughout Newfoundland and Labrador which resulted in valuable feedback for the development of the second Edu-kit to be launched in 2008-09.

A significant temporary multi-disciplinary exhibit was developed which drew upon the collections of the archives, art gallery and museum. The “Finest Kind” exhibit was based on iconic stories of Newfoundland and Labrador over the past 100 years and was a favorite of the visiting public.

Exhibit and program development in the Archives, Art Gallery and Museum divisions was improved resulting in an overall increase in exhibits and other programs in 2007-08. Exhibits and programs are discussed in Section 4. - Divisional / Unit Highlights and Accomplishments.

### Strategic Issue 3: Financial Planning

*The Rooms must diversify and increase its revenue stream in order to complete the infrastructure of the facility. Priority was given to development of the Level 4 Museum gallery / gallery mezzanine and to site development, with development of Level 0 to follow.*

*The development plan completed in 2007-08 forms the basis for the direction to be taken over the next planning period.*

**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

#### Results and Benefits:

A comprehensive Development Plan was completed and submitted to the Board of Directors for review. It forms the basis for the approach to development that will be taken over the course of the next three year planning cycle.

The interviews with potential donors conducted during the “Capacity Assessment Study” has made the private-sector aware of The Rooms’ priority capital development projects and as a result significant leadership gifts having been committed.

#### Variances:

The Development Plan recommended that a separate charitable foundation, rather than a Campaign Cabinet, be created to support the development function of The Rooms Corporation. Approval for the creation of such an entity will be sought during 2008-09. Campaign budget recommendations will follow.

### Strategic Issue 4: Education

*The Rooms must develop curriculum-linked education programs based on the archives, art gallery and museum collections in order to build cultural awareness among school-aged children.*

*The first “Travelling Culture Kit” was designed to deepen one’s sense of identity and place as a Newfoundlander and Labradorian. Linked to the school curriculum, it also develops critical thinking.*

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

#### Results and Benefits:

The first “travelling culture kit” was developed with the financial support of BMO Financial Group and 25 copies were circulated to 125 schools throughout Newfoundland and Labrador. A subsequent phase to develop a second travelling culture kit commenced in late 2007-08.

The second “Edu-kit” has been developed and will be implemented in the fall of 2008-09.

The Rooms-wide program titled *What’s in My Room* which involves activities in the Archives, Art Gallery and Museum was launched in 2007-08.

These programs are described in detail under Section 4.E.



**Strategic Issue 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

**Results and Benefits:**

Public response to dozens of exhibits and programs at The Rooms has confirmed their social relevance. For example, the *Museum's Battery* exhibit, the Archives' Holloway exhibit and the Art Gallery's *Annie Pootoogook* exhibition have all stimulated debate and dialogue on the changes occurring in Newfoundland and Labrador. Given that "social relevance" is a key factor in the development of exhibits and programs for the Archives, Art Gallery and Museum, this priority area will not be included in the 2008-11 Strategic Plan of The Rooms.

## 7. Opportunities and Challenges ahead

**A Development**

The Rooms has an unprecedented opportunity to raise significant private capital to develop the Level 4 Museum Gallery, the Site around The Rooms, additional capital for the regional museum upgrades, and the establishment of an endowment fund for acquisitions. Significant gifts for the Museum Gallery and Site were committed in 2007-08, the total necessary for these two projects being approximately \$10 million.

The development function in any organization requires an appropriate governance and administrative structure, professional staff and resources in order to succeed. The Rooms will seek the government's approval to create the necessary development mechanism in 2008-09 in order that it may secure the necessary private-sector support required to complete its infrastructure.

**B Capital project management**

With additional resources at its disposal, key staff positions must be filled in order for The Rooms to take on the management of additional capital projects. The Rooms will seek an increase in its annual appropriation from GNL in order to help fund the 12 staff positions that are currently vacant.

**C Support to regional museums**

The Rooms has an opportunity to invigorate its regional museums with a changing palette of temporary, collections-based travelling exhibits developed at The Rooms. Display cases similar to those being constructed for use at The Rooms will be placed in the regional museums, thereby facilitating the installation of temporary exhibits. Additional staff in the areas of conservation, exhibit design, collections management and technical services will be necessary to support a travelling exhibit program for the regional museums.

## 8. Board of Directors, Committees and Senior Management

Front:  
Rex Anthony, Bobbi Redpath, Gary Newell, Stan Hill

Back:  
Lisa Browne, Tom Foran, Lois Skanes,  
Michelle Baikie, Priscilla Renouf - Chair,  
Julia Pickard, Shawn O'Hagan, Stephen Knudsen,  
Missing: Seamus O'Regan, Dawn Baker, Brent Meade



### Board of Directors

Dr. Priscilla Renouf, Chair  
Tom Foran, Vice-Chair  
Rex Anthony, Treasurer  
Bobbi Redpath, Secretary  
Dawn Baker  
Michelle Baikie  
Lisa Browne  
Stan Hill  
Stephen Knudsen  
Brent Meade  
Gary Newell  
Shawn O'Hagan  
Seamus O'Regan  
Julia Pickard  
Lois Skanes

EC  
EC / SPC  
EC / FC  
EC  
  
FC / SPC  
  
FC  
SPC  
  
GC  
EC / GC  
  
GC

### Committees of the Board

1. Executive Committee EC  
2. Finance Committee FC  
3. Governance Committee GC  
4. Strategic Planning Comm SPC

### Senior Management

Dean Brinton	Chief Executive Officer
Anne Chafe	Director, The Rooms Provincial Museum Division
Deanne Fisher	Director, Marketing and Development Division
Penny Houlden	Director, Regional Museums Division
Vicky Lewis	Director, Finance and General Operations Division
Shauna McCabe	Director, The Rooms Provincial Art Gallery Division
Greg Walsh	Director, The Rooms Provincial Archives

## 9. Development

On June 8, 2007 Ketchum Canada Inc., a leading Canadian fundraising consulting firm, was awarded a contract to provide the following:

- Strategic Counsel and Valuation of Naming Opportunities
- Capacity Assessment
- Development of the Organizational Narrative and Case for Support
- Communications Strategy and Plan
- consulted with the PHBGroup to acquire site plans of The Rooms to identify naming opportunities
- researched and compiled a list of individuals who were then interviewed by KCI as part of the Capacity Assessment.
- KCI Final report was presented to the Board of Directors in February 2008

### Site Development Advisory Committee

The Committee was guided by the following general criteria re. the development of the site around The Rooms:

- it should be an extension of The Rooms;
- it should be a unified concept;
- it should be attractive and inviting;
- it should be respectful of the history of the area;
- it should be respectful of the neighbourhood.

- the advisory Committee was formed and began to hold regular meetings starting in June 2007.
- with the leadership of the Committee Chair, developed the exact parameters of The Rooms site and demarcation of Fort Townshend using historical information and present day site surveys
- consulted with the PHB Group to acquire external boundaries of The Rooms
- final report was approved by The Rooms Board of Directors in February 2008 with recommendations for three concepts to be completed.

#### Level 0 Advisory Committee

- the advisory Committee was formed and began to hold regular meetings starting in June 2007.
- consulted with the PHBGroup to acquire site plans of Level 0
- final report was presented to The Rooms Board of Directors in February 2008 with concept recommendations.

#### Other Activities

- researched and developed a data base of over 400 corporations
- individuals, foundations and organizations that may be approached for major funding, sponsorship opportunities, and special event participation
- researched and evaluated development programs and strategies for use by The Rooms
- liaised with similar organizations across Canada to identify potential new fundraising initiatives and programs
- initiated new major funding proposals to potential donors

## 10. Financial Statements

Audited financial statements are required but were not finalized by the date of tabling. The report including the approved statements will be tabled as soon as they are finalized.

