

# THE ROOMS PUBLIC CONSULTATION

IN-PERSON SESSION

WHAT WE HEARD



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# BACKGROUND

The Rooms is a crown corporation of the province of Newfoundland and Labrador

As part of its ongoing community outreach The Rooms engaged with its stakeholders, including the general public to gather their thoughts and suggestions to inform current and future programs and services during an in-person session held on the evening of December 12. This session outlined the responsibilities of The Rooms (as stated in *The Rooms Act 2016*) and sought input on the work that is done by The Rooms not on how it does this work (eg. administrative policies, staffing, reporting relationships).



# METHODOLOGY AND APPROACH

The Public Engagement Division (PED) of the Communications and Public Engagement Branch provided design and facilitation support for this engagement, including designing the agenda and engagement approach and worked with representatives of The Rooms to refine the discussion questions.

Approximately 53 stakeholders attended the session, which was held at The Rooms and was by invitation only. The session consisted of presentations, (purpose of the session and overview of The Rooms Act – Minister Mitchelmore, The Archives – Greg Walsh, The Art Gallery and the Museum – Anne Chafe, Programming and Public Engagement and Sustainability – Larry Dohey, and The Colonial Building – Carmela Murphy) and small group discussions on specific topics. Facilitators and note-takers were assigned to each of the eight tables to guide and capture the discussions. There were six discussion cycles, in which tables were provided a specific question to discuss and report back on so all participants could hear highlights of the discussion from other groups. The results from these discussions are included in Appendix A.

## **Privacy**

The qualitative data stemming from the table discussions was reviewed to ensure they contained no confidential or personally identifiable information. There were no instances where this occurred. The data was also cleaned for spelling and grammar.



## Overview of Results

The session was structured to have a discussion on each of the four divisions of The Rooms (Archives, Art Gallery, Museum, and Programming and Public Engagement), as well as a discussion on sustainability, including revenue and visitor base, and the future use of the Colonial Building. The input provided has been reviewed by the Public Engagement Division and a summary of those points is provided in the following pages. This summary does not represent a thorough analysis of the input received and does not offer any specific conclusions, but rather is presented as a short synopsis of the general nature of the comments provided by participants that evening. The full and complete record of all input received during the session is also attached to this report.

## THE ARCHIVES

The first discussion question related to what priorities should be considered for the Archives in the next 10 years. Some of the points identified during this discussion included:

- The Rooms should be moving towards digital records;
- Make Archives alive and interactive by encouraging public education and make the Archives more approachable;
- Expansion into rural communities by establishing and enhancing partnerships with the Folklore Department at Memorial, Library, and other organizations to get into communities to identify and collect archives; and
- Collaboration is essential in moving forward.

### NEXT STEPS

**Digitization** – The Archives will be completing the digitization of the Military Service Files of the Royal Newfoundland Regiment and Newfoundland Forestry Corps in 2018. It will also be continuing to digitize archival records and photographs for inclusion in its on-line database for use by the public, accessible via [www.therooms.ca](http://www.therooms.ca)

**Volunteers** – Also in 2018, the Archives will be launching a pilot project to get volunteers working with collections and archival material. Activities will include transcription of documents and records, as well as work on the Archives' Reference Library which is also available to researchers and the public.

**Public Education** – Annually, The Rooms offers archival workshops from September to May. One of the most popular workshops has been the *Beyond the Attic: An Introduction to Genealogy Workshop*. Due to the popularity of the on-site Genealogy workshops offered at The Rooms, the Archives is investigating creating an on-line version of its Introduction to Genealogy Workshop to reach those who cannot travel to participate in it at The Rooms. Another model being investigated is to offer this workshop at all Rooms Regional Museum sites using existing staff.

## KEEPING THE COMMUNITY INFORMED

**Outreach** – Priority Two: Deepen, Broaden, and Increase Public Engagement, of *The Rooms Strategic Plan 2017-20*, includes the goal indicator: The Rooms will continue working to expand outreach beyond the Avalon.

**Digitization** – Many of the archival collections can be found online at [www.therooms.ca](http://www.therooms.ca) under collections. Thousands of archival documents and photos are available, organized by collection type. The Archives staff digitize and upload thousands more every year.

**Public Education** – The Rooms Provincial Archives Open House takes place annually during Archives Week in November. The Open House includes family programs and behind-the-scenes tours of the Archives vaults.

## THE ART GALLERY

The second discussion question related to what priorities should be considered for the Art Gallery in the next 10 years. Some of the points identified during this discussion included:

- Gallery education that teaches understanding of art not just the making of art;
- Making art more visible throughout the province;
- Need to collect new pieces; and
- The recommendation that a full time Art Gallery Director be hired.

### NEXT STEPS

**Staffing** – As promised in September, The Rooms is in the process of finalizing hiring for the position of Curator of Canadian Art and are on-track to have it filled by late spring.

**Education** – The Rooms will be offering a series of Introduction to Contemporary Art Workshops Saturday, February 24, Saturday, March 24 and Saturday, April 28. Art educator Anne Pickard-Vaandering presents a series of lively lectures about contemporary art. Participants will explore contemporary art theories and practices, with a new topic for each session. Session one focuses on people and portraits. Session two explores the land and landscapes, and the final workshop will look at the abstract and sculptural forms. All three workshops sold out in one week.

A new educational space was launched in February 2018 in The Rooms Art Gallery, Level 4. The space is designed to prompt visitors to question and find their own connection to contemporary art. Interactive elements within the space can be adapted to the artworks presented in the main exhibition gallery adjacent.

**Collecting** – The Rooms is very pleased that the Provincial Art Bank Jury has selected 33 original works to be added to the Provincial Art Bank. The newly-acquired artwork includes 15 paintings, six sculptures, six textile works, three prints,

two collages, and one photographic work. With this year's acquisitions, the Provincial Art Bank Collection has grown to 3038 works by artists from across the province. These artworks can be found throughout the province in government offices and public buildings, including The Rooms.

The Art Gallery Acquisitions Committee met December 1, 2017 to review 31 new acquisition proposals, including 258 individual artworks. 144 artworks were approved as additions to the Provincial Art Gallery Collection. These 144 new acquisitions are significant as per The Rooms collecting mandate, representing senior, established artists, mid-career and emerging visual artists of Newfoundland and Labrador, with other works representing significant developments and wider discussions in Canadian art.

**Canada Council Grant** – This January, The Rooms received a significant funding increase from the Canada Council for the Arts with their operating grant increasing by 74 per cent, for a total of \$330,000 over two years. This is the first funding increase that the Provincial Art Gallery has received from the Canada Council for the Arts since The Rooms opened its doors in 2005.

## **KEEPING THE COMMUNITY INFORMED**

**Outreach** – In celebration of their 20<sup>th</sup> Anniversary last year, the Labrador Interpretation Centre created and mounted the exhibition *Labradoria: The Photographs of Geoff Goodyear*.

The exhibition *Jenny Williams*, which was on display at The Rooms in fall of 2016, will travel to the Labrador Interpretation Centre in North West River for exhibition during the 2017 season. Ms. Williams, who is from the southernmost Inuit region of Labrador, completed The Rooms Elbow Room Residency in summer 2016.



## THE MUSEUM

The third discussion question related to what priorities should be considered for the Museum in the next 10 years. Some of the points identified during this discussion included:

- The First World War is an important part of our history but is one piece and should not dominate the Museum. [The exhibitions] should be about contemporary history– what are the consequences of TransCanada Highway, losing the railway, Churchill Falls, the economic and social impacts of oil and gas, etc. [The exhibitions] should be about who we are as Newfoundlanders and Labradorians and [contain] more on Indigenous people;
- [The exhibitions should contain] more hands-on interaction. [They] need to get back to hands on digging for dinosaur bones in a sand box, [they should focus more on] touching and feeling not seeing and hearing;
- [They are] short of storage space in the Museum; and
- Need more collaboration.

### NEXT STEPS

**Interactive** – Priority One: Generate Engaging Content, of *The Rooms Strategic Plan 2017-20* includes the three-year goal that by March 31, 2020, The Rooms will have expanded public access to its collections by creating new interactive and experiential programming.

**Outreach** – Priority Two: Deepen, Broaden, and Increase Public Engagement, of *The Rooms Strategic Plan 2017-20*, includes the goal indicator: The Rooms will continue working to expand outreach beyond the Avalon.

## KEEPING THE COMMUNITY INFORMED

**Contemporary history** – The Elinor Gill Ratcliffe Gallery, found on Level 4 of The Rooms, houses the exhibition *Here we Made a Home*, which tells the story of iconic people, events and traditions that have shaped the province of Newfoundland and Labrador over the past one hundred years. In this exhibition you will find topics such as the railway, the oil and gas industry, Joey Smallwood and Confederation; and the decline of the cod fishery.

**Indigenous history** – The Level 4 Husky Energy Gallery features the national award-winning exhibition *From This Place: Our Lives on Land and Sea*. The Rooms commissioned special guest curators, appointed by the province's Indigenous communities to work with The Rooms curators to develop the exhibition. The exhibition, *From This Place our Lives on Land and Sea*, tells the shared story of Newfoundland and Labrador's history through the themes of mobility, production, contact, spirituality, place and identity. This exhibition is the first instance a Canadian museum has told the stories of the Indigenous people and European settlers together and not in cultural isolation.

The Level 3 Connections Gallery houses the exhibition *This Place and its Early Peoples* exhibition tells the story the peoples who first arrived in this province from almost every direction beginning about 9,000 years ago.

**Interactive** – The *From This Place: Our Lives on Land and Sea* exhibition includes hands-on interactives in carts found within the gallery. While the, *This Place and its Early Peoples* exhibition houses a self-directed hands-on family space as well as interactives within the gallery.

## PROGRAMMING AND PUBLIC ENGAGEMENT

The fourth discussion question related to what priorities should be considered for Programming and Public Engagement in the next 10 years. Some of the points identified during this discussion included:

- Make The Rooms important for those here, by having in-house tours using docents who are trained from the community;
- More circulation of materials and exhibits, seeing the same week to week;
- Use social media to reach out to people of all ages and create the outreach so that there is excitement; and blend old with the new.

### NEXT STEPS

**Tours** – The Rooms will continue to offer daily guided tours of its major exhibitions from May to September each year. The tours are given by The Rooms education and public programming staff.

### KEEPING THE COMMUNITY INFORMED

**Temporary exhibitions** – The Art Gallery mounts 12 exhibitions a year on average. Exhibitions change three times a year, typically the turn-over happens in January, May and September. Most exhibitions have duration of three months.

In addition to mounting large-scale permanent exhibitions, the Museum has responded to current events by mounting topical exhibitions. For example when St. John's hosted the Tim Horton's Brier last year, the Museum staff mounted a curling exhibition that included the Team Gushue Olympic medals as well as the Brier Trophy. When Zest stopped production of its high-demand mustard pickles, the Museum mounted a small pickle exhibit which included a contest providing a chance to win a rare and sought after jar of Zest mustard pickles. The museum alcove space on Level 3 and the Level 2 atrium cases, and the archives reference room entrance contain exhibitions that are changed yearly.

**Social Media** – The Rooms launched its Facebook channel in August 2010. The following winter in February 2011 it added a Twitter channel and later that year added a YouTube channel. In winter 2015 an Instagram channel was added; in September that same year, The Rooms hired a dedicated Social Media Coordinator and Webmaster; and, in October 2015, The Rooms launched a redesigned website, presenting a more current look and feel, improved navigation and e-commerce capabilities.

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## SUSTAINABILITY

The fifth discussion question related to what should The Rooms focus on to increase its revenue and visitor base. Some of the points identified during this discussion included:

- The Rooms has to fulfill its mission much more diversely and with more imagination and that may cost up front. Invest in really broad engagement to bring in more people and artists and build community support which leads to funding support;
- Sponsorship by corporations and support from City of St. John's;
- Activities that can go on after the normal operational hours; and more collaboration and outreach.

### NEXT STEPS

**Public Engagement** – The Rooms has made Generating Engaging Content its number one priority in its three-year Strategic Plan and has proposed the following goals:

- Develop Cultural Immersion programs for nonresident visitors, which represent defining aspects of the unique culture of Newfoundland and Labrador including the visual arts and, that will provide emotionally memorable experiences, resulting in increased visitation and visitor spending,
- Create a visitor-focused, collections-based experience that is emotional, enlivened, participatory, interactive, experiential and which aligns with the goals of the government as outlined in *The Way Forward: A vision for sustainability and growth in Newfoundland and Labrador*,

- Develop Cultural History programs for residents, which include stories and topics from across Newfoundland and Labrador including the visual arts,
- Explore opportunities to establish partnerships with external organizations (national and local, public and private sector).

Deepening, Broadening, and Increasing Public Engagement, is the second priority of *The Rooms Strategic Plan 2017-20*. Throughout 2017-18 The Rooms is implementing a plan to re-position itself to be of greater appeal to residents and visitors – relevant, differentiated, credible and motivational.

**Hours** – Commencing Friday, February 2nd, The Rooms has extended its Friday hours of operation until 10 pm and will offer a series of Friday evening programs and events this winter and spring.

## **KEEPING THE COMMUNITY INFORMED**

**Fund Raising** – Since opening, The Rooms has received more than \$17 million in corporate and private donations.

## THE COLONIAL BUILDING RESTORATION PROCESS / PROGRESS

The final question asked participants what could be some potential uses of the Colonial Building in the future. Some of the points identified during this discussion included:

- Counter histories represented such as Indigenous people and women. This is a building that belonged to men but it could be turned around as an educational facility to address women's inequality especially in the political process;
- The building should primarily be an interpretation centre of our political history
- There could be more than one way to tell this story such as active/rotating exhibits;
- Offices for Non-Government Organizations will increase activity and security; and
- Use as a Library.

### NEXT STEPS

The Government of Newfoundland and Labrador remains committed to the restoration and interpretation of the Colonial Building. Completion of interior building repairs and specialty finishes will be ongoing through 2018.

# APPENDIX

**The Rooms Stakeholder Engagement**  
**December 12, 2017**  
**Table discussion notes organized by question**

**Discussion #1: The Archives**

*What do you believe should be the priorities of the Archives over the next ten years? (Table discussion comments here)*

- The archives inspire art
- Making use of the space for writers, artists, etc.
- Technology and getting things online, amazing amount of information available
- Getting more things online and more accessible to more people – that's what the people want
- Small percentage is available online, the more that is online the better, it needs to be out there
- Need resources – money and technical resources
- Crowdsourcing transcriptions – a way in which people can interact with archival records
- Short term – we need to raise the profile of the archives, what they are and what they do
- Short term - Digitizing things that are paper now to be available
- Short term - Electronic records need to be a priority
- Ten year goal is to get things digitized and available online
- The main finding aids and indexes could be digitized as a start – lists of files, indexes could be digital
- Is there a way to digitize the finding aids and get them online? That would be a good start
- Two priorities - Digitization of existing records and archiving current electronic records
- The information has to be organized and described before they are digitized
- The province needs to recognize the economic value of the archives
- It is a reserve for artists and writers – a source of economic value for the province
- Helpful in finding key information
- Importance of seeing photos
- Brainstorm on outreach? To enlighten and educate people
- Very good job
- Access, interpretation and promotion of holdings, touring exhibits, lectures and email distribution – getting the word out
- More broad categories of email communication – eg. immigration
- Research on historical films – information needs to be more user friendly
- How can archive stay relevant in the face of internet, Wikipedia and other resources? Carve out a niche
- How are you different? How relevant?
- Difficulty finding information on topics – not made accessible yet
- Tremendous material here that is not always cross referenced with other archives

- Let general public know what is here – getting out to beyond St. Johns
- Look at what are the gaps in information in terms of the history of our province – how do we fill those gaps?
- Outreach important – to communities to connect with records
- Importance of the tangible record
- Touring exhibits
- Preservation of traditional crafts and techniques – craft in the archives
- Outreach tours – user friendly
- Develop policy what is archival material in the age of digital
- Outreach partnerships important
- People don't understand the value/use of Archives. Ex. Book wrote by a participant that demonstrates value. As an historian I use primary documents to inform my work.
- Archives are alive and brought to life by artist, researchers, publicists – more scholarships, rewards, etc. to promote.
- Facility was built to make the catalogue info available to the public. Need to do more outreach to find out what would be needed to digitalize. People can now use this info through internet – digital access.
- Accessibility of information. Digital document strategy for the next 10 years. Some determination/prioritization of where to start. i.e. NL Regiment. Another priority is to make sure we protect the things we have and are at risk of losing.
- Public education on how to preserve your documents. How to store something. Preserve. Work with community museums. Training to community. Top 5 types of document.
- Outreach, mobilize the expertise here.
- Tours of facility. Could also explore ways to offer virtual tours to remote locations.
- Preservation is key. You have to have the document to preserved in order to use it for a secondary.
- Heard a lot about aging population, oldest population, declining traditions, creating cultural memory spoken and written should be prioritized - traditional arts and culture should be maintained
- Liaison between NL Studies – yes there is and transferring collections back and forth will be starting this spring – because we have the ability to have stuff on line it really doesn't matter who is the keeper of the collection because people can research electronically. There is a good relationship.
- Nunatsiavut Government – create partnerships with tangible heritage around the province
- Digital records – huge challenge
- Partnering with local archives and be able to find things and share resources – sharing knowledge – digitalize and sharing
- Photos – do you share – floppy disk be concern – use of slides – partner with MUN folklore – we do not have an office in Labrador
- We partner with the archives association and partner with their AGM, etc.
- Movement in demographics and ethnic groups – not as much competition – corporation between the groups are becoming more prominent

- Sustainability and safety (funding) of the Archive
- More outreach in the community
- Focus on digital and audio information
- More teaching – what’s really important for the history of a place? Priorities?
- Ensure internet versions online is not lost – organizations need to know how to use social media, etc. How to keep information accurate
- Variety of people want information, archivist can be overburdened, especially by tourists, folks getting off cruise ships etc. More staff!
- There’s a staffing issue now.
- Need Professional historian
- Collaboration with MUN is essential.
- QE2 suffer when staff leaves, staff needs in-depth historical overview of history and Archival material, again collaborate with MUN!
- Succession Planning is important
- Visual artist brought in and did some compelling work, a lot more collaboration required.
- Written word vs Visual important.
- Gatekeepers/access to the knowledge /More staff to assist user with documents
- Use amateurs who have community knowledge to help with interpretation of archival documents
- Have community members come in and work with the materials
- Volunteer opportunities
- Electronic records a priority
- What is the relationship with other historical societies within the province? Is material shared? What are the mechanisms (Filemaker) FADIS
- Education for children, children’s programs, outreach programs, start with genealogy
- Does The Rooms have Goals/Mission Statements/ A document that is forward looking that provides future direction/priorities
- Preserving the records and history of our dying communities – to preserve the sense of community and pride
- Communication strategy to what the archive does and takes in so that the community does know what
- How accessible is it to the public
- Can you drop in or make an appointment
- Know lots of schools and young people come through the museum – what about the archives
- Collect different records – is there any movement to collect records by the archives is there active to go and collect records
- Security of digital records
- Need to have a plan of how and what you are collecting
- What are the space issues into the future if space is an issue for the paper hard copy
- Established collaboration and partnerships with folklore at MUN and Library and others to partner with to get into communities to identify and collect archives and material

- Expansion into the rural areas
- Most doing family history, examples of creative writing classes to view
- Do not close the archives because researchers may need it
- How much is on-line? Are they available to the general public?
- Cooperate with the university for the archives being on the internet
- Digitization- the rooms don't have the capacity to make everything digitized
- Digitizing is done for reason such as events or popularity rather than what is important, they should make a prioritization with a clear plan with partners such as the university
- There are different kinds of digitization such as radio/voice. Such as open line/twitter
- A plan to collect this data (voice) and it has not been done yet
- The born digital objects holding, accessing and describing
- Cannot do independently, need to work in collaboration with other archival institutions/agencies

**Report Back – Highlight two priorities /comments from the discussion above:**

1. Outreach – travelling exhibits; Accessibility – user friendly – raising awareness of what is here
2. Need to do more outreach to find out what would be needed to digitalize. People can now use this info through internet – digital access.
3. Accessibility of information. Digital document strategy for the next 10 years. Some determination/prioritization of where to start. i.e. NL Regiment. Another priority is to make sure we protect the things we have and are at risk of losing.
4. Making archive alive and interactive e.g. encourage public education and make the archive more approachable
5. Keep the preservation function but have additions.
6. Collaboration essential
7. Gatekeepers/access to the knowledge /More staff to assist user with documents
8. Use amateurs who have community knowledge to help with interpretation of archival documents
9. Expansion into rural communities by establishing and enhancing partnerships with folklore at MUN, Library, and other organizations to get into communities to identify and collect archives
10. There were a lot of questions around the Archives as participants felt that had more questions so felt there is a need for a Communication Strategy on what archives does, what's there, how to access, who's using it, etc.
11. Move towards digital records – figure out what is being only digitally recorded, what is being done to protect them (security)
12. How much physical space is there going forward for the future for hard copy archives that are donated and collected given that space may be limited
13. There has to be a plan with collaboration from the appropriate agencies to outline digitization and priorities of what is to be digitized, including sensitive documents that need to be kept.
14. Restore, capture and make available digital, audio and visual record.

## Discussion #2: The Art Gallery

*What do you believe should be the priorities of the Art Gallery over the next ten years? (Table discussion comments here)*

- The scope of the gallery could be broadened – bring in the money-making shows and use that to enable more contemporary shows.
- More international works, not just insular
- More touring into rural areas – outside exhibitions that engage the public
- Focus more on local artists, juried exhibits that are provincial/national/international, everyone can participate
- Move Rooms into rural areas, be creative, commemorate significant dates in our culture (confederation, moratorium)
- Support emerging artists to give them a chance to be shown
- More local content, relevant exhibitions to the provinces' history
- More opportunity to show work, touring, outreach for local artists
- Stimulating from international works
- More engagement/outreach in Labrador
- Artists need to get work off-island – gallery can organize/tour to other galleries
- Collections need to be online – other curators cannot look at our collections – on Rooms website as research tool
- (5-year span) – robust relationship building with not-for-profits, galleries – outreach and education out in communities – developing relationships – extension services model
- Need more films that reflect works shown
- Lectures
- Residencies
- Touring across the province in all locations (municipal location, schools)
- More investment in curators and arts administration – fear of falling into subservience to museum
- Need gallery director
- The one criticism I get is that local artist don't get an opportunity to present here. Consider more opportunities for local artist.
- Is there a catalogue for the art holdings online? If not consider a digital exhibit or digital catalogue.
- Artist in schools. Artist goes to school for a week or two to work with kids and leave behind art. The Rooms could explore linkages with the Department of Education.
- Conservation of art work/collections – should be a priority of the Rooms.
- Reserved representation on the board for visual artist. This would provide ongoing direct input for the arts community.
- Exhibitions that are controversial get to people talking and excited about art.
- Outreach is an issue that needs to be addressed. Priority for the next 10 years is to go out and collect new pieces – capital campaign. Build a capital fund to allow procurement.

- Access to facility. Access should be free. Traveling exhibits to rural out ports and across Canada.
- Collection came from MUN art and now they have to pay to see.
- Collection of knives – taking pictures – could not succeed – make archives more accessible
- Accessible items – take off line
- Indigenous art work from around the province – have not done a lot of it
- Grass roots community – local arts festival engage more
- Outreach – not easy to travel around the province – good venues for some exhibits – smaller version in Goose Bay – by having some type of visual art work available on the website to distribute to parts of the province if they cannot be present
- Have more visuals on line for persons who cannot visit
- Looking for specific information – full access to the papers and information which were donated
- Stronger communication with artist – not just having what the current exhibition available
- Increased connection with contemporary artist (working artist)
- Speaking to local artist when they exhibit at The Rooms (meet the artist)
- Greater outreach and more consistent with community works – better involvement with indigenous artist
- Space is very important and very concerned about it being taken over by the museum
- Expanding artist in the colonial building (local artist) wonderful facility used just for Newfoundland and Labrador artist
- Sharing information among the artist
- Increased communication with working artist
- Sell art to people?
- It is hard and expensive to get art work around the province – having artist travel around the province doing audio visual presentation - a way of sharing their art work
- Need a champion for the arts community!
- Secure more funding – staffing investment, important also for national status.
- Collaborate more with artists coming to province.
- Need to promote up and coming artists as well – new and also young artists.
- Work with national and provincial artists to represent both effectively.
- Concern by arts community that art gallery would lose its exposure by coming to The Rooms
- One person (staff) doing both jobs diminishes their ability – staffing issue!
- Art gallery has to have autonomy
- Relationships between The Rooms administration and the museum community, the arts community and the archive community need to be there (there isn't one right now)
- Why does there always have to be such a political battleground on what kind of art – between the administration and the arts community
- They need to fix the relationship between the administration and the arts community
- The administration/government do not know anything about art and they need a dedicated director of the art gallery (like they just had and she should still be here)

- There have been seven directors of the art gallery and there is no trust between the arts community and the administration
- Why isn't the administration interested in contemporary art? Is it a political thing? A money thing?
- The first priority is to separate the administration from the divisions of the Rooms
- Why does the conversation always have to be confrontational?
- The administration should not be making philosophical decisions
- There are opportunities to engage with community (arts,
- The Rooms needs an outreach person
- There are a lot of residencies, they are bringing in young, contemporary artists showing and this should be continued and have the freedom to continue doing this.
- Fix/build the relationship between the administration with the arts community
- Don't ever make changes again without consulting the arts community
- There should not be one director for the museum and the art gallery – not personal but there needs to be someone who is educated and experienced in the arts running the art gallery
- Staff position has to be robust, we need an advocate; and advocacy needs to be part of the mandate; arts community has identified this to be a problem, Art Director every two years! Huge concern; needs to be an artist's space, really unhappy with this!
- As a Historian, there's an understanding that ultimately history is not fixed – stiff exhibits! New things have to happen, not one or the other but feel that we have to foster new artists; tiny spaces now are used for artists' works. Tiny little strange boxes! What are we fostering by these fixed exhibits?
- Budget constraints don't allow for enough space and lighting.
- Canada Council funding requires professional staff; we have jeopardized funding because two positions are now one!
- This is a concern because there are staff reductions!
- Substantial significant artists that challenge our aesthetic and cultural sensibilities – very conservative – too safe – need more variety – patronizing our own too much/need to present more challenging material – we don't know what else is out there
- Creativity breeds innovation
- Rooms is playing it safe
- Not enough variety in the art gallery
- World class material/exhibitions but missing in the art gallery?
- Maintain its autonomy, remain equitable
- Artists not dismissed because they're cutting edge
- SakKijajuk – perceived as cutting edge
- Maybe public isn't hearing about these other exhibitions
- Gallery education that teaches understanding of art not just the making of art, teach art concepts, art hierarchy teach public how to interpret – have the conversation/understand the language of art
- Diversification of mediums and space

- More advertising about performance art
- Holdfast Festival – more partnerships
- Evenings of “hot topics”
- Dedicated arts director, don’t have the language, don’t lead the life, perceive Director as an Art Historian not an Director of the Art Gallery
- More rotation of the permanent collection – better labeling – where are our collections located in public locations
- Continued robust and expanding there is a lot of art that does not get seen
- Identifying space in the building and out in the province, identify more places where the art could be displayed throughout the province. This is a missed opportunity
- Canada council art bank rents out to businesses across the country. Revenue which is put back into acquisitions and purchasing more artists. In Newfoundland and Labrador this is done mostly in government buildings where there is no revenue collected. Need to get into other buildings. Then more art can be purchased
- More accessible throughout the province
- Utilize the ones in the vault to get it out
- See the gallery become more involved in initiating an artist in the community program. Missing so much that the MUN extension program had on communities in Newfoundland and Labrador had them going out working in communities and give experience of interacting with artist. Engage with community to provide them with experience and education program
- Collaborate with groups and organizations throughout
- Need a Director of Arts
- Needs to be a visual artist as a board member on the Rooms Board
- It’s important to give credit to the artist but not be reproducible so they can increase their sales.
- There are 10,000 pieces of art, can we change exhibitions more frequently?
- Better access on the web, it has to be user friendly for people to enjoy, for example, a data bank of artists (they are doing this Quebec and it is copyrighted)
- Identify where the art is housed for the public to visit if it is not here.
- Create programs for children to interact with art and artists and make is accessible include music.
- Be more open and accessible and have more free days.
- To set priorities you need to understand why you are doing what you are doing and be integrated in the community and understand their community, be a social agent and be an agent of change, what do artists need from the gallery and what do the citizens need? You need to know the why.
- Outreach to new Canadians happens as in other provinces.
- The people do not feel connected to the Rooms and this needs to change, it needs to feel like the community’s.
- A dedicated Art Director is very important.
- Have artist involved in the art gallery.

**Report Back – Highlight two priorities /comments from the discussion above:**

1. Need gallery director
2. Touring work by NL artists to the rest of Canada; artwork online
3. Priority for the next 10 years is to go out and collect new pieces – capital campaign. Build a capital fund to allow procurement.
4. Traveling exhibits to rural out ports and across Canada.
5. Need autonomous space
6. Dedicated position
7. Staff
8. Substantial significant artists that challenge our aesthetic and cultural sensibilities – very conservative – too safe – need more variety – patronizing our own too much/need to present more challenging material – we don't know what else is out there
9. Gallery education that teaches understanding of art not just the making of art, teach art concepts, art hierarchy teach public how to interpret – have the conversation/understand the language of art
10. Dedicated arts director, don't have the language, don't lead the life, perceive Director as an Art Historian not an Director of the Art Gallery
11. Need a Director of Arts not combined with another position
12. Making art more visible throughout the province. Become involved in initiating an artist in the community programs (MUN Extension), Canada Council art bank seems to be only utilized by government, possibility of displaying in other locations throughout the province, identify more spaces for art to be displayed throughout the province, changing out of art within the gallery more often, utilize the art that is in the vault
13. To set priorities you need to understand why you are doing what you are doing and be integrated in the community and understand their community, be a social agent and be an agent of change, What do artists need from the gallery and what do the citizens need? You need to know the why.

**Discussion #3: The Museum**

*What do you believe should be the priorities of the Museum over the next ten years? Table discussion comments here)*

- They do a fabulous job of the exhibits but there is always stuff in the basement that needs to be catalogued and preserved
- The resources are not there and there hasn't been ability to collect in 10 years, all the fisheries stuff, everyday objects of life, is disappearing quicker than it can be acquired.
- They need to be dealing with their backlog
- They need to be collecting – put the word out that the museum is collecting
- There is a resourcing issue
- Cannot do the work of the museums without the collections

- There is a stewardship issue - Stewardship should be a priority
- Internship programs
- Human resource issue and the backlog of uncatalogued collections
- Shift the priority from front of house, public facing work to the work of collections, cataloguing and conservation
- Amazing natural history collection that is under utilized
- Developing a better relationship with the smaller museums around the province
- The Coaker Foundation has been trying to get a geological park – is this something that the Rooms can help with – the natural history is important and needs to be included
- Partnerships – Relationships need to be built with the Rooms and community
- The museum, collections and our resources are a huge economic driver
- Deal with the basement, in terms of the old fort, and develop it and use that space to make other space available for contemporary art (currently there is no space for contemporary art as it is all used for the Beaumont Hamel exhibit)
- The travelling exhibits – these are missed!
- Experiential exhibits – like building the Rodney in the art gallery
- Already excellent outreach
- More contact with national sites? Trips to other sites, like Mistaken Point?
- Emphasis more geology – importance of fossils – more focus
- To encourage appreciation in young people of our history, natural history
- Inventive approach to raising awareness among young people
- What is the plan for the basement? Interpretation for archaeological site?
- Aboriginal interpretation in with natural history?
- More energetic space – mixed media, not just in a glass case
- Temporary exhibits at regional museums – very important for accessibility outside St. John's
- School programs – include museum in programming
- WWI exhibit beautiful
- Provide not just artifacts, but also artworks, to other sites (the 26 sites)– touring artwork
- Concern with space at the Rooms – none for temporary and touring exhibitions, explore other sites? Need to preserve art gallery space
- Need to digitize for outreach in rural locations
- Need to see visitor numbers for museums
- Seeing cost recovery here at The Rooms is increasing is becoming a concern. We are putting a prize on this and it should be affordable or accommodations provided for all residents.
- Short of storage space in this Museum. Risk that things will go to junk or out of province. We need a major storage solution, (climate control, etc.). An example given was visual experience or open storage (i.e. Kings Landing or Museum of Anthropology in Vancouver).
- Exhibitions don't change frequently enough.
- How do we strategize with no money? How do we not be stagnant? We cannot restrain prioritization because of lack of money.
- Develop the basement.

- Get the Rooms “fingers” out into the community – outreach.
- Link exhibit to parts of the Province that people can visit. (example of good idea last year - WW1 exhibit extended to Grand Falls)
- Museum handles audio collections?
- Very interesting and the university does some of that – would love to hear stories that are told by people – most older people only have it in their heads – story telling – going after the memories before it is too late – collaborate with the archives – joint – invite the artist
- Museums are trying to be more audio visual – gives flexibility to do programming elsewhere – available to people who cannot attend the rooms
- Hope we do not have to fight for every dollar over the next few years
- Things are working well – archaeology stored – needs to be accessed – needs people working – importance of the archeology – this is why the rooms is here to make it available – historic property
- Greater communication with the indigenous communities Labrador and northern – show more artifacts
- More indigenous
- Displays that are static – hard to change what is
- Space is a problem at the rooms – needs to be addressed – static exhibitions – how do we make them less so?
- Try and make things more accessible in general – exhibitions (braille, on line home participation – more accessible in general, different languages)
- There has to be an interest from the public to make an exhibit – people have to be interested – the rooms is a major tourism destination (how do we build on that) – how many non-resident visitors come to the rooms – important economic generator to the province
- Keep up the good work – doing great here with the museum
- Very efficient Archives
- A lot done since it opened – get more children involved – Open Minds Program is a positive
- A lot of work goes into an exhibit and there is a shelf life – a lot of money on an exhibit – how do you make it fresh – after you seen it once or twice – how do you keep up the interest – good for visitor but not for us in town – different experience
- More revolving shows, no permanent exhibitions
- Some could stay but need to see some exhibitions travel to another place
- Change space
- Indigenous Space
- Natural History viewing
- Permanent exhibitions reduced in size so other things can move in and be displayed
- Change up as in the Art Gallery
- Nothing fixed about history!
- Old museum had a NL theme stage – miss that.
- More interactive displays, information is accessed easily – different forms e.g. creating links
- Add more interactive sounds, etc.
- Creative tactile corners

- Make comments, leave notes – as in Ottawa
- Borrowing information from “away”, has to be a healthy respect – cross “pollination” needed – need collaboration
- Collaboration with other Museums in province
- Feeling that Museum doesn’t collaborate with others
- Regional Museums are part of larger Museum – a couple maybe, need more
- Museum needs to branch out more
- More barriers than bridges
- Getting more “open” but it’s new – community policy
- Funding has been a source of competition
- Refusing showings because of commercial benefits
- Museum, well managed, enjoy the museum
- Beaumont-Hamel exhibition, world-class
- Intangible cultural heritage, relate the intangible cultural heritage more, important part of the history, not just the artifacts
- Digitization of artifacts, what is happening with conservation, or making digitized artifacts available to the public, making it accessible
- Is Labrador appropriately represented here?
- Represented properly in a contemporary fashion
- Contemporary museum exhibition space for museum
- Interaction with digital objects/ youth
- Make objects available out into the community
- Cultural Ambassador program (out-reach program) take the Cultural Ambassadors outside of The Rooms into communities
- Internships could be an outreach program
- Creating dialogue between historic artifacts alongside contemporary artist/ Giving contemporary artist access to the museum artifacts/ Interact with the objects – activate history show current relevance objects in a contemporary fashion
- Need to enhance engagement within the museum and not just WWI – there should be a permanent WWI space. Believes it needs to be recognized
- WWI part of museum has had its day, important piece but cannot dominate the museum going forward. Need to keep it relevant
- What about the future of the province? Is museum supposed to look at the past
- Contemporary history. Since confederation what are the consequences of TransCanada Highway, losing the railway, Churchill Falls, has the economic and social implications of oil and gas on migration patterns
- Our culture is for Newfoundland and Labrador and museum should not be for tourists. Need to engage the people of the province. It is our history
- What was the effect of TransCanada Highway
- More about our indigenous people beyond the Beothuk. The Innu community gets limited recognition
- Needs to focus on the history of Newfoundland and Labrador – what the province is

- Interactive pieces are usually out of order and all digital. Need back to digging for dinosaur bones in a sand box, have to have the touch and feel not the see and hear
- Exhibits are very expensive to create and you have to keep some things longer and then how do you expand and show more-digitization could be an answer to it.
- There is a fee for going to provincial sites and can the Rooms be part of that?
- How do you touch on more things in the limited space?
- Membership should maybe get you more sites.
- Expand on exhibits in creative ways for example iPads for kids.
- Can we have an archive? It takes a lot of space.
- Is there too much in one space? Is it the space or the philosophy they take? They need to look at product. What is the process of creating knowledge and how do you choose what goes on display. Is it a temple or a forum?

**Report Back – Highlight two priorities /comments from the discussion above:**

1. There needs to be space for exhibitions at the rooms; outreach to communities in terms of travelling exhibits – artifacts, artwork and archival documents can be toured to local communities (ie. the 26 sites)
2. Short of storage space in this Museum. Risk that things will go to junk or out of province. We need a major storage solution, (climate control, etc.) An example given was visual experience or open storage (i.e. Kings Landing or Museum of Anthropology in Vancouver).
3. Need more Collaboration!
4. Build bridges, reduce barriers!
5. Indigenous space
6. Change up exhibits
7. Digitization of artifacts, what is happening with conservation, or making digitized artifacts available to the public, making it accessible
8. Interaction with digital objects/ youth
9. Make objects available out into the community
10. Creating dialogue between historic artifacts alongside contemporary artist/ Giving contemporary artist access to the museum artifacts/ Interact with the objects – activate history show current relevance objects in a contemporary fashion
11. WWI is important part of the history but is one piece and should not dominate the museum. Should be about contemporary history what consequences of TransCanada Highway, losing the railway, Churchill Falls, the economic and social impacts of oil and gas, etc. Should be about who we are as Newfoundland and Labrador and more on Indigenous people
12. More hands on interaction. Interactive pieces are digital and usually out of order. Need to get back to hands on digging for dinosaur bones in a sand box, have the touch and feel not the see and hear
13. Is there too much in one space? Is it the space or the philosophy they take? They need to look at product. What is the process of creating knowledge and how do you choose what goes on display. Is it a temple or a forum?

## Discussion #4: Programming and Public Engagement

*What do you believe should be the priorities for Programming and Public Engagement over the next ten years?* (Table discussion comments here)

- Some cultural organizations have partnerships with universities; there are lots of opportunities to do that here. Give them credit for doing work here – digitizing, cataloguing, deliver programs, help with archeology – it would solve some of the resourcing problems. There are endless opportunities.
- This would also help grow the audience
- Volunteers – deliver school programs, badge programs for Girl Guide programs – volunteers have to be treated like staff and there are wonderful opportunities for student volunteers
- Offer the experience across the board – but have different ones within each division of The Rooms
- Internship programs – (students get academic credits but are not paid for their positions)
- Developing and maintaining provincial and national partnerships – encouraging membership in provincial/national organizations
- It's important that this institution be supported
- The relationship between The Rooms and provincial organizations should be built/developed – staff are encouraged not to be a part of provincial organizations
- The Rooms could help with outreach in the provincial museums – could be mutually beneficial
- Explore opportunities to build partnerships
- Look outside of ourselves (The Rooms)
- Outreach – knitting nights, teaching 120s
- Make building more accessible – ramp is difficult – challenging for people
- Parking is difficult – far away
- Free days
- YouTube channel to engage across the province
- Summer programming going in the right direction – change from the past, making things more open, bringing the space alive
- Important to reach out to the students
- Communications important – challenge with getting on the email list – basic flaw with circulating to members
- Research programs, residencies, cross-organization projects that engage with collections
- Public lecture component important
- Important to reflect traditional culture, also collect stories of immigrants to invite new communities into the building
- Youth ambassador program
- Space for interactive activities
- Programming from outside the city
- Engage with Indigenous communities

- More Public Relations for the Rooms
- People with disability partnership
- Corporate partnerships
- Outreach to indigenous communities – bring people from Labrador, youth
- Docent tours
- Focus on those in province, not just tourists
- Explore local audience
- Film nights featuring NL films, arthouse films
- Restaurant needs improvement – could be a destination itself
- Open storage is a way of getting more public engagement with what we have
- More circulation of materials and exhibits. Need more turnover; seeing same week to week. Both provincially and other parts of province. Could have three-six traveling exhibits that circulate throughout the province throughout the year. Three-six visits per year vs. one.
- Need a way to reach beyond the walls to other parts of the Province.
- Education to youth – more! Make it free to university students. Alternative view is that we cannot afford to make it free.
- The Rooms is our “national building” – as much open access as possible.
- Ambassador program more people to welcome individuals to the building and increase interaction. More about the experience. Experiential programming.
- Need more baseline data or information to evaluate programs.
- Drop box for comments
- Suggestion box for public engagement activities
- Flash events – unique events – indigenous – any type of flash events
- Coffee and culture is good – keep it!
- Important to engage children – brings families here – extremely important – children’s events should be emphasized – could be school – younger than school age – planned events – gets people used to coming to The Rooms and seeing what is here because that is important
- Make it easier to be more affordable for community groups
- More access to outdoor programming
- Address the wind out there – plant a few more trees
- More interactive research thematic research groups i.e. railway, photography, etc.
- Making fish nets – show how to mend fish nets – more teaching traditional skills
- Skills sets offered
- Sealing – how important is it
- Day camp in the summer i.e. associated with some themes – age levels take into consideration
- Rooms has a responsibility for the regional museums – outreach really need to be increased fostered in some cases where they can go out to those institutions and they can come here – Labrador interpretation day – same team – just integrated
- Lack of resources will be a limit on what they can do – do more through audio visual
- More involvement with the industrial aspects of NL – increase engagement in industry

- Increasing engagement with stakeholders and community both formally and informally
- Parking and Admission Fees!
- Reduced hours and closing on Sunday is discouraging people especially students from coming in
- Archives are supposed to be free
- Should be able to sit and visit anywhere for free, encourage people to come!
- Has revenue increased/decreased on Wednesdays?
- Accommodate whenever possible, should be able to move chairs etc. to accommodate visitors
- Encourage!
- Very expensive for families
- Need for revenue but there's other ways to make money
- How are we encouraging people who can't afford it, to come!
- National student card, discount card.
- International students need accessibility
- Discounted prices
- Cruise lines for Newfoundlanders and Labradorians
- Is this part of an introduction at colleges and university
- Build good community relations.
- Where do most of the visitors come from; tourists or locals?
- Could get sponsors for certain group access – leverage funding
- Branch out programming – pop up idea, entice people to come! Create appetite.
- Hire consultants
- Figure how to bring people in. Invest in contemporary.
- Have people interpret the art – art education that includes a better understanding of contemporary art. Teach them how to relate it to their own life. Requires a vast education
- Not current/ Not contemporary/Hugely defensive/ need to push the envelope
- Cultural Ambassador Program – didn't want to sit around making nets. Visitors talked more about their vacation than making nets
- Blending old with the new
- Dinner experience – old dinner with a talk on contemporary art
- Combine the old and new
- University students don't come here because we're not current – no political issues, no free speech, can't speak freely here.
- Encourage professors to use The Rooms more
- Kitch, warm-fuzzies, need to encourage a greater understanding (not appealing to local market)
- Censored because don't want to offend funding bodies
- Concerned we're becoming a community centre
- Speakers with a diversified skillset
- Marginalized communities/voices
- Speakers on the arts – how it can shape the future

- Learning the visual language/aesthetic appreciation
- Accept proposals for critical engagement
- Panel discussions about different topics/ film industry/ arts
- Lifelong learner – want to learn something new
- Different ways to capture the history of music, traditional this is a narrow vision and limits what we could do. Contemporary culture with a variety of scenes done in addition to the pieces. We are more than just some of the pieces that were presented
- There are a variety of music communities within this province
- Partner with music Newfoundland and Labrador to diversify the schedule of music
- University students not comfortable or know that you can come and sit and work. Communication piece. Can go to the public spaces
- Introductory membership for people
- Communication of what is here and what is offered
- What is Newfoundland and Labradors reach out to the artists, musicians
- Public gathering place needs to be communicated to the public
- See youth from schools
- Utilize the space we are in for this meeting need to link this to our distribution lists to reach public. Affordability is an issue that is raised. Possibly get sponsors
- Delivering programming which reaches out electronically and can be used in class rooms and then people come here to visit the class room.
- Bring programming out to teachers through digitization and on-line education.
- How do we reach everybody with spotty broadband and bring things out to community.
- The web page is not user friendly or easy to navigate
- Broadcast through Facebook
- Establish a Facebook broadcast run by youth
- The Rooms make the distinguishing between public engagement and visitor engagement.
- Use social media to reach out to people of all ages and create the outreach so that there was excitement.
- “Ask a curator day” was a fun example and push this out further and in different ways linked to programming.
- The elbow room should be expanded
- Make video games out of the content
- Public engagement has to be linked to what is here and what we are trying to exhibit. We sometimes are too busy being “commercial” instead of linking to the exhibits and art.
- Engage the public and achieve multiple functions such as getting people in, making things accessible and creating space for artists.
- There is no casual spot to drop in and chat
- No public focus there should be outreach to everybody
- There’s not enough space here

### Report Back – Highlight two priorities /comments from the discussion above:

1. Make Rooms important for those here, to have in-house tours using docents who are trained from the community
2. More circulation of materials and exhibits. Need more turnover; seeing same week to week. Both provincially and other parts of province. Could have three-six traveling exhibits that circulate throughout the province throughout the year. Three-six visits per year vs. one.
3. Costs!
4. Accessibility
5. Branch out programming – pop up idea
6. Community relations
7. Not current/ Not contemporary/Hugely defensive/ need to push the envelope
8. Blending old with the new
9. University students don't come here because we're not current – no political issues, no free speech, can't speak freely here.
10. Inclusive– communication of public spaces
11. We show what we have and what we are. Ex. music we are more than just Newfoundland and Labrador music – opportunity to define and showcase who we are through the Rooms
12. About our identity of past and present
13. We talked about how we can reach more people and thought the Rooms needs to distinguish between public engagement and visitor engagement. Use social media to reach out to people of all ages and create the outreach so that there was excitement.

### Discussion #5: Revenue Generation

*What do you believe The Rooms should focus on in order to increase its revenue and its visitor base? (Table discussion comments here)*

- Why?
- Does the government not have a moral duty to be a steward of culture?
- Don't allow financial pressures allow organizations to lose sight of their mandates
- Principal objective is a cultural institution not to raise money
- Make sure all citizens can access this place – don't raise the entry price
- It is there for the public good, should be open and free (although it is normal these days to pay at galleries, etc.)
- What level of sustainability is acceptable to the government?
- We sell our culture here, we market our culture heavily. If you're going to do that, you need to have a certain level of maintenance, etc.
- Chase the ace
- Do we have statistics around how many tourists/visitors come to The Rooms? It needs to be the place to go when you go to St. John's? It's a destination, and needs to be promoted.
- The Rooms should be featured in those sexy tourism ads

- More Rick Mercer
- More direct promotion of The Rooms
- This should be an anchor attraction
- It is not promoted nearly enough
- Tell the local crowd they can come back more than once, there are always things changing
- What's bringing locals in? Change and interaction needs to happen
- This is not a tourist destination but it should be
- If The Rooms fails to increase its revenue base then what happens? Don't shut it down just because it's not breaking even (for example)
- Government needs to be providing adequate resources to allow for operations of the facility
- Music events should continue
- Can't increase the cost to visitors through admission
- Increase corporate sponsorship – further develop relationships with corporate sector (Business and the Arts has done some work). What can corporate sponsors get out of it?
- Improve Restaurant and docent tours can increase visitor base
- Link between films and exhibits
- Some elements could be free
- Challenge to address the need
- City of St. John's does not have a municipal art gallery – not supporting the Rooms gallery. City should be pressured to contribute towards the Rooms – municipal level funding
- Residency, research based partnership, bringing people in on a consistent basis, Rooms receiving some funding through those
- Looking at community partnerships, extending to Craft council, folk council
- Residencies for Elders – tradition bearers
- Shop should be curated for the visitor – no 'made in China' objects
- Local participation at other events (Regatta, folk festival, Gathering, Bonavista)
- Partnerships with government – receptions here
- Needs to be exciting for other groups – restaurant could be a part, create a food festival
- Tap into New Horizon funding for Elders
- Work with airport to display traditional art
- Need baseline data. How many visitors? How many go to the Museum vs. Archives.
- Need to increase the visitor base. Too many people that haven't been here. During the summer there seems to be a fair amount of activity. How do we increase visits the other nine months? More local.
- Activities that can go on after the normal operational hours. i.e. Concert. Bringing law firms in, hosting AGM's. Look at the GEO centre model - it is utilized in the evening for rentals.
- What things can be done that don't compromise the objective, mandate and vision of the facility? Have to be careful of the balance of intentions.
- There are a lot of things that can be done here. Have a think tank session devoted to identifying/imagining all the creative things that can be done.
- Hands on events around exhibits is competition for others like Anna Templeton but sometimes it could be okay

- Kiosk/display at airport important - other institutions have kiosk in airports
- It is a noticeable building - so people can find their way here
- Charge for an event – ability to have events where you charge \$40 to \$100 and you might get a few extras with it – there is room for programming that is cost recovered
- Membership charge should be reviewed on a regular basis to increase revenue
- Sell more memberships
- There is value if you are a regular
- Increasing membership
- Students - advertising The Rooms at MUN – hard to get students here because they have their own life
- How could we increase membership – what more can we offer to increase the membership
- Free parking with membership is very good
- Non-resident fee – art gallery of Ontario for example – discount shop, restaurant, free admission – good idea to think about – having an external membership which you could sell in Gander, Grand Falls, Goose Bay, etc. – reduced cost but to encourage them to maximize the cost and spend the day here.
- Restaurant really good – tied in the good lunch at the café – they could visit a gallery - get a discount on one or the other – encourage people to take in more than one thing
- Fixed exhibits need to be turnover
- New and innovative ideas
- Investment in research and collaboration
- Invest in funding, so people (staff) dedicated to this!
- Rooms should be leading us, challenging population towards cultural events etc.
- Funding increased in Arts, because dedicated staff is used for this.
- Shop needs change....don't have local artists cards, designs, etc.
- No publications in shop
- Looks like other craft stores
- Shop could be a lot more successful in raising revenue
- Predictable funding, need to become more ambitious.
- Performances, displays, outreach!
- Cost analysis – evening destination as well
- Panel discussion/Debates
- Charge more for programs
- Not charging for parking would help
- Sliding scales for admission not based on age
- Is parking free on the free night?
- Packages or passes to attend a number of programs
- Memberships for volunteers
- One time building fee on your first year membership
- Canada Council – granting body
- Philanthropist
- Expand our development/planned giving – in will

- Naming rights to galleries
- Pursue grants from banks/other institutions
- Corporate Giving
- More grant proposals
- Special events
- Occasional free parking/reasons for free parking
- Put more funding into Rooms so not having to rely on funding bodies
- Different ways to capture the history of music, traditional this is a narrow vision and limits what we could do. Contemporary culture with a variety of scenes done in addition to the pieces. We are more than just some of the pieces that were presented
- There are a variety of music communities within this province
- Partner with music Newfoundland and Labrador to diversify the schedule of music
- University students not comfortable or know that you can come and sit and work. Communication piece. Can go to the public spaces
- Introductory membership for people
- Communication of what is here and what is offered
- What is Newfoundland and Labrador reach out to the artists, musicians
- public gathering place needs to be communicated to the public
- see youth from schools
- Utilize the space we are in for this meeting need to link this to our distribution lists to reach public. Affordability is an issue that is raised. Possibly get sponsors
- Making the art bank for rental so that revenue can be increased and be used to purchase more art
- Discounts for local people
- Cruise ships are an opportunity to have a guided tour package – could be done by the marketing manager
- Identify energy efficiency
- Better use of space for concerts, more available on such things as Christmas season
- Outdoor space for concert, identify other events for outside
- The Rooms has to fulfill its mission much more diversely a& imaginarily & may cost up front.
- Invest in really broad engagement to bring in more artists
- 40% direct revenue comes sales while the other money from community and government but the Rooms has to understand there has to be the mixed funding model.
- It's elitist and as a result it feels dead
- You need the public on side and you do this through having community impact.
- Memberships lapse because no send you notices
- You can have fundraisers
- City of St. John's could support the Rooms. The City has not taken ownership because they see it as provincial.
- Engage donors and have events ask for support.

- What is the impact of the Rooms in the province, they forgot to generate impact for NL and make the people see their importance and the people will believe in the value of the Rooms. What is its mission and what does it provide?
- Government pays the lion share and fundraisers are project based. Community museums fund 60% on their own.
- People feel this is a cold place and the architecture is part of it.
- Allow young people to hang out here

**Report Back – Highlight two priorities /comments from the discussion above:**

1. Sponsorship by corporations and support by City of St. John's; programming to make this a destination (example food festival with the restaurant; residencies for Elders)
2. Activities that can go on after the normal operational hours. I.e. Concert. Bringing law firms in, hosting AGM's. Look at the GEO Centre model - it is utilized in the evening for rentals.
3. What things can be done that don't compromise the objective, mandate and vision of the facility? Have to be careful of the balance of intentions.
4. Reach out to the general population – finds ways to attract people
5. More collaboration and outreach
6. Packages or passes to attend a number of programs
7. The Rooms has to fulfill its mission much more diversely and with more imagination and that may cost up front. Invest in really broad engagement to bring in more people and artists and build community support which leads to funding support.

**Discussion #6: Archives**

*What purposes might the Colonial Building be used in the years ahead??* (Table discussion comments here)

- Small rooms were going to be used as offices for cultural organizations, this was maintained until 2014 and then the idea was shelved – interesting to know why this decisions was made
- Go back to this original proposal/plan – this would ensure staff would be there all the time
- Can it be used for meeting spaces/small conferences? What are the accessibility issues?
- Great acoustics in the building – it would be so nice for chamber concerts
- Travelling exhibits – political history like Churchill Falls, the TransCanada Highway, etc.
- Great place for Youth Parliament
- Open to the general public and visitors – would this be disruptive to organizations/offices?
- Don't have a dry, static historical exhibit
- Small weddings
- Dance performances?

- Legislature space could be an interesting performance space
- How do we get 20 year olds into these types of spaces?
- Can the colonial building be a revenue generator? It should be.
- It's going to be a wonderful space, very happy that it's being restored and taken care of
- Artist studios
- What are artifacts/documents going back into the building?
- What will be on display besides recreation of the chamber?
- Galas – space for people to enjoy
- Celebrate Newfoundland and Labrador artists, more accessible for passing traffic
- Promote culture of the area – snapshot as you walk in
- Connection to the Rooms with Newfoundland and Labrador artists
- Building that belongs to men – educational facility to address women's inequality especially in the political process – turn it around.
- Represent Labrador
- Build on the acronym HOA – change name
- More art space – historical tie-in, partnership with the Rooms
- Interesting travelling exhibits
- Craft council new home – artistic home for non-profits
- Event space for enjoyment for public
- Destination for tourists/visitors
- Indigenous take-over – promote what has been lost, prioritize history – encourage further development and autonomy
- Live with programming, highlight the restoration process and make it engaging
- Displays of precolonial history as an antidote to colonial history
- Encourage the world to come
- Part as art gallery – it is a historical building
- Need for 400-seat theatre in the city
- Interpretive site for historical craft/architecture – performative, instructive, interactive demos of those restoration processes
- The building should primarily be an interpretation centre of our political history – there could be more than one way to tell this story – active/rotating exhibits. Office site for Non-Government Organizations (i.e. historical society, family history, archives, museum association).
- In current model, most of building will be vacant 8 months. With Non-Government Organizations being house will increase activity and security.
- Specialized library for a collection of books devoted to Newfoundland and Labrador history and art.
- Very static if you just have the same
- Restore the old legislature
- House of Assembly should be kept as is
- Guide for the visitors to the political history of it – responsible government, etc.

- At the very start of the project the idea was to have a telling of the political history in an accessible way – that has been worked on
- The House of Assembly chamber restored to the 1880
- Not going back to the original but as original as it can be
- The legislative council room is the other big room – possible performance space, etc.
- Lots of office space, etc.
- Exhibit of the modern art of the province
- Community space – engagement exercises, etc.
- 4 rooms downstairs – different things that can be done – so much that can be told – do we use what we have in our archives – some of the rooms can be used as community spaces
- Use the space for meetings, mock parliament – interpretation can be invisible – audio tours – virtual reality – what it looked like when the riot took place – keep it useable – keep it flexible
- Performances like the Masonic Temple hold, etc.
- Skating rink – people can warm up for coffee, etc.
- Swimming – something associated with it
- News Years celebration – if it is filled with exhibits it cannot be useable – play music – piano – partner in technology – link up
- Let NADI have a role in it
- Incorporate with other events in the community
- Library – digital – Halifax Public Library for example
- Library!!!! More computers – more digital – less books – library of some sort
- Building has limitations – cannot be open to everything
- Attracts people – artifacts that people will see once and that is it – so something needs to be added
- Very historical important building
- Having a library in the C.B. it would make it more accessible and open,
- Focus Newfoundland and Labrador Studies
- Specialized centre
- Provincial Archive
- third or fourth try and design
- Decolonize the Colonial Building
- Flying consultants in, shunted to rooms-how much money is going in to consulting fees
- No Newfoundland and Labrador ownership
- Doors have been closed for too long
- Political focused room
- Different rooms highlight
- Where does Indigenous history fit?
- Newfoundland and Labrador Historical Society
- Hub for reinvigorating history
- Invest in local knowledge
- Involve historians!

- Tell stories – open to groups and organizations could meet and have public engagements!
- Election debates held there during the next election
- Meeting space for not-for-profit organizations – smaller groups
- Multi-function space – book room
- Tourist season re-enactments (Wasn't there a riot???)
- Young theatre
- Storytelling tourist and local market
- Library for contemporary text
- Reading room
- Readings/ book club meetings/ Curated reading rooms
- Art history – original designs, original chandeliers, art series, lectures
- Fairly limited space
- Decolonizing the colonial building – culturally sensitivities of the name – is it appropriate??  
Reconciliation – big faux pas – not culturally sensitive – an opportunity to acknowledge past mistakes
- Puppet show for kids in daytime/ change to wine and cheese events
- Summertime performance series outside/ build an outdoor stage
- Opportunity to have art and artifacts displayed.
- Downtown library – reading area
- Public gathering space, no admission
- Not necessary to house books but able to request books
- Free wifi
- Make it theatrical, political history of Newfoundland and Labrador is amazing
- Should be a library what form that takes – don't need all the books there but could get from there. Gathering space that is informal
- WWI exhibit should be moved into the Colonial Building
- Creating a space for advocacy organizations – a speakers corner
- Accessibility for all is needed
- Reading room
- Places for people to sit inside and out
- Colonial Building is really important to people and what is going to be done with it
- Open it up to have more things happening culturally and be a focal point for cultural services around the city
- Maybe we can include a library in the space
- The building should provide space for the Museum Association, Archives Association and Newfoundland and Labrador Historical Association.
- One of the chambers could be an exhibit area
- One could be for other public things
- Theatre events
- A multimedia space
- Can government afford to operate this? Turn it over to community
- Develop it as a tourism site and tell stories there and link to other sites

- Office space for heritage and historical associations
- A place where the political history of NL can be interpreted.

**Report Back – Highlight two priorities /comments from the discussion above:**

1. Counter histories represented – Indigenous and women - Building that belongs to men – educational facility to address women’s inequality especially in the political process – turn it around.
2. The building should primary be an interpretation centre of our political history – there could be more than one way to tell this story – active/rotating exhibits. Office site for Non-Government Organizations (i.e. historical society, family history, archives, museum association).
3. With Non-Government Organizations being house will increase activity and security.
4. Library
5. Newfoundland and Labrador Studies
6. Election debates held there during the next election
7. Meeting space for not-for-profit organizations – smaller groups
8. Tourist season re-enactments (Wasn’t there a riot???)
9. Office space for heritage and historical associations and a place where the political history of Newfoundland and Labrador can be interpreted.



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