

Strategic Plan 2017-20





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A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

As Chair of the Board of Directors of The Rooms Corporation, I am very pleased to present The Rooms Strategic Plan 2017-20. This Plan builds upon the goals and priorities achieved over the past 12 years – while setting the strategic priorities for the next three years.

I would like to highlight some of the accomplishments during that period. On June 29, 2015, The Rooms celebrated a momentous occasion – its 10th anniversary. In the decade since The Rooms opened, the people of Newfoundland and Labrador have come to recognize it as an emblem of their passion and pride of place. Additionally, The Rooms received incredible support for its Where Once They Stood We Stand capital fundraising campaign. By March 31, 2017, more than \$11.1 million dollars has been raised towards our First World War legacy projects.

The Rooms has marked several important centenaries for the province over the past three years, but none have been more significant than July 1, 2016. On that day, the 100th anniversary of Beaumont-Hamel, The Rooms proudly answered the call to honour those who served in the First World War. The Royal Newfoundland Regiment gallery was opened and the Fortis Courtyard and Amphitheatre was dedicated, which enabled The Rooms to expand its outdoor programming.

More than 3,000 people gathered on The Rooms grounds to honour those who sacrificed so much in the First World War. CBC televised five hours of live coverage provincially and online, and devoted one hour of their nationally televised Canada Day program to The Rooms event. More than a million people tuned in to the broadcast on television or online. The story of Newfoundlanders and Labradorians in the First World War, especially at Beaumont-Hamel, was no longer a provincial story – this inspiring story of courage and sacrifice has become part of Canada's national fabric.

The Rooms 2017-20 Strategic Plan will capitalize on the success of its recent past and focus on a renewed emphasis to connect emotionally with its visitors, members and the people of Newfoundland and Labrador.

The Rooms Corporation is a category one Crown Corporation under the Transparency and Accountability Act of the Government of Newfoundland and Labrador and, as such, it is required to submit strategic plans to government through the Honourable Christopher Mitchelmore, Minister of Tourism, Culture, Industry and Innovation, every three years. The Priorities and Goals as identified in these plans are achievable within the envelope of existing financial and human resources; taking into account the strategic direction of government; and, identifying objective performance measures, or indicators, specific to each strategic area.

The Board and CEO are accountable for the preparation of this plan and for the achievement of the specific goals and objectives contained therein. We are committed to full accountability for the public funds with which we have been entrusted and are honoured to serve the people of Newfoundland and Labrador. The Board, CEO, management and staff are committed to achieving the Priorities and Goals set in this plan – sealing our commitment to delivering great value to the people of this province, and advancing The Rooms place in the cultural community of Newfoundland and Labrador.



Tom Foran
Chair, Board of Directors, The Rooms Corporation of Newfoundland and Labrador



01 | overview

The Rooms Corporation unites the Provincial Archives, Art Gallery and Museum, as well as Regional Museums in Grand Bank, Grand Falls-Windsor and North West River, under the aegis of a Provincial Crown Corporation. As a Provincial cultural institution focused on the public interest, the main strategic priorities for The Rooms Corporation are education, public outreach and the presentation of temporary exhibits based on the provincial archival, contemporary and historic art, and museum collections entrusted to it by the Government of Newfoundland and Labrador. The Rooms operates three Regional Museums: the Mary March Provincial Museum, located in Grand Falls – Windsor; the Provincial Seamen’s Museum located in Grand Bank; and, the Labrador Interpretation Centre, located in North West River, Labrador. The Rooms – and its Regional Museums – are the portal to the many stories the province has to tell.

The Rooms Corporation was established to collect, preserve, present and make available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of Newfoundland and Labrador. It collects, preserves, and presents provincial, national and international contemporary and historic art and promotes the works of contemporary visual artists of the province. The Rooms strives to develop and conduct programs and events that represent and illustrate the significant history, culture and heritage of the province. The Rooms supports the development of cultural industries in the province and endeavours to strengthen the culture of the province, consistent with the strategic directions of government.

Built at a cost of approximately \$50 million, The Rooms encompasses 185,000 square feet. The collections

of The Rooms Provincial Archives, Art Gallery and Museum are stored in climate controlled vaults under a rigorous security protocol.

The Rooms employs 42 full-time permanent staff in its four divisions – archives, art gallery, museum, and Corporate Services – and also employs seven permanent seasonal staff to operate The Rooms Regional Museums. The Rooms also employs a number of part-time staff on an annual basis to support visitor services and the archives reference room. Its annual operating budget of approximately \$6.5 million is provided as an annual appropriation from the Government of Newfoundland and Labrador.

The Rooms averages approximately 80,000 visits per year, with approximately 7,000 visits annually from school children participating in curriculum-linked education programs and has established itself as one of Atlantic Canada’s leading cultural institutions.

02 | mandate

The Rooms mandate is outlined in The Rooms Act under Section 4, Objects of the Corporation as follows:
(ROOMS ACT, 2016)

4. The objects of the corporation are to:
 - (a) collect, preserve, present, exhibit 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 purpose 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;
 - (g) develop and conduct programs and events that represent and illustrate the significant history, culture and heritage of the province; and
 - (h) provide and enhance client services and partnerships to promote the cultural collections of the province and to show other national and international collections.
- See Appendix I – Powers of the Corporation

03 | vision

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

04 | lines of business

The Rooms is comprised of four divisions and two units: The Rooms Provincial Archives, Art Gallery, Museum and Corporate Services Divisions, the Education and Public Programming Unit, and Technical Services Unit. The archives, art gallery and museum collect, preserve, present and make available for research the collections within their disciplines while the Education and Public Programming Unit supports their work through developing and delivering education and public programs to a wide variety of audiences. The Technical Services Unit assists with maintenance and presentation of exhibitions developed in-house and travelling from peer institutions. The Rooms also undertakes the development of interdisciplinary exhibitions which draw their content from all of the programming divisions. With a view towards providing an exceptional visitor experience, The Rooms also operates a café and gift shop.

1. The Rooms acquires, preserves, presents and makes available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the province.
2. The Rooms collects and presents provincial, national and international contemporary and historic art; is the province's steward of archival records and a co-facilitator of Information Management initiatives, and serves to inform, present and interpret the province's history.
3. The Rooms is an important education and outreach vehicle, aiming to provide access to its collections through education programs, traveling exhibits, Regional Museums, 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.

05 | primary clients

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

- residents of Newfoundland and Labrador
- Government of Newfoundland and Labrador
- Department of Tourism, Culture, Industry and Innovation
- non-resident visitors
- school-aged children
- youth and lifelong learners
- donors to collections
- individual donors
- corporate sponsors
- diverse cultural groups

06 | values

INNOVATION

Identifying new processes to ensure that education, exhibits, programs, services and resources are thought-provoking and make a positive and meaningful contribution to the cultural heritage of the Province.

COLLABORATION

Supporting partnerships in research, exhibit development, programs and services.

INCLUSIVENESS

Ensuring that all programs and services will be representative of the evolving needs of people throughout Newfoundland and Labrador, as well as visitors to the Province.

INTEGRITY

Delivering value to the public by meeting the goals and objectives of the Corporation in a fair and transparent manner by upholding professional standards and high-quality service to the public.

TRUST

Acting always in the general interests of the Corporation.



Priority 1 | Generate Engaging Content

Newfoundland and Labrador has a unique culture that attracts visitors from around the world. Residents of the province also have a deep and abiding interest in the stories and topics that comprise the unique culture, a culture which includes the centrality of the visual arts.

The provincial collections, under the care of The Rooms, together represent Newfoundland and Labrador's unique cultural history and contain thousands of stories and topics of interest to both visitors and residents.

Over the next three years, The Rooms will develop a range of new programs based on the province's unique culture and the provincial collections in order to increase engagement with residents and non-resident visitors.

The Rooms is committed to increasing the number of people and program based experiences as detailed in The Way Forward 2017-20 Provincial Tourism Product Development Plan and has incorporated a new cultural immersion program experience for 2017-20.

THREE YEAR GOAL (2017-20)

By March 31, 2020, The Rooms will have generated more creative, innovative and interactive content.

INDICATORS:

- Develop Cultural Immersion programs for non-resident 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)

FIRST YEAR OBJECTIVE (2017-18)

By March 31, 2018, The Rooms will have established a plan to develop more creative, innovative, interactive content.

INDICATORS:

- Identified and created a team dedicated to developing new engaging public programs
- Establish a plan to facilitate content development, increase program effectiveness and operational efficiency
- Develop a Cultural Immersion program for non-resident visitors, which includes defining aspects of the unique culture of Newfoundland and Labrador, the visual arts and that provides emotionally memorable experiences
- Develop Cultural History programs for residents, which include stories and topics from across Newfoundland and Labrador including the visual arts

SECOND YEAR OBJECTIVE (2018-19)

By March 31, 2019, The Rooms will have implemented more creative, innovative, interactive programs to further engage the public.

THIRD YEAR OBJECTIVE (2019-20)

By March 31, 2020, The Rooms will have expanded public access to its collections by creating new interactive and experiential programming.



Priority 2 | Deepen, Broaden, and Increase Public Engagement

Marketing research confirms that visitors desire experiences that are enlivened and interactive in addition to those that require little participation. The Rooms contains several world-class permanent exhibits, a constantly changing array of visual art exhibitions and a Reference Room where visitors may research the provincial collections with the assistance of expert staff. The Rooms will augment these programs and services with a lively and engaging visitor-experience that starts at the moment visitors enter the building.

Key to the delivery of The Rooms visitor-experience will be the involvement

of Cultural Ambassadors, a team of volunteers who will welcome and interact with visitors as they move through galleries and participate in new cultural history programs.

Demographic and psychographic information will be compiled to help The Rooms develop and refine a visitor-experience that is meaningful and relevant to non-resident visitors and residents, which aligns with the government's tourism marketing strategy and brand.

THREE YEAR GOAL (2017-20)

By March 31, 2020, The Rooms will have been positioned to be of greater appeal to residents and visitors by becoming more relevant, differentiated, credible and motivational, and will have identified a measurement strategy.

INDICATORS:

- Undertake community consultation to establish priorities and inform strategy
- Develop the Scotiabank Cultural Ambassadors Program
- Compile visitor information beyond demographics by identifying target-specific market segments and gathering visitor feedback
- Develop an enhanced Membership Program
- Expand outreach beyond the Avalon

FIRST YEAR OBJECTIVE (2017-18)

By March 31, 2018, The Rooms will have identified its target audience in order to better understand its visitors.

INDICATOR:

- Undertake community consultation to establish priorities and inform strategy
- Compile visitor information beyond demographics by identifying target-specific market segments and gathering visitor feedback
- Develop an enhanced Membership Program
- Develop the Scotiabank Cultural Ambassadors Program
- Implement a plan to re-position The Rooms to be of greater appeal to residents and visitors – relevant, differentiated, credible and motivational
- Research and identify a measurement strategy

SECOND YEAR OBJECTIVE (2018-19)

By March 31, 2019, The Rooms will have increased memberships by 50 per cent above 2016 and increased visitation by 20 per cent above the three year average ending March 31, 2017.

THIRD YEAR OBJECTIVE (2019-20)

By March 31, 2020, The Rooms will have increased program revenue above 2016 by 25 per cent.



Priority 3

The Rooms Corporation is a Category I Crown Corporation under the Transparency and Accountability Act of the Government of Newfoundland and Labrador. The Board of Directors has adopted a range of governance principles and practices to guide decision-making, consistent with the requirements of good governance practice in the public and private sectors. As The Rooms has now been in operation for over a decade, the Corporation's governance principles and practices will be reviewed and, where necessary, revised and updated.

Governance and the Stewardship of Provincial Assets

The Rooms will develop a comprehensive risk management registry to address the full range of risks facing the organization. The probability of particular risks, appropriate mitigation actions and the identification of individuals responsible for various areas of risk will be considered.

As part of an overall risk assessment, The Rooms will complete a physical plant reserve study to determine the schedule for major building repair and create a physical plant reserve fund.

THREE YEAR GOAL (2017-20)

By March 31, 2020, The Rooms will have reviewed and improved upon governance practices to further ensure The Rooms success.

INDICATORS:

- Ensure continuity on the Board of Directors by identifying Board skill sets through communication with the Independent Appointments Commission and the Government of Newfoundland and Labrador
- Review public policy objectives (eg. tourism) and incorporate in strategy
- Undertake a physical plant assessment to determine the schedule for major building repairs and create a physical plant reserve fund
- Complete an organizational risk assessment in order to develop a Risk Management Strategy
- Review the role of The Rooms Foundation of Newfoundland and Labrador
- Identify priority areas to guide the growth of the provincial collections

FIRST YEAR OBJECTIVE (2017-18)

By March 31, 2018, The Rooms will have reviewed and assessed the corporation's governance protocols and will have identified areas for consideration and action.

INDICATORS:

- Review public policy objectives (eg. tourism) and incorporate in strategy
- Review the role of The Rooms Foundation of Newfoundland and Labrador
- Create a guiding document to identify potential additions to Provincial Collections.

SECOND YEAR OBJECTIVE (2018-19)

By March 31, 2019, The Rooms will have developed a plan to implement new governance protocols.

THIRD YEAR OBJECTIVE (2019-20)

By March 31, 2020, The Rooms will have implemented new governance protocols and will have completed an organizational risk assessment.





APPENDIX

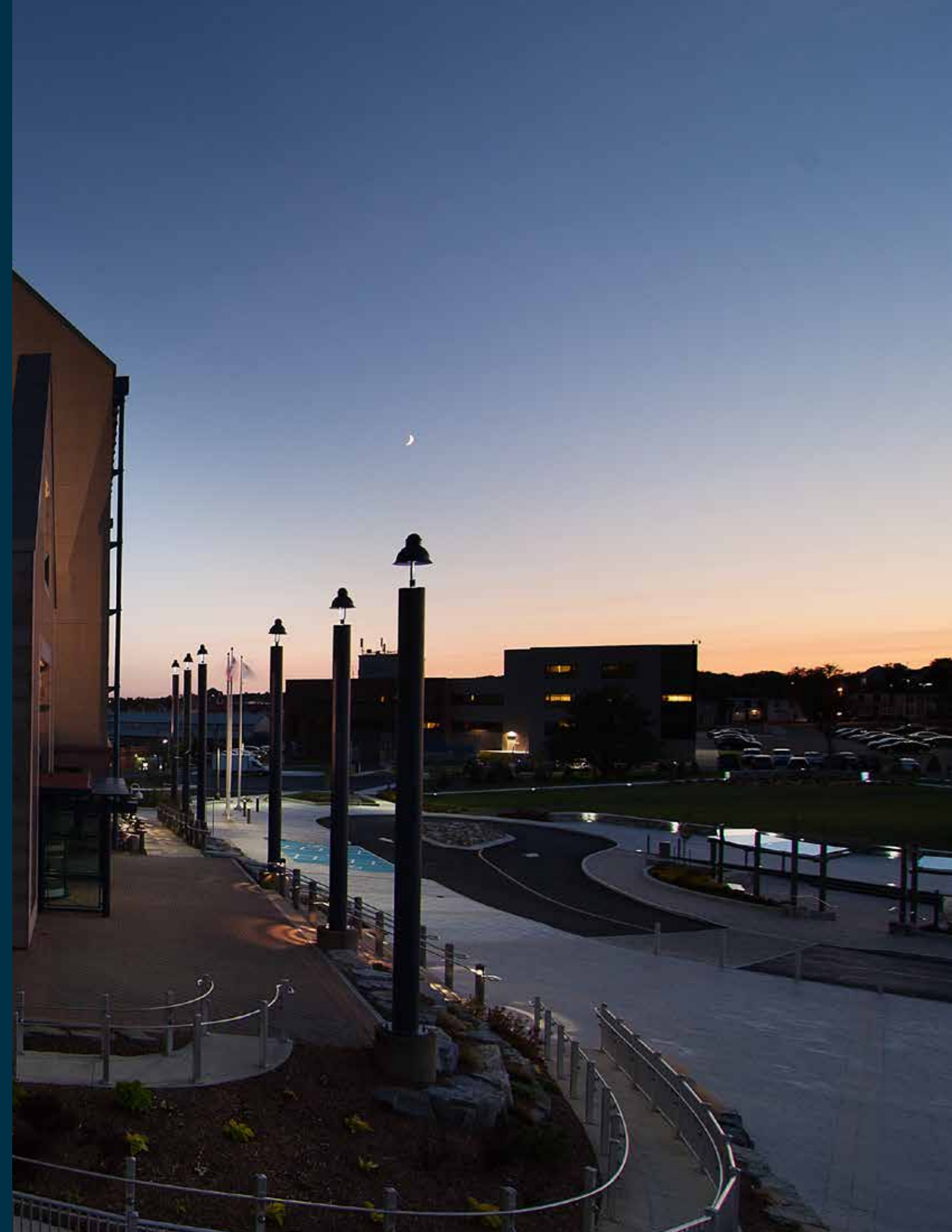
Appendix 1 | Powers of Corporation (ROOMS ACT, 2016)*

(as noted on page 4)

6. (1) In carrying out its objects under this Act, the corporation may
- (a) acquire by purchase or lease real, personal, movable and immovable property, including securities and hold, manage or dispose of them as the corporation may determine;
 - (b) acquire by gift, bequest or devise real, personal, movable and immovable property, including securities and expend, administer or dispose of that property, subject to terms, if any, on which that property was given, bequeathed or devised to the corporation;
 - (c) enter into partnership, sponsorship and other contractual agreements that further the objects of the corporation;
 - (d) lease its property;
 - (e) operate restaurants, special events, parking facilities, shops and other facilities for the use of the public and lease or otherwise make available, on terms and conditions that the corporation considers appropriate, those facilities or space;
 - (f) expend money appropriated by the Legislature of the province for the corporation;
 - (g) expend money received by the corporation from its operations including money received by it from leasing or otherwise making available facilities or space referred to in paragraph (e);
 - (h) establish classes of membership for the support of the corporation and for that purpose may establish fee, donation and support amounts applicable to those classes;
 - (i) charge fees for the purpose of the operation of the facilities of the corporation; and
 - (j) generally, do and authorize those things that the corporation considers necessary for the attainment of its objects and the exercise of the powers of the corporation.

- (2) Property acquired by the corporation under paragraphs (1)(a) and (b) shall be acquired or accepted subject to the advice and direction of the chief executive officer.
- (3) Unless otherwise demonstrated or agreed upon between the owner of the archival record, artifact or specimen and the chief executive officer, archival records, historic artifacts and natural history specimens in the care and control of the corporation are the property of the Crown.
- (4) Notwithstanding paragraphs (1)(a) and (b), the corporation shall not acquire or sell real property without the prior consent, in writing, of the minister.
- (5) The corporation may conduct activities jointly with the department and may enter into agreements with respect to the shared funding of activities.
- (6) The deputy minister of the department may request that the corporation provide professional expertise and technical services to the department and the corporation shall comply with that request.
- (7) The corporation may apply for an order under the Rules of the Supreme Court, 1986 for the recovery of records, historic artifacts, art or other property to which the corporation is entitled.

*In anticipation of Bill 56 receiving Royal Assent.





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