

THE ROOMS

**Annual Report
2024 – 25**



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The Room

A Message from the Chair of Board of Directors

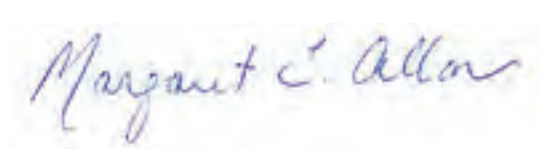
On the eve of The Rooms Corporation of Newfoundland and Labrador (The Rooms) twentieth anniversary, it is my pleasure to present the 2024-25 Annual Report. This year, The Rooms continued to advance its strategic priorities, successfully meeting the second-year goals of its 2023-26 Strategic Plan during the period of April 1, 2024 to March 31, 2025.

Our priorities reflect those of cultural institutions across the country and around the world — with a strong focus on social inclusion (diversity, equity, inclusion, anti-racism) and decolonization. Sustainability also remains a core commitment, ensuring The Rooms and its Regional Museums are well-positioned to serve communities across the province.

For two decades, The Rooms has celebrated and reflected the unique identities of the peoples of Newfoundland and Labrador. I am especially proud of the meaningful connection The Rooms has built with the public — it has truly become a place of possibilities.

As a Category 1 Crown Corporation under the **Transparency and Accountability Act** of the Government, this Annual Report is submitted in accordance with the Provincial Government's commitment to accountability. It has been reviewed and approved by the Board of Directors, which is responsible for the results reported.

I remain proud of the important work accomplished by The Rooms and confident in the path ahead.



Margaret E. Allan

Chair, Board of Directors

The Rooms Corporation of Newfoundland and Labrador



Vision, Mission and Mandate

Vision Statement

The Rooms is a values driven, sustainable cultural community hub that builds an inclusive, diverse, creative and confident community by connecting people with Newfoundland and Labrador's past and present so they can envision a bright future.

Mission Statement

We create welcoming spaces for all people to gather, share stories, engage with the past and challenge narratives, in order to build an inspired community around art, history, culture and our natural environment.

Mandate

The Rooms Mandate is outlined in the **Rooms Act, 2016**, under Section 4, Objects of the Corporation as follows:

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



Lines of Business

The Rooms is comprised of four departments: Archives and Collections; Art Gallery, Museums and Visitor Experience; Finance and Operations; and Marketing, Communications and Fund Development. The Rooms also has two units: Education and Public Programming, and Technical Services.

The Archives and Collections and Art Gallery, Museums and Visitor Experience Departments collect, preserve, present, and make available for research the collections within their disciplines. The Finance and Operations Department, and Marketing, Communications and Fund Development Department, as well as the Education and Public Programming Unit support their work through developing, delivering and promoting education and public programs to a wide variety of audiences.

The Technical Services Unit assists with the maintenance and presentation of exhibitions developed in-house and travelling from peer institutions and supports education and public programming activities. With a view towards providing an exceptional visitor experience, The Rooms also operates a café and gift shop.

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.

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.

The Rooms is an important education and outreach vehicle, aiming to provide access to its collections through education programs, travelling exhibits, Regional Museums, virtual access, workshops, and artist residency programs.

The Rooms is responsible for collections security, research, maintenance, and preservation to safeguard the provincial memory, history, and culture.

The Rooms provides support to professional constituencies in the archival, visual arts and museum fields.



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, Arts and Recreation
- Department of Education and Early Childhood Development
- Office of Indigenous Affairs and Reconciliation
- Department of Labrador Affairs
- Indigenous Communities
- Diverse Populations
- Non-resident Visitors
- Young Children
- School-aged Children
- Youth, Post-Secondary Students, and Lifelong Learners
- Families/Households
- Educators
- Artists, Academics, Archivists, and Researchers
- Donors to Collections
- Individual Donors
- Corporate Sponsors



Values

Enabling Discovery –

sharing the stories and surprises that are contained within our collections

Stimulating Curiosity –

constantly exploring how we can be accessible to connect with and mean more to people

Building Team Culture –

forging relationships, working closely together and with external groups to achieve shared goals

Striving to be The Best –

commitment to applying the highest standards in all that we do

Inclusion, Diversity, Equity and Anti-Racism –

commitment to a respectful, diverse, and welcoming environment where we are stronger together



Overview

The Rooms is a Crown Corporation of the Government of Newfoundland and Labrador, responsible for safeguarding the province's archival, art, artifact, and natural history collections. Alongside its main location in St. John's, The Rooms oversees three Regional Museums: Demasduit Regional Museum (DRM) in Grand Falls-Windsor, Provincial Seamen's Museum (PSM) in Grand Bank, and Labrador Interpretation Centre (LIC) in North West River.

As a not-for-profit institution, The Rooms aims to connect visitors with Newfoundland and Labrador's people, places, and cultures, encouraging new perspectives. Its mandate includes education, public outreach, and presenting both permanent and temporary exhibits based on provincial collections.

The Rooms plays a key role in supporting the Department of Tourism, Culture, Arts and Recreation's vision for regenerative tourism. Established to collect, preserve, and present the province's historic artifacts, natural history, and archival records, The Rooms also promotes contemporary and historic art, and supports local artists. The Rooms supports the development of cultural industries in the province and endeavors to strengthen the culture of the province, consistent with the strategic directions of the provincial government.

Spanning 185,000 square feet, The Rooms opened in 2005 at a cost of approximately \$50 million, equipped with climate-controlled vaults for collection storage under strict security measures.

Recognized as one of Canada's leading cultural institutions, The Rooms has earned 22 provincial, national, and international awards. It maintains a strong online presence through its website www.therooms.ca, and on Facebook @TheRoomsNL and Instagram @therooms_nl.

Number of Employees

The Rooms has 55 full-time, permanent employees, along with five permanent seasonal staff who operate the Regional Museums. Additionally, there are hourly staff hired annually to support visitor services, the archives reference room, and regional operations.



Visitation

From April 1, 2024 to March 31, 2025, The Rooms achieved its highest annual visitation for the third year in a row since building-wide tracking began in 2017. In 2024-25, The Rooms welcomed 150,324 visitors, including paid admissions, complimentary admissions, student admissions, visits to the Archives Reference Room, café, and gift shop. This is an eight percent increase from the previous year’s 139,043 visitors.

Visitors 2024-25	Visitors 2023-24	Increase	
150,324	139,043	8%	

Since 2021, The Rooms has offered free admission to children twelve and under during Spring Break Week, boosting resident visitation during this period. This initiative is now a sought out activity for residents and has continued to achieve increased visitation with April 2024 experiencing a 32 percent increase over April 2023. The week featured fun and creative activities, including a partnership with Bricks & Minifigs. Additionally, there were daily themed LEGO® builds and workshops.

Increase	
32%	

Friday night visitation has seen lower attendance in recent years, however, in fiscal year 2024-25, Friday night visitors increased by seven percent compared to fiscal year 2023-24.

Increase	
7%	

To help make The Rooms accessible for all, The Rooms offers a number of ways for visitors to access free admission including: free admission to the public on the first Wednesday of every month between 5:00 p.m. and 9:00 p.m.; Fridays between 10:00 a.m. and 9:00 p.m., students are able to receive free admission when they present a valid student ID. The Rooms participates in the Newfoundland and Labrador Public Library (NLPL) Connect Pass program which allows library cardholders to reserve one free visit to The Rooms annually; and, new Canadian residents and citizens receive free admission through the CANOO New Residents and Citizenship Experience which provides new Canadians free admission to participating cultural institutions for one year.

Free Admission Days saw a remarkable 97 percent increase in attendance in fiscal year 2024-25, rising from 1,915 to 3,779. These significant gains highlight strong community engagement during special events.



There was a slight decrease in students who availed of Free Student Fridays during fiscal 2024-25 with 1,538 student visits, a six percent decrease from 1,641 Free Student Friday visits in 2023-24. There was also a decrease in NLPL Connect Pass admissions in 2024-25 with 405 admissions, a 23 percent decrease from 526 NLPL Connect Pass admissions in 2023-24.

CANOO admissions at The Rooms have increased by 48 percent year-to-date in fiscal year 2024-25, rising from 195 to 289. The data highlights strong growth during the summer and fall months.



Visits to the three Regional Museums experienced a 20 percent increase in visitation, with 9,659 visitors during the 2024 operating season compared to 8,062 the previous year. The Labrador Interpretation Centre had 2,742 visitors, Demasduit Regional Museum had 4,943 visitors, and the Provincial Seamen’s Museum had 2,974 visitors.

Visitors 2024-25	Visitors 2023-24	Increase	
9,659	8,062	20%	

Membership

From April 1, 2024 to March 31, 2025, a total of 1,830 annual memberships were purchased, compared to 1,306 the previous year—a 19 percent increase.

Memberships Purchased 2024-25	Memberships Purchased 2023-24	Increase	
1,830	1,306	19%	

Paid Parking

Parking fees are charged 24/7 at a rate of two dollars per hour. Members of The Rooms enjoy free parking during regular hours. From April 1, 2024 to March 31, 2025, The Rooms collected approximately \$63,427 in parking fees, a nine percent increase from the \$57,945 collected the previous year.

The Rooms Gift Shop

The Rooms has continued to experience increased sales year over year. In 2024-25, The Rooms Gift Shop recorded sales of \$627,657, an increase of \$70,989 or almost 12 percent increase from \$556,668 in 2023-24. This marks the third consecutive year of achieving the highest sales for the gift shop.



Reference and Access – The Archives Reference Room

The main public engagement program of The Rooms Archives is its Reference and Access service, available daily in the Level 3 Archives Reference Room and via email, phone, and mail.

The Archives and Collections Department manages the daily operations of the public Reference Room, where visitors can access original archival records in various formats (paper, photographic, and digital). Reference staff assist visitors in using these collections and answer inquiries from around the world via postal mail, telephone, and email.

From April 1, 2024 to March 31, 2025 we had 7752 individual researchers and we received 4850 reference inquiries from phone, email and mail. There were 390 first-time researcher registrations during this period.

Revenues and Expenditures

Please refer to The Rooms Corporation of Newfoundland and Labrador Audited Financial Statements for the year ending March 31, 2025.

(Appendix A)

Exhibition Highlights

Each season The Rooms programs temporary exhibitions that support its mandate and reflect the organization's vision, mission and values. These exhibitions present themes encompassing new ways of seeing, challenging viewers and encouraging conversation.



Fantastic Finds: Archaeology in Newfoundland and Labrador

July 28, 2023 – July 17, 2025

Though mounted in Summer 2023, the Fantastic Finds exhibition continued to be extremely popular with visitors during the 2024-25 fiscal year.

The exhibition explored new and exciting archaeology discoveries in our province. From a 1400s English gold coin found on a beach, to ancient pottery fragments that shifted understandings of Labrador's early peoples, from a mystery cargo of mid-1800s rifles snagged up from the ocean floor, to a collection of teeth extracted by a long-ago dentist, druggist, barber or jeweler on Water Street—the scope of archaeological discoveries in Newfoundland and Labrador is astounding.

Photo Above: Installation view, **Fantastic Finds: Archaeology In Newfoundland and Labrador**, Level 2 Atrium, The Rooms.

Supporting Doctors: Celebrating 100 Years of the Newfoundland and Labrador Medical Association

March 5, 2024 – January 5, 2025

Tools of the medical profession, from an early craniotomy set to Covid-19 vaccines, highlighted the role of doctors and the Newfoundland and Labrador Medical Association (NLMA) through its 100-year history.



Gather: A Year of the Arts Exhibition

May 18, 2024 – September 22, 2024

Co-curators: Rose Bouthillier and Mireille Eagan

Artists: Brian Amadi, Dinah Andersen, Alex Antle, Sylvia Bendsza, Ethel Brown, Fanny Broomfield, Anne Meredith Barry, Sid Butt, Marlene Creates, Heather Campbell, Hazel Eckert, Pam Hall, Gilbert Hay, Josie Lethbridge, Michael Massie, Ossie Michelin, Mary Ann Penashue, Shawn O'Hagan, Barry Pottle, Mary Pratt, Christopher Pratt, Garmel Rich, Daniel Rumbolt, Megan Samms, Katrina Tompkins, Larry Weyand, and Jessica Winters.

During the Year of the Arts, we honour the vital role of artists in the lands often known as Newfoundland and Labrador. Gather highlighted this province's growing creative community, which is rooted in close-knit ties and a strong sense of place. Artworks by beloved figures sat alongside recent and newly commissioned pieces, reflecting the importance of intergenerational conversations. Throughout, Gather was rooted in the many ways art brings us together—whether in celebration, remembrance, or solidarity.

Photo Above: Installation view, of Jessica Winters. **Aunt Dinah's Grasswork** (2022), in the exhibition **Gather: In Celebration of Year of the Arts**, Level 3 Art Gallery, The Rooms.

To The Boys Who Went West: The National War Memorial in St. John's

June 25, 2024 – Ongoing

This exhibit tells the history of Newfoundland and Labrador's National War Memorial. A movement to build a National War Memorial in St. John's to commemorate those lost in the First World War began with a committee in 1921. On July 1st, 1924, on the 8th Anniversary of the Battle of Beaumont-Hamel, the Memorial was unveiled on Water Street. Today it commemorates all of Newfoundland and Labrador's wartime efforts. In 2024, the Memorial underwent major renovations with the addition of the Tomb of the Unknown Soldier.



Photo Above: Installation view of K. Jake Chakasim, **Host(age)**, 2023, PVC pipes, plastic pallets, rebar, plexiglass panels. Commissioned by Bonavista Biennale.

K. Jake Chakasim: Host(Age) – Year of the Arts Initiative

June 12, 2024 – October 18, 2024

Located on The Rooms lawn, this outdoor sculpture delved into how history shapes – and sometimes erases – our understanding of the past. The sculpture resembled a fish flake – a platform for drying salt fish. Flakes once dotted the shorelines of fishing settlements in this province. The flake was connected to The Rooms architecture, which references a fishing stage – a structure near the flakes where people gather to “make” or process fish. The form underscored The Rooms role as a place to discuss diverse stories, and a place which cares for the province’s art gallery, museum, and archival collections.



Photo Above: Installation view, **Tekweywinen tel weljesultiek (Be With Us in Our Joy)**, Level 4 Art Gallery, The Rooms.

Tekweywinen tel weljesultiek (Be With Us in Our Joy)

September 21, 2024 – April 6, 2025

Guest Curator: Jenelle Duval

Artists: Jordan Bennett, Michael R. Denny, Emma Hassencahl-Perley, Megan Samms, Samaqani Cocahq, Kayla Stride, and Nelson White.

Tekweywinen tel weljesultiek is a uniquely interactive and play-based experience that showcases the works of seven Indigenous artists based in Wabanaki*—inviting visitors to explore their individual interpretations of joy. This exhibition was a celebration of that vibrant spirit, offering a space to uplift each other and collectively embrace the joy inherent in Indigenous culture. What brings joy to your inner child? How can we spark curiosity, invite wonder, and see the world with fresh eyes and an imaginative mind?

*Wabanaki, translated as “People of the First Light” or “Dawnland,” includes five nations: the Mi’kmaq, Maliseet, Passamaquoddy, Penobscot, and Abenaki. The region stretches from parts of Newfoundland to the Maritime provinces, Maine, and Quebec.



Photo Above: Installation view, **Denyse Thomasos: just beyond**, Level 3 Art Gallery, The Rooms.

Denyse Thomasos: just beyond

October 12, 2024 – January 19, 2025

Organized by the Art Gallery of Ontario, Toronto and the Rемаi Modern, Saskatoon, and curated by Michelle Jacques, Head of Exhibitions and Collections/ Chief Curator, Rемаi Modern; Sally Frater, Senior Curator, Rемаi Modern; and Renée van der Avoird, Associate Curator, Canadian Art, Art Gallery of Ontario. Circulated with the support of the Canada Council for the Arts.

One of the finest painters to emerge in the 1990s, the late Trinidadian-Canadian artist Denyse Thomasos (1964-2012) left an indelible, yet frequently overlooked, mark on contemporary painting. This career retrospective brought together more than 50 paintings and works on paper, many rarely seen, to show how she challenged the limits of abstraction, infusing personal and political content onto her canvases through the innovative use of formalist techniques. Through pattern, scale, and repetition, Thomasos conveyed the vastness of events, such as the transatlantic slave trade, without exploiting the images of those who were most affected.



Photo Above: Installation view, **Ginok Song: I Reach Home, I am Serene**
 송진옥: 나는 집으로 다다르고, 고요함이 된다, Level 3 Art Gallery, The Rooms.

Ginok Song: I Reach Home, I am Serene
 송진옥: 나는 집으로 다다르고, 고요함이 된다
 October 12, 2024 – January 19, 2025

Ginok Song's paintings take us on a journey with a young woman exploring her identity across time and space, weaving together her past and present. Drawing from the landscapes and memories of her Korean childhood and her life in Newfoundland, Song created a vivid portrayal of self-discovery. Her art serves as a bridge between East and West, offering a space of belonging to those who often feel overlooked.



Photo Above: Installation view, **To Launch Forth into the Deep: A Legacy of Supporting the Arts at Memorial University of Newfoundland**, Level 3 Art Gallery, The Rooms.

To Launch Forth into the Deep: A Legacy of Supporting the Arts at Memorial University of Newfoundland

February 15, 2025 – October 19, 2025

Artists: Anne Meredith Barry, Peter Bell, Jerry Evans, Gilbert Hay, Christopher Pratt, Mary Pratt, Helen Parsons Shepherd, Reginald Shepherd, Gerald Squires, and Don Wright.

Guided by its motto, **To Launch Forth into the Deep**, Memorial University of Newfoundland has championed bold ideas and innovation, leaving a lasting imprint on the province's artistic identity. This exhibition, part of Memorial University's 100th anniversary celebrations, offered a glimpse into its extraordinary collection of over 4,000 artworks. By empowering artists to thrive at home, Memorial University transformed Newfoundland and Labrador's cultural landscape, enriching local life and elevating the province's voice on the national stage. Through initiatives that brought arts education and inspiration to communities far and wide, Memorial University has fostered creativity in every corner of the province. Decades later, the ripple effects of these efforts continue to inspire creativity and connection.



Photo Above: Installation view, **Grounding: In Celebration of The Rooms 20th Anniversary**, Level 3 Art Gallery, The Rooms.

Grounding: In Celebration of The Rooms 20th Anniversary

February 15, 2025 – October 19, 2025

Artists: Anne Meredith Barry, David Blackwood, Grant Boland, Vessela Brakalova, Andrew Collins, Maurice Cullen, Jerry Evans, Michael Flaherty, Michael (Mike) Gough, John Hartman, A.Y. (Alexander Young) Jackson, Philippa Jones, Bushra Junaid, Gary Kennedy, Arthur Lismer, Michael Massie, Mary Ann Penashue, Rhonda Pelley, Rae Perlin, Robert W. Pilot, Barbara Pratt, Christopher Pratt, Mary Pratt, Ned Pratt, Helen Parsons Shepherd, Jean Claude Roy, Gerald Squires, Gerald Vaandering, and Jessica Winters.

The architecture of The Rooms is based on a concept proposed by lead architect Philip Pratt in the early 1990s. As Pratt envisioned, it is more than a building—it reflects Newfoundland and Labrador’s landscapes, history, and cultures. Marking The Rooms 20th anniversary, the ideas behind this building’s architecture act as touchstones for exploring artistic expression in this province. Pratt’s design reminds us that while a place is shaped by its past, it is constantly redefined by the creativity and actions of its peoples. Bringing together some of the most beloved artworks from The Rooms collections, this exhibition considers how our surroundings and structures shape what has been valued, preserved, and shared by our communities.

Regional Museums Travelling Exhibitions

Ned Pratt: A Sense of Quiet

Year of the Arts Initiative

Provincial Seamen's Museum

April 29, 2024 – October 6, 2024

Ned Pratt's photography over the past decade reflects a deep connection to Newfoundland and Labrador's visual heritage. Pratt's large-scale works underscore his reverence for the island's landscape, challenging traditional romantic ideals with Pratt's unique compositions. By focusing on the everyday and distilling features into form and colour, he creates visually rich experiences that have established him as a significant voice in Canadian art.

eltu'n klaman mukwite'ten | making to remember

Year of the Arts Initiative

Demasduit Regional Museum

April 29, 2024 – October 6, 2024

Guest Curator: Emily Critch

Artists: Jerry Evans, Mardina Joe, Michael Joe Sr., Martin Jeddore, Megan Samms, and Shanawdithit.

Highlighting works from The Rooms collections, this exhibition celebrates Mi'kmaw artists and craftspeople from, and connected to, the central region of Ktaqmkuk (Newfoundland). They are shared alongside pendants made by Beothuk ancestors and drawings by Shanawdithit. Ranging from practices like boat building, carving, drawing, weaving, textiles, and printmaking, the artists in this exhibition build upon a continuum of artistic and cultural knowledge. Their approaches are rooted in the shared territory of the Mi'kmaq and Beothuk, ensuring the preservation of these histories for future generations.

Eldred Allen: Resemblance

Year of the Arts Initiative

Labrador Interpretation Centre

August 31, 2023 – October 13, 2024

Eldred Allen's portraits of Elders in Rigolet reach beyond mere documentation – they embody an entire community. With profound respect for each subject, Allen's compassionate and elegant images serve as a timeless record for future generations. Started in 2019, this ongoing portrait project shares the Elders' stories, portraying the foundations of families, the beauty of a tight-knit community and the profound importance of preserving cherished heritage.

Travelling Exhibitions

Making Home Here

Gros Morne Discovery Centre

June 21, 2024 – August 11, 2024

Curator: Rachel Gilbert (Association for New Canadians)

Artists: Shazia Ahmad, Brian Amadi, Ethel Brown, Ksenia Korniewska, Anita Singh, and Ginok Song.

This exhibition explored the newcomer and migrant experience and how people with this experience have come to call Newfoundland and Labrador home. Through their paintings, photography, screen-printing and textile work, the artists give insight into the challenges of relocating, domesticity, marginalization and the importance of multiculturalism.

I Love the Rooms!



From: Jan
Grade
Vanier Elementary

Programming Highlights

Education and public programming are critical to The Rooms delivery of its vision, mission, and values. Through these programs, and with support from long-established and new community partners, The Rooms offers experiences that interpret our collections and exhibitions. During fiscal 2024-25, The Rooms offered 458 public programs with 15,078 participants, and 134 school programs welcoming 3,787 students; compared with 239 public programs with 11,937 participants, and 91 school programs welcoming 2,171 students in fiscal 2023-24. The following includes highlights from The Rooms 2024-25 programming season.

School Programming

The Rooms delivery of school programs has returned to pre-COVID levels, with two school programs being delivered per weekday. There are currently eight distinct programs available for grades K–12. Between April 1, 2024 and March 31, 2025, 134 in-person school programs were delivered with 3,763 students and one virtual program with approximately 24 student participants.

The three most booked programs are: From the Ground Up (Archaeology), Home and School, and How Do I Look. This year, the Connecting Peoples Program was updated to prioritize contemporary lived experiences of Innu, Inuit, and Mi'kmaq people, and to better address Truth and Reconciliation. In December, two additional seasonal school programs were offered: one based on Kevin Major's book, *The House of Wooden Santas* and the second *Deck The Halls* in partnership with the Newfoundland Symphony Orchestra (NSO).

Three days of training were offered to education program volunteers with 45 education volunteers attending. Diversity and inclusion training was offered by Women in Resource Development, and Indigenous Cultural Awareness training was offered by Tom Mugford from the Provincial Department of Education.

Edukits

Five distinct Edukits were available to be booked by teachers for distribution across the province. The programs include the BMO First World War Edukit; BMO Expressions Who Are You Kit; BMO First World War Kit; BMO UpRooted: Resettlement in Newfoundland Kit and the Healing and Commemoration. Edukits were in high demand this past year – resulting in a wait list.

Rooms staff continued work on a fifth Edukit funded by Cenovus Energy. The Cenovus Energy Celebrating Diversity through Identity Edukit connects students of diverse cultures to support a sense of belonging and acceptance within classrooms and schools, contributing to an inclusive community that extends beyond the classroom. The intent of this Edukit is to support and nurture a growing awareness and understanding of diversity within the existing student population. The Edukit was completed and piloted in Spring 2025 and will be ready for distribution to schools in Fall 2025.

Statistics 2024-25

- Number of Schools Who Borrowed Edukits: 19
- Edukits Borrowed: 26
- Who are You? Cultural Expressions: 12
- First World War: 10
- Uprooted: 2
- Healing and Commemoration: 2



Spring Break at The Rooms: Offered in partnership with Bricks & Minifigs St. John's and NewfoundLUG

Thousands of visitors participated in new LEGO-themed Spring Break Week activities including a community build where visitors throughout the week had opportunity to add LEGO pieces to a large installation located in the Level 3 atrium. Timelapse video footage captured throughout the week showed how the installation grew. Since its inception, Spring Break Week at The Rooms visitation has grown significantly each year. The initiative began in April 2021, in response to limited places being available for public to visit during the COVID-19 pandemic. The Rooms offered free admission to children under 12 and a robust week of programming to encourage families to visit while local school-aged children were off for spring break week. During Spring Break Week 2024, The Rooms saw 11,522 visits, an increase of 2,786 visitors over 8,724 during Spring Break Week 2023. The program received wide coverage by local and national media including CBC Television's nightly news program Here and Now, CBC Radio's St. John's Morning Show, online at [cbc.ca/nl](https://www.cbc.ca/nl), as well as CTV National News.



Summer Camp

Summer Camp continued to be a popular program for The Rooms with camp capacity filling within a couple of days. Six camps for grades K-8 were offered with 20 participants per camp totalling 120 children participating in the 2024 season. Participants engaged in daily activities that included: welcome / sharing circles; drawing, journaling, and sketching exercises; engaging in creative workshops, facilitated by The Rooms programming team; field trips to nearby heritage sites and other sites of interest, visiting in-house artist and music spotlights, and visiting the exhibitions and galleries, as well as outside play when the weather was suitable.

Members Only Vault Tours

These exclusive tours share the special things we care for and the extensive expertise of our staff providing a behind-the-scenes look at spaces like The Rooms collections vaults. This series is designed to be an intimate experience for a maximum of 20 people and is held monthly on the third Friday of the month. The popular program began in November 2024 and to date each month has been sold out.



Programming Partnership Highlights



Global Music CD Release Party

In partnership with the Association for New Canadians, The Rooms hosted a CD release event for Global Music. The Global Music Series began at The Rooms in June 2020 as a collaboration between The Rooms, the Association for New Canadians and MusicNL. After four years, a new album was produced, featuring immigrant artists from the Global Music Series. The event was held in celebration of the many sounds that weave together to make up the diverse musical tapestry of the province.

60th Anniversary of Land and Sea Celebration

The Rooms partnered with CBC Newfoundland and Labrador to celebrate the 60th anniversary of Land and Sea. This sold-out event included stories and memories from current host, Jane Adey, former host Dave Quinton, as well as musician Sandy Morris, as they reflected on how the show has helped us connect to our history, culture and community and the programs impact on the province and beyond.

Newfoundland Symphony Orchestra (NSO)

The Rooms continued its partnership with the NSO and offered eight programs between April 1, 2024 and March 31, 2025, with 348 students participating. Newfoundland and Labrador Musical Heritage Connections was delivered in the Here, We Made a Home exhibition and Musical Connections with Nature in Newfoundland and Labrador was delivered in the Connections gallery where students joined musicians of the NSO virtually to explore the world of music and create their own soundscape.

Memorial University

Indigenous Speakers Series

The Indigenous speaker series is a platform that facilitates conversations about Indigenous identity, resurgence, linguistic reclamation, and belonging. The series featured prominent Indigenous scholars, artists, storytellers, and activists from across Turtle Island. The series was presented by Memorial University's Department of Anthropology in partnership with The Rooms.

In December 2024, Inuk soprano, Deantha Edmunds shared some of the music that has shaped her life and career and spoke about her inspirations, her creation process, and her artistic journey.



Dialogue and Debate

The Dialogue and Debate series continued in 2024–25 with Questioning Commemorations in October 2024 and Broad strokes: The passion and the past of the Art Gallery of Newfoundland and Labrador in March 2025. The series invites experts from Memorial University to discuss and expand on the collections and exhibitions featured at The Rooms.

Celebrating Black History Month

February 2025

Offered for a second year in collaboration with Memorial University's Office of Vice-Provost – Equity, Diversity, Inclusion and Anti-Racism, the series explored Black History through music, film and dance.

Sharing Our Cultures™

The Rooms has been an important partner for Sharing our Cultures™ for many years. This past November 2024, Sharing Our Cultures™ hosted a celebration of the province's cultural diversity at The Rooms by presenting M.E.D.I.A, a display of multimedia work created by youth who participated in facilitated sessions on equity, inclusion, and anti-racism. The display included poems, videos, paintings, and sculpture, that all deliver positive messages designed to tackle racism and embrace diversity.

In March 2025, Sharing Our Cultures™ celebrated its 25th year and welcomed its largest audience to date. Running over four days from March 23, 2025 to March 26, 2025, the program welcomed almost 2,700 students including visiting Grade 6 students and presenting high school students. Sharing Our Cultures™ creates spaces for the voices, cultures, histories, and experiences of all children and youth to be heard, seen, and valued.



Additional Partnerships

Art in the Park – Artist Residencies

Through partnerships with Parks Canada and the Landfall Trust, and with funding from the Canada Council for the Arts, The Rooms offers three off-site artist residencies annually. In summer 2024, visual artists Andreas Rukauskas and Toby Rabinowitz completed residencies in Gros Morne National Park; artists Julie Rosvall and Carol Marin-Pache completed residencies in Terra Nova National Park; and Lauren Zito completed a residency at Kent Cottage in Brigus.

Office of Employment Equity for Persons with Disabilities (OEEPD)

The Office of Employment Equity for Persons with Disabilities (OEEPD) is a division of the Public Service Commission that operates a number of employment programs and career development services designed to assist persons with disabilities attain employment in provincial government departments, crown corporations and agencies. The OEEPD offers a range of full-time, permanent, temporary, and student positions in various locations of the province. These positions have been designated for persons with disabilities and filled only by members of this employment equity group who have registered with the Office. In April 2024, The Rooms welcomed an employee from this program into its operations for a period of one year. This position will be extended during the 2025-26 fiscal year.

International Research Project – 4 Oceans

The Rooms took part in an international research project called 4 Oceans involving the NTNU University Museum in Trondheim, Norway, Nova University, Lisbon and Trinity College, Dublin. By using ancient DNA and isotopic analysis of bone material, the project looked at the impacts of the exploitation of certain marine taxa on human societies worldwide, and vice versa, over the last 2000 years. They were specifically interested in the historical ecology of bowhead whale, right whale, walrus, and cod. Samples were taken from several archaeological collections at The Rooms from Northern Labrador dating as far back as 1500 years ago. Being involved in projects like these allows The Rooms to continue to contribute to important research on an international scale.

Ingenium Museum

In October 2024 and November 2024, discussions continued between The Rooms collection staff and staff of the Ingenium Museum in Ottawa to exchange knowledge and information regarding artifacts and archival records pertaining to the Ocean Ranger.

The Rooms staff and Ingenium staff worked together to investigate partnership possibilities and collaborative opportunities to create new programs, new exhibit opportunities and increase understanding of the significance of the loss of the Ocean Ranger and its effects on offshore safety technology and industry change.



**Tekweywinen
tel Weljesultiek**
(Be with Us in Our Joy)

Level 4, Art Gallery

**THE
ROOMS**

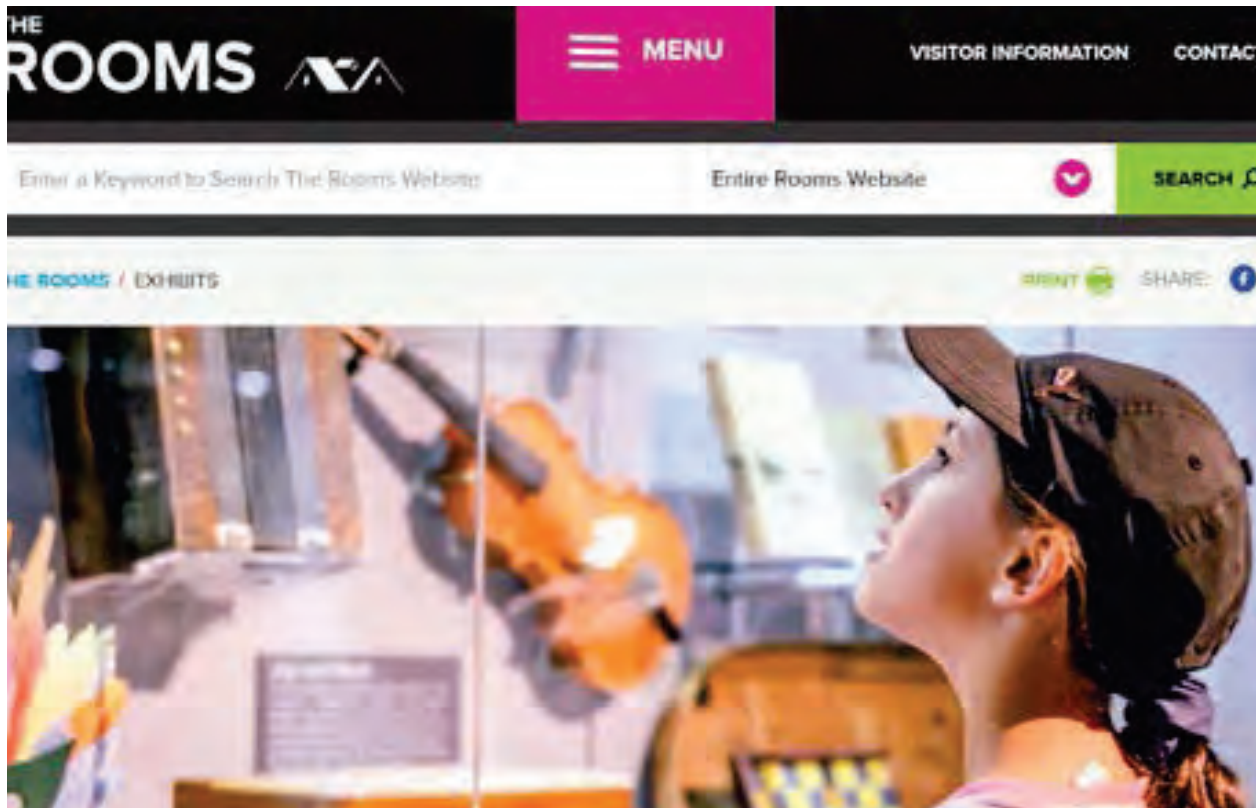
Newfoundland
Labrador

Other Highlights

Internal and External Digital Displays

During the 2024-25 fiscal year, The Rooms installed new internal digital media displays throughout the building, providing expanded communications with visitors. These new displays have been invaluable for promoting upcoming programming, current exhibitions, welcoming visitors, and announcing important changes to building hours during the holiday season. A new external digital sign was installed on The Rooms grounds on the footprint of the previous sign in late December 2024. This large backlit digital billboard expands external advertising reach, allowing for customized messages directed at foot traffic on Bonaventure Avenue.

New internal and external signage supports The Rooms integrated marketing and communications strategy, ensuring consistency and cohesion across channels, including our own media, marketing and communication materials, advertising, public relations, social media, and direct marketing. By aligning our messaging, visuals, and brand, The Rooms maximizes impact and engagement.



The Rooms Website

In December 2024, The Rooms launched a new website designed with visitors in mind. Before going live, the updated design was shared with staff and the Board for early feedback.

The new site is easier to navigate, with a cleaner layout, a powerful search feature, and multiple ways to explore content. Whether users are looking for exhibitions, events, or collections, it is now simpler and faster to find what they need.

Accessibility was a top priority, ensuring the site is welcoming and usable for everyone. It also performs better in search engines, making it easier for people to discover The Rooms online.

Behind the scenes, the site is more efficient to manage and now supports rich media like videos. Built on a modern platform, it also offers stronger security to keep everything running smoothly.



Collections Highlights

National War Memorial and Repatriation of the Unknown Soldier

In 2024, The Rooms was honoured to support the Province of Newfoundland and Labrador's initiatives surrounding the unveiling of the renovated National War Memorial and the Repatriation of the Unknown Soldier.

The CEO of The Rooms was invited to join the official delegation that traveled to France for the repatriation ceremony. Upon the return of the Unknown Soldier's remains to St. John's, The Rooms assumed the solemn responsibility of caring for the remains until the lying-in-state of the unknown First World War soldier was held at the Confederation Building from June 28 to June 30, 2024.

The original headstone from the Unknown Soldier's grave in France was donated to the province and entrusted to The Rooms. Following conservation treatment, the headstone was placed on public display in the Royal Newfoundland Regiment Gallery in early July 2024.

The Rooms also contributed to national conversations on remembrance and history through the expertise of its staff. An archivist specializing in still and moving images participated in a CBC Newfoundland and Labrador documentary commemorating the 100th anniversary of the National War Memorial. This staff member also appeared on a live national broadcast with CBC News Network on July 1, 2024, providing historical context from the Memorial site.

Additionally, a curator from The Rooms was interviewed by CTV National News to discuss Newfoundland and Labrador's role in the First World War. The segment aired as part of the network's coverage of the Unknown Soldier's repatriation, further underscoring The Rooms role as a trusted source of historical insight.

Archives staff also responded to several high-profile research and content requests related to the memorial and repatriation initiatives, including contributions to the federal Department of Veterans Affairs.

Holbrook Holden Family Fonds

Donated in November 2024, these watercolour and pencil artworks were created by Sarah Sidney “Sid” Holbrook (1822–1860) during her youth in early 19th century St. John’s. These unique pieces offer a rare glimpse into familiar local places through the eyes of a young woman of the time.

One particularly notable image depicts “Tessiers,” an early greenhouse gardening business located in the Waterford Valley. No other known images of Tessiers from this period exist, making this work especially significant.

The donation also includes over 30 original letters exchanged between Sidney and her family members, dating from 1805 to 1850. These materials, cherished by the Holbrook family for over 200 years, provide a deeply personal window into the life and times of early St. John’s.

Significant film and photographic material donation

Two historically significant donations of film and photographic material were received this past year – a large collection of digitized Gerald S. Doyle family films, and a recently received collection relating to the Tilt Cove Mine and avalanche received from the great-grandson of Francis Williams, one of the victims of the avalanche in March 1912.

1977 Canada Games

In preparation for an exhibition about the Canada Games to be exhibited in Summer 2025, The Rooms received items associated with the 1977 Canada Games including materials from a couple that met through volunteering during those games. Volunteers Mary Ellen (Winter) and Bob Porter met at the Aquarena in St. John’s while hosting Team Ontario during the 1977 Canada Games. They became engaged six months later and have been married for 40 years—forever cherishing the Games that brought them together.

Artworks

The Rooms was successful in obtaining Canadian Cultural Property Export Review Board (CCPERB) certification for the Pratt Estate donation of a significant watercolour of Christopher Pratt's and a graphite drawing – two pieces the artist had identified as future gifts to The Rooms upon his passing. This included a watercolour Grosvenor Crescent, that was completed during his studies in Glasgow, Scotland.

Natural Resources Canada signed a gift agreement for a Gerry Squires painting formerly located at CNLOPB offices in St. John's. **On the Silent Sea We Have Heard the Sound**, Acrylic, 1988, is now part of The Rooms collection.

The Jim Hansen Family donation was received and is being processed by The Rooms collections staff. The donation includes 170 of the artist's artworks and studies, as well as a CD-ROM of source images/photography he used in his photo assemblages/collages. Several of these artworks have been highlighted for CCPERB submission following documentation of the donation.



Support for The Rooms

Donor Highlights

Foran Family Foundation Expanding Family Programming at The Rooms

In May 2024, the Thomas and Susan (Kent) Foran Family Foundation renewed its support for family programming at The Rooms for the third consecutive year. With an additional donation of \$25,000, the Foundation continues to help make early childhood programming accessible and engaging for families in our community.

This funding supports four dynamic programs tailored for tots: **Big Fun for Little People**, **Teeny Tots: Sensory Adventures for Little Ones**, and the weekly drop-in sessions Tots Tuesday and Tots Saturday Playdates. These offerings have become a cherished part of The Rooms programming, attracting nearly 4,000 participants to date.

Community response has been enthusiastic, with registration filling quickly and drop-in sessions often reaching full capacity. The continued support of the Foran Family Foundation plays a vital role in meeting this growing demand and enriching the cultural experiences of our youngest visitors.



Photo to right: Teeny Tot: Sensory Adventures for Little Ones program in Level 3 Art Gallery featuring an installation view of the exhibition **Max Streicher: Alto Cumulus**.



Photo Above: Installation view, Billy Gauthier. **The Earth, Our Mother** (2023). Carved fin whale skull bone, approximately 143.5 x 207 x 76.2 cm. Originally commissioned by Bonavista Biennale. Collection of The Rooms. Purchased with a generous donation from Elinor Gill Ratcliffe.

Elinor Gill Ratcliffe gifted the province with a \$250,000 donation to purchase a major work by artist Billy Gauthier

A sculpture carved by Labrador-based (Nunatsiavut) artist Billy Gauthier has been purchased by The Rooms through a major donation by philanthropist Elinor Gill Ratcliffe. *The Earth, Our Mother*, was carved from a huge fin whale skull in August 2023 over seven days during the Bonavista Biennale. This significant donation ensures that this important artwork remains in the province and in the public domain as Gauthier intended.

Many resources and much ingenuity went into ensuring the artwork would be displayed publicly, including the safe transportation of this enormous but delicate artwork. The sculpture required isolation for conservation before being placed on exhibition in the gallery. When examining the artwork at The Rooms last October, our conservator discovered insects living deep within the sculpture – before reaching Gauthier, the whalebone had rested outdoors for over 40 years. A unique and innovative conservation approach was developed to ensure the artwork could be moved indoors permanently. The sculpture was placed on display in The Rooms Level 4 Gallery to mark National Indigenous People's Day. It is a significant piece for The Rooms collection and will remain on display in the Level 4 Art Gallery.

Sponsors

Corporate Sponsorship Donations

Between April 1, 2024 and March 31, 2025, The Rooms recognized \$347,367 in financial contributions from corporate sponsorships including \$185,000 from Chevron Canada Limited, completing its funding commitment for the administration of its school program; \$100,000 from BMO; and, \$20,000 from Cenovus Energy towards the creation and maintenance of the Cenovus Energy Celebrating Diversity Through Identity Edukit.

Chevron

This coming June will see the conclusion of the Chevron Open Minds at The Rooms program. Moving forward the Open Minds at The Rooms program will be known as Curious Minds at The Rooms. This change reflects the conclusion of Chevron's sponsorship of the program. The Rooms is grateful for their support over the years, which has helped shape thousands of meaningful learning experiences for students across Newfoundland and Labrador.

While the name is changing, the heart of the program will remain the same. Curious Minds at The Rooms will continue to offer the same immersive, hands-on learning experiences that have inspired over 7,700 students since 2009. Rooted in creativity, innovation, and deep reflection, this program brings together students, teachers, parents, community experts, and The Rooms staff to explore the rich connections between history, art, culture, and science.

BMO

This past fiscal year, The Rooms received an annual installment of \$100,000 towards the \$1 million donation from BMO to support The Rooms First World War capital fundraising Campaign. Received in 2016-17, the funding commitment was for \$100,000 per year over ten years. This year marked the final installment.

Cenovus

Education and programming staff at The Rooms developed a new Edukit, funded by Cenovus Energy, that explores the experiences of New Canadians in Newfoundland and Labrador. The Cenovus Energy Celebrating Diversity Through Identity Edukit includes a comprehensive teacher resource guide, filmed interviews, and a collection of hands-on artifacts.

This resource is designed to support classroom learning and foster meaningful conversations about identity, belonging, and cultural diversity in the province.

Grants

Federal Government Contributions

The Canada Council for the Arts is a national arm's-length agency that fosters the development of the arts in Canada through grants, services and awards to professional Canadian artists and arts organizations, as well as administering scholarly awards. In April 2019, The Rooms received a four-year grant of \$945,000 from the Canada Council for the Arts as part of their Engage and Sustain Program.

Fiscal 2022-23 was the final year of the four-year period, however the core funding grant was extended for an additional two years. During the 2024-25 fiscal year, The Rooms received \$250,000. These funds have been used to support local, national, and international artists in the creation of new artistic works presented in innovative exhibition contexts at The Rooms.

The Rooms received \$37,757 in Young Canada Works in Heritage funding to support four positions during 2024 including a Camp Councilor position, a Volunteer Supervisor Assistant, a Conservation Assistant, and an Entomology Collection and Interpretation Technician.

International Grenfell Association (IGA)

Funded entirely by the International Grenfell Association (IGA), phase five of the ongoing project to arrange and describe the many and varied IGA-related collections at The Rooms began in December 2024. This phase included the purchase of archival supplies, the establishment of a dedicated work area, and the initiation of recruitment for a temporary position to support the project. To date, the IGA has contributed over \$450,000 to this multi-year initiative. During the 2024-25 fiscal year, The Rooms received an additional \$40,000 contribution, bringing the total support from the IGA to \$490,000.

Advancing Shared Commitments with Provincial Government Departments

Department of Tourism, Culture, Arts and Recreation (TCAR)

As a Category 1 Crown Corporation of the Government of Newfoundland and Labrador, The Rooms is accountable to the Minister of Tourism, Culture, Arts and Recreation through The Rooms Board of Directors. Funding received from TCAR sustains the operations of The Rooms each year. In response to a request by The Rooms for capital upgrade support, for the first time since opening in 2005, the Provincial Government made a financial commitment in the 2024-25 year capital budget of \$1 million per year for five years for a total of \$5 million. This funding is crucial to undertake exterior infrastructure upgrades on such items as roofing, windows, parking lot, front entrance, exterior staircase, retaining wall and loading bay.

In May 2023, the Honourable Dr. Andrew Furey, Premier of Newfoundland and Labrador, announced that 2024 would be known as the Year of the Arts, a celebration of Newfoundland and Labrador's rich arts and cultural sector. The Province supported The Rooms with a total of \$700,000 towards funding the following Year of the Arts projects: \$400,000 (to expand art bank funding, support arts related programming, improved access to artwork through online collections, and towards the creation of a summer blockbuster exhibition), \$200,000 to assist with the development of a feasibility study for Level 0, and \$100,000 to support the publication of a book marking the organization's 20th anniversary.

The Rooms works closely with TCAR on the following shared commitments: the Provincial Art Bank Program of the Government of Newfoundland and Labrador; The Arts and Letters Awards Program; the restoration and the opening of the Colonial Building; and The Rooms continues to provide and manage collections for the ten Provincial Historic Sites.

Photo Following Page: Nelson White, **Training Day**, Oil paint on gallery canvas, 2024



Art Bank Program

The Art Bank Program was established in 1982 and is now managed by The Rooms with dedicated funds of 75,000 provided annually by TCAR. Through Year of the Arts funding, the Art Bank budget was increased to \$175,000 in 2024-25. This program is designed to recognize and promote Newfoundland and Labrador artists by placing their original artworks in public buildings. There are currently over 3000 artworks in this collection. It is in high demand across the Provincial Government.

This year 185 artists made submissions to the program, including 78 artists from outside St. John's. A total of 774 artworks in various media were submitted for consideration. The Art Bank Jury consisted of Janet Davis from Brookfield, New-Wes-Valley, Inez Shiwak from Rigolet and Marc Losier from Corner Brook. Jury members were nominated by the wider community and affirmed by The Rooms staff. The jury met virtually to review submissions in mid-November, 2024.

The selection includes 54 new artworks for the Art Bank Collection – purchases totaling \$173,925. Remaining funds in the program this fiscal year were committed to framing, shipping, travel for installation staff and collection maintenance costs. Highlights include purchases from Indigenous artists Brian LaSaga, Melissa Tremblett, Eldred Allen, Jessica Winters, Marcus Gosse, Mary Anne Penashue and Nelson White. Works by established artists Shawn O'Hagan, Greg Bennett, Kym Greeley, Phillipa Jones and Pam Hall are part of this year's selection, as well as works by new and emerging artists Ethan Murphy, Nasim Makaremi Nia and Kayla Walsh. These selections represent a diverse range of talent from 18 different municipalities across the province.

This program supports artists in the most direct way—by purchasing their work. The Rooms is pleased to be able to purchase additional works this year as a result of Year of the Arts funding.



Photo Above: Tia Connolly, **Return to Southern Cove**, Ink and watercolour on mylar, 2021

Department of Education

(now the Department of Education and Early Childhood Development)
With \$43,728 funding from the Department of Education and Early Childhood Development, The Rooms began the third part of a series of Fine Arts / Cultural Educational projects as part of the **Cultural Connections: A Provincial Arts and Culture Strategy** under the Department of Education.

A series of videos, **The Connecting with Artworks through the Lens of Identity** will connect teachers and students across the province with collections at The Rooms, working artists, and the creative process.

The Rooms Education and Public Programming Officer, and Indigenous Cultural Liaison, travelled to Montreal, Corner Brook, and North West River to meet with visual artists Glenn Gear, Megan Samms, and Billy Gauthier to capture videos of the artists at work. In March 2025, The Rooms received funding for **The Power of Art II: Connecting with Indigenous Artworks through the Lens of Cultural Identity**, which will roll out over 2025-26.

Department of Immigration, Population Growth and Skills

(now The Department of Jobs, Immigration and Growth)
As part of a new five-year Canada-Newfoundland and Labrador Agreement on French Language Services between Canadian Heritage and the Department of Digital Government and Service NL, The Rooms received \$25,565 in September 2024 to fund the translation of the BMO Financial Group First World War Edukit into French.

Department of Fisheries, Forestry and Agriculture

During the 2024-25 fiscal year, the Department of Fisheries, Forestry and Agriculture supported The Rooms with a contribution of \$23,918 to assist with the acquisition and care of a significant entomology collection – the Larson/ Langor Insect Collection for Natural History.

Forestry and Wildlife Branch Grant

The Department of Fisheries, Forestry, and Agriculture – Forestry and Wildlife Branch committed \$51,745 to the 2024-25 fiscal year under the Limestone Landscapes Priority Place project to support the acquisition, cataloguing, and deposition of specimens from biological surveys and existing bulk biological collections within the project footprint on the Great Northern Peninsula. This work will contribute significantly to the knowledge of biological diversity in this unique and rare ecosystem and will build a foundation for continued research, monitoring, stewardship, and species recovery efforts across these landscapes.

Report on Performance

Issue One: Sustainability: Efficiencies and New Revenue Opportunities

The Rooms continues to be faced with external challenges affecting its ability to provide the high-quality experience it is known for delivering. The Rooms and its Regional Museums must address economic challenges that threaten to deplete resources, thereby reducing the quality of experiences they have to offer.

There are many facets of sustainability, however, during this planning cycle The Rooms will focus specifically on:

1. The Rooms and its regional operations becoming more efficient; and
2. New revenue opportunities.

The Rooms will advance this priority through the implementation of a development strategy that ensures the growth and sustainability of the organization. The Rooms will also focus on initiatives that work towards enhanced financial stability by exploring opportunities for community and government support.

Three Year Goal (2023-26)

By March 31, 2026, The Rooms will have increased sustainability by creating a more efficient organization and will have explored new revenue opportunities that align with operational priorities.

Second Year Objective (2024-25):

By March 31, 2025, The Rooms will have developed an action plan for improved efficiency and will have implemented elements of the fund development plan.

The indicators for the second-year objective were:

An action plan for improved efficiency will have been developed

- The organization originally intended to create one action plan however, three areas were identified as demonstrating significant opportunity for improved efficiency and it was determined that separate plans for each area of improvement would serve the organization better. Focus areas of improvement included a plan to purchase a new Enterprise Resource Planning (ERP) software system; a new collections in-take process; and guidelines for creating public programming.

- Three separate documents were generated to support the areas and included, a Systems Replacement Request for Proposal (RFP) for a new ERP; new Collections In-take Guidelines; and an updated Program Planning Guide.
- The ERP software system will help The Rooms streamline its core business processes—including finance, sales, and procurement—with a unified view of activity and provides a single source of truth. A consultant was hired in December 2024 to write a Request for Proposal to purchase a new ERP for The Rooms. The RFP was issued in February 2025 and the competition closed in March 2025. The contract will be awarded in Spring 2025.
- The Collections In-take Guidelines were finalized in January 2025 with implementation beginning immediately upon finalization. The guidelines include protocols for collections intake; improved communications throughout the donation process using a streamlined question and answer form; a new dedicated email address for collections offers; and a new queue model. These steps allow for better tracking of materials offered to The Rooms.
- An updated Program Planning Guide was completed in September 2024 to help support several new part-time hires in the Education and Public Programming Unit. This step-by-step guide assists staff in developing public programs enabling the organization more capacity to offer a wide variety of public programs.
- In addition to the areas of improved efficiency noted above, a common “threshold” for internal monetary appraisals was established in December 2024. This was the result of a jurisdictional scan of similar sized institutions from across Canada and their appraisal limits for donations.

The Rooms reorganization plan will have continued to be actioned

- The Rooms restructuring plan was completed in 2024-25. This past fiscal year, The Rooms continued to work through reorganization staffing plans. The Rooms Senior Management worked with the Public Service Commission to resolve outstanding issues, moving forward with the hiring processes for vacant positions and work continues on positions that require reclassification. Competitions have resulted in several new hires for the organization.

Donor-based tracking and communication will have been implemented

- The tracking system for donations received online through CanadaHelps, as well as donations received directly to The Rooms, was developed in 2023 and implemented in November 2023. The newly implemented system was effectively utilized during the 2024-25 fiscal year and allows us to respond to donors in a timely manner to thank them for their contributions.
- An automatic thank you message is generated in response to online donors. Additionally, the tracking process for front-of-house donations has been streamlined to ensure timely donor engagement and communications. Letters of thanks signed by The Rooms CEO continue to be sent for contributions received through mail and for larger contributions.

Strategies for donor engagement will have been researched

- Donor engagement strategies including donor previews, regular touch points with existing donors, new funding applications, a new case for support, and a new plan to update The Rooms donor wall were researched in 2024-25. A plan for updating The Rooms donor wall is underway. This includes the development of design concepts, recognition tiers, integration of digital elements, and a detailed timeline for implementation. The plan also includes the replication and relocation of the current Beaumont-Hamel and Trail of the Caribou donor wall to the First World War Gallery.
- A donor preview tour of the summer exhibition **Gather: A Year of The Arts** exhibition was held on May 31, 2024. Individual donors and representatives from Cenovus Energy Inc. and the International Grenfell Association attended.
- A case for development outlining long-standing pillars of giving was completed this past fall.
- The Rooms CEO and Director of Marketing, Communications and Fund Development have begun consultations with individual and corporate past donors to our Where Once They Stood We Stand First World War campaign to obtain feedback on our plans to develop a new donor recognition wall that will provide more flexible ways to acknowledge donations at varying financial levels and that will include significant collections donations. Meetings with donors have continued throughout the year.

Photo Following Page: Children interact with the Megan Samms' artwork **held/unheld** (2020-2024) in the exhibition **Gather**, Level 3 Art Gallery, The Rooms.



An annual giving campaign will have been researched

- In 2024-25, the CEO worked with the Director of Marketing, Communications and Fund Development to determine the approach and timing for a campaign. The Rooms upcoming 20th anniversary provided an opportunity to focus fund development activities in 2025.
 - Giving Tuesday will serve as the template for communications regarding an annual giving campaign. This year's annual giving campaign will be linked to The Rooms 20th anniversary.
-

New revenue generating opportunities will have been explored

With the support of the CEO and Director of Marketing, Communications and Fund Development, The Rooms explored the following revenue opportunities during fiscal year 2024-25:

- The CEO met with The Honourable Joanne Thompson, MP for St. John's East, to learn more about new federal government funding that will soon be available under Canada's new anti-racism strategy.
- In August 2024, a proposal was made to the Provincial Government to support the development of a book highlighting our collections to celebrate our upcoming 20th anniversary. A letter from the Minister of Tourism, Culture, Arts and Recreation confirmed the Provincial Government's support of \$100,000 towards the project.
- In October 2024, The Rooms launched a new initiative, distributing In Memoriam cards to three St. John's funeral homes (Caul's, Barrett's, and Carnell's) and one Conception Bay South funeral home (Hickey's).
- In November 2024, members of the Board's Fund Development Committee, the Director of Marketing, Communications and Fund Development and the Executive Director, Office of Development, Memorial University (MUN), met to discuss MUN's Naming Policy. The meeting provided excellent information that will inform our work to update The Rooms policy.
- In March 2025, The Rooms presented a proposal to BP Canada Energy Group requesting \$30,000 to support honoraria, transportation, and materials for workshops led by experts as part of "Curious Minds at The Rooms," formerly known as Chevron Open Minds program.
- The completion of new Administrative Offices in January 2025 has created an opportunity to earn rental income from the Level 4 Administrative Office adding another offering in rental spaces.
- A rentals coordinator was hired in July 2024 to streamline the rental client contact process, expand on the existing rental client base, and explore new areas for rental revenue growth.

- A birthday party offering was piloted throughout January to March 2025. Four casual call-in education and public programming officers and two museum interpreters were hired between April to November 2024, to develop more diverse revenue generating programming offerings including more workshops and youth programs.
-

Discussion of Results

The Rooms has developed an action plan for improved efficiency and has implemented elements of the Fund Development Plan. The Rooms has continued to improve sustainability by focusing on finding efficiencies and identifying new revenue opportunities. Organizational improvements were achieved through the completion of action plans for improved efficiency; advancement of The Rooms reorganization plan; the implementation of a donor-based tracking and communication, new strategies for donor engagement and an annual giving campaign have been researched, and new revenue generating opportunities have been explored. These initiatives have helped The Rooms to save money and have expanded the organization's capacity. Finding efficiencies and new revenue opportunities support the priority of sustainability.

Third Year Objective (2025-26):

By March 31, 2026, The Rooms will have begun implementation of a fund development plan and will have been successful on improving efficiencies.

The indicators for the third-year objective are:

- A fund development plan will continue to be implemented
- The organization's collection processes, including intake and procurement, will have been standardized
- Internal communications will continue to have been improved
- Contracts for a new ERP (Enterprise Resource Planning) system will be signed, and the implementation process will have begun

Grounding

In Celebration of The Rooms 20th Anniversary



Level 3, Art Gallery



Level 3, Art Gallery

To Launch Forth into the Deep

A Legacy of Supporting
the Arts at Memorial University

Issue Two: Technology

During the global pandemic, The Rooms, like many cultural institutions, found itself turning from delivering in-person experiences to delivering virtual experiences. This shift had the positive outcome of an expanded reach and new audiences. There is an opportunity to utilize equipment acquired during the global pandemic to further extend the organization's reach and engage with more people throughout the province, thereby serving more communities in Newfoundland and Labrador. Expanded virtual programming will extend the organization's reach nationally and internationally, sharing the province's stories with people all over Canada and around the world.

Enhancing the organization's technology expands its ability to deliver more inclusive, sustainable services, which aligns with the Department of Tourism, Culture, Arts and Recreation's **Transition. Transform. Thrive: A Tourism Vision and Strategy for Newfoundland and Labrador**. This priority supports the strategy's pillars of Diversity, Inclusion and Well-Being, as well as Sustainability of Natural and Cultural Environment, and aligns with TCAR's strategic direction to make Newfoundland and Labrador a destination of choice.

Three Year Goal (2023-26)

By March 31, 2026, The Rooms will have utilized technology to expand its reach, enhance access to collections, and will have extended its operational activities.

Second Year Objective (2024-25):

By March 31, 2025, The Rooms will have had expanded its audience reach through the use of technology.

The Indicators for the second-year objective were:

Select museum and art gallery collections will have been made available online

- A new online database featuring artworks from collections cared for by The Rooms has been developed and was launched in December 2024 with the relaunch of The Rooms website.

- Information pertaining to nearly 11,000 artworks has been uploaded. Much of the artworks in The Rooms collections are post-1960 and under copyright, requiring permission/release for public display of images. The Rooms has secured permissions/copyright release for a selection of contemporary artworks from important Newfoundland and Labrador artists. Artworks from the collections in the public domain have been identified. Including both public domain and copyrighted artworks, almost 400 digital images of artworks were uploaded in the last fiscal year. This project will assist researchers, curators, publishers and the general public in accessing information on The Rooms fine art holdings.
- Collections staff completed over 3,400 new or improved catalogue descriptions of previously unavailable collections and items, enhancing both physical and intellectual access for researchers near and far. Many of these descriptions, as well as digital images and finding aids have been added to The Rooms website for public use via The Rooms Archives online database. Since May 1, 2024, a total of 2,245 archival records have been approved for online access.

A selection of online and livestream programs will have been researched and piloted

- The Rooms continues to research and pilot live, online programs. Online school programs continue to be offered in partnership with the Newfoundland Symphony Orchestra. These popular programs afford The Rooms the ability to reach students across Newfoundland and Labrador. In December 2024, the House of Wooden Santas program was delivered online and hosted by author Kevin Major.
 - In spring 2025, new Audio Visual staff were hired to assist with delivering more livestream programming in the future.
-

Access to The Rooms digital services will have been increased

- A new SharePoint portal was implemented to share large, previously emailed documents. The implementation took two years beginning in September of 2023 and it continued until January 2025. The portal enables large file sharing both internally between The Rooms staff and externally with vendors, partners, archives clients and marketing requests. This new portal has also been used to share documents between The Rooms executive team and the facility management company; streamline artist submissions online for the Art Bank and Artist in Residence programs.
- Launched in December 2024, the new website for The Rooms has improved access to available digital services. The upgraded site follows the Provincial Government's standards and has improved accessibility features. Additional upgrades for the website include more access to The Rooms collections, an improved user interface affording ease of access to general information, more points of entry as well as more cross-promotion of exhibitions, collections, programs, and events. One of the most significant changes is the ability to search the website and access more of The Rooms collections online. The new website also offers increased opportunities for featuring digital content, such as audio and video.
- The use of the CanadaHelps platform for donations has increased our online fundraising presence, which has resulted in several unsolicited donations including several in memoriam.
- During fiscal year 2024-25, a digital external sign was installed on The Rooms grounds, replacing the previous sign. This large, backlit digital billboard enhances the organization's external advertising capabilities, allowing for customized messaging tailored to both vehicle and foot traffic on Bonaventure Avenue.

- Throughout 2024-25, digital media displays have been installed throughout The Rooms. These displays enable cross-promotion of exhibitions, programs, and events, ensuring visitors receive timely and targeted messaging. They also serve as a platform to welcome school groups and rental clients, enriching their overall experience.
-

Discussion of Results

The Rooms has expanded its audience reach through the use of technology. The completion and relaunch of The Rooms new website has enabled thousands of collections to be available online. The new website has expanded access to The Rooms digital services and new online and livestream programs have been researched and piloted. This work has expanded technological capabilities extending the organization's reach.

Third Year Objective (2025-26):

By March 31, 2026, The Rooms will have evaluated the effectiveness of the technology used to increase audiences, as well as audience experience.

The indicators for the third-year objective are:

- An evaluation of the effectiveness of the technology used to increase audiences, as well as audience experience will have been completed
- New guidelines including best practices for online programs will have been implemented
- Application forms will have been made available online

Issue Three: Inclusion, Diversity, Equity and Accessibility (IDEA)

The Rooms strategic priorities align with museums, art galleries, and archives globally and nationally by emphasizing social inclusion (inclusion, diversity, equity, and accessibility). Additionally, this priority supports the Truth and Reconciliation Commission's Calls to Action.

The organization has recently completed a revision of its mission statement which was approved by The Rooms Board of Directors during the final year of the previous planning cycle. This new statement better reflects the prevailing global priorities of cultural institutions.

The Rooms will continue to grow its audience by identifying, understanding, and effectively reaching our existing audience, as well as potential new audiences. The organization will continue working towards offering an accessible, universal experience.

Growing The Rooms audience aligns with TCAR's Transition. Transform. Thrive: A Tourism Vision and Strategy for Newfoundland and Labrador. This priority supports the strategy's pillar Diversity, Inclusion and Well-Being, and aligns with the Department's strategic directions to make Newfoundland and Labrador a destination of choice, and of promoting active, healthy lifestyles.

Three Year Goal (2023-26)

By March 31, 2026, The Rooms will have incorporated the lenses of being inclusive, diverse, equitable and accessible into the organization's core activities.

Second Year Objective (2024-25):

By March 31, 2025, The Rooms will have reviewed and prioritized feedback from identified priority communities.

The Indicators for the second-year objective were:

New inclusive programming will have been developed

- This past fiscal year, inclusive programming continued to be developed in collaboration with community organizations. Highlights include the Global Music CD release event; cultural literacy programs; the NL Deaf Choir: Documentary and Panel Discussion; and programs created in partnership with First Light's Spirit Song Festival.

- The Marketing, Communications, and Fund Development Department have identified inclusive programs and have hired a photographer to capture experience-focused images that are more inclusive and better reflect our diverse community.

The Rooms will have continued to consult and work with diverse communities to obtain a better understanding of their awareness, satisfaction level, areas for improvement and potential new programs

- The Rooms has consulted with four consultants identified by the Nunatsiavut Government on updating sections of exhibitions related to Inuit culture and history. Meetings took place twice in May 2024 and again in September 2024.
- The CEO reached out to leaders of the province's Indigenous Governments and Organizations in November 2024 seeking input on a new advisory circle proposed for The Rooms.
- The CEO continues to facilitate the work of the Final Resting Place Circle tasked with providing a recommendation for the remains of Demasduit and Nonosabasut. From June 5-7, 2024, the CEO led committee members on a road trip to visit the Beothuk Interpretation Centre in Boyd's Cove, the Demasduit Regional Museum and Beothuk Lake (near the site of where the remains of Demasduit and Nonosabasut were taken). The purpose of the trip was to gather information on current interpretation of the Beothuk culture to help provide background for future discussions regarding the details of a final resting place. Other work included the preparation of a letter to the Premier from the members of the Circle requesting his support for the repatriation of the spiritual belongings of Demasduit and Nonosabasut that remain in the National Museum of Scotland and The British Museum.
- In November 2024, the Director of the Archives and Collections Department participated in two online sessions entitled Democracy at Risk: Public Records and New Technologies and Improving Access to Handwritten Records through AI: a pilot project with Transcribus software. These workshops included discussion about the use of AI to improve access to records for the visually impaired and those unable to travel distances to use archives in person.

- With assistance from members of the Province's Indigenous communities staff have improved descriptions of archival photographs by including names, dates, nicknames, and place identifiers of the Indigenous people depicted in them. This past year more than a dozen descriptions were added bringing the number of improved descriptions to 140 photographs.
 - In Winter 2025, Rooms staff completed the Association for New Canadians Diversity Training Program. This program shared important insights from new Canadians that fostered better understanding of new Canadian experiences and perspectives. This training helped inform staff about ways of improving aspects of customer service.
-

The Rooms Accessibility Plan priorities will have been reviewed in consultation with disability organizations

- Following extensive consultation with the disability community, The Rooms Three-year [Accessibility Plan](#) launched on March 28, 2024. Work was undertaken on the implementation of the plan.
 - The Rooms Accessibility Plan is a standing agenda item on the weekly Senior Management Team's meeting. The status of the yearly indicators is regularly updated on a shared document that was recently submitted, as requested, to the Provincial Government's Disability Policy Office.
 - The Rooms Accessibility Committee met four times during 2024-25 fiscal year to action priorities from the Accessibility Plan. The committee continued meeting with accessibility advocacy organizations and organized training session with the CNIB in January 2025, as well as Autism Awareness and Acceptance Training offered by the Autism Society of Newfoundland and Labrador in March 2025.
 - Consultations concerning the assistive listening equipment in the boardroom and theatre took place with the Canadian Hard of Hearing Association and equipment upgrades were made.
-

The Rooms Staff will have been surveyed on aspects of diversity

- The CEO worked closely with the Board of Directors Inclusion, Diversity, Equity, and Anti-Racism Committee and the Provincial Government's Department of Finance, Economic and Statistics Branch to implement the Public Service Demographic Survey on Inclusion, Diversity, Equity, and Anti-Racism with The Rooms staff in March 2025. The results will be tabulated in the next fiscal year.
-

Opportunities for French language translation of programs will have been identified

- The Marketing, Communications and Fund Development Department with assistance from the Provincial Government's French Language Services, has created French handouts for visitors which include The Rooms Floor Plan, a scavenger hunt and The Rooms Café menus.
 - The Director of Marketing, Communications and Fund Development assisted with a proposal for funding for translation of one of The Rooms Edukits. The First World War Edukit is a much sought after teaching resource used by schools across the province. The Government of Newfoundland and Labrador has committed \$25,500 towards translation of The Rooms Edukits into French as part of a new five-year Canada-Newfoundland and Labrador Agreement on French Language Services between Canadian Heritage and the former Department of Digital Government and Service NL now Government Modernization and Service Delivery.
 - The translation project commenced in Winter 2025 with a French translator being contracted.
 - All artifact description sheets were digitized and sent to the translator and translation is in progress. Supplementary materials are being digitized. Sourcing and budgeting of reproduction artifacts and seven hard cased carrying kits was completed.
-

Discussion of Results

The Rooms has reviewed and prioritized feedback from identified priority communities. New inclusive programming has been developed. The Rooms has continued consulting and working with diverse communities to obtain a better understanding of their awareness, satisfaction level, areas for improvement and potential new programs.

The Rooms Accessibility Plan priorities were reviewed in consultation with disability organizations; The Rooms staff were surveyed on aspects of diversity; and opportunities for French language training were identified. The organizations continued emphasis on inclusion, diversity, equity, and anti-racism align The Rooms with global and national cultural institutions. Additionally, this priority supports the Truth and Reconciliation Commission's Calls to Action.

Third Year Objective (2025-26):

By March 31, 2026, The Rooms will have incorporated feedback from the recommendations of the community consultations into its operations and programs.

The indicators for the third-year objective are:

- Implementation of The Rooms Accessibility Plan will continue in collaboration and in consultation with disability organization stake holders
- Establish an Inclusion, Diversity, Equity and Accessibility Committee
- Collaborate with Indigenous Governments and Organizations to advance Indigenous-led priorities



Challenges and Opportunities

Challenges

Global economic uncertainty will be a challenge for the foreseeable future. New tariffs impact all areas of business that require supplies. Necessary capital project upgrades to The Rooms building may be impacted by materials being more expensive, as well as difficulties with sourcing and potential delays in the delivery of goods.

The demand for facility rentals at The Rooms continues to grow, alongside the ongoing expansion of our programming. This increasing demand for rental space must be carefully balanced with the needs of The Rooms own public programs. Revenue generated from facility rentals is a vital source of support that enables The Rooms to deliver high-quality public programming. These programs are essential to encouraging membership, fostering repeat visitation, and deepening community engagement. Both rental income and programming play a key role in helping The Rooms fulfill its vision, mission and values.

The changing philanthropic environment and new ways in which donors want to be engaged in The Rooms activities and to be acknowledged is changing. This requires new approaches to donor engagement and retention. Transformational philanthropy is making it more challenging for The Rooms to meet the requirements for corporate funding.

Opportunities

New Buy Canadian sentiments provide new opportunities for the organization in several ways. Sourcing new local products is an opportunity to partner with local companies on new initiatives. Anticipated tourism visitation remains very positive. Reduced travel to American destinations is an opportunity for increased travel to Newfoundland and Labrador from domestic and European markets. Increased airline routes results in increased seat capacity and more opportunity for travel to the province.

With the completion of The Rooms organizational review there are opportunities to develop efficiencies thereby streamlining operations.

Lastly, June 29, 2025 is the 20th anniversary of The Rooms. This milestone affords the organization the opportunity to engage and re-engage with members, donors, volunteers and visitors who have supported The Rooms for two decades. A new publication **Belonging, Collections Cared For by The Rooms** will be available in late June. A thank you event is being planned for early June as well as a weekend of programs and activities on June 28 and 29, the actual anniversary.

**THE ROOMS CORPORATION OF
NEWFOUNDLAND AND LABRADOR**

FINANCIAL STATEMENTS

MARCH 31, 2025

Management's Report

Management's Responsibility for The Rooms Corporation of Newfoundland and Labrador Financial Statements

Management, in accordance with Canadian public sector accounting standards, has prepared the financial statements and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that transactions are properly authorized, assets are safeguarded and liabilities are recognized.

Management is also responsible for ensuring that transactions comply with relevant policies and authorities and are properly recorded to produce timely and reliable financial information.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial information periodically and external audited financial statements yearly.

The Auditor General conducts an independent audit of the annual financial statements of the Board in accordance with Canadian generally accepted auditing standards, in order to express an opinion thereon. The Auditor General has full and free access to financial management of The Rooms Corporation of Newfoundland and Labrador.

On behalf of The Rooms Corporation of Newfoundland and Labrador.



Ms. Anne Chafe
Chief Executive Officer



Ms. Donna Marie Humphries, CPA
Director of Finance and Operations



Tel: 709-579-2161
Fax: 709-579-2120
www.bdo.ca

BDO Canada LLP
300 Kenmount Road, Suite 100
St. John's, NL A1B 3R2

Independent Auditor's Report

To the board of directors

Opinion

We have audited the financial statements of The Rooms Corporation of Newfoundland and Labrador (the Corporation), which comprise the statements of financial position as at March 31, 2025, the statements of operations and retained earnings, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2025, and its results of operations, its change in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.



Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants

St. John's, Newfoundland and Labrador
September 24, 2025

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31

2025

2024

FINANCIAL ASSETS

Cash	\$2,761,182	\$3,433,686
Investments	3,000,000	-
Accounts receivable (Note 3)	408,767	2,526,612
Inventory held for resale	241,174	241,250
Restricted cash (Note 4)	2,206,069	1,380,662
	8,617,192	7,582,210

LIABILITIES

Accounts payable and accrued liabilities (Note 5)	1,356,463	1,265,247
Employee future benefits (Note 6)	112,022	111,240
Deferred revenue (Note 7)	2,178,675	1,380,662
	3,647,160	2,757,149

Net financial assets	4,970,032	4,825,061
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NON-FINANCIAL ASSETS

Prepaid expenses	7,698	8,801
Tangible capital assets (Note 8)	11,083,675	11,482,597
	11,091,373	11,491,398

Accumulated surplus	\$16,061,405	\$16,316,459
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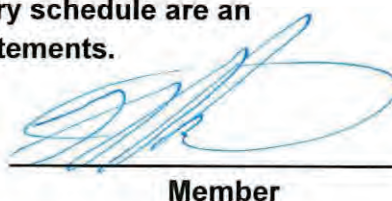
Trusts (Notes 12)

Contractual obligations (Note 13)

The accompanying notes and supplementary schedule are an
integral part of these financial statements.

Signed on behalf of the Board:


Chairperson


Member

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
STATEMENT OF OPERATIONS
For the Year Ended March 31

	2025 Budget	2025 Actual	2024 Actual
	Unaudited (Note 15)		
REVENUES (Schedule 1)			
Province of Newfoundland and Labrador (Note 11)			
Operating grants	\$6,708,600	\$7,362,409	\$6,808,991
Contributions to employee benefits	750,000	779,213	753,304
Capital Grant	-	239,971	-
Commercial operations (Note 10)	1,507,800	2,191,649	2,006,158
Government of Canada	250,000	185,875	891,436
Corporate sponsorship	285,000	347,367	368,835
External funding	-	269,389	22,887
	9,501,400	11,375,873	10,851,611
EXPENSES (Schedule 1)			
Archives division	1,738,472	1,888,107	1,630,959
Art Gallery division	1,332,001	1,597,899	1,274,791
Corporate services and building operations	5,217,693	6,307,002	5,903,441
Education programs	754,668	1,082,027	788,390
Museum division and regional museums	458,566	755,892	889,757
	9,501,400	11,630,927	10,487,338
Annual surplus (deficit)	-	(255,054)	364,273
Accumulated surplus, beginning of year	16,316,459	16,316,459	15,952,186
Accumulated surplus, end of year	\$16,316,459	\$16,061,405	\$16,316,459

The accompanying notes and supplementary schedule are an
integral part of these financial statements.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the Year Ended March 31

	2025 Budget	2025 Actual	2024 Actual
	Unaudited (Note 15)		
Annual surplus (deficit)	\$ -	\$ (255,054)	\$364,273
Changes in tangible capital assets			
Acquisition of tangible capital assets	-	(642,788)	(561,371)
Amortization - asset retirement obligation	-	2,933	2,933
Amortization of tangible capital assets	-	1,038,778	966,402
	-	398,922	407,964
Changes in other non-financial assets			
Net use (acquisition) of prepaid expenses	-	1,103	(7,562)
	-	1,103	(7,562)
Increase in net financial assets	-	144,971	764,675
Net financial assets, beginning of year	4,825,061	4,825,061	4,060,386
Net financial assets, end of year	\$4,825,061	\$4,970,032	\$4,825,061

**The accompanying notes and supplementary schedule are an
integral part of these financial statements.**

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR

STATEMENT OF CASH FLOW

For the Year Ended March 31

	2025	2024
Operating Transactions		
Annual surplus (deficit)	\$ (255,054)	\$364,273
Adjustment for non-cash items		
Amortization	1,038,777	966,402
Amortization - asset retirement obligation	2,933	2,933
	786,656	1,333,608
Change in non-cash operating items		
Accounts receivable	2,117,845	(527,240)
Inventory held for resale	76	(35,523)
Restricted cash	(825,407)	414,873
Accounts payable and accrued liabilities	91,216	140,324
Employee future benefits	782	466
Deferred revenue	798,013	(414,873)
Prepaid expenses	1,103	(7,562)
Investments	(3,000,000)	-
Cash (applied to) provided from operating transactions	(29,716)	904,073
Capital transactions		
Purchase of tangible capital assets	(642,788)	(561,371)
Cash applied to capital transactions	(642,788)	(561,371)
(Decrease) increase in cash	(672,504)	342,702
Cash, beginning of year	3,433,686	3,090,984
Cash, end of year	\$2,761,182	\$3,433,686

The accompanying notes and supplementary schedule are an integral part of these financial statements.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

1. Nature of operations

The Rooms Corporation of Newfoundland and Labrador (the Corporation) was established as a corporation under the Rooms Act on May 19, 2005. In accordance with the Rooms Act, the Corporation assumed title to and has been vested with all of the rights, liabilities, assets and property of The Rooms Corporation of Newfoundland and Labrador Inc. established as a corporation under the Corporations Act on November 18, 2002. The Corporation was established to: collect, preserve, present and make available for research, historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the Province; conduct research with respect to the history, natural history, culture and heritage of the Province; collect and present provincial, national and international contemporary and historic art; advance and promote the works of contemporary visual artists of the Province; support the development of cultural industries in the Province; strengthen the culture of the Province; and provide and enhance client national and international collections. The Corporation is an agent of the Crown. The affairs of the Corporation are governed by a Board of Directors appointed by the Lieutenant-Governor in Council. The Rooms is located in St. John's, with regional facilities located in Grand Falls-Windsor (Demasduit Regional Museum), Grand Bank (Provincial Seamen's Museum), and North West River (Labrador Interpretation Centre).

The Corporation is a Crown entity of the Province of Newfoundland and Labrador and as such is not subject to Provincial or Federal income taxes under Section 149(1)(d) of the Income Tax Act.

2. Summary of significant accounting policies

(a) Basis of accounting

The Corporation is classified as a Government Not-For-Profit Organization as defined by Canadian Public Sector Accounting Standards (CPSAS). These financial statements have been prepared by the Corporation's management in accordance with CPSAS for provincial reporting entities established by the Canadian Public Sector Accounting Board (PSAB). The Corporation does not prepare a statement of remeasurement gains and losses as the Corporation does not enter into relevant transactions or circumstances that are being addressed by this statement. Outlined below are the significant accounting policies followed.

(b) Financial instruments

The Corporation's financial instruments recognized in the statement of financial position consist of cash, restricted cash, accounts receivable, accounts payable and accrued liabilities. The Corporation generally recognizes a financial instrument when it enters into a contract which creates a financial asset or financial liability. Financial assets and financial liabilities are initially measured at cost, which is the fair value at the time of acquisition.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

2. Summary of significant accounting policies (cont.)

(b) Financial instruments (cont.)

The Corporation subsequently measures all of its financial assets and financial liabilities at cost. Financial assets measured at cost include cash, restricted cash and accounts receivable. Financial liabilities measured at cost include accounts payable and accrued liabilities.

The carrying values of cash, restricted cash, accounts receivable, accounts payable and accrued liabilities approximate current fair value due to their nature and/or the short-term maturity associated with these instruments.

Income attributable to financial instruments is reported in the statement of operations.

(c) Cash

Cash includes operational floats and balances with banks.

(a) Inventory held for resale

Inventory includes items purchased for resale in the gift shop and are recorded at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis.

(e) Collections

The collections of art work, archival documents and historical and cultural artifacts form the largest part of the assets of the Corporation. These collections are not presented in the statement of financial position due to the practical difficulties of determining a meaningful value for these assets. The acquisition of purchased works of art and artifacts is recorded as an expense.

(f) Tangible capital assets

Tangible capital assets to which the Corporation has title are recorded at cost at the time of acquisition.

The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight-line basis over their estimated useful lives as follows:

Furniture	7 years
Equipment	3 years
Motor vehicles	5 years
Building improvements	7 to 40 years

2. Summary of significant accounting policies (cont.)

(f) Tangible capital assets (cont.)

Work in progress is considered to be a tangible capital asset, however, it is not amortized as it is not yet available for use. Upon completion, these assets will be recorded in the appropriate category.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the ability of the Corporation to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the statement of operations.

Contributed tangible capital assets are recorded as revenue at their fair market value on the date of donation, except in circumstances where fair value cannot be reasonably determined, when they are then recognized at nominal value. Transfers of tangible capital assets from related parties are recorded at carrying value.

(g) Employee future benefits

- (i) The cost of accumulating, non-vesting sick leave benefits is calculated based upon management's best estimate of its employees' sick leave utilization rates, sick leave balances, annual sick leave entitlements and current salary levels.
- (ii) Under the Rooms Act, Corporation employees are considered to be employed in the public service for the purposes of the Public Service Pensions Act, 2019. Employee contributions are matched by the Province and remitted to Provident10 from which pensions will be paid to employees when they retire. This pension plan is a multi-employer, defined benefit plan, providing a pension on retirement based on the member's age at retirement, length of service and the average of their best six years of earnings for service on or after January 1, 2015, and, for service before January 1, 2015, the higher of the average of the frozen best five years of earnings up to January 1, 2015, or the average of the best six years of earnings for all service.

The contributions of the Corporation to the plan is recorded as an expense for the year.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

2. Summary of significant accounting policies (cont.)

(h) Revenues

Revenue from transactions with a performance obligation is recognized when the organization satisfies the performance obligations, which occurs when control of the benefits associated with the promised goods or services has passed to the payor.

The organization recognizes revenue from admission revenue, gift shop sales and parking at the transaction price at the time of sale

(i) Contributions

Contributions are comprised of contributions received from governments, individuals, foundations and corporations.

Unrestricted contributions are recognized as revenue in the statement of operations when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions externally restricted for specific projects or expenses are recognized as deferred revenue in the statement of financial position and recognized in the statement of operations in the fiscal year in which the related expenses are incurred.

(j) Interest income

Net investment income is recognized as revenue when earned.

(k) Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year are recorded as an expense in that year.

(l) Volunteers

During normal operations, volunteers contribute significant hours in support of the Corporation. Their activities include guided gallery and museum tours and a variety of programs that enrich the visitor's experience. Due to the complexity involved in valuing these services under normal operating circumstances, they are not reflected in the financial statements.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

2. Summary of significant accounting policies (cont.)

(m) Measurement uncertainty

The preparation of financial statements in conformity with CPSAS requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the expected useful life of tangible capital assets, estimated employee future benefits, valuation of donated acquisitions and asset retirement obligations.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

3. Accounts receivable

	2025	2024
Province of Newfoundland and Labrador (Note 11)	\$20,904	\$2,439,742
Harmonized Sales Tax	72,586	75,165
Other	315,277	11,705
	\$408,767	\$2,526,612

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

4. Restricted cash

The following funds, which have external conditions placed on their use, have been received and deposited with the Corporation's general funds and are reported in these financial statements as restricted cash.

	2025	2024
Donations - Public Programming	\$140,047	\$182,415
Federal & Provincial CCSF Funding	21,006	168,533
Federal MAP Funding	26,074	29,074
Art Bank - Indigenous Artwork Acquisitions	100,000	100,000
Art Bank - Indigenous Programs	16,608	16,608
Art Gallery - Private Donor Art Acquisition	13,763	10,763
Art Gallery - Permanent Collections Donations	25,625	25,625
Art Gallery - Year of the Arts	31,328	39,241
Private Donor- First World War Exhibition	416,772	416,772
Provincial Government - Public Programming	46,900	162,188
Private Donor - Archives	80,661	33,085
Acquisitions Fund	15,383	13,525
The Rooms Foundation - FWW Exhibit Fund	165,833	165,833
Donations - Internally Restricted	17,000	17,000
Provincial Government - Capital Grant	760,029	-
Provincial Government - Level Zero	140,724	-
Provincial Government - 20th Anniversary Funding	89,108	-
Provincial Government - Edukit Translation	25,565	-
Unearned Revenue	73,644	-
	\$2,206,069	\$1,380,662

5. Accounts payable and accrued liabilities

	2025	2024
Trade accounts payable	\$739,923	\$744,645
Asset retirement obligations	58,650	58,650
Unearned revenue	73,644	26,662
Accrued salaries	85,882	57,791
Accrued overtime and leave	398,364	377,499
	\$1,356,463	\$1,265,247

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

6. Employee future benefits

(a) Employee future benefits liability

Employee future benefits consist of:

	2025	2024
Severance pay	\$30,737	\$30,737
Accumulating, non-vesting sick leave benefit liability	81,285	80,503
	\$112,022	\$111,240

(b) Employee future benefits

(i) Severance pay

Severance was traditionally payable when the non-unionized employee ceased employment with the Corporation, provided no severance had been paid by Government or another Crown corporation or agency for the same period.

During the 2017-18 fiscal year, the Province of Newfoundland and Labrador signed a new collective agreement with the union representing the Corporation's unionized employees. The Corporation's unionized employees with at least one year of service were entitled to one week of salary for each complete year of service to March 31, 2018, to a maximum of 20 weeks. Unionized employees stopped accruing severance after March 31, 2018.

Unionized employees had the option of receiving their severance entitlement prior to March 31, 2019 or deferring the receipt of their entitlement to a later date.

Severance was accounted for on an accrual basis and was calculated based upon years of service and current salary levels.

There were no severance payments to employees in 2024-25. The remaining severance liability payable to employees at March 31, 2025 is \$30,737 (2024 - \$30,737), representing severance owing to employees who deferred receiving their severance entitlement.

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NOTES TO FINANCIAL STATEMENTS
March 31, 2025

6. Employee future benefits (cont.)

(b) Employee future benefits (cont.)

(ii) Accumulating, non-vesting sick leave benefits

All unionized employees hired before May 4, 2004, are credited with 2 days per month and all unionized employees hired thereafter are credited with 1 day per month for use as paid absences in the year due to illness. Employees are allowed to accumulate unused sick day credits each year, up to the allowable maximum provided in their respective employment agreement. Accumulated credits may be used in future years to the extent that the employee's illness exceeds the current year's allocation of credits. The use of accumulated sick days for sick leave compensation ceases on termination of employment.

(iii) Pension contributions

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the Public Service Pensions Act, 2019 (the Act). The plan is administered by Provident10, including payment of pension benefits to employees to whom the Act applies.

The maximum contribution rate for eligible employees was 11.85% (2024 - 11.85%). The Corporation's contributions equal the employee contributions to the plan. The pension expense for the Corporation for the year ended March 31, 2025 was \$380,651 (2024 - \$375,374).

Employees who do not qualify to participate in the Public Service Pension Plan (for example, part-time employees) participate in the Government Money Purchase Pension Plan (GMPP). The GMPP is a defined contribution plan which was established under the Government Money Purchase Pension Plan Act. Employees are required to contribute 5% of regular earnings which is matched by the Corporation. Employees may make additional voluntary contributions, however, the maximum amount for all contributions may not exceed the lesser of 18% of an employee's earnings and the maximum amount allowed as specified under the Income Tax Act. Total GMPP expense for the Corporation for the year ended March 31, 2025 was \$24,885 (2024 - \$17,217).

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

7. Deferred contributions

Deferred contributions are set aside for specific purposes as required either by legislation, regulation or agreement. Since the conditions relating to their use have not been met, recognition of the revenues has been deferred and the funds received are recorded as restricted cash as disclosed in Note 4. As at March 31, 2025, funds received or receivable are reported as follows:

	Balance at beginning of year	Receipts during year	Transferred to revenue	Balance of end of year
Donations	\$841,890	\$499,857	\$ (497,367)	\$ 844,380
Federal Government	29,075	-	(3,000)	26,075
Provincial Government	509,697	1,812,044	(1,013,521)	1,308,220
	\$1,380,662	\$ 2,311,901	\$ (1,513,888)	\$2,178,675

8. Tangible capital assets

Original Cost

	Balance March 31, 2024	Additions	Disposals/ Transfers	Balance March 31, 2025
Furniture	\$ 1,026,531	\$ 28,861	-	\$ 1,055,392
Equipment	1,939,705	176,374	-	2,116,079
Motor vehicles	37,430	-	-	37,430
Building improvements	16,987,093	326,578	134,566	17,448,237
Asset retirement obligations	58,650	-	-	58,650
Capital assets transferred (Note 9)	1	-	-	1
Work in progress	331,747	110,976	(134,566)	308,157
	\$ 20,381,157	\$ 642,789	\$ -	\$ 21,023,946

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

8. Tangible capital assets (cont.)

Accumulated Amortization

	Balance March 31, 2024	Amortization	Disposals	Balance March 31, 2025	Net Book Value March 31, 2025	Net Book Value March 31, 2024
Furniture	\$860,574	\$36,893	-	\$897,467	\$157,925	\$165,957
Equipment	1,551,289	244,187	-	1,795,476	320,603	388,416
Motor vehicles	37,431	-	-	37,431	-	-
Building improvements	6,431,182	757,697	-	7,188,879	10,259,358	10,555,912
Asset retirement obligations	18,085	2,933	-	21,018	37,632	40,565
Capital assets transferred (Note 9)	1	-	-	1	-	-
Work in progress	-	-	-	-	308,157	331,747
	\$8,898,562	\$1,041,710	-	\$9,940,272	\$11,083,675	\$11,482,597

These financial statements do not include the value of "The Rooms" building out of which the Provincial Archives, Art Gallery and Museum Divisions of the Corporation operate. Ownership of the building, which cost \$49.3 million to construct, is held by the Minister of Transportation and Infrastructure on behalf of the Province. Ownership of buildings located throughout the Province which house the three regional museums are also held by the Minister of Transportation and Infrastructure on behalf of the Province.

9. Capital assets transferred to the Corporation

During 2003-04, The Rooms Corporation of Newfoundland and Labrador Inc. assumed title to the capital assets of the Provincial Archives, the Provincial Museum and the Art Gallery of Newfoundland and Labrador. These assets have been transferred to the Corporation. The costs and accumulated amortization of these assets are unknown and a reasonable estimate of the amounts involved could not be determined. Therefore, the cost has been recorded as \$1 and the accumulated amortization has been recorded at \$1.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

10. Commercial operations	2025	2024
Admission revenue	\$1,022,009	\$886,202
Gift shop sales	627,657	556,668
Parking revenue	63,427	57,945
Other revenue	155,415	186,404
Interest income	323,141	318,939
	\$2,191,649	\$2,006,158

11. Related party transactions

Province of Newfoundland and Labrador

The Corporation is a Crown Corporation of the Province of Newfoundland and Labrador reporting through the Minister of the Department of Tourism, Culture, Arts and Recreation. During the year, the Corporation recognized \$8,141,622 (2024 - \$7,562,295) in grant revenue from the Province, including deferred revenue recognized in the fiscal year in which it is spent.

Expenses incurred by the Province related to salaries and contributions to employee benefits during the year totaled \$4,978,708 (2024 - \$4,922,015). Included in these totals are employer paid benefit costs of \$809,997 (2024 - \$753,303). These amounts are reflected in the financial statements as salary expense and are offset by the grant revenue received from the Province.

The Corporation received new capital grant funding of \$1 million from the provincial government for building and property improvements beginning 2024-25. This funding is the first installment of a new \$5 million, 5 year commitment of \$1 million per year through 2028-29.

There were no amounts paid during the current or prior year related to the settlement of employee severance benefits.

The Rooms Corporation operates in four (4) provincially owned buildings located across the Province of Newfoundland and Labrador including: The Rooms, 9 Bonaventure Avenue, St. John's; Provincial Seamen's Museum, Grand Bank; Demasduit Regional Museum, Grand Falls-Windsor; and the Labrador Interpretation Centre, North West River, Labrador.

The Province provides the Corporation with buildings and space, and related building services, for use as regional museums, storage and workshops in various locations throughout the Province at no cost to the Corporation. Information technology services, payroll, human resources and legal services are also provided to the Corporation by the Province at no cost. The value of these spaces and the services provided is not readily determinable and therefore are not reflected in these financial statements.

Accounts receivable includes \$20,904 (2024 - \$2,439,742) due from the Province of Newfoundland and Labrador through the normal course of business.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

12. Colonial Building Political History Interpretation Project

Under a Memorandum of Understanding between the Corporation and the Province signed on March 31, 2009, the Corporation, as Project sponsor, became responsible for financial administration of a Project to renovate the Colonial Building into a heritage interpretation centre. The original Memorandum of Understanding was replaced by a new Memorandum of Understanding that was signed on December 14, 2011. Under the new Memorandum of Understanding, the Corporation continued as Project sponsor until the Project's expected completion.

On December 1, 2008, an Agreement (the Agreement) respecting a Project called "Colonial Building Political History Interpretation" was signed between the Corporation and the Government of Canada. The Agreement provided funding for the renovation of the Colonial Building in the maximum amount of \$748,335. On March 8, 2010, the Agreement was amended to reduce the maximum contribution from the Government of Canada to \$695,512.

As title to and use of the Colonial Building remains with the Province, the Corporation does not capitalize the renovations to the Colonial Building. Additionally, expenses of the project are not reported on the Corporation's statement of operations, and the unexpended funds held in trust are not reported on the Corporation's statement of financial position. The Corporation is provided with an annual administration fee that is recorded as revenue. In addition, interest earned on the funds held in trust is recorded as revenue by the Corporation.

Since the start of the Agreement to March 31, 2025, the Corporation has received funds totaling \$23,615,112 (2024 - \$23,615,112) and incurred expenses totaling \$23,534,960 (2024 - \$23,450,752) related to the Project. During the year ended March 31, 2025, expenses of \$84,208 (2024 - \$204,843) were incurred related to the Project. The balance of funds held in trust by the Corporation at March 31, 2025 was \$80,152 (2024 - \$164,360).

13. Contractual obligations

(a) Facility Management Contract

In October 2018, the Corporation awarded the facility management contract to Brookfield Global Integrated Solutions Canada for a 5 year term with an option to renew. This contract was renewed for an additional 5 year term in June 2023 and represents commitments of approximately \$142,000 per month through October 2028.

14. Donated acquisitions

Donated acquisitions, or non-cash gifts, are gifts of art work, archival documents and historical and cultural artifacts that the Corporation has received, and for which a tax receipt has been issued to the donor based on an appraised value, and are included in the Corporation's permanent collections. Donated acquisitions are not reflected in the

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

Corporation's financial statements. During the year, the Corporation issued receipts for non-cash donations of \$385,164 (2024 - \$501,430).

15. Budget

Budgeted figures, which have been prepared on a cash basis, are provided for comparison purposes and have been derived from the estimates approved by the Corporation's Board. Budgeted figures included in the financial statements are not audited.

16. Financial risk management

The Corporation recognizes the importance of managing risks and this includes policies, procedures and oversight designed to reduce risks identified to an appropriate threshold. The Corporation is exposed to credit risk, liquidity risk and market risk through its financial instruments. There were no significant changes in the Corporation's exposure to these risks or its processes for managing these risks from the prior year.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Corporation's main credit risk relates to cash, restricted cash and accounts receivable. The Corporation's maximum exposure to credit risk is the carrying amounts of these financial instruments.

The Corporation is not exposed to significant credit risk with its cash and restricted cash because this financial instrument is held with a Chartered Bank. The Corporation is not exposed to significant credit risk related to its accounts receivable as 5% of it is due from the Government of Newfoundland and Labrador (2024 – 89%) and it has policies and procedures for the monitoring and collection of its other accounts receivable so as to mitigate potential credit losses.

Liquidity risk

Liquidity risk is the risk that the Corporation will be unable to meet its contractual obligations and financial liabilities. The Corporation's exposure to liquidity risk relates mainly to its accounts payable and accrued liabilities, and its contractual obligations. The Corporation manages liquidity risk by monitoring its cash flows and ensuring that it has sufficient resources available to meet its contractual obligations and financial liabilities. The future minimum payments required from the Corporation in relation to its contractual obligations are outlined in Note 13. The maturity dates of liabilities related to trade accounts payable are classified as current, as it is expected to be settled within the next year. With respect to accrued severance and deferred revenue, these are expected to be settled at a later date, over a year into the future.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2025

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Common market risks include currency (foreign exchange) risk, interest rate risk and commodity (price) risk. The Corporation is not exposed to significant market risk due to the nature of its operations.

17. Non-financial assets

The recognition and measurement of non-financial assets is based on their service potential. These assets will not provide resources to discharge liabilities of the Corporation. For non-financial assets, the future economic benefit consists of their capacity to render service to further the Corporation's objectives.

18. Unrecoverable HST

The Rooms status as a registered charity limits the amount of HST rebate available for HST paid on operating expenses by the Corporation. As a result, a significant amount of unrecoverable HST is realized annually.

During 2024-24, unrecoverable HST totaling \$224,552 (2024 - \$206,551) was reallocated among the Corporate Services & Building Operations expenses. For fiscal years including, and prior to, March 31, 2020, unrecoverable HST was presented as a separate line item on Schedule 1.

19. Subsequent Events

The Corporation has received a commitment of \$500,000 over 5 years from BMO beginning 2025/26 for the purpose of supporting the BMO Financial Group Travelling Edukits Program.

The Corporation has received a commitment from the Department of Canadian Heritage for \$100,000 in 2025-26 and \$150,000 in 2026-27 for the purpose of Level Zero feasibility study project.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
REVENUES AND EXPENSES BY SECTOR
For the Year Ended March 31, 2025

	Corporate Services and Building Operations	Archives Division	Art Gallery Division	Museum Division and Regional Museums	Education Programs	2025 Total	2024 Total
REVENUES							
Province of Newfoundland & Labrador							
Operation grants	3,355,451	\$1,579,067	\$1,194,370	650,224	\$583,297	\$7,362,409	\$6,808,991
Contributing to employee benefits (Note 11)							
Capital grant	206,600	270,285	101,556	86,382	114,390	779,213	753,304
	239,971	-	-	-	-	239,971	-
Commercial operations (Note 10)	2,079,133	16,255	51,973	12,815	31,473	2,191,649	2,006,158
Government of Canada	154,875	22,500	-	3,000	5,500	185,875	891,436
Corporate sponsorship	-	-	-	-	347,367	347,367	368,835
External funding	15,918	-	250,000	3,471	-	269,389	22,887
	6,051,948	1,888,107	1,597,899	755,892	1,082,027	11,375,873	10,851,611
EXPENSES							
Advertising and promotions	61,782	928	2,543	39	-	65,292	94,724
Amortization	1,041,710	-	-	-	-	1,041,710	969,336
Appraisals and acquisitions	-	21,485	405,934	-	-	427,419	124,921
Bad debt	1,064	-	-	-	-	1,064	348
Building	2,740,643	-	117,838	16,806	46,467	2,921,754	2,724,431
Conference and registration fees	11,556	5,287	6,273	3,271	652	27,039	18,758
Core programming	50,175	29,900	305,874	45,968	51,884	483,801	523,212
Cost of gift shop sales	554,695	-	-	3,478	-	558,173	497,333
Employee future benefits	237,113	281,688	109,121	95,874	86,201	809,997	809,997
Meeting expenses	9,369	401	-	500	653	10,923	9,189
Office equipment and supplies	81,328	5,033	1,364	3,963	18,130	109,818	106,463
Professional services	143,673	27,734	32,806	6,921	62,355	273,489	254,666
Salaries	1,288,418	1,500,856	567,714	552,683	790,436	4,700,107	4,168,711
Telecommunications and courier	49,284	4,563	1,742	8,586	3,678	67,853	68,663
Travel	36,192	10,232	46,690	17,803	21,571	132,488	116,586
	6,307,002	1,888,107	1,597,899	755,892	1,082,027	11,630,927	10,487,338
Annual surplus (deficit)	(\$255,054)	\$ -	\$ -	\$ -	\$ -	\$ (255,054)	\$364,273

