



THE ROOMS

Annual Report
2025 – 26

Cover Image: View of The Rooms and St. John's Harbour. Photo by Michael Winsor for The Rooms.

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A Message from the Chair of the Board of Directors

This past year marked a significant milestone for The Rooms Corporation of Newfoundland and Labrador (The Rooms). As we celebrated our 20th Anniversary on June 29, 2025, we took time not only to mark the occasion, but also to reflect on The Rooms' enduring role as a steward of our province's history, culture, and artistic expression.

Over the past two decades, The Rooms has demonstrated its value to residents and visitors alike, becoming a true place of possibility. I am immensely proud of the organization's accomplishments and encouraged by the opportunities that lie ahead of us as we enter our next chapter.

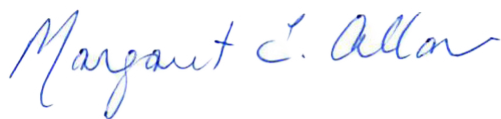
I am pleased to present **The Rooms Annual Report for 2025–26**, which aligns with the final year of our 2023–26 Strategic Plan. During the period from April 1, 2025 to March 31, 2026, The Rooms continued to advance its strategic priorities, successfully achieving its third-year goals and maintaining momentum across key areas of focus.

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

Together, the Board, Chief Executive Officer, management, and staff remain deeply committed to advancing The Rooms' mandate—strengthening its role as a vital contributor to the cultural life, well-being, and future of Newfoundland and Labrador.

As The Rooms enters its third decade, we also reaffirm our commitment to long-term sustainability while embracing a more regenerative way of working. This evolving approach positions The Rooms as an active and responsive partner within the communities it serves—enhancing stewardship, supporting Truth and Reconciliation, fostering shared development, and deepening connections across the province. In doing so, we continue to live our Mission, Vision and Values in meaningful and lasting ways.

Margaret E. Allan



**Chair, Board of Directors
The Rooms Corporation of Newfoundland and Labrador**



Image: Margaret Allan, Chair, The Rooms Board of Directors. Photo by Ritche Perez for The Rooms.

Lines of Business

The Rooms mandate is delivered by the Archives and Collections Department and by the Art Gallery, Museums and Visitor Experience Department. These core departments are supported by the Finance and Operations Department, and by the Marketing, Communications and Fund Development Department, which provide essential services that enable effective and sustainable delivery.

Archives and Collections preserves, manages and provides access to the province's archival, art, natural history specimens and material culture collections, supporting research, learning and public engagement.

Art Gallery, Museums and Visitor Experience bring art, history, and culture to life through in-house exhibitions, collaborative projects, and dynamic visitor experiences. Beyond showcasing collections, the department presents touring exhibitions, explores diverse perspectives, and engages with complex and evolving narratives. Through school programs, public programming, and seasonal operations of The Rooms three regional museums, it fosters curiosity, critical thinking and meaningful connections for diverse audiences.

Together, these mission-focused activities are supported by the Finance and Operations Department and the Marketing, Communications and Fund Development Department.

Finance and Operations support organizational sustainability through responsible financial stewardship, facilities and security management, information technology and core administrative services that ensure efficient and effective operations. This department also manages volunteers and visitor services staff, as well as revenue-generating services including the gift shop, café and facility rentals.

Marketing, Communications and Fund Development strengthens The Rooms public presence and sustainability by building brand awareness, engaging audiences and supporting revenue generation. It leads communications, media relations and digital channels, and delivers integrated marketing campaigns and promotional materials that ensure consistent messaging and visibility for exhibitions, programs and services. In addition, the department contributes to the visitor experience and operations through coordination of ticketing and accessibility initiatives.

The following is a list of The Rooms lines of business

- 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 serve its mandate 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.

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.

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
- Department of Labrador Affairs
- The Office of Indigenous Relations and Reconciliation
- Indigenous Governments and Organizations
- Diverse Populations
- Equity-deserving Groups
- Non-resident Visitors
- Pre-school Children
- Children in the K-12 System
- 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 of the Corporation

The Rooms is a Crown Corporation of the Province of Newfoundland and Labrador and steward of the province's archival, art, artifact and natural history collections. In addition to its St. John's location, The Rooms operates three regional museums which include: the Demasduit Regional Museum (DRM) located in Grand Falls-Windsor; the Provincial Seamen's Museum (PSM) located in Grand Bank; and, the Labrador Interpretation Centre (LIC) located in North West River, Labrador.

The Rooms is a not-for-profit institution that connects visitors to people, place and culture. It challenges and inspires us to think differently.

As a provincial cultural institution focused on the public interest, our mandate furthers education, public outreach and the presentation of permanent and temporary exhibits based on the provincial archival, contemporary and historic art and museum collections entrusted to it by the Government of Newfoundland and Labrador.

As one of Newfoundland and Labrador's landmark cultural attractions, The Rooms is central to a vibrant and growing tourism sector. As the province's premier cultural space, it engages residents and visitors from across Canada and around the world. Together with its regional museums, The Rooms strengthens community-based tourism by offering welcoming cultural hubs that support the Department of Tourism, Culture, Arts and Recreation and advance the Provincial Government's priority to encourage residents to vacation at home.

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

The Rooms encompasses 185,000 square feet and was built at a cost of approximately \$50 million when it opened in 2005. A considerable portion of artifacts and documents—and all the artworks—in The Rooms collections are stored in climate-controlled vaults under a rigorous security protocol. Other items that require less specialized care are housed in four secured buildings located offsite.

The organization has further established itself as one of Canada's leading cultural institutions, earning 22 provincial, national and international awards.

Number of Employees

The Rooms employs 58 full-time permanent staff in St. John's as well as five permanent seasonal staff to operate The Rooms regional museums. The Rooms also employs a number of hourly staff throughout the year to support visitor services, public and school programming, the archives reference room, and regional operations.

Revenues and Expenditures

Please refer to The Rooms Corporation of Newfoundland and Labrador Audited Financial Statements for the year ending March 31, 2026 in Appendix A.

2025–26 Highlights

Visitation

Visitation to The Rooms has demonstrated strong and sustained growth since the impact of COVID. Attendance more than doubled between 2021–22 and 2022–23 and has continued to increase steadily each year—nearly three times pre-recovery levels. From April 1, 2025 to March 31, 2026, The Rooms achieved its highest annual visitation for the third year in a row reaching 165,259 including paid admissions, complimentary admissions, student admissions and visits to the Archives Reference Room, café and gift shop. This represents a near 10 percent increase over 150,324 visitors in 2024–25.

Since 2021, The Rooms has offered free admission to children 12 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 strong visitation. The week featured fun and creative activities, including a partnership with Bricks & Minifigs. Additionally, there were daily themed LEGO® builds and workshops.

Visitors 2025-26	Visitors 2024-25	Increase	
165,259	150,324	10%	

To help make The Rooms accessible for all, The Rooms offers a number of ways for visitors to access free admission to the public on the first Wednesday of every month between 5:00 p.m. and 9:00 p.m.; and Fridays between 10:00 a.m. and 9:00 p.m., students can 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 as well as community groups; 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 slight 3.5 percent increase in attendance in fiscal year 2025–26, rising from 3,779 to 3,913 continuing to show strong community engagement during special events.

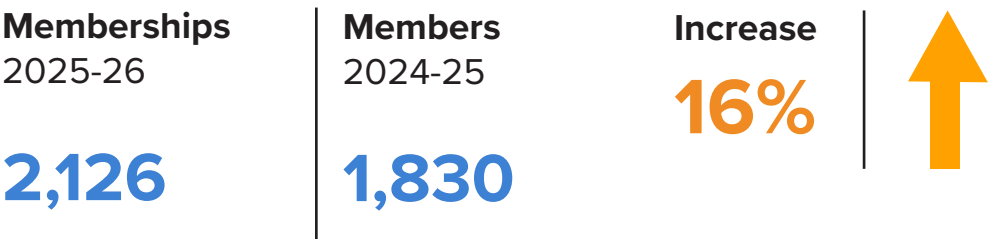
Increase	
3.5%	

Regional Museums

Visits to the three regional museums experienced a slight 6.5 percent decrease in visitation, with 9,017 visitors during the 2025 operating season compared to 9,659 the previous year. The Labrador Interpretation Centre had 2,673 visitors, Demasduit Regional Museum had 3,813 visitors, and the Provincial Seamen’s Museum had 2,531 visitors. The decrease can be partially attributed to all three museums experiencing temporary closures during summer 2025 due to mechanical issues, which limited access during the peak visitation season.

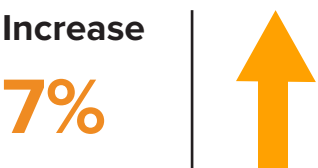
Membership

From April 1, 2025 to March 31, 2026, a total of 2,126 annual memberships were purchased, compared to 1,830 the previous year, an increase of 16 percent. Membership sales have rebounded to pre-COVID levels, making this past fiscal year the strongest since 2013.



Paid Parking

Parking fees apply 24 hours a day, seven days a week. Members of The Rooms enjoy complimentary parking during regular operating hours. From April 1, 2025 to March 31, 2026, The Rooms collected approximately \$68,064 in parking fees, an almost seven percent increase from the \$63,427 collected the previous year. The Rooms parking gate was not operational between August 12, 2025 to September 23, 2025, accounting for 43 days of lost revenue.



The Rooms Gift Shop

The Rooms gift shop experience increased sales year after year. In 2025–26, The Rooms gift shop recorded sales of \$732,637, an increase of \$104,986 or almost 17 percent from \$627,657 in 2024–25. This marks the fourth consecutive year of achieving the highest sales for the gift shop.

Increase

17%



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 manage 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, 2025 to March 31, 2026, we had 8,058 individual researchers and we received 5,277 reference inquiries via phone, email, and mail. There were 325 first-time researcher registrations during this period.

Celebrating 20 Years of The Rooms

More than two decades ago, some of the province's brightest minds began a bold and forward-thinking conversation—imagining a place that would not only house Newfoundland and Labrador's history, art, and culture, but elevate it. They envisioned a facility that would set a new standard for how the province's collections are cared for and how its remarkable stories are shared and celebrated.

That vision became The Rooms: a state-of-the-art cultural facility designed to preserve Newfoundland and Labrador's collections to the highest professional standards. It is a place where historical artifacts, natural history specimens, archival records, and contemporary and historic artworks are preserved, studied, and made accessible to the public. By its very existence, The Rooms signals that the culture of Newfoundland and Labrador is valued, protected, and celebrated.

Since opening its doors, The Rooms has welcomed thousands of visitors from across Newfoundland and Labrador, Canada, and around the world. It has been the setting for landmark moments, such as the commemoration of the 100th Anniversary of Newfoundland and Labrador's participation in the First World War. Just as importantly, it has become a space where community gathers—where thousands of schoolchildren encounter their history, and where people of all ages connect with stories that shape our collective identity.

The Rooms has also supported countless community partners by providing space for festivals, public programs, and special events. Hundreds of exhibitions, receptions, and celebrations have taken place within its walls, bringing people together through shared experiences of art, history, culture, and the natural world.

Twenty years later, The Rooms fulfilled the vision of those who imagined it. Over two decades, staff, volunteers, members, donors, and visitors have shaped this institution into what it is today: a vibrant gathering place where stories are shared, history is explored, and new ideas take root—strengthening a community inspired by creativity, discovery, and connection.

The anniversary was marked with a series of programs and events that reflected both its founding vision and its ongoing relationship with community. Central to the celebrations was **Grounding: In Celebration of The Rooms 20th Anniversary**, a major exhibition presented from February to October 2025. Drawing on the original architectural concept proposed by lead architect Philip Pratt, the exhibition explored how place, landscape, and built form influence artistic expression in Newfoundland and Labrador. Featuring cherished works from The Rooms collections, it invited reflection on how history, creativity, and community continue to shape what is valued, preserved, and shared.

Programming included several signature events that celebrated both the people and the ideas behind The Rooms. A large-scale celebration on June 11 brought together more than 500 members, donors, volunteers, and staff for a special evening recognizing those who have shaped the institution over the past two decades. Additional programs during the year included a talk with lead architect Philip Pratt, an architects' panel featuring the three founding architects of The Rooms, and a special program with The Rooms CEO, **In Conversation with Anne Chafe**. The anniversary weekend on June 28 and 29 offered free admission and welcomed visitors of all ages to enjoy guided tours, scavenger hunts, live music performances, and collaborative art-making activities. The anniversary year also marked the launch of **BELONGING Collections Cared For by The Rooms**, the first publication of its kind produced by the institution, offering meaningful insights into the diverse collections under its care. Together, these initiatives underscored the continued growth of The Rooms as a place of possibility.



Image: Perry Chafe emcees The Rooms 20th Anniversary Celebration while Minister John Abbott, Margaret Allan, Chair of The Rooms Board of Directors, Tom Foran , Former Chair, and Anne Chafe, CEO, look on. Photo by The Rooms.

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.

Δ - Eyes - Shirley Moorhouse

Level 4 Art Gallery – June 7, 2025 to September 21, 2025

“My artwork speaks from my lived experience as it connects outwards to my family, community, all living creatures, the Earth, and the Universe.”

– Shirley Moorhouse

This exhibition showcased 30 years of Shirley Moorhouse's innovative art practice, from her earliest pieces to new and recently restored artworks. Moorhouse is renowned for her distinctive wall hangings, which incorporate embroidery, beading, and smoke-tanned caribou hide, along with unconventional materials and found objects. Her vibrant imagery delves into complex themes, including environmental stewardship, resource extraction, geopolitics, spirituality, and cultural continuity. Through her work, Moorhouse also extends the invitation, “to reflect, to dream, and to celebrate the beauty and mysteries of life.” This exhibition will tour to Calgary, Alberta in May 2026.

A Place at the Table: 100 Years of Women's Right to Vote

Level 4 Museum Alcove – March 31, 2025 to April 9, 2026

From the early 1890s, women in Newfoundland petitioned for suffrage (the right to vote) under the banners of the Woman's Christian Temperance Union, the Ladies Reading Room and Current Events Club, and the Women's Patriotic Association. In 1920, Armine Gosling, Fannie McNeil, May Kennedy, and Anna Mitchell founded the Women's Franchise League and led the final campaign for suffrage. In April 1925, women across Newfoundland won the right to vote and to run for political office.

The Rooms staff also created an exhibition to celebrate the anniversary of the Women's Right to Vote for the Cochrane Room at Government House. Researcher Heidi Coombs assisted with research and texts for these exhibitions.

From '77 to '25: A Journey Through Newfoundland and Labrador's Canada Games

Level 2 Atrium – June 2025 to April 9, 2026

“The Canada Games showcase the best of the best in sport and highlight the immense talents of our youth. The Games create a spirit of unity that spans each province and territory.” - Canada Games Website, 2024

Sport in Newfoundland and Labrador is more than competition—it's a celebration of resilience, identity, and connection. From the legacy of the 1977 Canada Games to the excitement of hosting again in 2025, this exhibition explored how sport has shaped communities, built world-class infrastructure, and united people across the province and the country.

Decades of Determination: Canada Games Medals Through the Years

Level 3 Archives – July 4, 2025 to August 30, 2025

Canada Games medals capture the spirit of competition, unity, and achievement. Each medal tells a story of athletic excellence and provincial pride. This exhibition showcased medals from across the decades, highlighting the evolving legacy of Canada's premier multi-sport event. Presented in partnership with the 2025 Canada Summer Games Host Society.

Kathleen Knowling: Art is What Makes Life More Interesting Than Art

Level 2.5 Atrium – July 8, 2025 to November 24, 2025

At 97, artist Kathleen Knowling draws everyday—capturing the humour, beauty, and quiet rhythms of daily life with a sharp eye and playful spirit. Her handmade sketchbooks are the heart of her practice. Each book is filled to the brim with contour drawings, bits of poetry, collage, and playful observations of the world around her. From portraits of her dog Rusty to teacups and city streets, her sketchbooks invite us to look closely and find delight in the familiar. A foundational figure in Newfoundland and Labrador's art community, Knowling has spent decades making, teaching, and advocating for the arts. This exhibition offered a glimpse into Knowling's prolific, decades-long creative journey—rooted in curiosity, resilience, and a lifelong commitment to seeing the world anew.

In Their Own Words: Newfoundland and Labrador Residential Schools

Level 3 Atrium and Archives Reference Room – September 26, 2025 to October 3, 2025

This multimedia travelling exhibition was comprised of stories collected from Newfoundland and Labrador's Residential School Survivors as part of a healing and commemoration project which took place between 2017-2019. The creation of the exhibition was part of the commitment made in the Newfoundland and Labrador Residential Schools Settlement Agreement. The exhibition included photographs, audio and video footage, as well as background information related to the residential schools.

Presented in partnership with Them Days and First Light.



Image: Canada Games Athletes view the exhibition **From '77 to '25: A Journey Through Newfoundland and Labrador's Canada Games**. Photo by Ritche Perez for The Rooms.

Erica Rutherford: Her Lives and Works

Level 3 Art Gallery – November 21, 2025 to March 8, 2026

This nationally touring exhibition explored the rich and multifaceted career of PEI's Erica Rutherford (1923–2008), a painter, writer, and performer whose work reflects a lifelong engagement with identity, gender, and belonging. Presenting over 100 artworks alongside personal photographs and memorabilia, the exhibition offered an intimate look at an artist whose life and practice were marked by transformation, resilience, and creativity.

Rutherford's experience of transitioning and living across the gender binary deeply informed her art. Drawing on the bold colours and graphic style of Pop Art, she examined how identity is shaped, performed, and perceived. Her background in theatre is evident in stylized figures, dark humour, and a sense of visual drama that runs through her work. Together, these elements reveal an artist attuned to the complexities of selfhood and society—one whose legacy continues to resonate.

Curated by Pan Wendt. Organized by Confederation Centre Art Gallery in collaboration with the National Gallery of Canada.

Toby Rabinowitz: A World Within A World

Level 4 Art Gallery – October 11, 2025 to April 5, 2026

Toby Rabinowitz is a beloved St. John's artist whose work radiates warmth and vitality. For over 30 years, she has worked with drawing, painting, photography, embroidery, and clay, finding endless inspiration in the natural world. For Toby, making art is both a personal calling and an invitation for viewers to experience joy and delight in the possibilities of creativity.

A World Within A World gathered a lively community of creatures, places, and stories. Birds, butterflies, tomatoes, and trees all appear with personality and spirit, inviting us to see them as companions in the world we share. Together they reflect Toby's lifelong creative journey shaped by curiosity, kindness, and a belief in the everyday magic that surrounds us all. A full-colour catalogue of Toby's exhibition will be released in summer 2026.



Image: A guest admires works in the **Erica Rutherford: Her Lives and Works** exhibition. Photo by Ritche Perez for The Rooms.

Goodnight Moon: a Rhythm, a Tempo

Level 3 Art Gallery – November 21, 2025 to March 8, 2026

An immersive installation by artist Matthew-Robin Nye, was inspired by the beloved children's book **Goodnight Moon**. This life-sized recreation of the book's iconic bedroom included every familiar detail—from the red balloon to the bowl of mush—inviting visitors of all ages into a world shaped by memory, imagination, and play.

More than a tribute, this installation reimagined the book as a quiet, revolutionary work of art. When it was first published, **Goodnight Moon** broke with tradition by creating a gentle, open space for children to simply be, rather than telling them what to become. Nye builds on this idea by creating what he calls “shimmers”—moments of joy, curiosity, and small discoveries sparked through play and presence.

Visitors were invited to interact with the space in their own way: read, knit, nap, or sit in, a space for rest, reflection, and delight—a world made for dreaming.

This exhibition was originally produced by Sunbury Shores Art and Nature Centre. The set was constructed by Rob Bird, based on the book by Margaret Wise Brown and illustrations by Clement Hurd.

Nasim Makaremi Nia: Entangled

Level 3 Art Gallery – November 21, 2025 to March 1, 2026

The Ardabil Carpet is a 16th-century Persian masterpiece, woven in Iran and now housed at the Victoria and Albert Museum in London. It embodies both beauty and distance. Once part of a sacred space, the Carpet is far from home, admired yet displaced. For artist Nasim Makaremi Nia, who grew up in Ardabil, its journey mirrors migration. Culture and memory can travel, but never without a trace of loss.

Originally trained in physics, Nasim navigated the space between structure and emotion, between what can be measured and what must be felt. Her drawings and sculptures, inspired by the intricate geometry of the Carpet, explore the fragile balance between precision and vulnerability. Through these layered forms, displacement becomes something tender: a dialogue between absence and belonging. In Nasim's hands, migration is not just a journey of movement but a meditation on how we stay, in many ways, connected to where we began.

This exhibition was part of The Rooms Elbow Room Residency Program.



Image: Artist Matthew-Robin Nye pictured in his exhibition **Goodnight Moon: a Rhythm, a Tempo.**
Photo by Ritche Perez for The Rooms.

Newfoundland Imagined: European Visions in the 1600s

Level 3 Museum – ongoing

In the late 1600s, Dutch artist Gerard van Edema captured Newfoundland in two sweeping painted landscapes. These may be the first paintings of a North American place created by a European artist who had visited the continent. Painted for wealthy patrons back in England, his images reflect the ideals and desires of those who commissioned them: a land imagined as vast, resource-rich, and nearly empty of Indigenous Peoples.

Shown alongside drawings and belongings from the same era, these works reveal how power and perspective shaped European concepts of the island of Newfoundland and invited us to ask whose stories were told, and whose were left out.

This exhibition was made possible through the generous support of Jayne and Jonathan Hale.

Shawn O'Hagan: The Child in Me

Level 2.5 Vitrines – January 28, 2026 to June 28, 2026

Shawn O'Hagan's book illustrations grow from the place where childhood and imagination meet. Trained as a visual artist, she entered the world of children's literature in 1979, when poet Al Pittman invited her to illustrate **One Wonderful Fine Day for a Sculpin Named Sam**—a milestone at a time when Canadian picture books were still uncommon. Over the next decade, she illustrated seven children's books, including Brenda Silsbe's **Just One More Colour** (1991) and John Steffler's **Flights of Magic** (1987), the latter earning her a Governor General's Award nomination for Children's Book Illustration. Her final picture book before returning full time to her studio practice, Robert Munsch's **Get Me Another One!** based on a story first told by Newfoundland child Kristi Parsons.

For O'Hagan, children's ways of seeing—curious, direct, and open to wonder—have always been a creative compass. The exhibition followed this thread through her illustration work, celebrating an artist attuned to what feels alive and full of possibility.

10th Province: Modernizing the 1950s and 1960s

Level 2 Vitrines – March 9, 2026 – ongoing

The two decades that followed Newfoundland and Labrador's Confederation with Canada were marked by modernization efforts, federal supports, and building projects that brought unprecedented changes to the province.

These rapid changes prompted new reflections on our history and identities. What did it mean to be Newfoundlanders and Labradorians within Canada? How were we distinct from the country we had just joined?

Objects and images from this time offered a nostalgic look back at this period of cultural change.

Jordan Bennett: Souvenir

Level 3 Art Gallery – March 28, 2026 to August 31, 2026

Souvenir presents paintings and site-specific installations by artist Jordan Bennett in conversation with historical Mi'kmaw quillwork.

With a research approach of museum collections, knowledge keepers, and spending time on the land, Bennett draws inspiration from multiple vantage points. He creates large-scale compositions that echo the geometric and curved designs found in Mi'kmaw quillwork, while also responding to the architecture of the gallery space.

Souvenir explores history and heritage through immersive experiences, using bold colour palettes informed by quillwork, Bennett's everyday life, and familiar landscapes. His work inspires joy and curiosity, reflecting the inherent beauty and humour of Mi'kmaw culture.

The quillwork pieces borrowed from Canadian museums in **Souvenir** were created for Atlantic trade markets in the 1800s. They contribute to a bridge between Indigenous and settler communities. Bennett positions these pieces today as teachers in conversation with his new artworks, activating a cross-generational meeting ground that connects people with ancestral pieces in a new way.

Curator: Aiden Gillis with original curator Ryan Rice

Artist Assistant: Melissa Francis

Mi'kmaw Translator: Ida Denny

Acknowledgements

This exhibition was made possible thanks to Onsite Gallery, Ryan Rice, Kanien'kehá:ka, Executive Director + Curator, Indigenous Art at OCAD University's Onsite Gallery, consultation with Emma Hassencahl-Perley, and the countless artist assistants, staff, friends, and family members. We acknowledge the gracious support of the Canada Council for the Arts, the McCord Stewart Museum, the Canadian Museum of History, and the Nova Scotia Museum of Natural History, who have loaned cultural belongings from their collections to The Rooms exhibition iteration.

This exhibition is produced in partnership with IOTA Institute as the Touring Manager.

Meagan Musseau: A'tukwaqnm wjit wtoqan (story about her skirt)

Level 3 Art Gallery – March 28, 2026 to August 31, 2026

This exhibition presented a powerful collection of skirts by artist Meagan Musseau, celebrating the unique stories and voices of five Mi'kmaw women. Rooted in relationship, her practice blends innovative material approaches with a sustained commitment to kinship and shared authorship, moving far beyond a solitary studio process to centre the power of story.

Through textile and photography, Musseau offered an intimate visual exploration of femininity, motherhood, and community. Each skirt—crafted from cotton, ribbon, and leather—emerged from conversations with Stacey Howse, Leah Doucette, Jenelle Duval, Darlene Joe, and Kim Musseau, whose memories, teachings, and joys shape the foundation of the designs. The garments stand as expressions of presence, each reflecting the voice of the woman at its centre. Photographs taken in places of personal meaning deepen the ties between each woman, her story, and the land that holds her. Together, the skirts and images celebrate the artistry of connection and the enduring strength of Mi'kmaw women.

Guest Curator: Jenelle Duval

Mi'kmaw translator: Ida Denny



Image: Photo of William Larkham Jr. from the exhibition **84 Days in the North: The Journey of William Larkham Jr.** on display at the Labrador Interpretation Centre. Image courtesy of A+E Global Media. From History's Alone®, Season 11.

Regional Museums Travelling Exhibitions

A Job to Say: Newfoundland and Labrador Expressions

Provincial Seamen's Museum – Grand Bank

April 26, 2025 to October 5, 2025

Nothing gives away your identity quicker than a turn of phrase, especially one greeted by a quizzical pause or a knowing nod. This province is famous for expressions that are puzzling to people “from away.” Many have roots in English and Irish homelands, others, are tied to Newfoundland and Labrador ways of life. But it's “a job to say” where all their origins lie. This light-hearted exhibition explored 14 of our favourites through artifacts and archival images and documents.

Cabinets of Curiosities

Demasduit Regional Museum – Grand Falls-Windsor

April 26, 2025 to October 5, 2025

Focusing on fascinating collections that have come to The Rooms over many decades, this exhibition began with a look back at the original collection of the former Newfoundland Museum. What do people collect? What motivates us to gather certain objects? From the practical to the whimsical, everything from jelly moulds to mollusks, this exhibition highlighted collectors and their passions over the decades.

84 Days in the North: The Journey of William Larkham Jr.

Labrador Interpretation Centre – North West River, Labrador

April 26, 2025 to October 5, 2025

“Go in real positive, get the most out of it, and that's what I've done.”

– William Larkham Jr., CBC, 2024

Discover the incredible story of William Larkham Jr., winner of Season 11 of the HISTORY® network series **Alone**®. Raised in coastal Labrador and grounded in Inuit traditions, William's unmatched survival skills carried him through 84 days in the Arctic wilderness. This exhibition showcased the tools, knowledge, and spirit that helped him endure one of the world's toughest challenges.

Programming Highlights

Education and Public Programming

Education and public programming are central to The Rooms work and play a key role in animating its collections. Through immersive and engaging experiences, these programs bring the stories of the peoples of this place to life. Program content builds on themes connected to exhibitions and collections, gathering visitors for celebrations, talks, performances, and screenings that encourage learning, connection, and community well-being.

Through these programs, and with the support of long-established and new community partners, The Rooms offers meaningful experiences that interpret its collections and exhibitions. From April 1, 2025 to March 31, 2026, The Rooms delivered 839 programs, engaging an estimated 28,390 participants. Approximately half of all activities focused on children, youth, and schools, with additional reach achieved through family programming, public talks, performances, and large-scale community events.

School Programming

During fiscal year 2025–26, The Rooms offered 194 school programs, welcoming 9,400 students, compared with 134 school programs with 3,787 participants in fiscal year 2024–25. This represents a 45 percent increase in education programming and a corresponding 148 percent increase in student participation. In addition to in-person offerings, six virtual school programs were delivered engaging approximately 2,150 students.

Edukits

To expand its provincial reach, The Rooms continued to offer portable Edukits that can be shipped to schools across Newfoundland and Labrador. Designed to foster curiosity and critical thinking, the kits use inquiry-based activities and hands-on materials to support classroom learning.

Edukits available for booking during the fiscal year included:

- BMO Who Are You? Cultural Expressions
- BMO First World War
- BMO Uprooted: Resettlement in Newfoundland
- Healing and Commemoration

A new Edukit funded by Cenovus Energy was completed during the fiscal year.

The **Celebrating Diversity through Identity Edukit** connects students from diverse cultures and experiences, supporting belonging, acceptance, and inclusive learning environments. The kit was piloted in spring 2025 and became available to schools in fall 2025.

The Rooms also advanced work on translating the BMO First World War Edukit into French. Translation services were contracted, artifact description sheets and supplementary materials were digitized, and cases were purchased. Work will continue on the production of reproductions and the graphic design of translated materials.

Edukits Statistics (2025–26)

• Schools borrowing Edukits:	24
• Total Edukits borrowed:	29
- Who Are You? Cultural Expressions:	10
- First World War:	10
- Uprooted:	4
- Healing and Commemoration:	5

Summer Camp

Summer Camp continued to be a highly popular program at The Rooms, with camp capacity filling within days of registration opening. Six camps for Grades K–8 were offered, with 134 children participating during the 2025 season.

Participants engaged in daily activities including welcome and sharing circles; drawing, journaling, and sketching exercises; creative workshops; field trips to nearby heritage sites and other sites of interest; visits with in-house artists and musicians; exploration of exhibitions and galleries; and, outdoor play when weather permitted.

The Rooms hired two camp counsellors through Young Canada Works, supported by one Public Programming Officer. The program generates revenue and fosters lifelong engagement among participants.

Public Programming: Building Community, Building Connection, with a Focus on Wellness Well-Being comes from experiences that leave us with a sense of value, and museums and galleries play an essential role in creating those experiences. Increasingly, these institutions are recognized as spaces of wellness within communities.

Museums, archives and galleries are sanctuaries—places of calm where people of all ages can slow down and destress. They provide authenticity, which is especially powerful in an increasingly digital age, allowing people to encounter real, tangible objects up close. These spaces foster community and connection, offering places where people gather and where they can see themselves reflected.

When individuals recognize their own stories, cultures, and experiences in these spaces, it creates a sense of well-being. This sense of belonging is built intentionally, when people feel welcome, represented, and respected in the stories that are shared.

Recognizing that loneliness impacts both mental and physical health, The Rooms programming staff identified opportunities to engage with community members who may experience loneliness, particularly seniors and new parents. Programs were developed to encourage participation, connection, and shared experiences.



Image: Rooms staff, Rebecca Howie, leads a group of Summer Camp participants. Photo by Ritche Perez for The Rooms.

Genealogy Workshops

Designed for anyone interested in tracing their Newfoundland and Labrador roots, the Genealogy Workshops provide an engaging introduction to family history research. This half-day program offers participants an orientation to the rich genealogical resources available at The Rooms, guided by knowledgeable staff who support them in navigating key research tools and archival collections.

Seniors Stroll

Designed to provide light exercise and mental stimulation, the Seniors Stroll evolved into a program that emphasized social connection. Participants strolled through the building, enjoying exhibitions and views, followed by a staff-led discussion on a weekly theme. Participants were encouraged to stay and socialize with friends, both new and familiar.

Art Teas

Running throughout fall 2025, Art Teas offered a contemplative way to experience The Rooms exhibitions. Participants toured an art gallery and then shared reflections on current topics in art. Held in a relaxed group setting overlooking the harbour, the program provided an inviting opportunity for participants to connect with art and each other.

Members-Only Vault Tours

These exclusive tours showcased the special items cared for by The Rooms and the expertise of The Rooms staff, offering behind-the-scenes access to spaces such as the collections vaults and conservation laboratories. Designed as an intimate experience for a maximum of 20 participants, the tours were held monthly on the third Friday.

Piloted in November 2024, the program continued to be popular with The Rooms members throughout fiscal 2025–26, often selling out. Themes included The Rooms architecture with Philip Pratt, the conservation lab, historical artwork in the museum vault, ceramics from the museum collections, wedding traditions in Newfoundland and Labrador, and songs and stories from the archival collections.

Friday Drawing Sessions

Piloted in spring 2025, Friday Drawing was originally designed to attract teens. In fall 2025, the program expanded to welcome participants of all ages and gained popularity throughout the fall and winter months, developing a dedicated following. Open to all skill levels, the sessions offered a welcoming, relaxed environment where creativity could flourish. Each week explored a new theme, allowing participants to develop their skills and personal drawing styles.



Image: Participants enjoying a Genealogy Workshop. Photo by Ritche Perez for The Rooms.

Volunteers

The Rooms operates a successful volunteer program, supported by approximately 100 active volunteers during the 2025–26 fiscal year. The Volunteer Program is essential to the organization’s success and directly supports its mission, vision, and values. It strengthens community connections, expands organizational capacity, fosters a sense of belonging and creates opportunities for volunteers to engage their interests and motivations.

Through the dedication of its volunteers, The Rooms enhances its educational programs, exhibitions, and special events, enriching the overall visitor experience. Strong emphasis is placed on recruiting, developing, and retaining volunteers to ensure ongoing program support and to reinforce The Rooms as a destination for residents and visitors alike.

Tots Programming

The Rooms Big Fun for Little People was one of the organization’s most successful ongoing programs prior to its pause during the COVID-19 pandemic. This pause provided an opportunity to revitalize the program.

In fall 2022, the **Thomas and Susan (Kent) Foran Family Foundation** generously donated \$25,000 to support program redevelopment. With this funding, The Rooms hired an early childhood education consultant to revise the program, and a renewed version of Big Fun for Little People was piloted in spring 2023.

Continued support from the Foran Family Foundation—including an additional \$25,000 in fiscal year 2023–24 enabled The Rooms to hire more programming staff and introduce two drop-in playdate programs. Further funding of \$25,000 in fiscal year 2024–25 sustained existing programs and supported the piloting of a new Music for Young Children program in summer 2024. An additional donation of \$25,000, received in fiscal year 2025–26, has enabled the addition of two more weekly drop-in playdates.

In fiscal year 2025–26, The Rooms early childhood programs welcomed 5,753 visitors, each one representing a child discovering something new, or a caregiver sharing a meaningful moment in a space made possible by this support.

Expanded early childhood programming supports the well-being of new parents by providing a safe, accessible environment for families and opportunities to connect with other parents and caregivers. These programs foster learning and community and are also highly popular with grandparents and other caregivers seeking meaningful bonding time with young children. Attendance continues to be strong with many programs achieving capacity. Program participants have purchased Rooms Memberships, and a direct correlation can be seen between expanded early childhood and seniors programming and increased Family and Senior Rooms Memberships.



Image: Rooms Cultural Ambassador Volunteer, Patricia Pike, demonstrates the bodhran while a visitor tries her hand at playing the ugly stick. Photo by Ritche Perez for The Rooms.

Programming Partnership Highlights

Partnerships are central to The Rooms approach to education and public programming. Guided by a regenerative model, The Rooms prioritizes partnerships that align with its mission, vision and values, fostering relationships that are purposeful, reciprocal and community driven. These collaborations are not transactional; they are built on shared goals, mutual respect, and a commitment to strengthening cultural connection and well-being.

The Rooms contributes significant resources to its partnerships, including professional programming expertise, accessible and welcoming spaces, technology and infrastructure, marketing and promotional support, and amplification through established audiences and networks. Through these supports, partners can deliver impactful programming that benefits from The Rooms reach and reputation. In turn, partners bring rich content, lived experience, cultural knowledge, creativity, and new audiences—ensuring authenticity and relevance across programs.

Together, these symbiotic relationships expand the depth and reach of programming, creating meaningful opportunities for learning, reflection, celebration, and connection. By working collaboratively, The Rooms and its partners build programs that strengthen community ties, support well-being, and ensure that diverse stories, voices, and experiences are represented and shared.

Upholding Newfoundland and Labrador's rich and diverse cultural heritage, The Rooms public programming offers a dynamic year round series of lectures, book readings, dance performances, concerts, and film screenings. These programs celebrate local voices and talents while creating accessible opportunities for community members to gather, reflect, and engage with the arts and ideas that shape our province. By providing a platform for artists, scholars, writers, filmmakers, and performers, The Rooms supports creative expression, fosters dialogue, and strengthens connections between audiences and cultural practitioners—contributing to a vibrant and sustainable cultural ecosystem.

Heritage NL – Craft at Risk Partnership

This year The Rooms partnered with Heritage NL to offer a series of Craft at Risk workshops.

The Heritage NL award-winning program has identified crafts at risk and has developed ways to encourage the sharing of heritage skills. Concerned about the loss of traditional know-how this series focused on teaching participants how to make the tools, objects, and crafts of the past. Topics included Sustainable Heritage: Traditional Craft in Action; Sharpen and Care for Heritage Tools; Making a Mini Birch Broom, Historic Wooden Windows, Natural Dyes and Weaving Braided Rugs.



Image: Folklorist, historian and Executive Director of Heritage NL, Dale Jarvis. Photo by Mary O'Brien, courtesy of Heritage NL.

Equity Deserving Organizations

Sharing Our Cultures

One of The Rooms longest running and most successful programming partnerships has been with **Sharing Our Cultures**. Since 2009, The Rooms has had the privilege of partnering with this transformative organization. In March 2026, The Rooms was delighted to host **Sharing Our Cultures** as it celebrated 26 years of enriching the lives of students and our communities. Together, our organizations have worked to foster understanding, inclusion, and appreciation of the many cultures that enrich our province. **Sharing Our Cultures** has created meaningful opportunities for students, educators, and communities to connect and learn from one another. The Rooms supports this work and the lasting impact it continues to have on building a more inclusive society. During three days of programming, The Rooms welcomed nearly 1,000 participants. This year, the theme of games from around the world made this program especially engaging.

Autism-Inclusive Programming at The Rooms

In May 2025, The Rooms received a generous contribution from an anonymous donor to launch autism-inclusive cultural experiences. In fall 2025, The Rooms began working with the Autism Society of Newfoundland and Labrador (ASNL) on three programs aimed at creating welcoming, engaging spaces for neurodivergent youth aged 10 to 17 and their families.

In fall 2025 and winter 2026, staff worked with the PHart Group at ASNL to mount a major participant production in The Rooms Theatre in February 2026. Staff also collaborated with ASNL on a series of workshops in spring 2026 to create puppets, which will be performed in a show in August 2026. Remaining funding will be assessed and applied to additional programs with ASNL, based on joint priorities, with implementation planned for fall 2026. These pilot programs reflect The Rooms commitment to accessibility, inclusion, and community connection through the arts.

Stella's Circle Literacy Program

In fall 2025, The Rooms partnered with Stella's Circle to offer a literacy program. This was a free program offered to equity deserving organizations. Funding for this program, was supported by the Thomas and Susan (Kent) Foran Family Foundation.



Image: Their Honours, The Honourable Joan Marie J. Aylward, O.N.L. and His Honour Carl Thompson attend the 26th opening of **Sharing Our Cultures**. Photo by The Rooms.

Indigenous Partners

The Rooms acknowledges its colonial history and the ongoing impacts of colonial systems and practices. Today, The Rooms works in partnership with Indigenous Governments and Organizations to build a more respectful future, guided by the Truth and Reconciliation Commission of Canada (TRC) and the Canadian Museum Association's Moved to Action resource. This work is an ongoing journey that requires time, humility, accountability, and reflection. Through sustained dialogue, relationship-building, and collaboration, we are committed to addressing the harms of the past and supporting Indigenous self-determination in the present and future.

Principles Guiding Our Work

The following principles guide The Rooms work with Indigenous communities:

- Indigenous partners determine how their cultural belongings are cared for at The Rooms. The Rooms consults regularly with the Nunatsiavut Government, Innu Nation, Miawpukek First Nation, Qalipu First Nation, and the NunatuKavut Community Council.
- For the care of cultural belongings of Peoples with no known living descendants, including the Beothuk, The Rooms consults with all Indigenous partners.
- Access to collections for Indigenous partners and repatriation, when requested, are institutional priorities.
- Indigenous partners are consulted on offers of donation that relate to their communities, and The Rooms proceeds in accordance with their guidance.
- Reciprocity, knowledge exchange, and Indigenous-led priorities inform all collaborative work.
- Indigenous language learning and revitalization are supported through translation into Mi'kmaq, Innu-Aimun, and Inuktitut, in collaboration with Indigenous language experts and translators, who are acknowledged in exhibitions and publications.
- Indigenous Elders, artists, curators, translators, and knowledge keepers are fairly compensated for their time, expertise, and contributions.
- Indigenous artists and curators retain authority over the creative process and narrative.
- Terminology, place names, language names, and Nation names are used in accordance with guidance provided by Indigenous partners.
- The Rooms is transparent about its capacities and actively advocates to donors and funding agencies for resources to support Indigenous-led initiatives.
- A full-time Indigenous Cultural Liaison supports staff and Indigenous partners and helps foster relationships grounded in care, respect, and trust.

- All staff receive training in Truth and Reconciliation and Indigenous histories including the Canadian Museums Association's Moved to Action program, with additional professional development opportunities available.
- The Rooms marks dates of significance to Indigenous Peoples, including September 30 and June 21, through programming and by supporting initiatives led by local Indigenous Governments and Organizations.

Advancing Truth and Reconciliation: 2025–26 Highlights

The Rooms strategic priorities align with those of museums, galleries, and archives across Canada activating the Truth and Reconciliation Commission's Calls to Action. Staff worked closely with Indigenous partners across the province on the following initiatives during the 2025–26 fiscal year:

- At the request of members of the Innu Nation, The Rooms assisted with efforts to access and borrow Innu cultural belongings held by the Canadian Museum of History. The Rooms Collections Manager for Archaeology and Indigenous Peoples Collections travelled with Innu Nation representatives to Ottawa to support identifying and selecting belongings for loan.

Collections staff collaborated with members of the Innu Nation to host a three-day workshop from January 27 to 30, 2026. Participants included Innu Elders, staff from the Innu Nation, and The Rooms conservation and collections staff. The workshop provided an opportunity to review Innu artifacts held in The Rooms collections, alongside items on loan from the Canadian Museum of History.

- The Rooms received a grant from the Museums Assistance Program (MAP) funding for the 3D scanning initiative Sharing Collections in the Round. This workshop with the Innu Nation marked the completion of the project, and a final report outlining the project's outcomes was submitted to Canadian Heritage.
- The Rooms collections staff collaborated with Memorial University and the Innu Nation to facilitate the transfer of more than 45 Innu belongings to The Rooms Indigenous Peoples Collections. These belongings, originally associated with a 1980s exhibition, had been housed with the former MUN Art Gallery and lacked clear loan or ownership documentation.
- Indigenous translators completed extensive translation work for several exhibitions and projects, including:
 - Innu-aimun (Sheshatshiu and Mushuau dialects), Mi'kmaq, and Inuktitut translations for **BELONGING Collections Cared For by The Rooms**.
 - Inuktitut translations for **ᐃᐱ – Eyes** – Shirley Moorhouse and **In Their Own Words: Newfoundland and Labrador Residential Schools**.
 - Mi'kmaq translations for Jordan Bennett: **Souvenir** and **Meagan Musseau: A'tukwaqnm wjit wtoqan (story about her skirt)**.

Six staff members completed the Canadian Museums Association's Moved to Action course, an eight-week program led by Indigenous experts focusing on topics including repatriation/rematriation, engagement, governance, and Indigenous self-determination.

The Director of Art Gallery, Museums, and Visitor Experience continued to serve on the Moved to Action Working Group for the Canadian Museums Association.

- The Rooms supported the development of a new exhibition marking the 20th Anniversary Nunatsiavut Land Claim, which opened at Government House in winter 2026.
- In December 2025, The Rooms hosted a private event celebrating the 20th Anniversary of the Nunatsiavut Land Claim, featuring a performance by Deantha Edmunds and attended by approximately 75 beneficiaries and invited guests.
- Several updates were completed in the Level 3 Museum Connections Gallery, including revised exhibition panels and the replacement of two large murals. Further updates to correct harmful language and images are ongoing.
- Staff participated in ongoing consultation with the NunatuKavut Community Council regarding updates to existing exhibitions.
- The Labrador Interpretation Centre provided space for the NunatuKavut Community Council to conduct consultations related to future updates to the Centre's permanent exhibition.

At The Rooms, we remain committed to advancing Truth and Reconciliation through meaningful relationships, shared authority and respectful collaboration, contributing to a more just and inclusive future for all.



Image: Fishing Rooms by renowned Canadian photographer George Hunter. NA 27651

Collections Highlights

The Rooms cares for several collections that represent almost two centuries of gathering, preserving, and safekeeping. Each artifact, archival document, photograph, artwork, archaeological find, and natural history specimen reflects what people chose to keep and value in their time. The earliest collections from the former Newfoundland Museum date from the mid-1800s.

Today the collections represent a huge variety and scope of objects cared for at The Rooms: millions of artifacts, natural history specimens, archival records, and photographs as well as over 11,000 works of contemporary and historic art. These collections are an invaluable record of people's lives in this place over 9,000 years. They give us a glimpse of the creativity, innovations, exchanges, passions, and conflicts evidenced by or expressed through art and material culture, a globally significant fossil record, and specimens of unique plants and animals that have thrived here.

Our vision at The Rooms is to make, co-create, and share exhibitions and programs that highlight items from these remarkable collections. We care for and expand the collections so that the powerful, meaningful stories of this place can be shared today and tomorrow. We act as stewards of the province's history with all the responsibility and complexity that entails. We aim to be a place where stories are shared, challenged, revised, retold, remembered.

Launch of New Database – Newfoundland Royal Naval Reserve

A new online database documenting the Newfoundland Royal Naval Reserve (1914–1918) has been launched: Newfoundland Royal Naval Reserve (1914–1918) Database.

The Newfoundland Royal Naval Reserve, a volunteer unit, was established in 1902 through a collaborative effort between the British Admiralty and the Government of Newfoundland. Prior to the formal creation of the Reserve, approximately 100 Newfoundland fishermen and seamen participated in naval training aboard Royal Navy warships during North American cruises in 1901 and 1902.

During the First World War, approximately 2,000 Newfoundland reservists served as part of the war effort, with 180 men killed in action. Reservists were not maintained as a single unit but were dispersed throughout the British Royal Navy.

The database contains entries for 2,040 individuals who enrolled or served during the wartime recruitment period from 1914 to 1919. Records may be searched by name, service number, or community. Community information may include place of birth, usual place of residence at the time of enrollment, and place of residence as recorded in 1964.

Where available, individual entries include a digital reproduction of the Naval Reserve Engagement form, as well as related service numbers and references to Service Ledger entries. All records were transcribed directly from the original source documents.

Archival Collections Now Available Online

The following select collections, including their descriptions, have been added to The Rooms online databases. These are selected based on researcher demand, processing/cataloguing time, and strategic or thematic topics.

- **MG 31.10 Undecipherable Crossed Letter**
Item consists of a crossed letter written in three directions (criss-crossed) across the sheets. All writing appears to be the same. A crossed letter is a manuscript document with lines of written text appearing in both directions on the document.
- **MG 118.4 New Found Land**
Item consists of a small, published map of Newfoundland with coastal points and communities identified and no details of the interior. The fishing banks marked with stippling, labeled as Bank of the Island of NL.
- **MG 141 William Harding (Burin)**
Item consists of records relating to Burin and area recorded in a ledger maintained by Thomas Birkett (1800–1857) and William Harding (1858–1877), with entries to 1880 by an unidentified writer.
- **MG 144 Flying Logbook for Aircrew Other Than Pilot: Alexander Bannister**
Item consists of a flight logbook for Alexander Bannister, Royal Canadian Air Force. The logbook records flying exercises, course results, searches, coronation formation practices and more.
- **MG 282 Henry Francis Shortis Fonds**
Fonds consists of writings and research material of Henry J. Shortis related to his publication, *Fugitive History*. Includes a typescript copy of *Fugitive History of Newfoundland*, volumes 1–7.
- **MG 423 Wesley J. Drodge Collection**
Collection consists of materials collected or created by the donor, including historic maps, family records and ephemera.
- **MG 441 Evelyn (Caines) Green Collection**
Collection consists of material received from Evelyn (Caines) Green including tales, poems, short stories, reminiscences and correspondence relating to individuals of Bonne Bay area and events in the region.
- **MG 487 Matthew Hearn Collection**
Collection consists of documents and photographs relating to Matthew Hearn, First Newfoundland Regiment # 2556. Documents include Certificate of Discharge issued to M. L. Hearn (10 Oct. 1918).
- **MG 642 Scottish Record Office: 18th Century Newfoundland Materials**
Collection consists of records relating to *Journal of a Voyage from Leith to Newfoundland and Barcelona, 1726–27*; Edward Burd; James Campbell; Thomas Holdsworth; retaking of St. John's by the French.

Notable new additions to The Rooms holdings include:

- Over 800 photographic images of Newfoundland and Labrador by renowned Canadian photographer George Hunter. Subjects include communities: L'Anse aux Meadows, Advocate Mines, Terra Nova Park, Churchill Falls, Abitibi Price operations, icebergs, Hibernia, miners at Bell Island, Carol Lake ore, DOSCO operations, Abitibi, ERCO, various mining operations around the province, and fishery.
- 5A Collection of James Andersen Fonds. This collection of predominantly textual records was transferred from Memorial University's Archives and Special Collections to reunite the fonds with photographic and film material previously donated to The Rooms. These records document life in Makkovik from approximately 1919 to 2011.
- The Stewart Hodder Collection (Royal Newfoundland Regiment #2976; Acc. #20260001) and the George Henry Bishop Collection (Royal Newfoundland Regiment #3559; Acc. #20260012). These collections contain photographs of the soldiers, along with personal correspondence sent to their sisters and mothers at home. Both soldiers were killed in 1917.
- The Rooms added 35 archaeological collections comprising 1,928 artifacts, including eight boxes of organic samples from Labrador, and welcomed 10 Indigenous cultural collections comprising 115 belongings that reflect Inuit and Innu knowledge, creativity, and lived experience. These holdings include an Inuit model kayak, Inuit and Innu dolls, grass baskets, small carvings, and a 30-piece collection of early Inuit miniature ivory carvings.
- Sheet music originally owned by Newfoundland opera singer Georgina Stirling.
- Wendy Williams collection of records relating to the Provincial Advisory Council on the Status of Women Newfoundland and Labrador, Women's Enterprise Bureau and the Status of Women Council.
- 1911 Port de Grave census records. The existence of these records was previously unknown by staff of The Rooms.
- 76 History Collections comprised of 206 artifacts representing a variety of Newfoundland and Labrador stories including the Benevolent Irish Society, the First World War, and the 2025 Canada Games, and a significant donation of 11 stamp albums, filling notable gaps in the existing holdings, artifacts representing a range of Newfoundland and Labrador narratives, including CBC Fisheries Broadcast materials, a comprehensive 1960s-era wedding ensemble, and First World War items.
- The Natural History Collection received several new accessions through its partnership with the province of Newfoundland and Labrador's Wildlife Division, as part of the Limestone Landscapes Priority Place Great Northern Peninsula 2025 Bioblitz. Nine Natural History collections, comprising more than 41 specimens, including Bioblitz materials, molluscs, lichens, and fossils were added to the collection.

- 182 of Newfoundland and Labrador artist Jim Hansen's works have been donated by the artist's family. Of these works 155 were submitted to Canadian Cultural Property Export Review Board (CCPERB) for certification. This selection of Hansen's artworks fills in significant gaps in our holdings representing his work.
- 69 artworks by Christopher Pratt, Mary Pratt and Scott Goudie have been submitted for CCPERB certification. These works were donated to The Rooms collection by the Pratt Family. This lot is comprised mostly of preparatory sketches, as well as a Scott Goudie print and a Mary Pratt graphite sketch of Governor General Adrienne Clarkson.
- 106 artworks by artist Rae Perlin comprised of sketchbooks, sketches and paintings. These works were donated by the estate of Alistair Collis.
- A significant artwork by Newfoundland and Labrador artist David Blackwood was donated by Chevron Canada Resources. The triptych, entitled Captain Jesse Winsor Home from the Ice Fields, is an intaglio artist's proof created in 1979. The artwork is a welcome addition to The Rooms holdings, as it was not previously represented in any of the three existing fine art collections.
- 12 artworks by Newfoundland and Labrador artists Jonathan Green, Daze Jeffries, Michael Connolly and Vesela Brakalova were purchased for The Rooms collection. A portion of these works were purchased with special funds donated by Canadian artist, Takao Tanabe CM OBC RCA and Anona Thorne (Parksville, BC).

Outreach – The Communities The Rooms Serves

- Rooms staff continued to work with members of the Innu Nation team to support the arrival of a loan of 70 Innu belongings from the Canadian Museum of History.
- The archaeology collections manager worked with the Fleur de Lys community museum in updating their exhibit comprised of belongings on loan from The Rooms. These belongings related to a significant private collection of Dorset belongings from Fleur de Lys that had been donated to the province's collection. The Fleur de Lys Community Museum will exhibit these materials during the summer of 2026.
- History staff visited several community museums in Bonavista, Trinity and Fogo areas where The Rooms has collection loans to review their status and update loan records.
- A Museum Tech II position was hired on contract to assist with updating loans. More than 80 loans were reviewed and updated, including loans associated with the First World War Exhibit. Communication with First World War artifact lenders resulted in six artifact loans being converted to donations.
- Natural History staff worked with the Department of Wildlife in preparation for the 2025 Bioblitz on the Northern Peninsula and coordinated DNA sequencing of 95 lichen specimens collected during Bioblitz NL 2025. Sequencing is being conducted by the Canadian Centre for DNA Barcoding at the University of Guelph.

- Natural History staff concluded participation in the Federal/Provincial Priority Places Program (2023–26). Ongoing work continues with the Provincial Wildlife Division and additional partners in support of conservation efforts related to the Limestone Landscapes of the Great Northern Peninsula. Material collected during Bioblitz NL 2025 continues to be accessioned, with recent acquisitions including mosses and butterflies.
- Father John McCarthy, SJ, began working with the Natural History unit as a lichenology specialist, conducting independent research using The Rooms collections.
- Advanced lichen research was conducted through collaborative studies with international partners in Canada, the United States, Austria, Norway, and the Czech Republic. This work will result in the description of species new to science and the documentation of new North American records from Newfoundland and Labrador.
- A new paleontological study—Rosse-Guillevic, Simon, et al. (2026), “Arborea elegans: A Novel Arboreomorph Species from the Late Ediacaran of Newfoundland”—was published in *Geological Magazine* (163: 1–7). This publication describes a fossil species new to science, with type specimens housed in The Rooms paleontology collection.

Collections Planning

- A committee of staff collection registrars and managers was formed to conduct a review of EMu collections management system and to determine where information fields can be reduced or combined to make using and searching more efficient and to standardize used terms.
- A major upgrade to the EMu collections management system was delivered by the vendor. The Registrar began testing the upgrade in advance of system-wide implementation.
- Data entry staff members inserted almost 2,000 photographs, multimedia records and conservation records into EMu, increasing our ability to access and find artifacts more easily.
- Natural History staff worked to develop an overall collections plan to guide the unit through the coming years.



Image: A wee visitor enjoys playtime at The Rooms Big Fun for Little People tots program.
Photo by Ritche Perez for The Rooms.

Support for The Rooms

Donor Highlights

Thomas and Susan (Kent) Foran Family Foundation

Tom and Susan Foran have confirmed their continued commitment of \$25,000 annually to support children's programming at The Rooms through the Thomas and Susan (Kent) Foran Family Foundation.

This generous support helped fund the following programs:

- Big Fun for Little People
- Tots: Tuesday Afternoon Playdate
- Tots: Saturday Playdate
- Teeny TOTS: Sensory Adventures for Little Ones
- Literacy Programs

These programs have welcomed thousands of participants and are now recognized as vital, inclusive spaces for learning, play, and community connection. The Foran family's ongoing support is helping shape meaningful cultural experiences for our youngest visitors and their families.

Autism-Inclusive Programming at The Rooms

In May 2025, The Rooms received \$30,000 from an anonymous donor to launch a pilot program focused on autism-inclusive cultural experiences.

Developed in partnership with the Autism Society of Newfoundland and Labrador (ASNL), the initiative began in fall 2025 to create welcoming, engaging spaces for neurodivergent youth aged 10 to 17 and their families.

This generous contribution supported guided gallery visits and hands-on artmaking sessions, Cultural Literacy and Art – Weekend sessions, and Performing, Healing, and Artistic Recreation Theatre workshops with professional artists, including costume and prop creation.

Cenovus Energy

Cenovus Energy made the final \$20,000 installment from a \$160,000 donation committed in 2022–23 towards the creation of the Cenovus Energy Celebrating Diversity Through Identity Edukits. These kits were completed and launched in spring 2025. In fiscal year 2025–26, the Cenovus Energy Celebrating Diversity Through Identity Edukits include 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.



Image: Students enjoy immersive learning in the **Beaumont-Hamel and the Trail of the Caribou** exhibition with Rooms staff, Carla Watson (left). Photo by Ritche Perez for The Rooms.

Corporate Sponsorship Highlights

BMO

In May 2025, The Rooms was pleased to receive confirmation that BMO would fund the upgrade and sponsorship of three BMO Edukits. The Rooms requested a total of \$500,000 over five years (\$100,000 annually) to support educational initiatives.

The three Edukits supported through this partnership include:

- **Who Are You? Cultural Expressions** – Helps students explore cultural identity and the factors that shape it.
- **Uprooted: Resettlement in Newfoundland and Labrador** – Shares stories of community resettlement and displacement.
- **First World War** – Introduces students to Newfoundland and Labrador's role in the First World War.

This generous funding will support virtual programming and operational costs associated with enhancing and delivering the BMO Edukits and related educational activities from 2025 to 2030.

BMO Financial Group's support will enable The Rooms to:

- Refresh and expand Edukits to reflect the province's evolving communities.
- Add new content, sharing more diverse and inclusive stories.
- Introduce digital components, such as virtual field trips, videos and interactive elements to better reach remote and rural communities.

BP Canada Energy Group

In June 2025, BP Canada contributed \$30,000 to support honoraria, transportation, and materials for expert-led workshops delivered as part of Curious Minds at The Rooms (formerly the Chevron Open Minds program). This targeted funding supported the delivery of high-quality, hands-on learning experiences for students and educators.

RBC Royal Bank

This past October, RBC Royal Bank gave \$15,000 towards The Elbow Room Artist-in-Residence program at The Rooms. Since 2011, this program has offered emerging artists from Newfoundland and Labrador a unique opportunity to broaden their horizons and explore new creative directions.

By providing a dedicated space to refine their practice, the residency serves as a catalyst for career advancement. Over a three-month period, selected artists worked closely with an in-house curator and professional staff. Each residency culminates in a public exhibition at The Rooms.

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 December 2025, The Rooms received a renewed commitment for a four-year grant of \$1,000,000 from the Canada Council for the Arts as part of their Engage and Sustain Program. During fiscal year 2025–26, 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.

From June 20 to September 2, 2025, The Rooms, the Provincial Seamen's Museum, and the Demasduit Regional Museum, participated in the Government of Canada's Canada Strong Pass initiative. During this period, youth aged 17 and under received free admission, and young adults aged 18–24 received 50 percent off admission. This initiative aimed to encourage more young people and families to explore and connect with Canada's cultural heritage. The Government of Canada contributed \$204,441 of Canada Strong Pass Initiative Funding to offset lost admissions revenue. Between the launch on June 20 and the conclusion on September 2, The Rooms welcomed 4,271 Canada Strong Pass visitors, while the regional museums saw just over 100 visitors through the program.

Additionally, this past year, The Rooms received \$100,000 in Federal Government funding from the **Canadian Heritage Canada Cultural Spaces Fund**, as well as \$27,918 in Young Canada Works in Heritage funding, to support three positions during 2025, including a Camp Counsellor position, a Volunteer Supervisor Assistant, and a Natural History Collections Management Assistant.

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. In October 2025, a new Archives Technician was hired and began work on the most recent phase of the IGA Project. Work entailed describing IGA records acquired from a variety of sources. Description work of textual records and photographic materials was completed. This position was funded externally by the IGA. Since 1985, the Archives has had a relationship with the IGA to acquire their records and make them publicly available. The Rooms also acquires records of former IGA staff and volunteers that relate to the work of the Grenfell Mission. To date, the IGA has contributed over \$490,000 to this multi-year initiative.

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 contributes to the operations of The Rooms each year. During fiscal year 2025–26, The Rooms received the second \$1 million installment from The Provincial Government from a financial commitment made in 2024–25 of \$5 million (\$1 million per year for five years). 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. The Rooms worked 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; and, The Rooms continues to provide and manage collections for the 13 Provincial Historic Sites.

Art Bank Program

The Art Bank Program was established in 1982 by the Government of Newfoundland and Labrador and is now managed by The Rooms with dedicated funds of \$75,000 provided annually by TCAR. This program is designed to recognize and promote Newfoundland and Labrador artists by placing their original artworks in public buildings. There are currently over 3,000 artworks in this collection. It is in high demand across the Provincial Government.

Following the annual public call in September, 95 artists made submissions to the program, including 78 artists from outside St. John's. A total of 246 artworks in various media were submitted for consideration. The submissions were adjudicated by a jury of artists and arts professionals. These adjudicators are appointed on an annual basis. Jury members were nominated by the wider community and affirmed by The Rooms. The jury met virtually to review submissions in November 2025.

Highlights among the 37 new artworks acquired for the Art Bank Collection in 2025–26 include works by Indigenous artists Megan Samms (Doyles), Nelson White (originally from Flat Bay), and Eldred Allen (Rigolet), as well as works by artists D'Arcy Wilson (Corner Brook), Anastasia Tiller (Lethbridge) and Urve Manuel (Rocky Harbour). Also acquired were works by emerging artists Sabrina Pinksen (St. John's), Nasim Makaremi Nia (St. John's), and Abby Hatcher (St. John's). These selections represent a diverse range of talent from across the province.

This program supports artists in the most direct way—by purchasing their work.

Government of Newfoundland and Labrador – Department of Education and Early Childhood Development

With \$50,053 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 Cultural Connections: A Provincial Arts and Culture Strategy under the Department of Education and Early Childhood Development.

The Power of Art III: Connecting with Indigenous Artworks through the Lens of Cultural Identity fosters an appreciation for contemporary Indigenous art and artists. It advances an understanding that traditional practices and knowledge continue into the present and adapt to meet the needs of peoples and cultures and creates awareness of Truth and Reconciliation as we move towards healing and commemoration.

This funding supports the continuation of the production of a series of videos, **Connecting with Artworks through the Lens of Identity**. These videos will connect teachers and students across the province with collections at The Rooms, working artists, and the creative process. During fiscal year 2025–26 three Indigenous artists were selected to participate in the project and travelled to The Rooms to spend time with The Rooms collections.

Each video (one per artist) featured the artist's creative response to an artwork and two accompanying belongings chosen from The Rooms permanent collections. These responses illustrate how these works reflect identity (personal, community, and cultural). Two guiding questions were posed 1. How does this artwork / belonging inspire you? 2. How does this artwork / belonging impact you?

Supplementary activities created by educators at The Rooms, in consultation with Indigenous content experts, highlighted looking closely at artwork, slowing down, reflecting, and creating student's response to the artwork presented in each video.

Government of Newfoundland and Labrador – Department of Fisheries, Forestry, and Agriculture

The Forestry and Wildlife Branch provided \$20,000 to the 2025–26 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 from the Great Northern Peninsula. This work contributes 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.

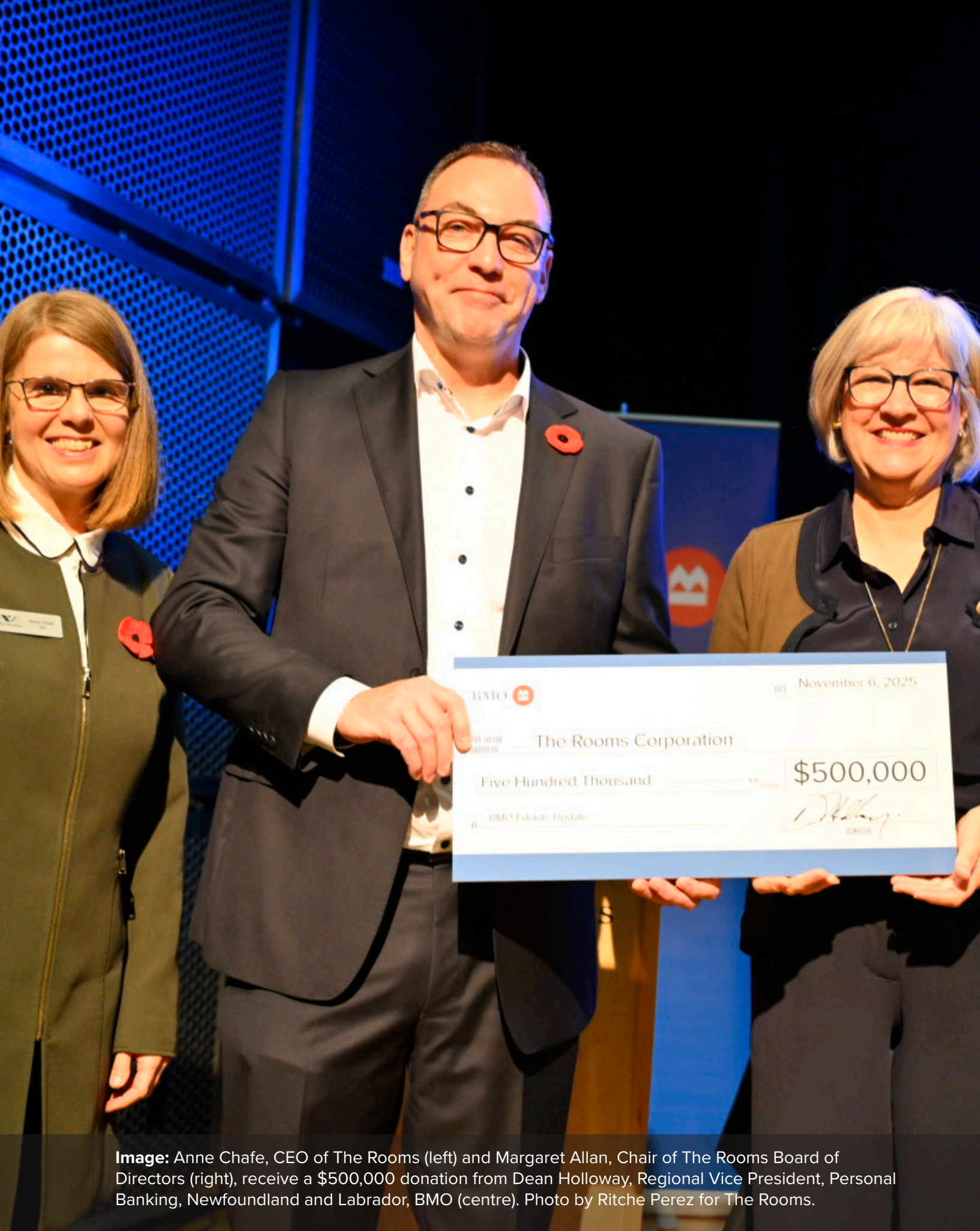


Image: Anne Chafe, CEO of The Rooms (left) and Margaret Allan, Chair of The Rooms Board of Directors (right), receive a \$500,000 donation from Dean Holloway, Regional Vice President, Personal Banking, Newfoundland and Labrador, BMO (centre). Photo by Ritche Perez for The Rooms.

Report on Performance

Issue One: Sustainability: Efficiencies and New Revenue Opportunities

The Rooms continues to operate in a changing economic environment that requires a strong focus on sustainability and innovation. To maintain the high-quality visitor experience it is known for, The Rooms and its regional museums are actively identifying efficiencies and pursuing new revenue opportunities that support long-term stability and growth.

There are many facets of sustainability; however, during fiscal 2025–26, The Rooms focused specifically on:

1. The Rooms and its regional operations becoming more efficient; and
2. The identification of new revenue opportunities.

The Rooms advanced this priority through the implementation of a development strategy that ensures the growth and sustainability of the organization. The Rooms focused on initiatives that worked 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.

Goal Indicators:

Efficiency

- **The Rooms website visitor experience will have been enhanced through improved navigation and functionality**

Upgrades to The Rooms website were completed in 2024, improving navigation, functionality, and ease of use, and providing an enhanced visitor experience. The upgraded site meets the provincial government's WCAG 2.1 AA standards and reflects improved accessibility. It also offers enhanced searchability, increased access to The Rooms collections, and an improved user interface that supports easier access to general information, more points of entry, and greater cross-promotion of exhibitions, collections, programs and events.

- **The organization's collection processes, including intake and procurement, will have been standardized**

The Collections Intake 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.

- **Organizational policies and procedures will have been updated**
The Rooms Senior Management team has guided the organization in updates to policies and procedures during the 2023–26 planning cycle including The Rooms Fraud Management Policy, Collections Intake Policy, Building Lighting Policy, Service Animal Policy, Fire Evacuation and Building Lockdown Procedures. These policies and procedures offer clearly defined guidelines and direction for staff and public.
- **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 of 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. Work continues on positions that require reclassification. Competitions have resulted in several new hires for the organization.
- **Software utilized by the Corporation will have been consolidated**
The Finance and Operations Department reviewed how software applications and licenses were managed Rooms-wide. Operational efficiencies of each application were examined to determine if better options were available, which in some cases has allowed for the combining of multiple functions into a single application, thus reducing overall costs. In winter 2024, the Office of the Chief Information Officer (OCIO) provided The Rooms with a business analyst to assist in drafting the business requirements to be included in a request for proposals to replace the finance and marketing technical application stack. The Rooms issued a request for proposals for this work during fiscal 2024–25. Implementation of the work was completed in two phases, ERP and Customer Relationship Management (CRM) solutions being the core of Phase I. Training and website integration and testing took place throughout winter 2026. The new ERP system went live in March 2026.
- **A Grants application process will have been streamlined**
Grant applications for Young Canada Works students have been consolidated within the Finance and Operations Department on behalf of all departments. 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.
- **Internal communications will continue to have been improved**
(As noted in the results on page 61)

Revenue Generation

- **A special program for corporate memberships will have been researched**

A variety of corporate partner events were offered during the 2023–26 planning cycle, including a custom program developed for Fortis Inc. employees to mark Black History Month; a pilot program delivered to a local tour operator as a customized professional development experience; and, a third program featuring a customized group experience, developed and promoted in fall 2025 with a tour operator for a tour group scheduled for fall 2026.

- **Donor loyalty events will have been programmed**

Donor loyalty events took place throughout the 2023–26 planning cycle. A donor preview tour of the summer 2024 exhibition **Gather: A Year of The Arts** was in May 2024. Individual donors and representatives from Cenovus Energy Inc. and the International Grenfell Association attended. In June 2025, a 20th Anniversary Celebration hosted over 500 members, donors, volunteers and staff. A 20th Anniversary Book **BELONGING Collections Cared For by The Rooms**, featuring contributions and acknowledgments from long time supporters was produced to mark the anniversary. BMO head office staff visited in August 2025 and participated in a demonstration of the BMO Edukits and an immersive BMO Edukits education experience for local BMO staff and St. Peter's Junior High students as part of a donor announcement that took place in November 2025. In February 2026, RBC head office staff had a guided tour of The Rooms, including the Elbow Room Artist-in-Residence space.

- **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 and implemented in 2023. The newly implemented system was effectively utilized during the 2024–25 fiscal year and allowed 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.

- **A stakeholder engagement plan will have been developed**

A stakeholder engagement plan was completed. The plan included consultation with individual and corporate past donors. Engagement strategies included implementation of a tracking and communication system, donor stewardship including exhibition previews and regular touch points with existing stakeholders, an annual giving campaign, updates to The Rooms donor wall, corporate and tour group program development, and a new Case for Support.

- **The Rooms Case for Support will have been completed**

A new Case for Support was completed in fall 2024. This document was included in a submission for donor support resulting in a successful renewed commitment of \$500,000 from BMO in spring of 2025.

- **An annual giving campaign will have been researched, and new revenue-generating activities will have been explored**

In fiscal year 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 20th Anniversary provided an opportunity to focus fund development activities in 2025. Giving Tuesday served as the template for communications regarding an annual giving campaign linked to The Rooms 20th Anniversary.

Discussion of Results

Over the 2023–26 planning cycle, The Rooms made measurable progress toward increasing organizational sustainability by improving operational efficiency and exploring new revenue opportunities aligned with its mandate and operational priorities. By March 31, 2026, the three-year goal for this priority was achieved.

Significant efficiency gains were realized through investments in digital infrastructure, standardized practices, and updated governance tools. Enhancements to The Rooms public website improved navigation, functionality, and accessibility, consistent with WCAG 2.1 AA standards, supporting inclusive access to information, programs, and collections. Internally, the organization standardized collections intake and procurement processes, improved grant and appraisal procedures, updated key policies, and advanced organizational restructuring to clarify roles and strengthen staffing capacity.

A major milestone was achieved with the consolidation of software systems and the successful implementation of new ERP and CRM solutions. These systems strengthened financial controls, improved reporting accuracy, enhanced donor and customer engagement, and supported more efficient, data-informed decision making across the organization.

At the same time, The Rooms explored and implemented new revenue opportunities that aligned with institutional values and operational priorities. Corporate and group programming was researched, piloted, and refined, while donor loyalty events and structured engagement activities strengthened relationships with individual and corporate supporters. The development of a stakeholder engagement plan, donor tracking systems, a new Case for Support, and an annual giving approach improved stewardship and contributed to diversified and sustainable funding, including renewed major sponsorship.

Together, these outcomes increased The Rooms organizational resilience and financial sustainability, positioning the institution to continue delivering accessible, inclusive, and culturally meaningful experiences while responsibly stewarding collections and public resources.

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 in improving efficiencies.

The indicators for the third-year objective are:

- **A fund development plan will continue to be implemented**

Secured Donations and Sponsorships – During the 2025–26 fiscal year, the implementation of the fund development plan generated renewed commitments from long-standing donors as well as support from new donors. Donations and sponsorships, included \$500,000 from BMO – a sponsorship over five years to refresh and expand BMO Edukits; a \$30,000 anonymous donation to launch an autism inclusive cultural experiences pilot with the Autism Society of Newfoundland and Labrador (ASNL); \$30,000 from BP Canada to support Curious Minds at The Rooms; \$25,000 from the Thomas and Susan (Kent) Foran Family Foundation for children’s programming; \$15,000 from RBC Royal Bank to support The Elbow Room Artist-in-Residence program at The Rooms; and, a \$15,000 donation from Jayne and Jonathan Hale to assist with the transportation of their significant artwork exhibited in Newfoundland Imagined: European Visions in the 1600s.

Donor and Members touchpoints – Regular donor touchpoints took place throughout fiscal year 2025–26 including donor impact meetings, consultations, thank you letters, and monthly members’ only tours.

Donor Engagement Experiences – To mark The Rooms 20th Anniversary, a special celebration was held, bringing together more than 500 donors, members, staff and volunteers.

A new coffee table book was produced to commemorate The Rooms 20th Anniversary. The book entitled **BELONGING Collections Cared For by The Rooms**, featured contributions and acknowledgments from long time supporters.

In August 2025, BMO head office staff visited The Rooms for a demonstration of the BMO Edukits. In November 2025, The Rooms delivered an immersive BMO Edukits education experience for local BMO staff and St. Peter’s Junior High students as part of a donor announcement program. The event garnered media coverage from CBC on three platforms, CBC radio news, CBC.ca/NL and CBC TV’s Here and Now supertime news program.

In February 2026, staff hosted members of RBC’s head office team for a guided tour of The Rooms, including the Elbow Room Artist-in-Residence space.

A project funded by the International Grenfell Association (IGA), including consultations to align goals and deliverables, was initiated.

Donor impact meetings were held with BP Canada, BMO, and the Foran Family Foundation.

- **The organization's collection processes, including intake and procurement, will have been standardized**

Collection Intake and Documentation – The Collections Planning and Priorities Committee advanced work to consolidate intake, procurement and donor-related forms into a single, standardized suite of collections documents. The committee reviewed and refined workflow for the Collections@therooms.ca intake email, with expanded staff access and clarified roles.

Appraisal and Compliance – A standardized monetary appraisal threshold was implemented to ensure consistent practice and compliance with Canada Revenue Agency requirements.

Systems and Infrastructure – Collections staff reviewed the Museum and Archives collections management systems (EMu and WebGENCAT) to assess compatibility and support more efficient documentation and data alignment.

- **Internal communications will continue to have been improved**

Tools and Collaboration – A dedicated SharePoint site for senior collections staff to track workflow, monitor collection processing stages and communicate with researchers on donation progress was launched.

Staff Communication – Regular departmental meetings as well as quarterly all staff meetings that aligned with Board cycles, supported timely and effective information sharing. CEO staff newsletters ensured organization-wide updates and transparency.

Staff Engagement – The Rooms CEO continued active monitoring of the staff suggestion box and regular updates and actions were communicated to all staff.

Recognition and Organizational Culture – Current and former staff were invited and encouraged to participate in 20th Anniversary celebrations, reinforcing organizational connection and culture.

Additional staff engagement events included a 20th Anniversary staff event; all Rooms staff received copies of The Rooms 20th Anniversary publication and a letter from the CEO; an annual holiday staff event took place in December 2025 featuring a year end address from the CEO; and, Public Service Awards were presented to staff for years of service.

- **Contracts for a new Enterprise Resource Planning (ERP) system will be signed, and the implementation process will have begun**

System Implementation and Readiness –

The contract for the new solution was signed and awarded in spring 2025, marking a key milestone in the project lifecycle. Work with the selected vendor commenced, with discovery sessions actively progressing to define business requirements and system design. A comprehensive project schedule was established, aligning key deliverables and milestones.

During Q3, The Rooms Finance and Operations staff and Marketing, Communications and Fund Development staff met regularly with the vendor to establish business processes and to identify efficiencies that the new ERP will afford the organization.

Training and website integration and testing took place throughout winter 2026. The organization successfully implemented the new (ERP) system, achieving go-live in March 2026 as planned.

Process Improvement and Cross-Departmental Engagement –

Staff worked closely with the external vendor to define business requirements, streamline workflows and identify operational efficiencies. Standardized processes were established across departments, strengthening financial management, reporting accuracy and internal controls.

Service Delivery and Controls –

The integrated POS enhanced frontline service, revenue accuracy, and real-time reporting and improved system controls, strengthened security compliance, audit readiness, and organizational oversight.

Organizational Impact –

The new ERP has enhanced service delivery, improved transaction efficiency and has enabled timelier, data-driven decision-making. This implementation represents a significant milestone in modernizing The Rooms.

Discussion of Results

During fiscal year 2025–26, The Rooms made significant progress in advancing sustainability through both revenue growth and organizational efficiencies, achieving the third-year objective for this priority. Staff continued to implement actions from the Fund Development Plan, resulting in new and renewed donor commitments, multi-year sponsorships, and expanded relationships with corporate and individual supporters. Donor stewardship was strengthened through regular engagement, impact reporting, and targeted donor experiences, reinforcing long-term support for programs and collections.

At the same time, The Rooms improved organizational efficiency through the standardization of collection intake, appraisal, and procurement processes, reducing duplication and strengthening compliance. Investments in internal communications — including a dedicated SharePoint workflow portal, regular staff meetings, and enhanced staff engagement initiatives — improved coordination, transparency, and organizational culture.

A major milestone was achieved with the signing, implementation, and successful launch of a new ERP system by March 2026. This system has modernized financial and operational processes, strengthened internal controls, enhanced service delivery, and enabled timelier data-driven decision-making.

Together, the advancement of a development strategy, the securing of new revenue opportunities, and measurable improvements in operational efficiency have strengthened The Rooms financial stability and positioned the organization for long-term sustainability.

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Frequently Asked Questions (FAQs)

In this section, we'll guide you through the process of offering an item to The Rooms collections.

When we refer to our "collections," we mean the carefully curated group of objects, artworks, and artifacts that we preserve, display, and study. Donations play a crucial role in expanding and enriching our collections, helping us continue to offer meaningful experiences to visitors and scholars alike.

1. How do I contact you about items I may wish to offer to The Rooms?

To start the process, please email collections@therooms.ca

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 [Vision 2026. Transition. Transform. Thrive: A Tourism Vision and Strategy for Newfoundland and Labrador](#) (Vision 2026). 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 the department'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.

Goal Indicators:

- **Museum and art gallery collections will have been made available online**
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 to the website included 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.

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. 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 public in accessing

information on The Rooms fine art holdings domain.

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.

- **Application forms will have been made available online**

(As outlined in the response on page 57)

- **The ability to make online donations will have been made available**

The use of the CanadaHelps platform for donations has increased our online fundraising presence and has improved ease of use for those making contributions online. This coupled with an updated Rooms website in December 2024, as well as a new ERP system implemented in March 2026, has significantly improved the online donation process for The Rooms.

- **Increased virtual programs for schools will have been offered**

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 audiovisual staff were hired to assist with delivering more livestream programming in the future.

- **More programs and workshops will have been made available online**

New audiovisual (AV) equipment for public programming has been installed at the three regional museums as of summer 2024. This equipment includes two new portable AV stations with large screen digital displays and camera-mic speaker systems. These systems allow for video conferencing and digital presentations as well as performances. In spring 2025, new audiovisual staff were hired to assist with delivering more live online programming in the future. New guidelines including best practices for online programs have been implemented during the 2023–26 planning cycle. These initiatives have supported improved delivery of online programs and workshops for The Rooms, expanding the organization's province-wide reach.

Discussion of Results

During the 2023–26 planning cycle, and particularly in fiscal year 2025–26, The Rooms successfully utilized technology to expand its reach, enhance access to collections, and extend operational activities, achieving the three-year goal for issue two.

Significant progress was made in improving digital access to artifact, art and archival collections. The launch of a new, accessible website in December 2024 substantially increased public access to digital content and services. Expanded online collections, searchable databases, and the addition of audio and video content enhanced both intellectual and physical access for researchers, educators, and the public. The development of a new online art collection database and the addition of thousands of catalogue descriptions and archival records further strengthened access to collections across the province and beyond.

Technology investments also improved service delivery and administrative accessibility. Online application, registration, and donation processes were expanded and streamlined through the integration of the redesigned website, online fundraising platforms, and the implementation of a new ERP system. Together, these improvements reduced barriers to participation and made engagement with The Rooms more efficient and user-friendly.

The Rooms expanded virtual program delivery to reach audiences who may not be able to attend in person. Online school programs and livestreamed public programming extended the organization's reach across Newfoundland and Labrador, while new audiovisual infrastructure and dedicated staff capacity supported improved quality and sustainability of digital program delivery. The development and implementation of best practice guidelines for online programming ensured consistent, accessible, and effective use of virtual platforms.

Collectively, these initiatives demonstrate that technology was effectively leveraged to expand reach, enhance access to collections, and support more inclusive and sustainable operations. This work strengthened The Rooms ability to serve communities throughout Newfoundland and Labrador and to share the province's stories nationally and internationally, while aligning with the Department of Tourism, Culture, Arts and Recreation's strategy and its pillars of Diversity, Inclusion and Well-Being and Sustainability of Natural and Cultural Environments.

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**

An evaluation of the effectiveness of the technology used to increase audiences for The Rooms was performed and completed by the consultant hired to review The Rooms systems as part of the ERP process. Use of audience surveys distributed at the end of public and education programs provided insight into and assessment of the audience experience.

The Rooms collections staff determined that increased engagement justified continued investment in the EMu Collections Management system to expand online access to collections and exhibitions. Two new online collections were completed and made accessible to the public including a database of Royal Newfoundland Naval Reserve military records in response to high researcher demand and recent donations, and an Art Collection database, resulting in increased research inquiries to collections staff.

- **New guidelines including best practices for online programs will have been implemented**

Guidelines and best practices for online programming were applied and refined for online program delivery. Virtual education and virtual school programs were delivered to classes across the province and The Rooms participated annually in a partnership with the Art Gallery of Ontario where they co-hosted international virtual programs engaging with thousands of students worldwide.

- **Application forms will have been made available online**

Expanded digital application and registration functionality were achieved through the new ERP system. New online registration processes were implemented for The Rooms school programs, workshops and public programs, Art Bank and Artist-in-Residence submissions, and Summer Camp registration.

Discussion of Results

During the 2025–26 fiscal year, The Rooms completed an evaluation of the effectiveness of technology used to expand audiences and enhance audience experience, achieving the third-year objective for this priority.

The evaluation, undertaken as part of the organization's ERP review and informed by post-program audience surveys, assessed how digital systems support engagement, accessibility, and user experience. Findings demonstrated that technology investments were effectively supporting audience growth and informed decisions related to collections access, digital programming, and service delivery.

Based on evidence of increased online engagement and research demand, continued investment in the EMu collections management system was confirmed, resulting in the expansion of publicly accessible online collections and increased research inquiries.

Best practice guidelines for online programming were applied and refined, supporting the delivery of virtual education program-province-wide and international virtual programming through established partnerships. In addition, new online application and registration processes introduced through the ERP system reduced administrative barriers and improved accessibility and ease of participation across programs and services.

Collectively, these evaluation activities and technology enabled improvements strengthened The Rooms understanding of digital audience engagement and demonstrated that technology investments effectively increased reach, improved access, and enhanced audience experience. Enhancing the organization's technology supports the delivery of more inclusive and sustainable services and aligns with the Department of Tourism, Culture, Arts and Recreation's **Vision 2026**, and the strategic direction to position Newfoundland and Labrador as a destination of choice.



Image: Sunrise view of Signal Hill and St. John's Harbour from The Rooms Level 4 Observation Deck.
Photo by Michael Winsor for The Rooms.

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 **Vision 2026**. 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.

Goal Indicators:

- **Research, identification, establishment of links and targeted marketing to inclusive and diverse communities will have been implemented and completed**

Building and sustaining relationships with inclusive and equity deserving communities continued to be a core priority and was embedded across governance, operations, and programming.

Organizational research and capacity building were advanced through targeted staff and leadership training, including diversity, accessibility, reconciliation, and anti-racism professional development. These learning initiatives strengthened staff understanding of the experiences and priorities of equity deserving communities and informed improvements to customer service, interpretation, and engagement practices.

Meaningful consultation and relationship building took place with Indigenous Governments and Organizations. Staff collaborated with community members identified by the Nunatsiavut Government to update exhibition content related to Inuit history and culture, and continued dialogue with Indigenous leaders to inform the establishment of future advisory mechanisms. Ongoing facilitation of the Final Resting Place Circle ensured that consultation, research, and cultural context guided discussion related to the future care for Demasduit and Nonosabasut, including advocacy for the repatriation of spiritual belongings.

Archival access was improved through collaboration with Indigenous community members to enhance descriptions of historical photographs. Indigenous names, dates, and place identifiers were added to records, significantly improving identification, respect, and accessibility of archival content.

Research into accessibility and inclusive access was also supported through participation in national discussions and workshops related to digital access, including the use of emerging technologies to improve access for visually impaired users and those unable to visit the archives in person.

Collectively, this work established and strengthened links with diverse communities and ensured that engagement was informed by lived experience, knowledge sharing, and ongoing dialogue.

- **Programming that is targeted to inclusive and diverse communities will have been developed**

Following extensive consultation with the disability community, The Rooms three-year Accessibility Plan was launched in March 2024 and implemented throughout the planning cycle. Accessibility was embedded into organizational decision-making through formal oversight mechanisms, including its designation as a standing agenda item at Senior Management Team meetings and regular reporting to the Provincial Government's Disability Policy Office.

An internal accessibility committee met regularly to advance plan priorities and collaborated with accessibility advocacy organizations. This work resulted in staff training, including sessions delivered by the CNIB and the Autism Society of Newfoundland and Labrador, and informed improvements to facilities and assistive technologies. Consultations with the Canadian Hard of Hearing Association guided upgrades to assistive listening equipment in public spaces.

These actions ensured that accessibility considerations were integrated into daily operations, capital planning, and service delivery, supporting equitable access for staff and visitors.

Inclusive programming was expanded through partnerships with community organizations across the 2023–26 planning cycle. Programs reflected diverse histories, cultures, and lived experiences and were designed to improve cultural literacy, representation, and community connection.

The Marketing, Communications, and Fund Development Department supported this work by identifying inclusive programs, and adjusting marketing practices to better reflect diverse audiences. Experience focused imagery and storytelling were used to ensure that promotional materials more accurately represented the communities served by The Rooms.

- **The Canadian Museums Association's report recommendations will have been reviewed and short-, medium- and long-term possible actions will have been considered and identified**

The Canadian Museums Association's Moved to Action report was published in 2023, followed by the launch of an eight-week intensive Moved to Action course in 2024. Members of The Rooms staff have participated in the course annually since its introduction, strengthening organizational understanding of inclusion, diversity, equity, and accessibility (IDEA) within museum practice.

Recommendations from the Moved to Action report were reviewed and inform ongoing organizational practices. A dedicated internal Moved to Action committee was established to support continued learning, reflection, and the identification and implementation of short-, medium-, and long-term actions arising from the report. This work supports sustained institutional change and the integration of IDEA principles across The Rooms operations and programs.

- **An Inclusion, Diversity, Equity and Accessibility Committee will have been formed**
An Inclusion, Diversity, Equity and Anti-Racism Committee was established in fiscal year 2023–24 and continued its work throughout the planning cycle. The committee engaged in consultation with disability organizations and other stakeholders to inform Accessibility Plan priorities and broader IDEA initiatives. An internal staff accessibility committee supported implementation and operational alignment across departments.

These structures ensured accountability and embedded IDEA considerations into organizational leadership and decision-making.

Discussion of Results

During the 2025–26 fiscal year, The Rooms achieved the third-year objective for Issue Three by actively incorporating feedback from community consultations into organizational operations, governance, and programs, further embedding IDEA into the institution’s core activities.

Meaningful engagement with disability organizations, Indigenous Governments and Organizations, and equity-deserving communities directly informed decision-making in multiple areas. Implementation of The Rooms Accessibility Plan continued through regular consultation with disability stakeholders, influencing both operational practices and capital planning initiatives. Oversight and accountability were strengthened through the ongoing work of the Board established Inclusion, Diversity, Equity and Anti-Racism Committee and the staff led accessibility committee, ensuring coordinated implementation across the organization.

Collaboration with Indigenous partners advanced Indigenous-led priorities and reconciliation commitments. Regular dialogue and co-development with Indigenous governments and organizations informed exhibition planning, collections research, interpretive updates, language use, and institutional publications. Community feedback resulted in tangible changes to content and interpretation, expanded multilingual representation, and continued progress on Indigenous-led exhibition development. Ongoing engagement also informed culturally appropriate approaches to the future care and final resting place of Demasduit and Nonosabasut.

Inclusive practices were further integrated through targeted staff training, improved archival description practices informed by Indigenous knowledge holders, and community-based programming developed in partnership with diverse organizations. These initiatives expanded access, improved representation, and enhanced relevance for a broader range of audiences.

Collectively, these actions demonstrate that feedback from community consultations was incorporated into program development, collections stewardship, interpretation, governance, and service delivery. As a result, The Rooms strengthened its role as an inclusive, accessible, and culturally responsive institution, fulfilling the third-year objective and advancing its commitment to IDEA and reconciliation.

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 stakeholders**

The Rooms staff have maintained ongoing engagement with disability organizations to inform and advance implementation of the Accessibility Plan. Targeted consultations related to capital projects, including planning for a new front entrance access ramp happened throughout fiscal year 2025–26.

- **Establish an Inclusion, Diversity, Equity and Accessibility Committee**

The Rooms Board of Directors established an Inclusion, Diversity, Equity and Anti-Racism Committee in fiscal year 2023–24. Committee work continued in fiscal year 2025–26 with insight and consultation sessions taking place with representatives from disability organizations to inform Accessibility Plan priorities. An internal accessibility committee comprised of The Rooms staff members was established to support implementation and operational alignment across The Rooms.

- **Collaborate with Indigenous Governments and Organizations to advance Indigenous-Led priorities**

The Rooms staff have established ongoing, regular dialogue with the Innu Nation and Nunatsiavut Government, and continue to prioritize work towards formalizing engagement with Qalipu First Nation and Miawpukek First Nation.

This past fiscal year, staff from The Rooms travelled to the Canadian Museum of History in Ottawa with members of the Innu Nation to identify Innu belongings. Discussions took place between The Rooms staff and members of the NunatuKavut Community Council regarding updates to exhibit content at the Labrador Interpretation Centre and revisions to **From This Place: Our Lives on Land and Sea**.

Staff advanced work on the Sharing Collections in the Round project, funded by Canadian Heritage to support information sharing with Indigenous partners.

Staff consulted with Indigenous partners on content for **BELONGING Collections Cared For by The Rooms**, The Rooms 20th Anniversary publication. Inuktitut, Innu Aimun and Mi'kmaq text was included and given preference on pages pertaining to the belongings from Inuit, Innu and Mi'kmaw communities.

Dialogue continued between The Rooms staff and members of the Final Resting Place Circle regarding the future care and final resting place of Demasduit and Nonosabasut.

Collaboration between staff and members of the Innu Nation and Nunatsiavut Government to advance projects took place this past fiscal year. Following feedback from Indigenous community partners, new interpretive panels for the Level 3 **Connections Gallery** were installed.

The Rooms supported the Nunatsiavut Government in December 2025 providing venue space for an event to mark the Land Claim Anniversary. Staff also continued work with members of the Nunatsiavut Government on the development of an exhibition for Government House to be installed in spring 2026.

Discussion of Results

During the 2025–26 fiscal year, The Rooms achieved its third-year objective by actively incorporating feedback from community consultations into organizational operations, governance, and programming. Through sustained engagement with disability organizations, Indigenous governments, and community partners, consultation outcomes directly informed accessibility planning, exhibition development, interpretive content, and institutional practices.

Implementation of The Rooms Accessibility Plan continued through collaboration with disability organizations, including targeted consultations related to capital planning and improvements to physical access. Governance structures were strengthened through the ongoing work of the Board-established Inclusion, Diversity, Equity and Anti-Racism Committee and the creation of an internal staff accessibility committee, supporting coordinated and organization-wide implementation of inclusive practices.

Meaningful collaboration with Indigenous governments and organizations advanced Indigenous-led priorities and commitments to reconciliation. Regular dialogue, formal agreements, and co-development approaches informed exhibition planning, collections research, interpretive updates, and multilingual representation. Indigenous partners provided guidance on content, language, and care of belongings, resulting in program and exhibition outcomes that reflected Indigenous knowledge, priorities, and lived experience.

Together, these actions demonstrate that feedback from community consultations was embedded into decision-making and practices across The Rooms. This work strengthened inclusivity, accessibility, and cultural accountability, supporting the organization's mandate and contributing to reconciliation while aligning with the Department of Tourism, Culture, Arts and Recreation's strategic priorities related to Diversity, Inclusion and Well-Being.

Challenges and Opportunities

Challenges

The Rooms is undergoing a period of transition. Following the end of the reporting period, Chief Executive Officer Anne Chafe retired on May 13, 2026. An Acting Chief Executive Officer was appointed on May 8, 2026 to provide leadership continuity while the search for a permanent CEO is ongoing. This leadership change also presents an opportunity for renewal and growth.

The implementation of a new ERP system represents another transitional challenge. While the system promises substantial efficiencies across the organization, its successful integration requires dedicated staff resources to manage the consolidation of three operating systems into one. In the short-term, most staff are required to invest additional time in learning the new system, impacting productivity. This learning curve is expected to diminish as processes become more integrated and familiar.

The philanthropic landscape continues to evolve, with donors seeking new and more personalized forms of engagement and recognition. The rise of transformational philanthropy has made it more challenging to meet corporate funding requirements and has the potential to create pressure toward mission drift. Navigating these shifts while remaining true to The Rooms vision, mission, and values remains an ongoing challenge.

Global economic uncertainty continues to affect operations. New tariffs and rising material costs impact capital projects, creating challenges related to affordability, sourcing, and delivery timelines. In addition, third party contractors are experiencing labour and equipment shortages, which can further delay essential work.

Aging infrastructure across the Metro building, regional museums, and offsite storage and workshop facilities require sustained attention. While considerable progress has been made over the past five years through federal and provincial investment, a new ten-year capital plan will be required in the upcoming planning cycle to ensure continued protection and stewardship of the provincial collection.

Climate change also poses risks to operations, particularly to HVAC systems. Increased humidity and the threat of forest fires have at times resulted in temporary closures of The Rooms and its regional museums. Emergency preparedness and resilience planning must therefore remain a priority.

Finally, following the celebration of The Rooms 20th Anniversary, the organization faces the challenge—and opportunity—of evaluating its brand. A potential brand refresh may require both internal and external changes at the Metro location. Strengthening the connection between The Rooms and its regional museums remains an important organizational focus.

Opportunities

The Provincial Government's focus on tourism, and its ambition to position Newfoundland and Labrador as the tourism capital of Canada, presents a significant opportunity for The Rooms and its regional museums. The organization is well positioned to demonstrate how its cultural, historical, and artistic contributions support this provincial objective.

Once fully implemented, the new ERP system will deliver meaningful efficiencies and improved data collection, providing stronger insights for audience development, enhanced decision-making, and increased sales.

The new provincial administration's [For All of Us](#) plan emphasizes rural communities, health, and well-being. Aligning organizational priorities with these areas creates opportunities to expand regional offerings and to deepen The Rooms role in supporting mental health and community well-being.

The Rooms interdisciplinary approach to collections continues to evolve, presenting an opportunity to develop innovative programming and experiences that will define the next chapter of the organization's history.

Ongoing recruitment continues to strengthen the organizational structure, filling positions vacated by retirements and increasing overall staffing capacity to support the achievement of strategic objectives.

Finally, The Rooms has made considerable progress toward the goals outlined in its accessibility plan, with upgrading more of its public spaces to be accessible for people using mobility devices. In the coming fiscal year, the organization will develop a new three-year plan in consultation with accessibility organizations, ensuring continued improvements and a more inclusive experience for all visitors.

**THE ROOMS CORPORATION OF
NEWFOUNDLAND AND LABRADOR**

FINANCIAL STATEMENTS

MARCH 31, 2026



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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, 2026, 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, 2026, 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 25, 2026

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.

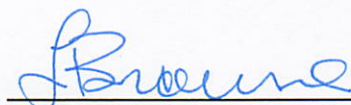
Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that transactions are properly authorized, assets are safeguarded and liabilities are recognized.

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.

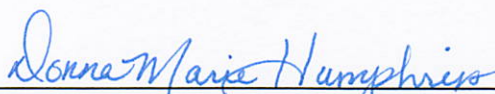
The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial information periodically and external audited financial statements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



Lisa Browne
Chief Executive Officer



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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
STATEMENT OF FINANCIAL POSITION

As at March 31

2026

2025

FINANCIAL ASSETS

Cash	\$ 1,982,754	2,761,182
Investments (Note 2)	2,084,000	3,000,000
Accounts receivable (Note 3)	1,753,504	408,767
Inventory held for resale	256,780	241,174
Restricted cash (Note 4)	3,242,934	2,206,069
	9,319,972	8,617,192

LIABILITIES

Accounts payable and accrued liabilities (Note 5)	1,355,584	1,356,463
Employee future benefits (Note 6)	109,369	112,022
Deferred revenue (Note 7)	3,149,631	2,178,675
	4,614,584	3,647,160

Net financial assets	4,705,388	4,970,032
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NON-FINANCIAL ASSETS

Prepaid expenses	21,009	7,698
Tangible capital assets (Note 8)	10,848,513	11,083,675
	10,869,522	11,091,373

Accumulated surplus	15,574,910	\$16,061,405
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Trusts (Note 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

	2026 Budget	2026 Actual	2025 Actual
	Unaudited (Note 15)		
REVENUES (Schedule 1)			
Province of Newfoundland and Labrador (Note 11)			
Operating grants	\$ 6,897,700	\$ 6,883,495	\$ 7,362,409
Contributions to employee benefits	750,000	823,485	779,213
Capital Grant	1,000,000	217,582	239,971
Commercial operations (Note 10)	2,011,500	2,332,378	2,191,649
Government of Canada	250,000	759,925	185,875
Corporate sponsorship	230,000	102,263	347,367
External funding	-	38,144	269,389
	<u>11,139,200</u>	<u>11,157,271</u>	<u>11,375,873</u>
EXPENSES (Schedule 1)			
Archives division	1,886,286	1,987,401	1,888,107
Art gallery division	1,049,451	1,183,715	1,597,898
Corporate services and building operations	6,548,545	6,522,388	6,307,004
Education programs	894,297	1,118,134	1,082,026
Museum division and regional museums	760,621	832,128	755,892
	<u>11,139,200</u>	<u>11,643,766</u>	<u>11,630,927</u>
Annual surplus (deficit)	-	(486,495)	(255,054)
Accumulated surplus, beginning of year	16,061,405	16,061,405	16,316,459
Accumulated surplus, end of year	<u>\$ 16,061,405</u>	<u>\$ 15,574,910</u>	<u>\$ 16,061,405</u>

**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

	2026 Budget	2026 Actual	2025 Actual
	Unaudited (Note 15)		
Annual surplus (deficit)	\$ -	\$ (486,495)	\$ (255,054)
Changes in tangible capital assets			
Acquisition of tangible capital assets	-	(689,167)	(642,788)
Amortization – asset retirement obligation	-	2,932	2,933
Amortization of tangible capital assets	-	921,397	1,038,777
	-	235,162	398,922
Changes in other non-financial assets			
Net use (acquisition) of prepaid expenses	-	(13,311)	1,103
	-	(13,311)	1,103
Increase (decrease) in net financial assets	-	(264,644)	144,971
Net financial assets, beginning of year	4,970,032	4,970,032	4,825,061
Net financial assets, end of year	\$ 4,970,032	\$ 4,705,388	\$ 4,970,032

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

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

2026

2025

Operating transactions

Annual surplus (deficit)	\$ (486,495)	\$ (255,054)
Adjustment for non-cash items		
Amortization	921,397	1,038,777
Amortization – asset retirement obligation	2,932	2,933
	437,834	786,656
Change in non-cash operating items		
Accounts receivable	(1,344,737)	2,117,845
Inventory held for resale	(15,606)	76
Restricted cash	(1,036,865)	(825,407)
Accounts payable and accrued liabilities	(879)	91,216
Employee future benefits	(2,653)	782
Deferred revenue	970,956	789,013
Prepaid expenses	(13,311)	1,103
Investments	916,000	(3,000,000)
Cash used from operating transactions	(89,261)	(29,716)

Capital transactions

Purchase of tangible capital assets	(689,167)	(642,788)
Cash applied to capital transactions	(689,167)	(642,788)
Decrease in cash	(778,428)	(672,504)
Cash, beginning of year	2,761,182	3,433,686
Cash, end of year	\$ 1,982,754	\$ 2,761,182

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, 2026

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 services and partnerships to promote the cultural collections of the Province and to show other 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, investments, 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.

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, investments, 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.

(d) Investments

Investments consist of guaranteed investment certificates (GIC's) held with a Canadian financial institution. The investments are carried at cost and earn interest at fixed rates. At March 31, 2026, the Corporation held investments of \$2,084,000 (2025 - \$3,000,000).

(e) 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.

(f) Collections

The collections of artwork, 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.

(g) Tangible capital assets

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2026

2. Summary of significant accounting policies (cont.)

(g) Tangible capital assets (cont.)

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
ERP Software	7 years
Equipment	3 years
Motor vehicles	5 years
Building improvements	7 to 40 years

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.

(h) Employee future benefits

- (i) The cost of accumulating non-vesting sick leave benefits is calculated based upon management's best estimate of 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, 2026

2. Summary of significant accounting policies (cont.)

(i) Revenues

Revenue from transactions with a performance obligation is recognized when the organization satisfies the performance obligation, 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.

(j) Contributions

Contributions are comprised of funds 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.

(k) Interest Income

Net investment income is recognized as revenue when earned.

(l) 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.

(m) 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, 2026

2. Summary of significant accounting policies (cont.)

(n) 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

	2026	2025
Province of Newfoundland and Labrador (Note 11)	\$1,393,859	\$ 20,904
Harmonized Sales Tax	50,318	72,586
Other	309,327	315,277
	\$1,753,504	\$ 408,767

There is no allowance for doubtful accounts as all amounts are considered collectible.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2026

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.

	2026	2025
Provincial Funding	\$ 2,080,399	\$ 1,193,654
Federal Funding	106,077	47,080
Art Gallery Funding	78,942	71,379
Archives Funding	40,000	80,661
Education and Public Programming Funding	244,608	140,047
FWW Exhibit Fund	582,605	582,605
Donations	17,000	17,000
Unearned Revenue	93,303	73,644
	\$ 3,242,934	\$ 2,206,069

5. Accounts payable and accrued liabilities

	2026	2025
Trade accounts payable	\$ 708,542	\$ 739,923
Asset retirement obligations	58,650	58,650
Unearned revenue	93,303	73,644
Accrued salaries	102,843	85,882
Accrued overtime and leave	392,246	398,364
	\$ 1,355,584	\$ 1,356,463

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2026

6. Employee future benefits

(a) Employee future benefits liability

Employee future benefits consist of:

	2026	2025
Severance pay	\$ 30,737	\$ 30,737
Accumulating, non-vesting sick leave benefit liability	78,632	81,285
	\$ 109,369	\$ 112,022

(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 2025-26. The remaining severance liability payable to employees at March 31, 2026 is \$30,737 (2025 - \$30,737), representing severance owing to employees who deferred receiving their severance entitlement.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2026

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% (2025 - 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, 2026 was \$389,593 (2025 - \$380,651).

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, 2026 was \$31,882 (2025 - \$24,885).

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2026

7. Deferred revenue

Deferred revenues 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, 2026, funds received or receivable are reported as follows:

	Balance at beginning of year	Receipts during year	Transferred to revenue	Balance at end of year
Donations	\$ 851,030	\$ 226,565	\$ (114,440)	\$ 963,155
Federal Government	26,075	100,002	(20,000)	106,077
Provincial Government	1,301,570	1,224,015	(445,186)	2,080,399
	\$ 2,178,675	\$ 1,550,582	\$(579,626)	\$3,149,631

8. Tangible capital assets

Original Cost

	Balance March 31, 2025	Additions	Disposals/ Transfers	Balance March 31, 2026
Furniture	\$ 262,901	\$ 49,966	\$ -	\$ 312,867
Equipment	763,111	46,691	-	809,802
Motor vehicles	37,430	66,231	21,388	82,273
Building improvements	17,448,237	177,000		17,625,237
Asset retirement obligations	58,650	-	-	58,650
Capital assets transferred (Note 9)	1	-	-	1
Work in progress	308,157	349,279	-	657,436
	\$ 18,878,487	\$ 689,167	\$ 21,388	\$19,546,266

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2026

8. Tangible capital assets (cont.)

Accumulated Amortization

	Balance March 31, 2025	Amortization	Disposals	Balance March 31, 2026	Net book value March 31, 2026	Net book value March 31, 2025
Furniture	\$ 104,975	\$41,223	\$ -	\$146,198	\$166,669	\$ 157,925
Equipment	442,508	201,966	-	644,474	165,328	320,603
Motor vehicles	37,431	6,624	21,388	22,667	59,607	-
Building improvements	7,188,879	671,584	-	7,860,463	9,764,774	10,259,358
Asset retirement obligations	21,018	2,932	-	23,950	34,700	37,632
Capital assets transferred (Note 9)	1	-	-	1	-	-
Work in progress	-	-	-	-	657,436	308,157
	\$ 7,794,812	\$ 924,329	\$ 21,388	\$ 8,697,753	\$10,848,513	\$ 11,083,675

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, 2026

10. Commercial operations

	2026	2025
Admission revenue	\$ 1,117,273	\$ 1,022,009
Gift shop sales	732,637	627,657
Parking revenue	68,064	63,427
Other revenue	114,211	155,415
Interest income	300,193	323,141
	\$ 2,332,378	\$ 2,191,649

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 \$7,706,980 (2025 - \$8,141,622) in operating grant revenue from the Province, including deferred revenue recognized in the fiscal year in which it is spent.

The Corporation received new capital funding of \$1 million from the provincial government for building and property improvements beginning 2024-25 through 2028-29. During the year, the Corporation recognized \$217,582 (2025 - \$239,971) in capital grant revenue from the Province.

Expenses incurred by the Province related to salaries and contributions to employee benefits during the year totaled \$5,768,095 (2025 - \$5,510,104). Included in these totals are employer paid benefit costs of \$814,714 (2025 - \$800,860). These amounts are reflected in the financial statements as salary expense and are offset by the grant revenue received from the Province.

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 \$1,393,859 (2025 - \$20,904) 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, 2026

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, 2026, the Corporation has received funds totaling \$23,615,112 (2025 - \$23,615,112) and incurred expenses totaling \$23,534,960 (2025 - \$23,534,960) related to the Project. There were no expenses incurred for the year ended March 31, 2026, (2025 - \$84,208) related to the Project. The balance of funds held in trust by the Corporation at March 31, 2026 is \$80,152 (2025 - \$80,152).

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.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2026

14. Donated acquisitions

Donated acquisitions, or non-cash gifts, are gifts of artwork, 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 Corporation's financial statements. During the year, the Corporation issued receipts for non-cash donations of \$276,346 (2025 - \$385,164).

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 79% of it is due from the Government of Newfoundland and Labrador (2025 – 5%) and it has policies and procedures for the monitoring and collection of its other accounts receivable so as to mitigate potential credit losses.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2026

16. Financial risk management (cont.)

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.

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.

Effective March 3, 2026, with the transition to a new ERP software, the unrecoverable portion of HST paid on purchases was reallocated to the applicable expense on an item-by-item basis and is reflected in the Schedule 1 expense amounts.

The total year to date unrecoverable HST to March 3, 2026 was \$199,811 (2025 - \$224,552). To March 3, 2026, HST 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.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2026

19. Comparative figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
REVENUES AND EXPENSES BY SECTOR
For the Year Ended March 31, 2026

SCHEDULE 1

	Corporate Services and Building Operations	Archives Division	Art Gallery Division	Museum Division and Regional Museums	Education Programs	2026 Total	2025 Total
REVENUES							
Province of Newfoundland & Labrador							
Operating grants	\$2,592,994	\$1,943,553	\$ 606,687	\$766,656	\$973,605	\$6,883,495	\$7,362,409
Contribution to employee benefits (Note 11)	823,485	-	-	-	-	823,485	779,213
Capital Grant	217,582	-	-	-	-	217,582	239,971
Commercial operations (Note 10)	2,169,305	14,318	67,804	41,638	39,313	2,332,378	2,191,649
Government of Canada	210,441	29,484	500,000	20,000	-	759,925	185,875
Corporate sponsorship	15,000	47	-	-	87,216	102,263	347,367
External funding	7,087	-	9,223	3,833	18,000	38,144	269,389
	<u>6,035,893</u>	<u>1,987,401</u>	<u>1,183,715</u>	<u>832,128</u>	<u>1,118,134</u>	<u>11,157,271</u>	<u>11,375,873</u>
EXPENSES							
Advertising and promotion	70,185	111	1,313	-	-	71,609	65,292
Amortization	920,393	2,275	1,661	-	-	924,329	1,041,710
Appraisals and acquisitions	-	61,886	136,417	-	-	198,304	427,419
Bad debt	-	-	-	-	-	-	1,064
Building	2,846,429	-	30,054	38,313	8,352	2,923,148	2,921,754
Conference and registration fees	15,705	2,479	8,463	7,011	1,382	35,040	27,039
Core programming	79,721	34,028	222,700	74,330	88,506	499,285	483,801
Cost of gift shop sales	624,405	-	-	-	-	624,405	558,173
Employee future benefits	196,641	310,241	101,922	82,981	122,929	814,714	800,860
Meeting expenses	9,762	204	-	-	-	9,966	10,923
Office equipment and supplies	139,369	8,611	2,879	4,644	9,501	165,005	109,818
Professional services	130,833	3,830	55,112	22,360	49,464	261,599	273,489
Salaries	1,405,864	1,538,784	585,880	589,877	832,975	4,953,381	4,709,244
Telecommunications and courier	47,149	7,439	1,114	6,482	4,261	66,444	67,853
Travel	35,932	17,512	36,199	6,130	763	96,536	132,488
	<u>6,522,388</u>	<u>1,987,401</u>	<u>1,183,715</u>	<u>832,128</u>	<u>1,118,134</u>	<u>11,643,766</u>	<u>11,630,927</u>
Annual surplus (deficit)	<u>\$ (486,495)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (486,495)</u>	<u>\$ (255,054)</u>

