

The Rooms Corporation
Strategic plan

2011-2014



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The Rooms

A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

*As Chair of the Board of Directors of The Rooms Corporation, I am very pleased to present The Rooms Strategic Plan 2011-2014. In 2007/2008, The Rooms presented to the Minister of Tourism, Culture and Recreation its very first Strategic Plan. This plan outlined the goals to be achieved in the fiscal year 2007-2008 while clearly establishing the Priorities and Goals for the planning cycle 2008-2011. The Board is pleased to report significant achievements for the 2008-2011 Strategic Plan with over **95 percent of goals and indicators being accomplished**. The Strategic Plan 2011-2014 builds upon the successes realized over the past three years, while further clarifying The Rooms strategic activities during the coming three years.*

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

This Strategic Plan includes ambitious Priorities and Goals for the coming years. The Board, CEO, management and staff are committed to realizing these goals in order to strengthen The Rooms place in the cultural community of Newfoundland and Labrador, and to provide great value to the people.

The 2011-2014 Strategic Plan supports the Minister of Tourism, Culture and Recreation's Strategic Directions 2011 to 2014, as seen in Appendix 2. We are accountable for the preparation of this plan and for the achievement of the specific goals and objectives contained therein. The Board and CEO are committed to full accountability for the public funds with which they have been entrusted and are honoured to serve the people of Newfoundland and Labrador.



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

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overview

The Rooms Corporation unites the Provincial Archives, Art Gallery and Museum, as well as Regional Museums in Grand Bank, Grand Falls-Windsor and North West River, under the aegis of a provincial Crown Corporation.

As a provincial cultural institution focused on the public interest, the main strategic priorities for The Rooms Corporation are education, public outreach and the presentation of temporary exhibits based on the provincial archival, contemporary and historic art, and museum collections entrusted to it by the Government of Newfoundland and Labrador.

The Rooms and its Regional Museums are a portal to the many stories our Province has to tell. The Rooms Corporation was established to collect, preserve, present and make available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the Province. It collects, preserves, and presents provincial, national and international contemporary and historic art and promotes the works of contemporary visual artists of the Province. The Rooms supports the development of cultural industries in the Province and strives to strengthen the culture of the Province, consistent with the strategic directions of Government.

Built at a cost of approximately \$50 million, The Rooms encompasses 185,000 square feet. The collections of the The Rooms Provincial Archives, Art Gallery and Museum are stored in climatically controlled vaults under a rigorous security protocol. There are 70 full-time employees working in its five divisions – Archives, Art Gallery, Finance and General Operations, Marketing and Development, and Museum. Its annual budget is approximately \$10.5 million, with \$9.3 million in the form of an annual appropriation from the Government of Newfoundland and Labrador and the balance from earned revenue and other sources.

Since its opening in 2005, The Rooms has averaged approximately 70,000 visits per year, had over 2,500 visitations a year from school children, and has established itself as one of Atlantic Canada's leading cultural institutions.

2

lines of business

The Rooms counts The Rooms Provincial Archives, Art Gallery and Museum among its divisions, all of which are responsible for collections development, collections management and programming in their respective disciplines.

While these divisions develop their own programs from year to year, The Rooms also undertakes the development of multi-disciplinary public and education programs which draw their content from all three of these programming divisions.

1. The Rooms acquires, preserves, presents and makes available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the Province.
2. The Rooms collects and presents provincial, national and international contemporary and historic art; is the Province's steward of archival records and a co-facilitator of Information Management initiatives, and serves to inform, present and interpret the Province's history.
3. The Rooms is an important education and outreach vehicle, aiming to provide access to its collections through education programs, traveling exhibits, Regional Museums, virtual access, workshops, and residency programs.
4. The Rooms is responsible for collections security, research, maintenance and preservation to safeguard the provincial memory, history and culture.
5. The Rooms provides support to professional constituencies in the archival, visual arts and museum fields.



3

mandate

The objects of the Corporation, as outlined in the Rooms Act, are to:

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

See Appendix I – Powers of the Corporation



4 values

The Board of Directors and Staff of The Rooms Corporation are committed to the following values:

Innovation

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

Collaboration

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

Inclusiveness

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

Integrity

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

Trust

Acting always in the general interests of the Corporation.



5 primary clients

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

These include:

- the people of Newfoundland and Labrador
- the Government of Newfoundland and Labrador
- the Department of Tourism, Culture and Recreation
- visitors to the Province
- school-aged children
- youth and lifelong learners
- donors to collections
- individual donors
- corporate sponsors
- diverse cultural groups



6 vision

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



7 mission

The Board of Directors believes that as a public institution The Rooms Corporation must provide great value to all Newfoundlanders and Labradorians. The care, exhibition, and access to the priceless artifacts, artworks and documents belonging to the people of the Province; outreach beyond St. John's; and, the focus on educational programming to deepen the pride and identity of all Newfoundlanders and Labradorians, together form the foundation of The Rooms Corporation's Mission Statement.

This mission statement identifies the priority areas of the Board of Directors over the planning cycle ending March 31, 2017. It represents the key longer-term results that the Board, management and staff will be seeking to achieve as The Rooms Corporation implements its Strategic Plan 2011-2014. The statement also identifies the measure and indicators that will assist the Corporation, Government, and public in monitoring and evaluating its success.

This mission statement also supports the strategic directions of the Minister including (*as detailed in Appendix 2*):

- Preserve and Safeguard Tangible and Intangible Heritage
- Strengthen Cultural Sector Partnership and Support.

By March 31, 2017, The Rooms will have further engaged the public through thought-provoking exhibits and programs which will reflect the interests, aspirations and concerns of the people of our Province.

MEASURE:

The public has been further engaged

MISSION INDICATORS:

- Community consultation is carried out to discover the most appropriate ways to attract and engage visitors
- Guidelines and criteria are developed to guide the institution in the strategic development of programs and exhibits which are socially and culturally relevant
- Programs and exhibits are designed and delivered incorporating creative ways of engaging the public in socially relevant issues
- Appropriate evaluation methods for exhibits and programming are developed and implemented to determine their degree of social and cultural relevance
- Enhanced regional programming

8 priorities & goals

The operating environment of The Rooms Corporation will continue to integrate those functions necessary to achieve the priorities and goals of the Strategic Plan. These functions include finance, operations, human resources, marketing, development, technical services, educational programming, general programming, inter-disciplinary programs and exhibits, and other functions as determined by the CEO and the Management Committee. These goals support the strategic directions of the Minister.



PRIORITY I

Enhanced Cultural Facilities

The Rooms and its Regional Museums are the custodian of important collections that tell the story of the people and the land through archival records, art, and the heritage of Newfoundland and Labrador. Site improvement projects for The Rooms and the Regional Museums will increase public access, augment the capacity to exhibit collections and improve the quality of programming related to these collections.

The Rooms Strategic Plan Priority I is consistent with the Minister of Tourism, Culture and Recreation's Strategic Direction I to 'Preserve and Safeguard Tangible and Intangible Heritage' in order to 'maximize their impact on sustainable tourism and community development'.

GOAL:

By March 31, 2014, The Rooms Corporation will have enhanced its infrastructure and program capacity to broaden the cultural experience of visitors.

MEASURE:

Enhanced infrastructure and program capacity

INDICATORS:

- Level IV exhibit is opened to the public
- Site Development Plan and Phased Implementation Strategy completed
- Regional Museum programming is enhanced

OBJECTIVES:

1. By March 31, 2012, The Rooms Corporation will have initiated site improvement projects in order to improve its cultural infrastructure and program capacity.

MEASURE:

Initiated site improvement projects

INDICATORS:

- Contract for Exhibit Design and Build awarded and design work begun for The Husky Energy Gallery and the Elinor Gill Ratcliffe Gallery
- Consultant hired and work started on a detailed Site Development Plan and Phased Implementation Strategy
- Permanent Open Storage Exhibit opened at the Provincial Seamen's Museum
- Standard exhibit infrastructure fabricated for Regional Museums to facilitate traveling exhibits

2. By March 31, 2013, The Rooms Corporation will have further improved its cultural infrastructure.

3. By March 31, 2014, The Rooms Corporation will have finalized improvements to its infrastructure.

PRIORITY 2

Improved Access

To further engage the public it is necessary for The Rooms Corporation (including its Regional Museums) to improve outreach to the communities of the Province and access to the collections. The Rooms Corporation must incorporate more opportunities for the public to access its collections within the institutions and virtually through the use of its website. Dedicated galleries will be refreshed annually to allow for circulation of the public collections, expanded gallery space will enable more of its collections to be exhibited and a comprehensive plan to increase The Rooms web presence will be developed.

The Rooms Strategic Plan Priority 2 is consistent with the Minister of Tourism, Culture and Recreation's Strategic Direction I to 'Preserve and Safeguard Tangible and Intangible Heritage' in order to 'maximize their impact on sustainable tourism and community development'.

GOAL:

By March 31, 2014, The Rooms Corporation will have improved access to collections.

MEASURE:

Improved access to collections

INDICATORS

- 5,000 square feet of new permanent collections-based exhibit space developed
- 15,000 new collections records made available on-line
- InnerWorks permanent collection exhibition refreshed annually
- Developed a comprehensive plan to increase The Rooms web presence

OBJECTIVES:

1. By March 31, 2012, The Rooms Corporation will identified and/or made available new items from the archives, art gallery and museum collections.

MEASURE:

Identified and made publicly available new items from the collections.

INDICATORS:

- Artifacts identified for inclusion in the 5,000 sq. ft museum exhibit
- 5,000 new archival collections records available on-line
- InnerWorks exhibition refreshed
- Assessment of current web presence completed

2. By March 31, 2013, The Rooms Corporation will have implemented additional improvements to enhance access.

3. By March 31, 2014, The Rooms Corporation will have further implemented improvements to enhance access.

PRIORITY 3

Improved Community Engagement

To achieve our Vision as an innovative, culturally relevant institution it is important for The Rooms to continue improving how it engages the community. As a publicly-funded cultural institution, The Rooms must remain relevant to the community it serves. To further attract and engage the public, The Rooms Corporation will consult with the greater community and develop an evaluation process to determine what is of interest to the public, and how to reflect this in its exhibitions and public programming.

The Rooms Strategic Plan *Priority 3* is again consistent with the Minister of Tourism, Culture and Recreation's Strategic Direction 1 to 'Preserve and Safeguard Tangible and Intangible Heritage'. More specifically, Priority 3 relates to the Focus Area of the Strategic Directions to 'further enhance the strategic cultural plan and its ten key directions'.

GOAL:

By March 31, 2014, The Rooms Corporation will have improved community engagement.

MEASURE:

Improved community engagement

INDICATORS:

- An Advisory Committee for The Husky Energy Gallery and Elinor Gill Ratcliffe Gallery established and provided counsel throughout the exhibition development process
- Community Consultation for the Elinor Gill Ratcliffe Gallery exhibition content completed
- Developed a program and services evaluation process
- Developed education and/or public programs to be delivered in conjunction with Regional Museums Traveling Exhibitions
- Created opportunities to understand and engage new audiences

OBJECTIVES:

1. By March 31, 2012, The Rooms Corporation will have initiated community consultations and evaluation mechanisms in order to improve community engagement.

MEASURE:

Initiated Community Consultation and Evaluation Mechanisms

INDICATORS:

- Advisory Committee appointed
- Community Consultation for the Elinor Gill Ratcliffe exhibition completed
- Evaluation mechanisms reviewed for effectiveness
- Piloted one new education and/or public program for the Regional Museums Traveling Exhibitions
- Identified under-represented audiences

2. By March 31, 2013, The Rooms Corporation will have further implemented community engagement initiatives.

3. By March 31, 2014, The Rooms Corporation will have continued initiatives towards improving community engagement.

PRIORITY 4

Expanded Risk Management

In order to engage the public in more meaningful ways, The Rooms must ensure that its collections are managed and cared for so that they are accessible and available for display to the public. To do so, policies and protocols regarding care, maintenance, and safe-guarding are critical in The Rooms ability to fully utilize its collections. As such, The Rooms must continuously review its existing practices to identify and appropriately manage risks to the collections which could impact upon their preservation and display to the public.

The priority of Expanded Risk Management is also in keeping with the Minister of Tourism, Culture and Recreation's Strategic Direction to 'further enhance the strategic cultural plan and its ten directions'. Direction number six of the strategic cultural plan is 'preserving and celebrating our tangible cultural heritage' which further states that 'it is a given that we must preserve and celebrate these invaluable treasures'. Appropriate risk management is a must for appropriate preservation of the collections for which The Rooms is custodian.

GOAL:

By March 31, 2014, The Rooms Corporation will have expanded its capacity for risk management.

MEASURE:

Expanded capacity for risk management

INDICATORS:

- Disaster plan developed and implemented
- Security plan reviewed, updated and operationalized
- Evacuation plan reviewed, updated and operationalized
- Additional areas of risk management identified for future action

OBJECTIVE:

1. By March 31, 2012, The Rooms Corporation will have reviewed and assessed the policies and protocols in place to manage risk to its collections and operations.

MEASURE:

Reviewed and assessed risk management policies and protocols

INDICATORS:

- Rooms-wide Risk Management Committee formed
- Reviewed existing documentation and develop template for collections disaster plan
- Reviewed existing Security Plan and identify areas and gaps requiring updates
- Reviewed existing Evacuation Plan and identify areas and gaps requiring updates

2. By March 31, 2013, The Rooms Corporation will have researched and drafted key components of risk management.

3. By March 31, 2014, The Rooms Corporation will have finalized and implemented key components of risk management.

APPENDICES



6. (1) In carrying out its objects under this Act, the corporation may
- (a) acquire by purchase or lease real, personal, movable and immovable property, including securities and hold, manage or dispose of them as the corporation may determine;
 - (b) acquire by gift, bequest or devise real, personal, movable and immovable property, including securities and expend, administer or dispose of that property, subject to terms, if any, on which that property was given, bequeathed or devised to the corporation;
 - (c) enter into partnership, sponsorship and other contractual agreements that further the objects of the corporation;
 - (d) lease its property;
 - (e) operate restaurants, special events, parking facilities, shops and other facilities for the use of the public and lease or otherwise make available, on terms and conditions that the corporation considers appropriate, those facilities or space;
 - (f) expend money appropriated by the Legislature of the province for the purposes of the corporation;
 - (g) expend money received by the corporation from its operations including money received by it from leasing or other wise making available facilities or space referred to in paragraph (e);
 - (h) establish classes of membership for the support of the corporation and its divisions and for that purpose may establish fee, donation and support amounts applicable to those classes;
 - (i) charge fees for the purposes of the operation of the divisions and facilities of the corporation; and
 - (j) generally, do and authorize those things that the corporation considers necessary for the attainment of its objects and the exercise of the powers of the corporation.
- (2) Property acquired by the corporation under paragraphs (1)(a) and (b) shall be acquired or accepted subject to the advice and direction of the director of a division established under Part II, III or IV intended to have the care and control of that property.
- (3) Notwithstanding paragraphs (1)(a) and (b), the corporation shall not acquire or sell real property without the prior consent, in writing, of the minister.
- (4) The corporation or a division of the corporation may conduct activities jointly with the department and may enter into agreements with respect to the shared funding of activities.
- (5) The deputy minister of the department may request that the corporation or a division of the corporation provide professional expertise and technical services to the department and the corporation or division shall comply with that request.
- (6) The corporation may apply for an order under the Rules of the Supreme Court, 1986 for the recovery of records, historic artifacts, art or other property to which the corporation is entitled.

Appendix 2 STRATEGIC DIRECTIONS

Strategic Directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments. Strategic Directions that are relevant to The Rooms Corporation are:

2. a

PRESERVE and SAFEGUARD TANGIBLE and INTANGIBLE HERITAGE

OUTCOME

Tangible and intangible heritage resources are preserved and safeguarded for the benefit of present and future generations; and to maximize their impact on sustainable tourism and community development.

FOCUS AREAS of the STRATEGIC DIRECTION	THIS DIRECTION IS:		
	to be addressed in The Rooms Strategic Plan	addressed in The Rooms Operational Plan	addressed in The Rooms Work Plan
Further advance the strategic cultural plan and its ten key directions	•		
Further safeguard Intangible Cultural Heritage	•		
Strengthen the links and opportunities between tangible and intangible heritage and tourism	•		
Build increased awareness of historic places, persons and events	•		

2. b

STRENGTHEN CULTURAL SECTOR PARTNERSHIP and SUPPORT

OUTCOME

Stronger partnerships are forged within a collaborative atmosphere in order to increase awareness of, and support for, artists, cultural professionals, the cultural industries as well as the community.

FOCUS AREAS of the STRATEGIC DIRECTION	THIS DIRECTION IS:		
	to be addressed in The Rooms Strategic Plan	addressed in The Rooms Operational Plan	addressed in The Rooms Work Plan
Further advance the strategic cultural plan and its ten key directions	•		
Recognize and support Artists and Cultural Professionals	•		
Expand cultural education and outreach	•		
Increase public engagement in arts and heritage	•		

2. c

STRENGTHEN PUBLIC-PRIVATE PARTNERSHIP IN TOURISM

OUTCOME

Public-Private Partnerships are strengthened to increase the contribution of tourism to the province's economy.

FOCUS AREAS of the STRATEGIC DIRECTION	THIS DIRECTION IS:		
	to be addressed in The Rooms Strategic Plan	addressed in The Rooms Operational Plan	addressed in The Rooms Work Plan
Further advance the Tourism Vision and its seven key directions	•		

Appendix 3

THE ROOMS CORPORATION BOARD OF DIRECTORS AS OF APRIL 1, 2011

Mr. Tom Foran, Chair

Ms. Lisa Browne, Vice Chair

Ms. Dawn Baker

Mr. Stan Hill

Ms. Julia Pickard

Mr. Seamus O'Regan

Ms. Kathi Stacey

Mr. Rick Hayward

Ms. Merrill Strachan

Mr. Albert Dober

Mr. Bruce Patey



The Rooms

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