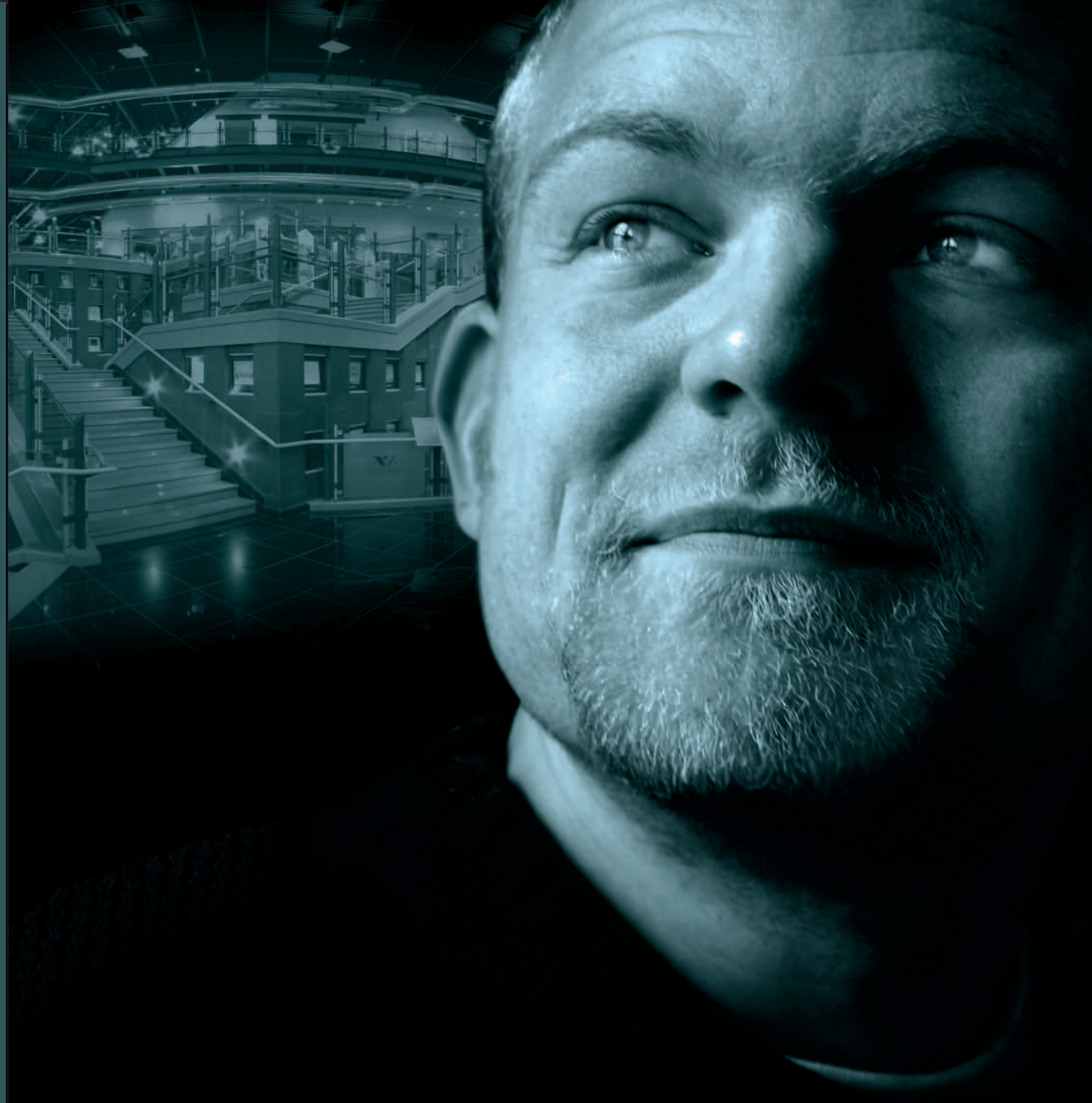


Strategic Plan 2014 – 2017



This is our place...


The Rooms
ARCHIVES • ART GALLERY • MUSEUM



This is our place...

A place as unique as the place we call home. A place of inspiration, innovation and interactivity. For families and friends (old and new), for art lovers, history buffs, scholars, seekers, savvy parents and super cool kids.

Part sanctuary, part showcase. Part classroom, part playground. A gathering place, a creative space, and a cultural centre par excellence.

This is our place.



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A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

As Chair of the Board of Directors of The Rooms Corporation, I am very pleased to present The Rooms Strategic Plan 2014-17. This Plan builds upon the goals and priorities that have been achieved over the past nine years of the organization – while setting the corporation's strategic priorities for the coming three years.

On the eve of the 100th Anniversary of one of the most formative events in the history of Newfoundland and Labrador, The Rooms endeavors to tell the remarkable story of the First World War and its profound impact on our history and culture. The commemoration of this very significant event has been identified in this planning cycle – establishing Commemoration, Public Engagement and Interdisciplinarity as Priorities for the 2014-17 Strategic Plan.

The Rooms Corporation is a *category one entity* 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 Sandy Collins, 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.

The 2014-17 Strategic Plan supports the Minister's strategic directions for 2014-17 as communicated by the Department of Tourism, Culture and Recreation, as outlined 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.

The Board, CEO, management and staff are committed to achieving the ambitious Priorities and Goals set in this plan – sealing our commitment to delivering great value to the people of this province, and advancing The Rooms place in the cultural community of Newfoundland and Labrador.



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



01 | overview

The Rooms Corporation unites the Provincial Archives, Art Gallery and Museum, as well as Regional Museums in Grand Bank, Grand Falls-Windsor and North West River, under the aegis of a Provincial Crown Corporation. As a Provincial cultural institution focused on the public interest, the main strategic priorities for The Rooms Corporation are education, public outreach and the presentation of temporary exhibits based on the provincial archival, contemporary and historic art, and museum collections entrusted to it by the Government of Newfoundland and Labrador. The Rooms – and its Regional Museums – is the 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 Rooms Provincial Archives, Art Gallery and Museum are stored in climate controlled vaults under a rigorous security protocol.

The Rooms employs 59 full-time permanent staff in its four divisions – archives, art gallery, museum, and Corporate Services – and also employs seven permanent seasonal staff to operate The Rooms Regional Museums. The Rooms also employs a number of part-time staff on an annual basis to support visitor services and the archives reference room. Its annual operating budget of approximately \$6.03 million is provided as an annual appropriation from the Government of Newfoundland and Labrador.

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

02 | mandate

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

- (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

03 | lines of business

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

With a view towards providing an exceptional visitor experience, The Rooms also operates a café and gift shop.

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

04 | 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.

05 | 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

06 | 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.

07 | mission

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 2014- 2017.

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 Government as communicated by the Minister of Tourism, Culture and Recreation, including (as detailed in Appendix 2):

- Strengthening and Growing Our Culture
- Strengthening Public-Private Partnerships in Tourism

Through its work, The Rooms ensures that the provinces art, artifacts and archival records are preserved and presented for the public to experience. During the 2014-17 planning cycle, The Rooms will be focused on preserving and presenting the Province's history related to the First World War and the centenary. Doing so will support Government's First World War commitments and ensure the record is preserved for future generations. In doing so, The Rooms is also ensuring that it is a destination for visitors and supporting tourism to the Province.

MISSION STATEMENT 2011-17

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

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.

08 | priorities and 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 collections care, research and management; finance, operations, human resources, marketing and development; technical services; educational and public 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 of Tourism, Culture and Recreation.





Priority 1 | Commemoration

The Rooms mandate is to preserve, document, and present the unique cultural identity of Newfoundland and Labrador. During the next four years, several provincially and culturally significant centenaries will occur, in particular the Great War and the Newfoundland Sealing Disasters anniversaries. The Rooms will commemorate these centenaries through exhibitions and public programming in order to educate visitors on these important historical events; to present the impacts these events had on our province both historically and culturally; and to identify how these events contribute to our cultural identity. Through the commemoration of these centenaries, The Rooms will present several new exhibitions thereby making a significant number of new items from its collections available to the public for viewing as well as for educational and research purposes.

The Rooms will pay significant attention to commemorate the centenary of Newfoundland's involvement in the First World War by working with local communities and national counterparts to develop exhibitions and related programming to not only share this history but also to ensure the living memory, artifacts and archival material are not lost to the Province. This work supports Government's strategic direction to strengthen and grow our culture by planning and supporting the implementation of the Provincial Government First World War Commemorations and activities that honour veterans.

GOAL:

By March 31st, 2017, The Rooms Corporation will have commemorated provincially and culturally significant centenaries through exhibitions and public programming in order to preserve, share, educate and present the history of Newfoundland and Labrador and raise awareness of the events commemorated.

INDICATORS:

- An exhibition to commemorate the 100th Anniversary of the First World War will have been presented to the public
- A partnership with the Canadian War Museum to develop a travelling exhibition related to the First World War will have been explored
- A series of thematic exhibitions/public programming on the topic of War and Conflict will have been presented to the public
- An exhibition to commemorate the 100th Anniversary of the Incorporation of the International Grenfell Association will have been presented to the public

MEASURE:

Commemorated provincially and culturally significant centenaries in order to preserve, share, educate and present these stories to the people of the Province.

- An exhibition to commemorate the 100th Anniversary of the Newfoundland Sealing Disasters will have been presented
- An exhibition commemorating the 100th Anniversary of Rockwell Kent's Residency in Brigus will have been presented to the public

OBJECTIVES:

By March 31st, 2015, The Rooms will have commemorated significant centenaries and shared these stories with the public.

MEASURE:

Commemorated significant centenaries and shared them with the public.

INDICATORS:

- Presented an exhibition and public programming commemorating 100th Anniversary of the International Grenfell Association's Incorporation
- Presented an exhibition and public programming commemorating the 100th Anniversary of the Newfoundland Sealing Disasters
- Presented an exhibition and public programming commemorating the 100th Anniversary of Rockwell Kent's Residency in Brigus
- Presented a two-day symposium, partnership with Memorial University, commemorating the 100th Anniversary of the International Grenfell Association
- Presented a temporary exhibition and public programming related to the Royal Newfoundland Regiment titled *Pleasantville: From Recreation to Military Installation*

- By March 31, 2016, The Rooms will have completed planning for the permanent and/or travelling First World War exhibitions.
- By March 31, 2017, The Rooms will have presented exhibitions related to the First World War.



Priority 2 | Public Engagement and Participation

As stewards for the province's culture and heritage, it is critical that The Rooms reflect the people it serves and that residents be given opportunity to shape that content. The Rooms currently presents these stories through exhibitions and public programming at The Rooms in St. John's, and at its Regional Museums in Grand Falls – Winsor, Grand Bank and North West River.

Over the next three years, The Rooms will present several exhibitions pertaining to provincially and culturally significant events including the centenary of the First World War and the Newfoundland Sealing Disasters, and others. In striving to provide a relevant and meaningful visitor experience, The Rooms intends to offer the public new ways to engage in the exhibition development process, providing them opportunity to shape both topics and content. And, it will strive to find new ways of presenting this material across the province. To that end, The Rooms will explore opportunities for

partnership with provincial counterparts, such as the Provincial Historic Sites and/ or Arts & Culture Centres, and national counterparts, such as the Canadian War Museum, to find new ways to present content in rural communities. The Rooms will participate in a road show, visiting communities across the province to offer them the opportunity to share their stories, artifacts and archival documents related to the First World War for possible inclusion in its exhibitions. Finally, The Rooms will explore the use of new media technologies to engage with audiences in curatorial dialogue and discussion, bringing expertise to the community.

This work support Government's strategic direction, as communicated by the Minister of Tourism, to strengthen and grow our culture by working collaboratively with the cultural sector and the tourism industry on cultural tourism.

GOAL:

By March 31st, 2017, The Rooms Corporation will have implemented new mechanisms for public participation in the development of exhibition content and the visitor experience in order to increase public engagement and participation.

INDICATORS:

- Engaged Provincial and National counterparts to explore partnership opportunities for presenting The Rooms content in new areas of the province
 - Completed visitor experience research.
 - Conducted province-wide consultations regarding the First World War Exhibition
 - Presented a temporary exhibit to engage public in content development for the First World War Exhibition
- Explored potential for rural expansion of The Rooms education programs
 - Piloted an online platform to engage community in curatorial dialogue and writing

MEASURE:

Implemented new mechanisms for public engagement and participation.

OBJECTIVES:

By March 31st, 2015, The Rooms will have implemented new mechanisms to engage the public in developing content for the First World War exhibition.

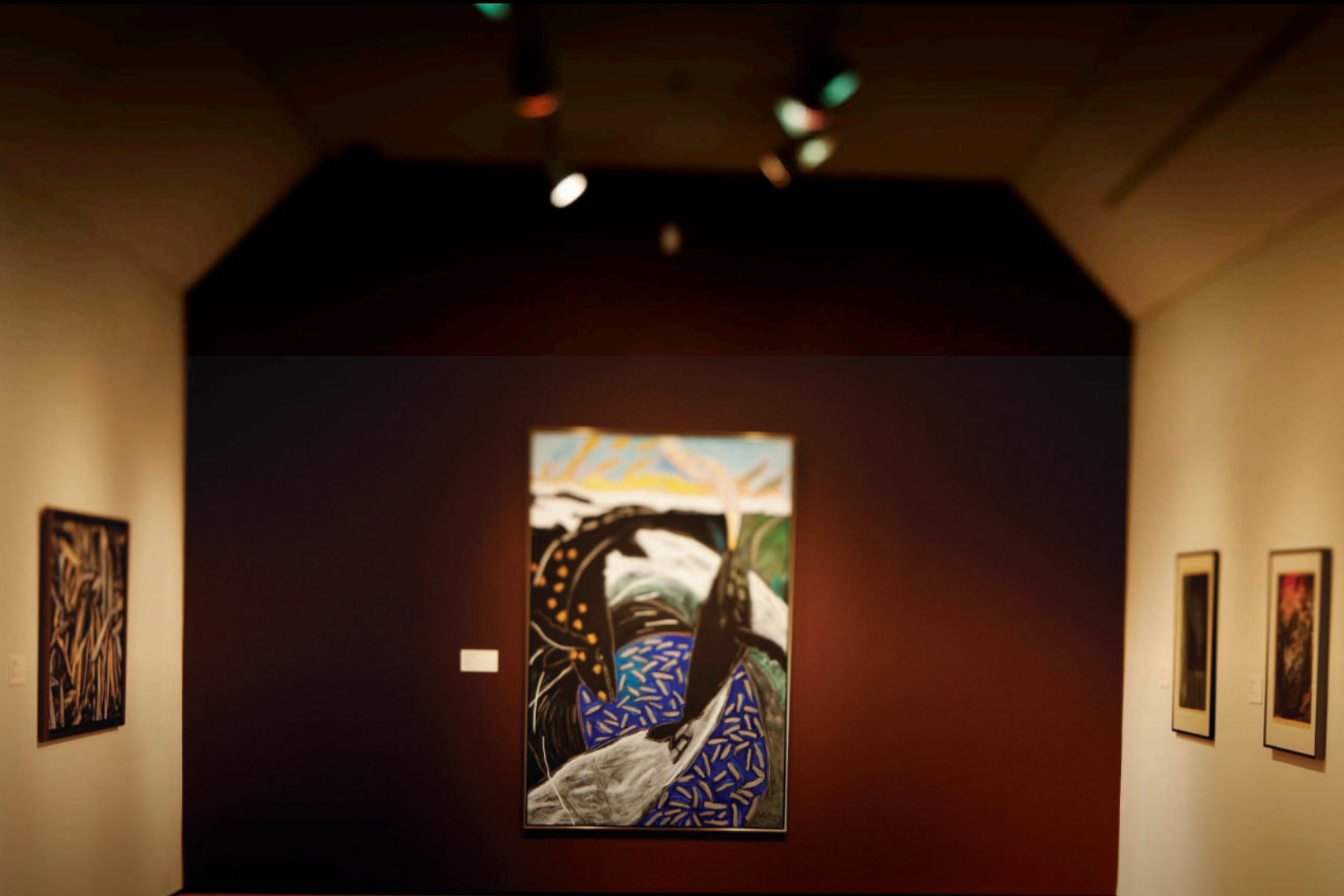
INDICATOR:

- Opened a temporary exhibition featuring First World War exhibition content and offered the public an opportunity for comment/feedback and inclusion of related personal stories/archival material/artifacts.
- Travelled to at least 10 communities across the province and consulted with local residents regarding First World War exhibition content and gathered related stories/archival material/artifacts
- Presented a proposal to the Canadian War Museum to partner on the development of a travelling exhibition on the First World War

MEASURE:

Implemented new mechanisms to engage the public in developing content for the First World War exhibition.

- By March 31st, 2016, The Rooms will have surveyed the public regarding needs of visitors and communities in presenting exhibitions and content in meaningful ways.
- By March 31st, 2017, The Rooms will have explored the means of expanding its reach in rural communities.



Priority 3 | Interdisciplinarity

The Rooms is a unique entity in the cultural landscape. Most cultural facilities across the country are considered to be a museum, an art gallery, or archives. Although many of these institutions would house several collections, as in an archives within a museum or art gallery, most would consider their discipline to be predominantly one or the other. The Rooms is unique in that it is responsible for the care and collection of the Province's treasured artifacts, artwork and archival material and unites the archives, art gallery and museum disciplines within a single facility. An interdisciplinary approach draws mutually from these disciplines and collections in

the telling of a story, a theme or a topic related to Newfoundland and Labrador history. This represents an evolution in the exhibition development process which will offer visitors a richer and more meaningful experience; a broader perspective on a theme or topic; and a distinct opportunity for The Rooms to differentiate itself amongst its peers. This work supports the strategic directions of Government, as communicated by the Minister of Tourism, Culture and Recreation, to strengthen and grow our culture by recognizing and supporting artists and cultural professionals.

GOAL:

By March 31st, 2017, The Rooms will have developed and presented an interdisciplinary exhibition which draws upon the shared perspectives from the museum, art gallery and archives in order to offer an enhanced visitor experience.

MEASURE:

Developed and tested an interdisciplinary exhibition.

INDICATORS:

- An interdisciplinary exhibition development process developed
- Pre- and Post-visitor experience research undertaken
- An interdisciplinary exhibition developed and presented

OBJECTIVES

By March 31st, 2015, The Rooms will have reviewed the exhibition development process.

MEASURE

Reviewed the exhibition development process.

INDICATORS:

- Formed a cross-divisional content team
 - Completed a review/comparison of divisional practices to form a baseline.
 - Defined goals of interdisciplinary approach
 - Completed baseline visitor experience research undertaken
- By March 31st, 2016, an interdisciplinary exhibition development process will have been developed and an exhibition topic identified.
- By March 31st, 2017, an interdisciplinary exhibition will have been opened and tested.



APPENDICIES



Appendix 1 | *Rooms Act,* Powers of Corporation

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 otherwise 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.

Appendix 2 | Strategic Direction

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:

Strengthening and Growing Our Culture	
Outcome Statement	A strengthened cultural sector that preserves our tangible and intangible heritage, celebrates our creativity, and grows our cultural enterprises.
Focus Areas	<ul style="list-style-type: none"> • Review and identify priority areas of the Cultural Strategy and its 10 key directions. • Continue efforts to strengthen and support the Cultural Economic Development Program (CEDP). • Plan and support the implementation of the Provincial Government First World War Commemorations and activities that honour veterans. • Recognize and support artists and cultural professionals. • Work collaboratively with the cultural sector and the tourism industry on cultural tourism.

Focus Areas of the Strategic Direction	This directions is:		
	To be addressed in The Rooms Strategic Plan	Addressed in The Rooms Operational Plan	Addressed in The Rooms Work Plan
• Review and identify priority areas of the Cultural Strategy and its 10 key directions.			
• Continue efforts to strengthen and support the Cultural Economic Development Program (CEDP).			
• Plan and support the implementation of the Provincial Government First World War Commemorations and activities that honour veterans.	•		
• Recognize and support artists and cultural professionals.	•		
• Work collaboratively with the cultural sector and the tourism industry on cultural tourism.	•		

Appendix 2 | Strategic Direction

Strengthening Public-Private Partnerships in Tourism	
Outcome Statement	Support for the achievement of quality and market ready in-demand tourism products and experiences
Focus Areas	<ul style="list-style-type: none"> • Continue implementation of the Tourism Vision and its seven key directions. • Market Newfoundland and Labrador as a tourism destination. • Support regional destination management organizations. • Work collaboratively with partners to enhance natural and cultural tourism experiences.

Focus Areas of the Strategic Direction	This directions is:		
	To be addressed in The Rooms Strategic Plan	Addressed in The Rooms Operational Plan	Addressed in The Rooms Work Plan
• Continue implementation of the Tourism Vision and its seven key directions.			
• Work collaboratively with partners to enhance natural and cultural tourism experiences.	•		





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