



archives



art gallery



museum



Strategic Plan

2008 - 2011





Table of Contents

Message from the Chair and CEO	3
Overview	5
Lines of Business	6
Mandate	7
Values	7
Vision	9
Mission Statement	10
Priorities & Goals	11
Appendix 1 - Powers of the Corporation; Board Powers and Duties	17
Appendix 2 - Government Commitments 2008 to 2011	20
Appendix 3 - Board of Directors	24



St. John's Harbour, Newfoundland, as seen from the Grand Battery Wall of Fort Townshend c.1795
Sir George Bulteel Fisher (1764-1834), Watercolour
Anne S.K. Brown Military Collection, Brown University, Rhode Island.

Message from the Chair and CEO

As Chair of the Board of Directors of The Rooms Corporation, I am very pleased to present The Rooms Strategic Plan 2008-2011. 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 Strategic Plan 2008-2011 builds upon the successes realized this past year, while further clarifying The Rooms strategic activities during the coming 3 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 Clyde Jackman, Minister of Tourism, Culture and Recreation, every 3 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 2008-2011 Strategic Plan supports the Department of Tourism, Culture and Recreation's Government Commitments 2008 to 2011, 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.



Dr. Priscilla Renouf
Chair, Board of Directors



Dean Brinton,
Chief Executive Officer





Overview

The Rooms is the place where it all comes together—Newfoundland and Labrador’s history, heritage and artistic expression. 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. A place for people, 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.

Located in the heart of downtown St. John’s (9 Bonaventure Avenue) on the site of the former Fort Townshend, The Rooms offers panoramic views of St. John’s and its harbour. A multi-level atrium serves as both a gathering place and space for constantly changing exhibits and events. A multi-media theatre, classrooms, artist-in-residence program and website make The Rooms an adaptable space for a wide variety of uses. A truly public cultural space, The Rooms is fully accessible and family-friendly, with wheelchairs and strollers on site for visitors’ use. The theatre, atrium and boardroom may be rented for corporate and other functions.

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 its many climatically controlled vaults under a rigorous security protocol. There are nearly 70 full-time employees working in its 5 divisions – Archives, Art Gallery, Finance and General Operations, Marketing and Development, and Museum. Its annual budget is nearly \$8 million, with \$6.3 million in the form of an annual appropriation from the Government of Newfoundland and Labrador and the balance from earned revenue and other sources. In its first year of operations, The Rooms welcomed over 100,000 visitors, and continues to exceed visitation expectations each year.

As a provincial cultural institution focused on the public interest, the main strategic priorities for The Rooms 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.



VA 15a-27.2 - The fishing rooms at Herring Neck

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 operations, 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.



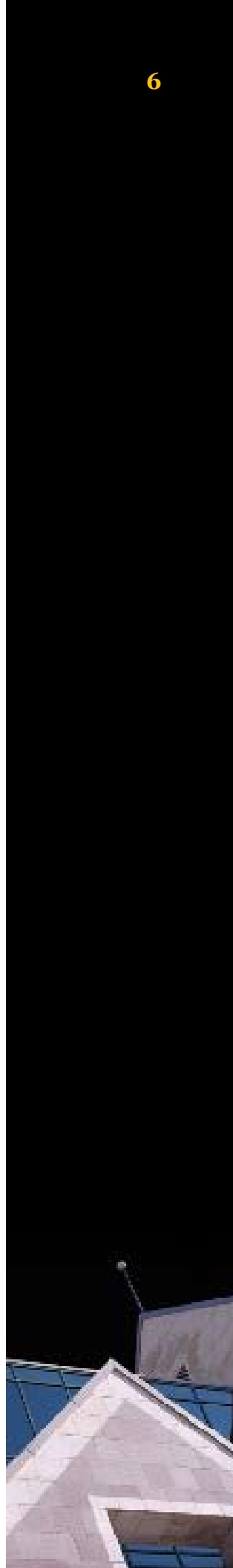
The Rooms Provincial Archives,
Level 3 Reference Rooms



The Rooms Provincial Museum,
Level 3 Permanent Exhibit



The Rooms Provincial Art Gallery,
Level 4 Gallery



Mandate

Legislated Mandate (**Source:** *the Rooms Act, 2005*)

Objects of the Corporation:

4. The objects of the corporation 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 1 – *Powers of the Corporation; Board Powers and Duties*

Values

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

Innovation

Each individual will identify new and diverse ways to ensure that education, exhibits, programs, services and resources make a positive and meaningful contribution to the cultural heritage of the Province.

Collaboration

Each individual will seek and support partnerships in research, exhibit development, programs and services to demonstrate the breadth of offerings at The Rooms.

Inclusiveness

Each individual will ensure that all programs and services meet the evolving needs of people throughout Newfoundland and Labrador, as well as visitors to the Province.

Integrity

Each individual will strive to deliver maximum value to the public by meeting the annual goals and objectives of their division and of the Corporation, ensuring that all transactions are conducted in a fair and transparent manner, delivering high-quality service to the public while upholding professional standards.

Trust

Each individual will act always in the general interests of the Corporation.



Primary Clients

The Rooms Corporation works closely with several 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



The Rooms Provincial Museum

Vision

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

The Board of Directors believes that as a public institution, The Rooms Corporation must provide great value to all Newfoundlanders and Labradorians. The care, public exhibition, and access to the priceless artifacts, artworks and documents belonging to the people of the province, outreach beyond St. John's, and 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 focus areas of the Board of Directors over the planning cycle ending March 31, 2011. 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 2008-2011. This statement supports the strategic directions of the Minister as outlined in Appendix 2. The statement also identifies the measure and indicators that will assist the Corporation, the Government and the public in monitoring and evaluating success.

By 2011, the Rooms Corporation will have improved its capacity to better meet the needs of the public as an innovative cultural institution.

Measure: Improvement in capacity

Indicators:

- Management of collections i.e. cataloguing, conservation, accessibility of existing and new collections will have been improved.
- The number of collections-based temporary and travelling exhibits will have been increased.
- Interdisciplinary programs and exhibits will have been enhanced.
- Access through virtual exhibits and new technology will have been increased.
- Business and operational processes will have been integrated.
- Visitation/use of all of The Rooms facilities and services will have been increased.
- Feedback process for visitors, donors and users will have been implemented.
- A development program will be in place i.e. sponsorship, membership.
- Educational programming for school-aged children, youth and life-long learners will have been enhanced.
- The Rooms' activities throughout the Province will have been increased.



Priorities and Goals

Operating Environment

The operating environment of The Rooms will continue to integrate those functions necessary to achieve the priorities and goals of the Corporation. 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.

1. Management of Collections

The Rooms is the custodian of important collections that tell the story of the people, the land, the art, and the natural history of Newfoundland and Labrador. The care of these provincial treasures is entrusted to The Rooms by the people of the Province. Collections management is a highly technical and complex process, and The Rooms' professional staff are well equipped to deal with the complexities of managing the collections of artifacts, art, and documents.

The major issues for collections are public access, documentation, and managing the storage of a continuously growing collection.

Goal:

By March 31, 2011, The Rooms will have improved public access to its collections as a result of increased documentation, cataloguing and preservation of currently unavailable collections.

Measure:

More collections have been made accessible to the public

Indicators:

- Increased access to collections online
- More collections available for research purposes
- More collections made available for display purposes

Objective:

By March 31, 2009, The Rooms will have reviewed and assessed its currently unavailable collections.

Measures:

- Reviewed and assessed collections

Indicators:

Collections Assessment

- Reviewed and assessed scope of collections
- Needs assessment completed

Processing, Cataloguing and Documenting

- Completed analysis of existing records and documentation
- Storage
- Assessment of environment and storage conditions

By March 31, 2010, The Rooms will have identified and addressed priority collections documentation, conservation and storage areas.

By March 31, 2011, The Rooms will have further addressed priority areas to increase public access and will have identified future collecting strategies.

2. Meaning and Value for Communities

As a publicly-funded cultural institution, The Rooms Corporation will develop meaningful exhibits and programs reflecting the history and culture of the province within a contemporary globalized context. Through exhibits and programs that treat a wide variety of relevant topics and issues, The Rooms will provide value to the public.

Temporary multi-disciplinary exhibits and programs drawing upon the archives, art gallery and museum collections are key to providing meaning and value.

Goal:

By March 31, 2011, The Rooms will have increased opportunities for the public to interact in a meaningful way with the history and visual arts of the province.

Measure:

Increased opportunities for the public to interact in a meaningful way

Indicators:

Increased delivery/access through:

- Increased virtual access to collections
- Current re-capitalization initiative for regional museums completed
- Traveling exhibits increased
- Assist TCR re: the provision of artifacts and documents for the Colonial Building exhibits (on a cost-recovery basis)
- Enhancement of programs and exhibits as demonstrated by:
 - Irish Legacy project completed
 - Temporary collections-based exhibits increased
 - Multi-disciplinary exhibit developed annually



The Nippik Inuit Drummers at The Rooms,
Photo: Sheilagh O'Leary

Objective:

By March 31, 2009, The Rooms will have planned for enhanced outreach and implemented key enrichment projects.

Measure:

Planned for enhanced outreach
Implemented key enrichment projects

Indicators:

Outreach:

- Plan for increasing the number of collections available online
- Detailed planning and completion of the first stages of construction for regional museum upgrades
- Representation on the Department of Tourism, Culture and Recreation's Planning Committee for the development of the Colonial Building

Enrichment:

- Phase I of the Irish Legacy project completed
- 2 new temporary exhibits completed by each of the three collecting divisions of The Rooms
- 1 multi-disciplinary exhibit completed

By March 31, 2010, The Rooms will have implemented priority outreach and enrichment projects designed to increase accessibility.

By March 31, 2011, The Rooms will have increased access and the quality of programs for more meaningful public interaction.



"The Rooms Provincial Archives, B 16-101,
Collecting dried fish, Salvage, Bonavista
Bay, Aug. 1963 / Chris Lund, courtesy of
the National Film Board of Canada"

3. Financial Planning

As a new organization, The Rooms Corporation has the opportunity to increase the level of private-sector support it receives from individuals, foundations and corporations. While annual corporate sponsorship and individual fundraising initiatives to support operations will be phased in over the coming years, the immediate priority will be given to raising the necessary funds to complete the infrastructure of The Rooms.

Goal:

By March 31, 2011, The Rooms will have secured additional sources of revenue in order to fund its proposed capital and other special projects.

Measure:

Secured additional sources of revenue from non-government sources to fund proposed capital and other special projects.

Indicators:

- Increased revenue from non-government sources to fund proposed capital and other special projects.

Objective:

By March 31, 2009, The Rooms will have created a mechanism to move forward with other methods of revenue generation.

Measure:

Development of the mechanism(s) to move forward with other methods of revenue generation

Indicator:

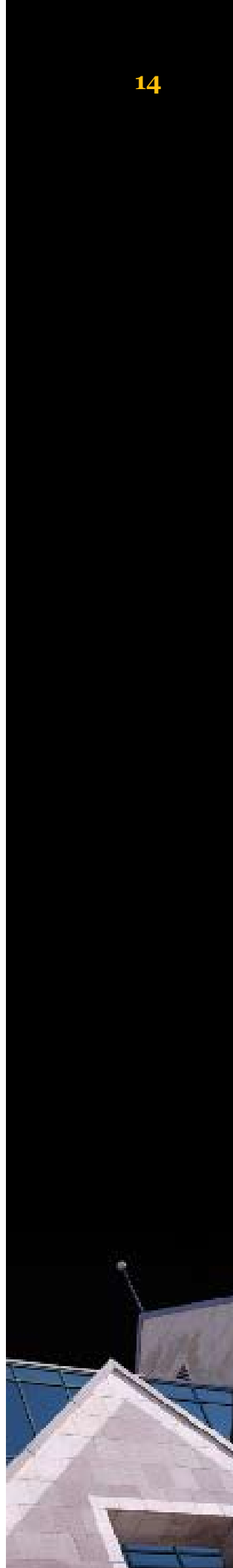
- The Rooms Foundation, or other alternative development mechanism, is in place
- Preliminary component of fundraising campaign plan is in place

By March 31, 2010, The Rooms will have The Rooms' Foundation Board of Directors or Campaign Cabinet in place and will have engaged in focused and sustained fundraising efforts.

By March 31, 2011, The Rooms' Foundation Board of Directors/Campaign Cabinet will have taken significant action towards meeting requirements of the fundraising campaign.



The Rooms Theatre



4. Education and Public Programming

Providing students, youth and life-long learners with an opportunity to explore the history and visual arts of the province is an important component of the legislated mandate of The Rooms. The diversity of The Rooms creates unique opportunities to link the contents of the various collections around a particular theme.

The Rooms currently offers Museum, Art Gallery and interdisciplinary, curriculum-based education programs. It delivers outreach programs through the regional operations and a BMO Financial Group-sponsored travelling education kit. In addition, The Rooms offers a range of public programming activities to youth and life-long learners. The Rooms also works in close partnership with the Department of Education in the design and implementation of the Cultural Connections strategy and components.

Goal

By March 31, 2011, The Rooms will have enhanced educational and public programs to reach students, youth, and life-long learners across Newfoundland and Labrador.

Measure:

Enhanced educational and public programs

Indicator:

- Developed Education and Public Programming Unit
- Updated existing education programs to reflect new Department of Education curriculum
- Developed an additional “edu-kit” and circulated to schools across the province
- Developed youth and life-long learning programs
- Launched Virtual Rooms project, developed in partnership with the Department of Education

Objective:

By March 31, 2009, The Rooms will have developed an Education and Public Programming Unit responsible for implementing priority projects.

Measure:

Developed Education and Public Programming Unit and implemented priority projects

Indicator:

- Developed Education and Public Programming Unit
- Developed an additional “edu-kit” and circulated to schools across the province
- Launched Virtual Rooms project

By March 31, 2010, The Rooms will have developed life-long learning programs and updated educational programs.

By March 31, 2011, The Rooms will have delivered new youth and life-long learning programs.



5. Governance Development

The Rooms Corporation is a *Category 1 Crown Corporation* under the *Transparency and Accountability Act* of the Government of Newfoundland and Labrador. The Board of Directors and staff have adopted a range of governance principles and practices to guide decision-making, consistent with the requirements of good governance practice in the public and cultural sectors. These principles and practices will now be codified and, where necessary, enhanced in light of best practice in the governance field, thereby forming a comprehensive accountability regime for The Rooms Corporation.

Goal:

By March 31, 2011, The Rooms will have fully implemented a comprehensive governance structure to uphold the highest standards of accountability.

Measure:

Fully implemented governance structure

Indicators:

- Management and governance practices of the organization are aligned with an updated governance policy

Objective:

By March 31, 2009 The Rooms' Board of Directors will have adopted a Governance Policy.

Measure:

Adopted Governance Policy

Indicator:

- Governance Policy approved by Board of Directors

By March 31, 2010, The Rooms will have fully implemented the Governance Policy across the Corporation.

By March 31, 2011, The Rooms will have evaluated and updated the Governance Policy.



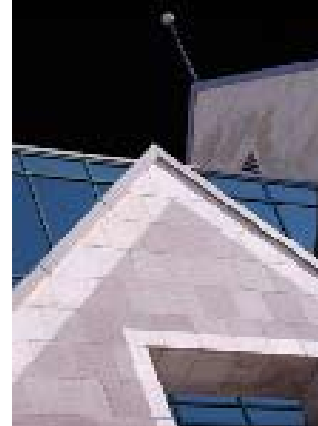
Peter Bell, *Recollections II*, 1988, The Rooms Provincial Art Gallery, Provincial Art Bank 143428

Appendix 1



Innu painted skin coat, c.1775

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.
- (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.



Board powers and duties

8.
 - (1) The board has those powers and shall carry out those duties conferred or required under this Act or another Act of the province and shall implement the policies, systems and programs approved and directed by the minister and the Treasury Board.
 - (2) The board has the general management of the corporation and may exercise the powers of the corporation.
 - (3) The chairperson shall preside over all meetings of the board but during his or her absence or vacancy from the office of chairperson, the vice chairperson or another member elected by the board shall preside over meetings and may exercise the powers of the chairperson at that meeting.
 - (4) The board may employ directors, managers, staff and employees of the corporation in the manner permitted by law as is considered necessary for the operations and purposes of the corporation in accordance with the budget approved by the minister for the financial year in which the chief executive officer, directors, managers, staff and other employees are employed with the corporation.
 - (5) The board may appoint those committees consisting of members of the board or other persons that the board considers necessary for the management of the affairs of the corporation.
 - (6) The board may establish and administer a fund for the purpose of supporting, preserving, programs and educating the public with respect to cultural resources that are determined by the corporation and the directors of its divisions to be of significance to the province.

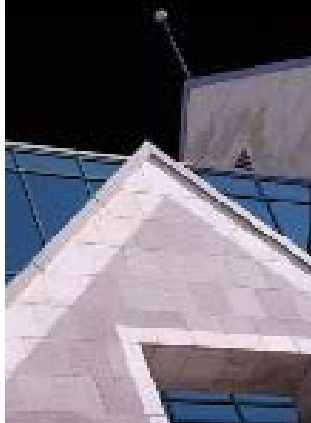


The Rooms Gift Shop

Appendix 2



Ron Bolt, *Flashdance Atlantic*, 2003, Oil on canvas,
The Rooms Provincial Art Gallery Collection 2005.5.0



Government Commitments 2008 to 2011

This appendix provides an overview of the Department of Tourism, Culture and Recreation's Government Commitments 2008 to 2011 which are applicable to The Rooms.

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 applicable to The Rooms are:

- The province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professionals through public and private sector support
- Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, protected and strengthened.
- Sustainable creative enterprises and cultural industries (including heritage industries) are developed.
- Newfoundland and Labrador becomes a multi-season tourism destination.



Giant Squid
Photo: Jamie Lewis

Cultural Heritage:

Strategic Direction: Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, protected and strengthened.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by The Rooms and its stakeholders in the following components which must be addressed to achieve this strategic direction:

Components of the Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in The Rooms		
		Strategic Plan	Operational Plan	Work Plans
Preserving, protecting and strengthening Tangible Cultural Heritage	✓	✓		
Preserving, protecting and strengthening Intangible Cultural Heritage including traditional arts	✓			✓
Support for Cultural industries including heritage industries	✓			
High quality, high standard programs and services			✓	
Aboriginal Cultural Heritage Strategy	✓			✓
Integrating tangible and intangible heritage into Cultural Tourism attractions, special events, products and experiences	✓			✓
Support for The Rooms (public and private sector investment)	✓	✓		

Strategic Direction: Sustainable creative enterprises and cultural and heritage industries are developed.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by The Rooms and its stakeholders in the following components which must be addressed to achieve this strategic direction:

Components of the Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in The Rooms		
		Strategic Plan	Operational Plan	Work Plans
Professional and enterprise development needs	✓			✓
Information and multimedia technologies	✓			✓
Aboriginal Cultural and Cultural Industries	✓			✓
Export of cultural products	✓			✓
Support for The Rooms (public and private sector investment)	✓	✓		

Strategic Direction: The province's vibrant artistic community is recognized for its cultural and economic contributions, and offers stable working conditions to professional artists through public and private sector support.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by The Rooms and its stakeholders in the following components which must be addressed to achieve this strategic direction:

Components of the Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed in The Rooms		
		Strategic Plan	Operational Plan	Work Plans
Professional and enterprise development needs	✓			✓
Recognition of professional artists	✓	✓		✓
Improving working conditions for artists		✓		
Awareness of, and support to, artists and cultural professionals	✓	✓		
Expansion of cultural awareness and curriculum education	✓	✓		
Integrating the arts into Cultural Tourism attractions, special events, products and experiences	✓			✓
Developing private sector partnerships and investment	✓	✓		
Supporting infrastructure for creation, performance, exhibition and conservation.	✓			✓

Appendix 3



The Holloways; Newfoundland's First Family of Photography



The Rooms Corporation

BOARD OF DIRECTORS

Dr. Priscilla Renouf, *Chair*

Mr. Tom Foran, *Vice Chair*

Mr. Rex Anthony, *Treasurer*

Ms. Bobbi Redpath, *Secretary*

Ms. Michelle Baikie

Ms. Dawn Baker

Ms. Lisa Browne

Mr. Stan Hill

Mr. Steve Knudsen

Mr. Brent Meade

Mr. Gary Newell

Ms. Shawn O'Hagan

Ms. Julia Pickard

Mr. Seamus O'Regan

Ms. Lois Skanes



Kids making giant squids
Photo: Jamie Lewis



archives



art gallery



museum

One destination, a million reasons to visit.



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