



AT THE  
**ROOMS**

The Rooms  
Corporation

**Annual Report  
2022-23**





The Rooms  
Corporation

# Annual Report 2022-23

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Margaret Allan, Chair, Board of Directors, The Rooms Corporation of Newfoundland and Labrador.

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# Annual Report 2022-23

## A Message From the Chair of the Board of Directors

I am very pleased to present The Rooms Annual Report 2022-23 which reports the achievements during the third year of The Rooms Corporation's 2020-23 Strategic Planning cycle. This marks the completion of two planning cycles for the organization since I began serving as Chair of The Rooms Board of Directors.

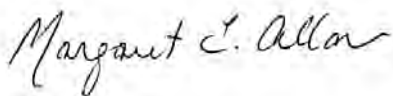
The Rooms Strategic Plan 2020-23, commenced at an unprecedented time in history. The COVID-19 global pandemic, along with recent social justice movements, presented an opportunity for The Rooms and its Regional Museums to deepen their roles within their respective communities, reaffirm existing partnerships and to engage with new audiences. It was a time for the organization to reflect, review, revise and reframe its role within the community. It was also an opportune time to expand The Rooms and its Regional Museums' digital presence, supporting an increased province-wide reach.

The organization recognized that during this planning cycle The Rooms would have been in operation for more than fifteen years, and the Regional Museums much longer than that. The third priority in The Rooms Strategic Plan 2020-23 focused on addressing the risk associated with physical plant upkeep.

The Rooms strategic priorities incorporated the principles of sustainability: economic (revenue), societal (people/programs), and environmental (climate change/physical assets) including its collections. These priorities positioned The Rooms and its Regional Museums to better serve their respective communities and the people of this province by becoming more sustainable organizations.

I am pleased to be able to report on The Rooms achievements during the third and final year of its 2020-23 planning cycle and I look forward to guiding the organization through achieving the first year of its 2023-26 Strategic Plan.

The Corporation is a category one Crown Corporation under the Transparency and Accountability Act of the Government of Newfoundland and Labrador. The 2022-23 Annual Report is submitted in accordance with government's commitment to accountability. It has been reviewed and approved by the Board of Directors, which is accountable for the results reported by The Rooms.



**Margaret E. Allan**  
**Chair, Board of Directors**  
**The Rooms Corporation of Newfoundland and Labrador**





## 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.





Visitors get hands on with our province's plants, animals and wild spaces with Nature Newfoundland and Labrador. Nature Nook is a monthly hands-on session to interact with real specimens like seal pelts, skulls, whale baleen, antlers, moose fur, and a variety of rocks and minerals.



## 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.





Kai Bryan  
Santiago Guzmán  
Daze Jefferies  
Leeroy New  
Mal Parrott  
Eden Potter  
Tabita Rezaire  
Grace Wardlaw

Many authors and artists have used the science fiction genre to navigate and express their hopes and anxieties about the future. Within communities where constant threats exist, looking to the future has always been a strategy for survival. Queer individuals are often placed in a state of uncertainty that can be both physically dangerous and emotionally exhausting. Survival therefore requires considerable energy and foresight.

The exhibition title, "Let's Connect Tomorrow," is a common phrase used to put off conversations, but the artists in this exhibition choose to talk now. Their work presents roadmaps for possible futures that are innately inclusive and queer. Often drawing from science fiction, they reckon with present and future horrors as they explore the delightful possibility of queer bodies simply being able to exist.

Guest Co-Curators: Jason Penney and Cyril Butler

Installation view of the exhibition **Let's Connect Tomorrow** on exhibit from February 11 - May 28, 2023. The exhibition considered the potential metamorphosis that queer identity will experience as we navigate the future and reckon with the past. Artists in this exhibition explored possible realities, speculating about their individual and community's futures.

## Lines of Business

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

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

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

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, travelling exhibits, Regional Museums, virtual access, workshops, and artist 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 education volunteers work with children during a visiting school program.

## 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
- The Office of Indigenous Affairs and Reconciliation
- Indigenous Communities
- Diverse Populations
- Non-resident Visitors
- Young Children
- School-aged Children
- Youth, Post-Secondary Students, and Lifelong Learners
- Families/Households
- Educators
- Artists, Academics, Archivists, and Researchers
- Donors to Collections
- Individual Donors
- Corporate Sponsors





The Rooms Conservator, Miki Lee, shows summer camp participants how to examine a specimen with a microscope.

## 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





View from The Rooms Level 3 Atrium.



## Overview

The Rooms Corporation is a Crown Corporation of the province of Newfoundland and Labrador and steward of the province's archival, art, artifact and natural history collection. 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.

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 is 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 on behalf of the people of the province. As a landmark cultural attraction for the province of Newfoundland and Labrador, The Rooms supports the Department of Tourism, Culture, Arts and Recreation's **Transition. Transform. Thrive. A Tourism Vision and Strategy for Newfoundland and Labrador** and is committed to the strategy's regenerative tourism approach.

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. 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. The collections of The Rooms are stored in climate controlled vaults under a rigorous security protocol.

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

The Rooms maintains a strong online presence via its website [www.therooms.ca](http://www.therooms.ca), and on Facebook @TheRoomsNL; Instagram @therooms\_nl; and on Twitter @TheRooms\_NL.



## **Number of Employees**

The Rooms employs 43 full-time, permanent staff and employs four permanent seasonal staff to operate The Rooms Regional Museums. The Rooms employs a number of hourly staff on an annual basis to support visitor services, the archives reference room and regional operations.

## **Visitation**

The Rooms welcomed 129,160 people through its doors during 2022-23. This included paid admissions, complimentary admissions, student admissions, and visits to the Archives Reference Room, café and gift shop. This compares to 59,550 people through its doors during 2021-22 for an increase of 69,610 or 117 percent.

From April 1, 2022 to March 31, 2023, The Rooms marked the highest annual visitation since the organization began tracking total building visitation in 2017. The previously highest recorded year was in 2017-18 when The Rooms welcomed 127,527 visitors. The Rooms welcomed more than 20,000 visitors during the month of August 2022, the highest monthly total visitation since the organization began tracking total building visitation.

The Rooms has been offering free admission to children twelve and under during Spring Break Week since March 2021. The Corporation saw an opportunity to increase resident visitation during this period as children were off school for a week with few options for families to visit. Now in its third year, the initiative was well received with 3,145 total visits during the week, an increase of 1,595 visitors from the 1,550 total visits during the previous year. The Rooms saw strong visitation on July 1, 2022, welcoming almost 600 visitors between noon and 5 pm; and, again on September 30, 2022, for National Day of Truth and Reconciliation, welcoming almost 1,200 visitors between noon and 5 pm.

Visitation to the three Regional Museums reached 10,831 visitors during the 2022 operating season, an increase of 5,116 more visitors compared to 5,715 visitors received during the 2021 season. The Labrador Interpretation Centre had 2,355 visitors, Demasduit Regional Museum had 5,652 visitors, and the Provincial Seamen's Museum had 2,824 visitors during the 2022 season.

## **Membership**

Membership renewals and new memberships at The Rooms have also increased since 2021-22. From April 1, 2022 until March 31, 2023, 2,066 annual memberships were purchased, compared to 1,245 memberships purchased in the previous fiscal year, a difference of 821 more memberships or a 66 percent increase from 2021-22; 533 memberships were new and 1,533 memberships were renewals. The 2022-23 fiscal marks the highest number of memberships since The Rooms has recorded purchased memberships, surpassing the previous

highest recorded year (2018/19) by 472 memberships. Of these, 2,066 memberships, 256 were purchased online. November was the highest sales month for memberships at 335, followed by December with 295.

## **Paid Parking**

Parking fees are in effect 24 hours a day, seven days a week, for a fee of two dollars an hour. Parking is free for members of The Rooms during regular operating hours. From April 1, 2022 to March 31, 2023, The Rooms collected approximately \$70,226 from paid parking. An increase of \$31,643 from 2021-22 or an 82 percent increase from the \$38,583 collected during the previous year.

## **The Rooms Gift Shop**

The Rooms Gift Shop collected \$522,075 in 2022-23 an increase of \$244,859 or 88 percent from total sales of \$277,216 in 2021-22, making it the highest total sales for The Rooms Gift Shop to date.

## **Reference and Access – The Archives Reference Room**

The main Archives public engagement program at The Rooms is its Reference and Access service – available daily in the Level 3 Archives Reference Room and via contact with The Rooms through email, phone and letter mail. Researchers and those wishing to engage in the collections are provided with one-on-one service, and an individual experience between visitor and staff to discuss and tailor research inquiries, advise on potential content and deliver primary source material for use.

From April 1, 2022 – March 31, 2023, approximately 4,666 individuals visited the Archives. The Archives provided individuals with personal, one-on-one service to assist them in using the province’s archival records. Over 2,700 more reference inquiries were responded to via phone, letter mail or email from people who could not visit The Rooms in person. The Archives processed over 350 new researcher registrations of first-time archives users, and retrieved 9,658 archival items requested by researchers during this year of operations.

## **Revenues and Expenditures**

Please refer to The Rooms Corporation of Newfoundland and Labrador Audited Financial Statements for the year ending March 31, 2023. (Appendix A).





Installation view of the exhibition **At Home: Too Far, Too Close**. This exhibition, created in partnership with the Association for New Canadians features fourteen stories from people who have immigrated to Newfoundland and Labrador from around the world and chose this place as their home. Photographs and objects help tell those stories and illustrate that everyone has a unique story to tell about coming home.

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## Highlights

### Come Home Year

Come Home Year 2022 was an initiative of the Province of Newfoundland and Labrador designed to encourage former residents of Newfoundland and Labrador now living away to come home; remind residents of the province of the wonders here in their own backyard; and, complement ongoing work to attract and expand marketing efforts with non-resident visitors. The Rooms was a key venue for Come Home Year activities.

In support of the Province’s Come Home Year initiative, and in recognition of the additional funding we received, The Rooms provided free admission on the following days and times: June 21, 2022, National Indigenous Peoples Day; June 29, 2022, the seventeenth anniversary of The Rooms; July 1, 2022, Memorial Day and Canada Day; August 3, 2022, Regatta Day; and, September 30, 2022, National Truth and Reconciliation Day. From June 3, 2022 to September 30, 2022, The Rooms offered free admission on Friday evenings between 6 and 9 pm for the months of July and August 2022, The Rooms Regional Museums offered free daily admission for their 2022 season. The Corporation programmed an exciting array of events, including public art installations in the City of St. John’s Pedestrian Mall, **Come Home Year Trivia** nights, **Taste of Home** music and food experience series, the **Global Music Series** in partnership with MusicNL and the Association for New Canadians (ANC), as well as, the **At Home: Too Far, Too Close** exhibition, also in partnership with the ANC.

### At Home: Too Far, Too Close

In early 2022, The Rooms reached out to Memorial University’s Folklore Department to offer students the opportunity to submit a proposal to guest curate an exhibition marking Come Home Year at The Rooms. Folklore PhD student, Eshan Mohammedi submitted the winning proposal and developed the exhibition **At Home: Too Far, Too Close** which opened at The Rooms in late June 2022. **At Home: Too Far, Too Close**, profiled the immigration experiences of 14 participants from around the world who now call Newfoundland and Labrador home. Each participant shared their personal story about immigrating to the province. Photographs and objects helped tell those stories and illustrated the unique experiences participants expressed about coming home. The exhibition afforded The Rooms with an opportunity to reach new and diverse audiences.





Installation view of **Generations: The Sobeys Family and Canadian Art** on exhibit from June 25, 2022 to January 15, 2023.

### **Generations: The Sobeys Family and Canadian Art**

Opening on June 23, 2022, **Generations: The Sobeys Family and Canadian Art** offered visitors a once-in-a-lifetime opportunity to explore one of Canada’s most legendary private collections. Chair of The Rooms Board of Directors, Margaret Allan, and CEO, Anne Chafe, welcomed Rooms donors to a special sneak peek and tour of the exhibition.

The exhibition featured works by early European newcomers, such as Cornelius Krieghoff; titans of Canadian 20th century art, the Group of Seven, Tom Thomson, Christopher Pratt, Alex Colville, David Milne and Emily Carr; a rich display of works by the Quebec Impressionists, as well as Automatiste painters Jean Paul Riopelle and Paul-Émile Borduas; and, leading international artist Peter Doig. Also included were works by more recent trail-blazers, including contemporary Indigenous artists Kent Monkman, Brenda Draney, Brian Jungen and Annie Pootoogook.

Travelling a show of this scale and value to the province was an enormous enterprise and required many resources. The exhibition was made possible through the generous support of the Canada Council for the Arts, with assistance from the Sobeys Art Foundation who contributed \$80,000. The Rooms recorded 36,317 visitors through the exhibition. This number represents 56 percent of total building visitation for the same period 65,103 (this number includes visitors to The Rooms Gift Shop, and The Rooms Café, as well as students attending school programs).

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## Aspidella! A Significant Fossil Comes Home

This past November some of the province's very oldest residents came home to visit when the display **Aspidella! A Significant Fossil Comes Home** opened at The Rooms. At half a billion years old *Aspidella terranovica*, **Newfoundland's Little Shield** is a fossil that contains evidence about early life on our planet. First discovered in downtown St. John's, *Aspidella* was the first fossil ever identified from the Ediacaran period. It is one of the earliest multicellular organisms recorded on the planet. The original specimens were found by geologist Alexander Murray in 1866. He sent them to Canadian paleontologist Elkanah Billings who named and described them as *Aspidella terranovica* in 1872. Extensive media coverage about the exhibition and strong engagement on social media led to the *Aspidella* fossil specimens being donated to The Rooms collection.

## Private John Lambert

In April 2016, during a routine archaeology dig near Langemark-Poelkapelle, Belgium, the remains of four First World War soldiers were found together. Among them a NFLD shoulder flash was found suggesting that one had been a member of the Newfoundland Regiment. The Casualty Identification Review Board and the Canadian Armed Forces reached out to the Royal Newfoundland Regiment for assistance, who in turn requested help from The Rooms, specifically Provincial Archivist, Greg Walsh. Walsh was able to identify living descendants who contributed current DNA to compare to what was discovered. This combination of archaeology, archival research and scientific testing resulted in the positive identification of Private John Lambert.

On June 30, 2022, Private Lambert was buried in the Commonwealth War Grave Commission's New Irish Farm Cemetery in West-Vlaanderen, Belgium, with full military honours. Greg Walsh travelled to France to attend the ceremony alongside Private Lambert's family. His travel was made possible through the generosity of The Rooms patron, Elinor Gill Ratcliffe, who contributed \$10,000. Visitors can now see the items that the Lambert family members donated to The Rooms on display in the Royal Newfoundland Regiment Gallery.





Items donated by Private John Lambert's descendants on display in the Royal Newfoundland Regiment Gallery.



## Occupational Health and Safety at The Rooms

The Rooms Occupational Health and Safety (OHS) Committee met six times in fiscal year 2022-23. The Committee is made up of six members of both management and non-management staff and meet regularly to encourage collaboration between the employer and workers to address health and safety concerns in the workplace. The Committee identifies and evaluates concerns, makes recommendations for corrective action, and promotes health and safety in the workplace to reduce accidents and injuries.

A new and updated Occupational Health and Safety program was developed in 2022-2023 and will launch in Spring/Summer 2023. Based largely on the Government of Newfoundland and Labrador OHS regulations, the plan is currently being formatted to be “Rooms-specific” to reflect its unique facilities and organizational structure.

The dedicated Archives exhibition area outside the Archives Reference Room on Level 3 of The Rooms was upgraded and renovated in late 2022. This was done to improve the functionality of that space for exhibition purposes, and to address some older technology issues as well as a possible Occupational Health and Safety issue identified in 2021.





(Left to right) Anne Chafe, CEO of The Rooms enjoying tea with Tom and Susan (Kent) Foran at the Donor Loyal Tea on May 2, 2022.

## Donor Highlights

### **Cenovus Energy Celebrating Diversity Through Identity Edukit**

This past Giving Tuesday (November 29, 2022), Cenovus Energy reached out to advise The Rooms that its application to create a new teaching edukit had been approved. Funding for this project supports the production of seven edukits for the total amount of \$160,000 over four years.

The new **Cenovus Energy Celebrating Diversity Through Identity Edukits** will employ an inquiry-based learning approach and provide learners with an opportunity to explore and understand how relationships and cultural context shape identity. These physical kits contain object-based resources that can be shipped to educators anywhere in Newfoundland and Labrador free of charge.

The edukits will serve students from all over the province and will help to deliver significant local social impact by providing educational material presenting first person experiences of new immigrants to the province. This program will support improvements in physical and mental health by fostering a sense of belonging for new Canadian students and by expanding awareness and understanding within the existing student population.

### Tom and Susan (Kent) Foran

On May 2, 2022, The Rooms hosted its second annual donor Loyal Tea to recognize Tom and Susan (Kent) Foran for their numerous contributions to the organization. During his more than fifteen years on the Board, Tom served as Treasurer, Chair of the Finance Committee, Chair of the Executive Committee and in 2010 Tom became Chair of The Rooms Board of Directors. The Foran's commitment was further demonstrated through three major personal gifts to The Rooms including the funding for the exhibition, **Talamh An Éisc: The Fishing Ground** located on Level 4 of The Rooms; the **Tom and Susan (Kent) Foran Classroom**; and, this past fall The Rooms was among the first recipients of \$25,000 from the newly established **Thomas and Susan (Kent) Foran Family Foundation**. The contribution will go towards re-establishing The Rooms tots program, **Big Fun for Little People**, which was paused when The Rooms ceased public programs in March 2020. Established in 2007, the program provided parents, grandparents and caregivers the opportunity to spend an engaging hour with their little ones each week. Designed for children aged zero to four, this program has been among the most popular and most requested ongoing public program offered by The Rooms. The revised program will have an expanded focus, using the magic of playtime to explore movement through games, obstacle courses, circle time and group activities and is scheduled to recommence this coming spring.

### Browning Harvey Limited

The Rooms is grateful that Browning Harvey Limited considered our organization as part of its annual giving for 2022. In mid-December the organization received a donation of \$15,000 in recognition of the work The Rooms does for its community.

Browning Harvey identifies Arts and Culture as a support area for their corporate giving – recognizing the important role they play in the enhancement of our community.

This contribution helps The Rooms to build, care for, and display our significant collections of art, artifacts and archival material and to offer exciting education and public programs, enabling us to offer our visitors an enriched experience.

### Corporate Sponsorship Donations

Between April 1, 2022 and March 31, 2023, The Rooms recognized \$335,000 in financial contributions from corporate sponsorships including \$50,000 from Scotiabank, and \$100,000 from BMO. The Rooms also received \$185,000 from Chevron, an annual installment that is part of a three-year commitment of \$492,226 in funding for the administration of the Chevron Open Minds at The Rooms program.

The Rooms is grateful to its sponsors and donors for their contributions.





The **Digital Access to Heritage: Sharing Collections** in the Round project will create a bank of 3D images of artifacts from the Indigenous Peoples collections cared for at The Rooms. Access to heritage through artifacts will be first realized within the communities that the artifacts in The Rooms collection originated from. These Innu Tea Dolls, created by Matinen Michelin, of Sheshatshiu, in 2000, are an example of artifacts to be included.

## Grants

### Federal Government Funding

The Rooms recognized \$1,183,368 during 2022-23 for which it has received \$495,274 in federal government funding from the Canadian Heritage **Canada Cultural Spaces Fund; Digital Access to Heritage;** and, from the Canada Council for the Arts **Engage and Sustain Core Funding Program.**

The Canada Cultural Spaces Fund (CCSF) supports the improvement of physical conditions for arts, heritage culture and creative innovation. The Fund supports renovation and construction projects, the acquisition of specialized equipment and feasibility studies related to cultural spaces and has enabled The Rooms to make building infrastructure improvements along with renovations to add a new rental and programming space for education and public programming; and, supported the purchase of specialized Audio Visual equipment to improve the delivery of online/virtual and in-person education and public programming.

### Digital Access to Heritage: Sharing Collections in the Round

The Rooms has received a multi-year commitment of a Museums Assistance Program (MAP) Digital Access to Heritage grant funding of \$100,262 to be applied between 2022-24 (\$17,469 was recognized during the fiscal year 2022-23 and \$82,793 is anticipated to be received during the fiscal year 2023-24). **Sharing Collections in the Round** will create a bank of 3D images of artifacts from the Indigenous Peoples collections cared for at The Rooms. Access to heritage through artifacts will be first realized within the communities that the artifacts in The Rooms collection originated from. As repatriation continues to be discussed, having the detailed scans for reproduction, backup and use in other venues will be an asset. By working with the communities in the selection process of the artifacts to scan there is an opportunity to preserve the traditional knowledge about what makes the artifacts selected special and worthy of this level of scanning. Finally, the goal with this project is to build capacity both at The Rooms and within the partner communities to have the skills and knowledge to continue this work beyond the project.



## Canada Council for the Arts

The Canada Council for the Arts, reporting to Parliament through the Minister of Canadian Heritage, is a national arm's-length agency that fosters the development of the arts in Canada through grants, services and awards to professional Canadian artists and arts organizations, as well as administering scholarly awards.

In April 2019, The Rooms received notification from the Canada Council for the Arts that its core grant application to the Artistic Institutions component of the **Engage and Sustain Program** was successful. The Peer Assessment Committee that evaluated The Rooms application recommended it for financial support to the amount of \$945,000 over a six-year period. Fiscal 2022-23 was the final year of the four year period. 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.

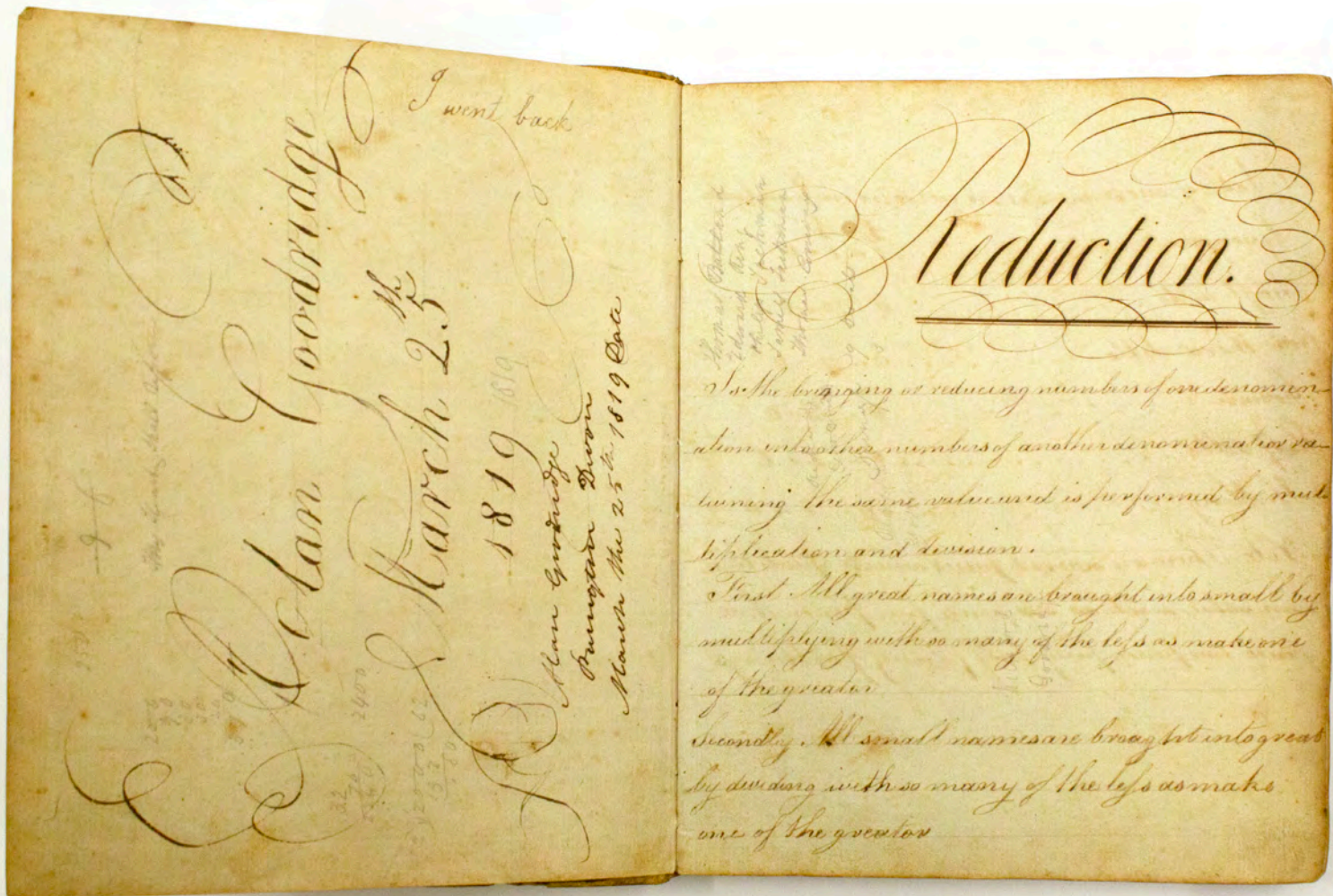
## Provincial Government Funding

In addition to its annual operating grant, the provincial Department of Tourism, Culture, Arts and Recreation committed \$200,000 in matching funding towards the Federal Department of Canadian Heritage Canada Cultural Spaces Fund. The department also contributed \$213,500 for **Come Home Year** program funding as well as \$70,000 towards the purchase of Indigenous artworks for the **Provincial Art Bank** program. An additional contribution of \$100,000 was received by the **Provincial Art Bank** program to assist with the procurement of works by Indigenous artists for the new courthouse in Happy Valley-Goose Bay. The Department of Education committed \$37,570 towards the delivery of **Responding to and Reflecting Artworks**, a virtual initiative supported by the **Cultural Connections: A Provincial Arts and Cultural Strategy**.

## **International Grenfell Association (IGA)**

During the 2022-2023 fiscal year, the International Grenfell Association provided The Rooms with \$46,600 in grant funding via its annual grant application program. This funding was used for salary support to allow The Rooms to hire a dedicated Archives Technician to work on IGA-specific collections at The Rooms, as well as newly-acquired material that related to the IGA and Sir Wilfred Grenfell in The Rooms holdings. The project concluded in March 2023 with over 2,000 new descriptions available to the public for the first time, as well as other cataloguing tools created to assist with using these valuable archival collections. The support from the International Grenfell Association is very much appreciated by The Rooms, and is key to helping the institution achieve its mandate to preserve and make these records available to researchers worldwide.





A recent donation to The Rooms of a book kept by Alan Goodridge as a schoolboy in Devon, England. Alan Goodridge & Sons was a Newfoundland mercantile firm, with its origins in the early nineteenth century.



## Acquisitions

### Acquisitions Highlights

The following list represents highlights of acquisitions added to The Rooms collection during fiscal year 2022-23:

- A pair of handmade Innu snowshoes (bear paw style) made by a resident of Davis Inlet in 1965-66. Donated by a member of the public who worked in North West River in the 1960s.
- A coat that was made by Mrs. Bella Lyall in Nain in 1966. The lining is made of parachute silk repurposed from a Christmas toy drop by unit(s) from USAF Goose Bay as part of a Christmas tradition.
- Three Moravian books, two Bible translations in Inuttitut and a medicinal book titled “Dewey’s Arzneiwirkungslehre” in German; plant / medicinal publication, by Leipzig Dr. Willmar Schwabe 1912. These books would have been used at the Mission Houses in Labrador.
- New digital records of Newfoundland and Labrador service members with the Canadian Expeditionary Force were obtained from researcher Alistair Rice.
- Eight donations of First World War material; this included the First World War NFLD Uniform badge that belonged to Pte. John Lambert, along with the crucifix and Canadian flag that draped his coffin. This story received considerable national attention.
- A Permanent Waving Machine made by C. Nestle Co. from Brennan Barber Shop. The device had been used in the barber shop’s location on Water Street since 1961.
- A gold Henry VI quarter noble minted in London between 1422 and 1427 was submitted via the Provincial Archaeology Office. The coin was found on a beach in Little St. Lawrence on the South Coast of Newfoundland. This story received national media attention as the coin may be the oldest-known English coin found in an archaeological context in Canada.
- The Memorial Stadium Clock – Memorial Stadium was a 4,000 seat arena near Quidi Vidi Lake which opened in 1955. It closed in 2001 and remained empty until 2006 when the building was sold to Loblaws who opened a supermarket in the location. Many people have memories of this clock as it marked the beginning and ending of skates and other events. The clock has been installed in the **Here, We Made a Home** exhibition in the Elinor Gill Ratcliffe Gallery on Level 4 of The Rooms.



- First World War Collection – Originally owned by Sydney Rendell, Soldier #2163 of the Royal Newfoundland Regiment, these artifacts were found in a trunk that had been stored in the family home upon Sydney’s return from the First World War. The trunk was discovered by Bruce Rendell, Sydney’s grandson, when he was preparing the family home for sale. This collection received widespread media attention as it is rare to find a collection untouched and it included several textile pieces that usually do not last as they are generally worn out through use. Items included a uniform jacket, a helmet, gloves, scarf and socks, a belt with trade badges, military booklets and uniform badges and buttons.
- Rare photographs of one of Newfoundland and Labrador’s most elusive Governors (Henry Maxse) and his wife (Auguste Maxse).
- Archives Description/Cataloguing staff recently completed an updated and detailed survey of existing backlog collections (material accepted into the collections but not yet available). Updated inventories will allow for future planning and prioritizing as to what will be worked on, when and what level of access is required to make it publicly usable.
- The Archives, with the assistance of volunteers, undertook the transcription of thousands of pre-1900 parish records of baptisms, marriages and burials. The goal of this project was to make these records easier for genealogists to search and use, and to allow these records to be included in a dedicated genealogy section on a new Rooms website.
- The Rooms Art Gallery Permanent Collection acquired 52 artworks through purchases and donations. An additional 48 artworks were acquired this year for the **Provincial Art Bank** program.
- Bonnie Leyton collection –The Rooms was invited by the family of Bonnie Leyton to view her artwork archive and her personal art collection. An acquisitions committee completed a review of these works and the family has donated 134 works including 94 Bonnie Leyton sketches, sculptures and paintings, as well as 40 works by significant and emerging Newfoundland and Labrador and Canadian artists. These artworks are currently being appraised.

- John Crosbie Perlin Estate – In October 2022, the province lost one of its biggest ambassadors of arts and culture with the passing of John Crosbie Perlin. The Rooms has been in discussions with Mr. Perlin’s estate executor reviewing and assessing the items offered in Mr. Perlin’s bequest. There are 70 artworks under consideration, many of these works would fill gaps in The Rooms holdings. The collection includes significant pieces by Christopher Pratt, Mary Pratt, Helen Parsons Shepherd, Reginald Shepherd, David Blackwood, Barbara Pratt, Scott Goudie, Grant Boland, and Jerry Evans. Several works have been identified for Canadian Cultural Property Export Review Board (CCPERB) certification.

## **Listing and Re-housing Project – Justice and Defence Collection**

An ambitious project to rehouse, relist, reorganize and improve access to a large collection of Justice and Defence files was undertaken in 2022-23. These records required intensive physical arrangements to prepare them for public access. Work included re-housing, re-boxing, removing any damaging or unnecessary fasteners (brass tacks, staples, straight pins) and creating a digital list. These miscellaneous military service records document Newfoundlanders and Labradorians who served with a variety of military branches, corps and divisions including the Royal Canadian Air Force, Royal Canadian Navy Volunteer Reserve, Royal Canadian Engineers, Canadian Infantry Corps, Royal Canadian Naval Auxiliary Personnel and a variety of United States Army and Marine units.



## Partnerships

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

As a Category 1 Crown Corporation of the Government of Newfoundland and Labrador, The Rooms is accountable to the Minister of Tourism, Culture, Arts and Recreation through The Rooms Board of Directors. Funding received from TCAR sustains operations of The Rooms each year. The Rooms works closely with the department on the following shared commitments: the **Provincial Art Bank** program of the Government of Newfoundland and Labrador; the restoration of the Colonial Building; the development of the Cultural Action Plan; and, The Rooms continues to provide and manage collections for the ten Provincial Historic Sites.

### **Department of Education, Kindergarten to Grade 12**

The Rooms in-person education programs resumed Fall 2022 and The Rooms was able to offer programs with classes onsite. The Rooms welcomed 3,500 students from kindergarten to grade six onsite between September 2022 and March 2023, the organization received approximately 1,970 in-person visits from school children from 23 schools participating in curriculum-linked education programs, and from April 1, 2022 to March 31, 2023, more than 10,000 students engaged with The Rooms in online education programs.

### **Five Fine Arts Fridays Educational Series**

Inspired by COVID-19 life, the Department of Education (EDU) engaged community arts organizations to bring curriculum-based arts and cultural learning opportunities to the K-12 public schools across the province. The Rooms was pleased to be able to offer this program for a second year, the 2022-23 school year. This virtual initiative, supported under the Government of Newfoundland and Labrador's Cultural Connections: A Provincial Arts and Cultural Strategy, was intended to engage students and teachers in interactive sessions facilitated by professional artists that explore the province's arts and culture.

Five local creatives, including performing and visual artists, were asked to discuss their artful practice and select and discuss five artworks from The Rooms collection. Video resources of these interviews and lesson plans were created and facilitated by The Rooms Education and Public Programming Educator, Jason Sellars, who hosted a live-streamed class with each of the five participants that reached teachers and students across the province. Participants included Kai Bryan, Mike Gough, Nelson White, Kym Greeley and Santiago Guzman.

## The Rooms Travelling Edukits

There were 17 requests for The Rooms Travelling edukits between April 1, 2022 and March 31, 2023. There are four different edukit themes with multiple copies of each kit available for use each school year. Themes include the **BMO UpRooted: Resettlement in Newfoundland and Labrador Edukit**; the **BMO Cultural Expressions Edukit**; the **BMO First World War Edukit** and the **Healing and Commemoration Edukit** which had been introduced in spring 2021.

## Memorial University Faculty of Education

During the 2022-23 fiscal year, The Rooms participated in several education programs with Memorial University's Faculty of Education including the **MakerFaire Three: Mapping Children's Voices through Community, Education and Heart** program. MakerFaire school programs took place between April 1 – June 3, 2022 with 302 students from Holy Cross, St. Andrew's, St. Teresa's, Ecole des Grands Vents, and the Association for New Canadians participating. In June 2022, classes came in person to take part in an exhibition of the work they created for the Makerfaire program.

In addition to school programs, The Rooms and Memorial University's Faculty of Education partnered to offer several public programs between April 1, 2022 and March 31, 2023 including: **Reading, Writing and Religion: A Brief History of Teacher Education in Newfoundland and Labrador**; **Teaching and Learning during Pandemic Times**; a curatorial tour for educators; **Enhancing Children's Voices**; a MakerFaire event; a MakerSpace program with artists: Jennifer May Newhook, Malin Enstrom, Jenelle Duval, and Duncan Major; a workshop with Janice Hertel; a Keynote address by Dr. Steve Burton from UK; and, a panel discussion with local educators.

## Newfoundland Symphony Orchestra (NSO)

The Rooms continued its partnership with the NSO and was pleased to be able to offer seven in-person programs and three virtual programs between April 1, 2022 and March 31, 2023 with 210 students participating. **Newfoundland and Labrador Musical Heritage Connections** was delivered in The Rooms **Here, We Made a Home** exhibition and **Musical Connections with Nature in Newfoundland and Labrador** was delivered in The Rooms **Connections** gallery where students joined musicians of the NSO virtually to explore the world of music and create their own soundscape.





Members of the Inuit Drumming Group **Drummer's Heartbeat** from Lake Melville School in North West River, Labrador perform at The Rooms in St. John's at the opening ceremonies for Sharing Our Cultures.

## Art Gallery of Ontario (AGO) – Online School Programs

The Rooms partnered with Art Gallery of Ontario on the **AGO Schools: Art Beyond Borders**. Students explored interconnectivity through exchanges with partner institutions that provide opportunity for cultural exchange and artistic expression. The Rooms education and public programming unit delivered four online programs in November and December 2022. The four programs included November 17, 2022: students viewed the David Blackwood print **Fire Down on the Labrador**, from the AGO collection, and compared it to archival photography of icebergs from The Rooms collections; on November 24, 2022: students participated in a contour drawing activity featuring Erve Manuel's Ice Shed artwork; on December 7, 2022: students viewed Gerry Squires painting of St. John's Narrows from The Rooms collection, and compared the painting to the live streamed view of the same subject; and, on December 8, 2022: students participated in a slow stitching activity, featuring artworks by artist Kelsey Street. More than 9,700 students from across Canada and internationally participated in these virtual programs.

## Chevron Open Minds Program

**Chevron Open Minds** at The Rooms is an innovative school program engaging students, teachers, parents and content experts to collaborate for a week of object-based, hands-on, experiential learning to deepen connections within the community. Since 2010, The Rooms has continued to receive funding from Chevron Canada for the administration of the **Chevron Open Minds** at The Rooms program.

## Sharing Our Cultures

In 2023, Sharing Our Cultures celebrated its largest year since its partnership with The Rooms in 2010. Over 100 high school students were involved in the delivery of the four-day program. The opening ceremony saw 672 people from the public in attendance, including remarks from her Honour, The Honorable Judy Foote, Lieutenant Governor of Newfoundland and Labrador. The program saw more than one thousand students in attendance with 988 visiting Grade 6 students and approximately 100 presenting high school students. In addition to the regular public and school programs, Sharing Our Cultures premiered a documentary that interviewed high school students in the province about their real-life experiences with racism in Newfoundland and Labrador.





Musicians perform in the Fortis Courtyard and Amphitheatre during the Global Music Series.



## **Global Music Series – (ANC, MusicNL)**

The Global Music Series was an initiative between the Association for New Canadians (ANC), MusicNL and The Rooms to showcase new Canadian musicians who had established careers in their former communities and introduce them to a new audience in their new community.

August 2022 was the second year of the program which had been piloted in August 2021. The weekly music series featured free concerts by musicians from all over the globe, every Wednesday evening in August.

ANC approached The Rooms to be the venue for the series and brought MusicNL onboard to support the new Canadian musicians by connecting them with Newfoundland and Labrador's music industry. By creating a market for music from all around the world, the series helped to raise the profile of the musicians and provided an income for them. It also helped to expand The Rooms audience.

The **Global Music Series** celebrates the diversity of talent in our community. The program was an opportunity to expand people's understanding of who lives in Newfoundland and Labrador and to engage with the global conversation about inclusion, diversity, equity and anti-racism. This series was diverse in terms of who is delivering tourism services and who is consuming tourism services.



### **ABC Life Literacy and the Learning at the Museum Program**

In the fall of 2022, The Rooms began a partnership with ABC Life Literacy Canada (ABC) to offer the **Learning at the Museum** program onsite at The Rooms. ABC is a national charitable organization that champions literacy by empowering adult learners, raising awareness, and supporting the adult learning sector. The Learning at the Museum program was created by ABC to increase learner confidence in cultural activities by making cultural spaces more accessible. ABC has been working closely with The Rooms staff on the development of this project.

Museums are important places in communities where people come together to share stories and experiences. This pilot project provides an entry point into learning for vulnerable adults and their families who may not currently feel connected or engaged with cultural institutions as a community resource that they can access.

The program fosters increased confidence in adult learners encouraging them to participate in cultural activities with their families by making these spaces more accessible through interactive workbook-based workshops and custom family literacy activities. Museum staff have also received relevant, immediately-applicable training to deliver the Learning at the Museum program using the custom workbook and family literacy materials to better understand how to engage and work with adult learners.

During 2022-23, programs were offered to participants in the following groups: Stella's Circle, Choices for Youth, The Gathering Place, Rabbit Town Learners, the Association for New Canadians, Easter Seals, Inclusion NL, and Quadrangle.

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### **The St. John's International CircusFest**

Building on the success of the previous year's event, The Rooms partnered with the St. John's International CircusFest for a second year to offer, **A Night at The Rooms** immersive circus experience. This year's event benefited from learning from the previous year's event incorporating structural engineering, building-wide lighting and sound, and, specialized floor mats. Modifications to event capacity and audience experience were made to ensure maximum enjoyment for an almost sold out audience.

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## Nunatsiavut Government

During the fiscal year 2022-2023, two memorandums of understanding were drafted between The Rooms and the Nunatsiavut Government regarding the joint care, custody and control over two very important Indigenous collections – a newly acquired set of Moravian mission glass lantern slides, as well as the James Andersen Collection of images and film, which documents several decades of life on the coast of Labrador.

### Department of Crown and Indigenous Relations and Northern Affairs: Healing and Commemoration Partnership

The Rooms concluded its partnership with the Federal Department of Crown Indigenous Relations and Northern Affairs Canada (CIRNAC) in 2022-2023. This project aimed to capture and preserve the stories of students who attended the residential schools in Newfoundland and Labrador, as well as to mount a dedicated exhibit at The Rooms about these individuals' experiences. Additional work completed involved the creation of related Edukits and a teacher resource guide to supplement the collections and exhibit work.

### Inuit Futures in Arts Leadership: The Pilimmaksarniq /Pijariuqsarniq Project

This project is an initiative that aims to support Inuit and Inuvialuit in Canada in their pursuit of higher education and professional opportunities in all aspects of the arts and humanities. Mentors include Inuit and other partners across Canada who are committed to ensuring that Inuit students receive high level training and meaningful opportunities in all aspects of academia and professional practice across the arts, including film, theatre, the visual arts, museum studies, curatorial practice, arts administration and other areas.

From April 1, 2022 to March 31, 2023, The Rooms programmed nine exhibitions featuring 39 Inuit artists, the largest being **Helping Hands: 30 Years at Kinngait Studios** featuring 27 artists, with the introduction text translated into Inuktitut. Three other exhibitions were solo exhibitions featuring **Eldred Allen**, **Couzyn Van Heuvelen**, and **Mark Igloliorte**. The following exhibitions included works by Inuit artists **Generations: The Sobey Family and Canadian Art** featured works by Annie Pootoogook; **Tangible Crafting the Future on the 50th Anniversary of the Craft Council of Newfoundland and Labrador** featured artist Inez Shiwak; **In the Making** featured works by artist Billy Gauthier, Daniel Rumbolt and Dinah Andersen; Art Gallery Level 3 Vitrines featured artist Elias Semigak; and, works by Dinah Andersen, Katelyn Jacque, Jessica Winters, Shawn Rumbolt and Elias Semigak were featured in an exhibition at the Colonial Building.



## Art Bank Program

Established by Cabinet in 1982, and now managed by The Rooms with dedicated funds provided annually by the Department of Tourism, Culture, Arts and Recreation (currently \$75,000), this program is designed to recognize and promote Newfoundland and Labrador artists by placing their original artworks in public buildings.

There were 96 artists who made submissions to the program in 2022-23, including 40 artists from outside St. John's. A total of 233 artworks in various media were submitted for consideration. The Art Bank Jury consisted of Sheilagh O'Leary (St. John's, member of Qalipu First Nation), Tangiene Martin-O'Hara (Corner Brook) and Amanda Penny (St. John's). Jury members were nominated by the wider community and affirmed by The Rooms staff. The jury met virtually to review submissions in late October.

A total of 22 new artworks totaling \$72,145 were purchased for the Art Bank Collection. Remaining funds in the program this year were committed to framing, shipping, travel for installation staff and collection maintenance costs.

Highlights from this year's selection include new artworks by Indigenous artists Meagan Musseau, Jessica Winters, and Alex Antle as well as purchases of works by emerging artists or artists new to the collection including Bruce Pashak, Devanshi Jagota and Craig Francis Power. Ten of the selected artworks are by artists based outside of St. John's.

A special call was issued in May 2022 for artworks by Indigenous artists. For this special call, 66 artists made submissions, including a number of artists from Labrador. The jury consisted of Chantelle Andersen (Evans) from Nunatsiavut, Emily Critch from St. John's, and Megan Samms from Codroy Valley-Doyles. Jury members were nominated by the wider community and affirmed by The Rooms staff. The jury met virtually to review submissions in July.

A selection of 26 new artworks by 16 Indigenous artists was purchased at a total of \$59,750 for the Art Bank Collection. Remaining funds in this special call cover other program costs such as jury fees, framing and shipping.

### Artists in Residence

Through partnerships with Parks Canada and the Landfall Trust, and with funding from the Canada Council for the Arts, The Rooms offers artist residencies annually during the summer at Kent Cottage, Brigus, Gros Morne National Park and Terra Nova National Park. However, these residencies have been postponed due to COVID-19 related travel restrictions.

### CEO Shared Commitments

The Rooms CEO is a member of the Department of Tourism, Culture, Arts and Recreation's Cultural Action Plan Advisory Committee, as well as the Department's Working Group on Monuments and Observances. The CEO is a member of the Canadian Arts Summit Committee and participated in the national Business/Arts virtual event held April 25-28, 2022. In October 2022, the CEO hosted a reception to mark the exhibition **Generations: The Sobey Family and Canadian Art** for the Empire Group of Companies and in November 2022 the CEO attended the Canadian Art Museum Directors Organization's annual meeting and Art Toronto, as well as, the Sobey Art Award Gala in Ottawa at the National Gallery of Canada.

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The Rooms 2022-23 Annual Report includes results for the third year objectives performance measures, and, as the final year of a three-year reporting cycle, this report also includes results for the three-year goals performance measures.





A visitor enjoys the magnetic artifact board in the **Here we Made a Home** exhibition in the Elinor Gill Ratcliffe Gallery on Level 4 of The Rooms.

## Outcomes of Objectives

### Issue 1: Reflect, Review, Revise and Reframe its Role

In March 2020, on the eve of its fifteenth year, the Corporation found itself amidst a global pandemic, forcing the temporary closure of cultural institutions around the world. At this time, the intersection of a milestone year and iconic world event provided ideal conditions for The Rooms to reflect on the institution it has been over the past 15 years and review its programs and services. The Rooms identified an opportunity to revise what the institution could be moving forward, and has used this time to reframe how it wishes to be viewed locally, provincially and globally.

Over the past three years, The Rooms and its Regional Museums have evaluated their audiences – identified repeat, new and diverse audience segments to attract moving forward – and have developed a plan to reframe the Corporation as a visitor-focused, emotionally, physically and intellectually accessible institution that engages with diverse populations, in particular, the Indigenous Peoples of Newfoundland and Labrador.

The positive impacts of reframing The Rooms and its Regional Museums as a visitor-focused, emotionally, physically and intellectually accessible institution that engages with diverse populations, in particular, the Indigenous Peoples of Newfoundland and Labrador, supports the government's strategic directions for a better economy, healthier people and a brighter future.



### Third Year Objective (2022-2023):

By March 31, 2023, The Rooms and its Regional Museums will have implemented a plan to reframe the Corporation as a visitor focused, accessible institution that engages with diverse populations, specifically the Indigenous Peoples of Newfoundland and Labrador.

The indicators for the third year objective are:

The Rooms will have revisited and revised its mission statement;

- The Rooms has revisited and revised its Mission Statement. A draft Mission Statement was presented to The Rooms Board of Directors at the December 2022 board meeting.
- The revised 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.** – was approved by the board in March 2023.
- The new mission statement has been included in The Rooms Strategic Plan 2023-26 and has also been included in the introduction of this report.

Recommendations from the accessibility audit will have continued to be implemented;

- The Rooms has continued to implement recommendations from the 2019 accessibility audit. This audit primarily focused on issues of mobility access. The Rooms has expanded the focus of its accessibility improvements to include visual, hearing, learning and cognitive, and mental health accessibility. Some of the recommendations in the report pertained to temporary exhibitions that are no longer applicable. Of the remaining recommendations more than 70 percent have been completed.
- The Rooms Technology and Innovation Committee have reviewed the permanent gallery spaces and common public spaces and have created a working list of recommended accessibility upgrades to these spaces. More than 90 percent of identified recommendations were completed during fiscal 2022-23, including:
  - New automatic doors have been installed on all galleries.
  - New audio visual equipment upgrades afford improved listening capabilities for those who are hard of hearing.



- Assisted listening devices are available upon request for visitors to use during programs offered at The Rooms.
- Additional sound cones have been installed in the Royal Newfoundland Regiment Gallery to improve sound direction and audibility of audio experiences.
- Closed captions have been added to existing video content within permanent exhibition galleries.

The Rooms will have grown its relationship with the Indigenous Peoples of Newfoundland and Labrador; and,

- First Light celebrated the tenth year of its Spirit Song Festival this past November. The Rooms was delighted to participate in the festival for the first time and hosted two sold-out programs.
- The Canadian Museums Association **Moved to Action** Report was released in September 2022. This report is in response to the Truth and Reconciliation Commission's Call to Action #67 provided key recommendations for cultural institutions to follow in their efforts to decolonize. The Rooms Staff were provided with the report and training was developed and presented.
- Ten members of The Rooms staff participated in the Canadian Museums Association annual conference in February 2023. This year's virtual conference theme was **Moved to Action**. The conference was Indigenous-led and all sessions featured presentations by Indigenous museum professionals from across Canada.
- The Rooms is the current steward for thousands of artifacts from Innu, Inuit, Mi'kmaq and Southern Inuit cultures. Collections access by members of Indigenous communities is challenging given the great geographical distance between their home **communities** and The Rooms in St. John's. **The Canadian Heritage Grant Project Digital Access to Heritage: Sharing Collections in the Round** provides the Corporation with the ability to scan artifacts selected by participating Elders, youth and other knowledge keepers, using 3D technology to generate a bank of images that the province's Indigenous communities and The Rooms can use in a variety of ways. This project is a capacity building opportunity both here and within partner Indigenous communities to develop skills and resources for future projects.



- Come Home Year Funding received from the provincial government during fiscal 2022-23 included \$70,000 for The Rooms to create an Indigenous Cultural Liaison Position. Reporting to the Director, Art Gallery, Museums and Visitor Engagement, the Indigenous Cultural Liaison Officer will work with The Rooms staff to enhance programs, access and connection with Indigenous peoples and communities in Newfoundland and Labrador. The Indigenous Cultural Liaison Officer will also liaise with Indigenous organizations and governments, building on relationships between The Rooms and communities, educators, knowledge-keepers, artists and creators to assess opportunities for collaboration and knowledge sharing; advise on and develop public and educational programming that enhances knowledge, understanding and connection to diverse Indigenous histories, cultures and ways of knowing; advise on and develop programs and protocols that improve access to and engagement between Indigenous peoples and communities and The Rooms, its collections and programs. This position was advertised in early March 2023 and will be filled in the new fiscal year.

An effective marketing strategy that promotes an emotional connection or the visitor will have been developed.

- An updated marketing strategy promoting an emotional connection for the visitor was developed during 2022-23.
- The previous Marketing and Communication Plan had been developed during the 2017-20 planning cycle and incorporated the Strategic Priorities of The Rooms Strategic Plan 2017-20. The new plan updated past communications strategies to meet the Strategic Priorities of The Rooms 2020-23 Strategic Plan and an updated strategy that incorporated insights and new learning from the following documents was developed:
  - A research plan to identify and better understand our current and potential audiences;
  - A plan to incorporate a Mental Health lens for visitor experiences;
  - An action plan to reach and engage diverse populations;
  - Idea Factory bi-annual digital advertising reports on the results of The Rooms Digital Advertising Campaigns from 2019-2022;
  - The Rooms Social Media Approach 2020 from the Idea Factory;
  - The Rooms Advertising Plan RFP from Idea Factory; and,
  - The Rooms Digital Strategy.

- The Canadian Museum Associations **Moved to Action** report in response to the Truth and Reconciliation Commission's Call to Action #67 provided key recommendations for cultural institutions to follow in their efforts to decolonize. These insights also provided important guidelines.
- An Advertising Plan RFP was awarded to Idea Factory in June 2022 and a new Advertising Plan was presented in July 2022.
- An RFP for a new website for [www.therooms.ca](http://www.therooms.ca) was awarded in September 2022 to Blaze Studios. Website objectives and audiences have been identified and Information Architecture has been approved.
- A new brand campaign and membership campaign were launched in February 2023. Both campaigns featured diverse, inclusive imagery with affirming, welcoming messaging.

#### Discussion of Results:

The Rooms has revisited and revised its mission statement; further implemented recommendations from the accessibility audit; The Rooms and its Regional Museums have continued to grow their relationships with the Indigenous Peoples of Newfoundland and Labrador; and, an effective marketing strategy that promotes an emotional connection for the visitor has been developed and implemented. These initiatives have advanced the Corporation's objective to reframe itself as a visitor-focused, accessible institution that engages with diverse populations, specifically the Indigenous Peoples of Newfoundland and Labrador.



### Three Year Goal (2020-23)

By March 31, 2023, The Rooms and its Regional Museums will have reframed the Corporation as a visitor-focused, accessible institution that engages with diverse populations, in particular, the Indigenous Peoples of Newfoundland and Labrador.

The Rooms will have revisited and revised its mission statement;

- The Rooms has revised its 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, was approved by the board in March 2022.

Recommendations from the accessibility audit will have continued to be implemented;

- Over the past three years, The Rooms has continued to implement recommendations from the 2019 accessibility audit completing more than 70 percent of recommendations. The organization strives to continue to deliver more accessible programming and to make available more accessible spaces.

A research plan to identify and better understand our current and potential audience will have been developed and implemented;

- A research plan to identify and better understand our current and potential audience was developed in 2021-22 and continued to be implemented in 2022-23. Insights from this plan were instrumental in developing and implementing an effective marketing strategy that promotes an emotional connection for the visitor.

A plan to incorporate a mental health lens/focus for visitor experiences will have been developed and implemented;

- A plan to incorporate a mental health lens/focus for visitor experiences was developed in 2021-22 and continued to be implemented in 2022-23. Information learned in the development of this plan helped shape the development of an effective marketing strategy that promotes an emotional connection for the visitor.

An action plan to reach and engage diverse populations in-person and virtually will have been developed and implemented;

- An action plan to reach and engage diverse populations, in-person and virtually was developed in 2021-22 and continued to be implemented in 2022-23. This plan provided significant insights and helped to shape the development of an effective marketing strategy that promotes an emotional connection for the visitor.

The Rooms will have grown its relationship with the Indigenous Peoples of Newfoundland and Labrador; and

- During the 2020-23 planning cycle, The Rooms and its Regional Museums have worked to grow their relationship with the Indigenous Peoples of Newfoundland and Labrador by working with Indigenous communities to develop new partnerships and offer Indigenous-led programs; and, the Corporation has been awarded a **Canadian Heritage Digital Access to Heritage Grant** to complete work on the **Sharing Collections in the Round** project which will afford the Corporation the ability to scan artifacts from collections of the Indigenous Communities of the province selected by Elders, youth and other knowledge keepers, using 3D technology to generate a bank of images.

An effective marketing strategy that promotes an emotional connection for the visitor will have been developed.

- An updated marketing strategy promoting an emotional connection for the visitor has been completed and initiatives from this plan were implemented.





CANADIAN  
MUSEUMS  
ASSOCIATION

ASSOCIATION  
DES MUSÉES  
CANADIENS

# MOVED TO ACTION

## Moved to Action: Activating UNDRIP in Canadian Museums

A Response to the  
Truth and Reconciliation  
Commission's Call to Action #67

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## Discussion of Results:

The Rooms has used the timing of iconic world events presented at the beginning of this past planning cycle to reflect, review, revise and reframe its role within the community. The Corporation has reframed itself as a visitor-focused, emotionally, physically and intellectually accessible institution.

The Rooms has achieved this outcome through the completion of the following actions: the Corporation has revised its mission statement and implemented further recommendations from its accessibility audit. The Rooms has developed and implemented a plan to identify and better understand its audience; a plan to incorporate a mental health focus for visitor experiences; and, a plan to reach and engage diverse populations. These plans are the foundation for updating the organization's marketing strategy which promotes an emotional connection for the visitor.

The Rooms commits to working in a spirit of truth and reconciliation to make a better future for all. As such, the organization continues its commitment towards decolonization, and growing positive relationships with the Indigenous Peoples of Newfoundland and Labrador.

The positive impacts of reframing The Rooms and its Regional Museums as visitor-focused, emotionally, physically and intellectually accessible institutions support the Government's strategic directions for a better economy, healthier people and a brighter future.





Participants enjoying a rug hooking workshop at the Demasduit Regional Museum.



## Issue 2: Deepening Our Connections with the Community

Unprecedented times are ripe with opportunity. Our community has found itself navigating a new landscape. The Rooms and its Regional Museums have used this time to confirm their place as leaders within their communities.

By incorporating Priority 1, to reflect, review, revise and reframe, The Rooms has applied learning to deepen its connection with the people it serves, has created partnerships with organizations, and has expanded its audiences. Present circumstances have moved technology to the forefront of all communication – providing optimal conditions for engaging our audience through digital platforms, resulting in an expanded audience and reach.

Over the past three years, The Rooms has worked to promote a more integrated role for its Regional Museums within their communities; has continued to build its relationships with the Indigenous Peoples of Newfoundland and Labrador to work towards decolonizing The Rooms; has continued to seek new partnerships reaching out to diverse populations and has found new ways to engage these populations; and, has expanded its online offering and digital engagement.

Deepening connection between The Rooms and its Regional Museums within their respective communities supports the Government's strategic directions for a better economy, healthier people, better living and a brighter future.



### Third Year Objective (2022-23):

By March 31, 2023, The Rooms will have expanded its online offering and digital engagement.

The indicators for the third year objective are:

An action plan to demonstrate The Rooms place as a leader within the community will have been established;

- New audiences were identified during the creation of the following plans and insights from these plans have informed the Community Action Plan:
  - a research plan to identify and better understand the organizations current and potential audiences;
  - A plan to incorporate a mental health lens/focus for visitor experiences; and,
  - An action plan to reach and engage diverse populations.
- The Rooms identified partners with common mandates and audiences to help with the delivery of new projects to reach underserved populations within the community. These partners accessed funding required to support the delivery of these programs.
- New public and education programs that fulfilled gaps within the community were developed and piloted. Feedback on these programs was collected and modifications were made before launching new programs and series.
- The Rooms worked with community partners to deliver the following public programs: the Association for New Canadians and MusicNL to deliver the **Global Music Series**; First Light to deliver two programs during **Spirit Song Festival**; ABC Life Literacy Canada, to deliver the **Learning at the Museum** program; and, with the Association for New Canadians to deliver an Emancipation Day as well as a Black History Month Event.
- Education programs included the Cultural Connections funded program **Five Fine Fridays**; and, the Newfoundland and **Labrador Musical Heritage Connections** and **Musical Connections with Nature in Newfoundland and Labrador** programs in partnership with the Newfoundland Symphony Orchestra.
- The Rooms received Rainbow Registered status in Winter 2023 after participating in a comprehensive audit program through the **CLGCC** (Canada's 2SLGBTQI+ Chamber of Commerce).

A policy for working with Indigenous materials within the Archives, Art Gallery and Museum using Truth and Reconciliation Committee's (TRC's) national framework for reconciliation within heritage and cultural organizations as a guide will have been implemented;

- In February 2022, Library and Archives Canada released the report: **RECONCILIATION FRAMEWORK The Response to the Report of the Truth and Reconciliation Commission Taskforce**. This document has been adopted by The Rooms Archival Staff as a resource for best practices.
- The Archives Division has re-examined the way it catalogues and describes visual material such as photographs and film within its holdings. A new policy was created for photographs of Indigenous people, communities and cultural activities. Photographs containing Indigenous content have been prioritized for description and re-description to reflect these revised standards.
- In September 2022, the Canadian Museums Association introduced their report, **Moved to Action: Activating UNDRIP in Canadian Museums**. The Canadian Museums Association (CMA) was named in the Truth and Reconciliation Commission's Call to Action #67, to deliver a report and recommendations as part of a national review of museum policies and their relationship with United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). The report, was guided by CMA's Reconciliation Council, a cohesive body of experts in Indigenous culture and museum practices.
- The report makes 10 sector recommendations with 30 new standards for museums. These new standards have been set with the understanding that achieving these will take time, respect, and reciprocity. The Rooms has adopted the recommendations outlined in this report and is working towards implementing these new standards.
- A Museums Assistance Program (MAP) Digital Access to Heritage grant for the Sharing Collections in the Round project will create a bank of 3D images of artifacts from the Indigenous Peoples collections cared for at The Rooms. As repatriation continues to be discussed, having the detailed scans for reproduction, backup and use in other venues will be an asset. By working with the communities in the selection process of the artifacts to scan there is an opportunity to preserve the traditional knowledge about what makes the artifacts selected special and worthy of this level of scanning. Finally, the goal with this project is to build capacity both at The Rooms and within the partner communities to have the skills and knowledge to continue this work beyond the project.



Ways to focus on personal connections with visitors will have been identified; and

- A research plan to identify and better understand our current and potential audience; a plan to incorporate a mental health lens/focus for visitor experiences; and, an action plan to reach and engage diverse populations were developed in the previous year. Insights gained in the implementation of these plans have helped the Corporation to identify ways of focusing on personal connections with the visitor.
- Focus areas included:
  - Making space for under-represented communities;
  - Ensuring visitors see themselves reflected in exhibitions and programs;
  - Establishing new relationships with communities that faced barriers to visiting;
  - The exhibition *At Home: Too Far, Too Close*, and the following programs *Emancipation Day Event*, *Black History Month Event* public and private events, the *Global Music Series*, and *Spirit Song Festival* programming were outcomes of this process.

A digital engagement plan for The Rooms and its Regional Museums will have been developed.

- A Digital Engagement Plan for The Rooms and its Regional Museums was completed during 2022-23.
- The Rooms Technology Committee identified audio visual equipment required for the production and delivery of digital programs. Equipment was purchased with funding from the Department of Canadian Heritage Canada Cultural Spaces Fund.
- The plan incorporated enhanced Social Media content included a video series commissioned in July 2021 – content for this series continued to be produced and aired during 2022-23.
- The Rooms added a new channel in 2022-23 with the creation of a podcast series produced and hosted by broadcaster Jamie Fitzpatrick. Four episodes were aired between April 1, 2022 and March 31, 2023.
- A successful livestreaming partnership with CBC Newfoundland and Labrador began in July 2020. Episodes continued to be produced throughout 2021 and 2022.

- New public programs were developed and piloted in 2022-23. Programs included webinars by content experts, (the virtual platform allowed us to work with experts from anywhere in the world). The programs included a curatorial talk with Kevin McAleese on the History of the Provincial Seamen’s Museum; a virtual talk with curator, artist and author – Bushra Junaid on her recent book *The Possible Lives of WH, Sailor*; and, a video of an in-person talk by Christine Feener.
- In 2022-2023, The Rooms piloted a number of education projects to expand virtual offerings and digital engagement with diverse audiences. Projects working with partners and with schools helped to build institutional knowledge and identify equipment needs required for offering this type of program in the future. The programs included the Five Fine Art Fridays with the Department of Education’s Cultural Connections program; the Art Gallery of Ontario Schools: Art Beyond Borders program; and two programs delivered in partnership with the Newfoundland Symphony Orchestra.
- In piloting these programs, The Rooms developed a list of staff training and equipment upgrades required, and also identified requirements for new protocols and permissions in order to meet privacy guidelines.
- As the pandemic restrictions wound down in 2022-23, and focus returned to in-person programs, the urgency to create digital/virtual offerings declined along with public interest in this type of at home experience. Virtual programming will continue to be developed on a smaller scale as demand is assessed and changes. The Rooms will focus on documenting more in-person programs in the coming year to extend program reach to a wider audience

### Discussion of Results:

An action plan to demonstrate The Rooms place as a leader within the community was established; a policy for working with Indigenous Materials within the Archives, Art Gallery and Museum using Truth and Reconciliation Committee’s (TRC’s) national framework for reconciliation within heritage and cultural organizations as a guide has been implemented; ways to focus on personal connections with visitors have been identified; and, a digital engagement plan for The Rooms and its Regional Museums has been developed. The completion and implementation of these plans have enabled The Rooms to expand its online offering and digital engagement.





A seniors group from Grand Falls-Windsor area, participate in a program at the Desmasduit Regional Museum.

### Three Year Goal (2020-23)

By March 31, 2023, The Rooms and its Regional Museums will have deepened their connections with the communities they serve.

#### Goal Indicators:

An action plan to demonstrate The Rooms place as a leader within the community will have been established;

- A **Community Action Plan** demonstrating The Rooms place as a leader within the community was developed during fiscal year 2022-23.
- New audiences were identified, a mental health lens was applied in the development of visitor experiences, and a plan to engage diverse populations helped form the basis of the **Community Action Plan**.
- Partners with common mandates and audiences were approached to help with the delivery of new projects to reach underserved populations within the community. Partners included: the Association for New Canadians, National Film Board, MusicNL, First Light, and ABC Life Literacy Canada.
- New public and education programs that fulfilled gaps within the community were developed and piloted. Education programs included **Five Fine Art Fridays**, as well as, the **Newfoundland and Labrador Musical Heritage Connections** and **Musical Connections with Nature in Newfoundland and Labrador** programs in partnership with the Newfoundland Symphony Orchestra.

Truth and Reconciliation Committee's (TRC's) national framework for reconciliation within heritage and cultural organizations will have been reviewed;

- The Truth and Reconciliation Committee's (TRC's) national framework for reconciliation within heritage and cultural organizations has been reviewed.
- **RECONCILIATION FRAMEWORK The Response to the Report of the Truth and Reconciliation Commission Taskforce** produced by Library and Archives Canada in response to the TRC's Calls to Action and **Moved to Action: Activating UNDRIP in Canadian Museums** released by The Canadian Museums Association (CMA) in response to Truth and Reconciliation Commission's Call to Action #67 to deliver a report and recommendations as part of a national review of museum policies and their relationship with United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) have been adopted by staff as valuable resources as they work towards decolonization.



Ways to focus on personal connections with visitors will have been identified;

- The Rooms has identified ways of focusing on personal connections with the visitor by making space for under-represented communities; ensuring visitors see themselves reflected in exhibitions and programs; and, by establishing new relationships with communities that face barriers to visiting.

A policy for working with Indigenous Materials within the Archives, Art Gallery and Museum using Truth and Reconciliation Committee's (TRC's) national framework for reconciliation within heritage and cultural organizations as a guide will have been created;

- In 2021-22, the Archives Division used the TRC national framework for reconciliation to re-examine the way it catalogues and described visual material such as photographs and film within its holdings. A new policy was created for photographs dealing with Indigenous content. In creating and improving descriptions, The Rooms aims to include correct names for people, places, artifacts, etc., and using social media, staff began working with individuals interested in Labrador photographs to help identify people and locations.
- In February 2022, Library and Archives Canada released the report: **RECONCILIATION FRAMEWORK The Response to the Report of the Truth and Reconciliation Commission Taskforce**. This document has been adopted by The Rooms Archival Staff as a resource for best practices.
- In September 2022, the Canadian Museums Association released their report **Moved to Action: Activating UNDRIP in Canadian Museums**. This resource has been adopted by The Rooms to guide best practices for working with Indigenous materials.



Existing partnerships will have continued to be leveraged and opportunities for new partnerships within the community will have been identified;

- The Rooms has deepened its relationship with several community partners over the past three years including the Association for New Canadians, MusicNL, Memorial University Faculty of Education, and St. John's International CircusFest.
- New partnerships with The Rooms in 2022-23 included First Light for programs offered during **Spirit Song Festival**, as well as, a new partnership with ABC Life Literacy Canada to deliver the **Learning at the Museum** program.
- The Demasduit Regional Museum worked with the following community partners in 2022-23:
  - Local schools;
  - The Status of Women;
  - Twin Town Retirement Home;
  - Y2C;
  - Cubs;
  - Beavers;
  - Cadets;
  - The College of the North; Atlantic;
  - Pride;
  - River Rafting; and,
  - Hope School.





Visitors enjoying tea at the Labrador Interpretation Centre, North West River.

- The Provincial Seamen’s Museum worked with the following community partners in 2022-23
  - The Community Youth Network (commonly known as the GB Youth Centre);
  - Luxury Estates (A retirement centre) – tours for residents;
  - Blue Crest Home (Eastern Health Facility) – tours for residents; and,
  - All schools on the Burin Peninsula – Educational programs.
- The Labrador Interpretation Centre worked with the following community partners in 2022-23:
  - Sivunivut Inuit Community Corporation;
  - Nunatsiavut Government Department Health and social Development;
  - Labrador Heritage Society and Them Days Magazine;
  - Lake Melville School, North West River; and,
  - Sheshatshiu Innu School.



An Action Plan incorporating TRC's Calls to Action for Indigenous Heritage will have been established; and,

- The Canadian Museums Association document **Moved to Action: Activating UNDRIP in Canadian Museums** report was released in September 2022. The report In 2015, addresses TRC Call to Action #67, to deliver a report and recommendations as part of a national review of museum policies and their relationship with United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). This document has been shared with staff and has been adopted by the organization as a resource to help guide decolonization.

A digital engagement plan for The Rooms and its Regional Museums will have been developed.

- A Digital Engagement Plan for The Rooms and its Regional Museums was completed during 2022-23.
- Highlights of the plan included the following:
  - o New technology and equipment was identified to assist in program production and delivery was purchased with funding from the Department of Canadian Heritage Canada Cultural Spaces Fund.
- A new video series and new podcast series were developed.
  - A podcast channel was added including a new series produced and hosted by broadcaster Jamie Fitzpatrick.
  - A livestreaming partnership with CBC Newfoundland and Labrador continued through 2022.
  - New webinars by content experts were offered for the first time.
  - New education and public programs were developed and piloted to expand virtual offerings and digital engagement with diverse audiences.
  - The Rooms developed a list of staff training and equipment upgrades required, and also identified requirements for new protocols and permissions in order to meet privacy guidelines.

## Discussion of Results:

An action plan to demonstrate The Rooms place as a leader within the community was established; the Truth and Reconciliation Committee's (TRC's) national framework for reconciliation within heritage and cultural organizations has been reviewed; ways to focus on personal connections with visitors have been identified; a policy for working with Indigenous materials within the Archives, Art Gallery and Museum using Truth and Reconciliation Committee's (TRC's) national framework for reconciliation within heritage and cultural organizations as a guide has been created; existing partnerships have continued to be leveraged and opportunities for new partnerships within the community have been identified; an action plan incorporating TRC's Calls to Action for Indigenous Heritage has been established; and, a digital engagement plan for The Rooms and its Regional Museums was developed. These achievements have enabled The Rooms and its Regional Museums to deepen their connections with the communities they serve.





Four Northern Gannet birds that were collected after Hurricane Larry from Cape St. Mary's.

## Issue 3: Securing the Future

The Rooms is faced with several external challenges affecting its ability to continue to provide the high quality experience it is known for delivering. The Rooms and its Regional Museums have addressed economic, social and environmental challenges that have threaten to deplete resources thereby reducing the quality of experience they have had the ability to offer.

The Rooms has created a plan that has incorporated the principles of sustainability which have included: economic (revenue); societal (people/ programs); and, environmental (climate change/physical assets including its collections). The organization has built upon a collaborative workplace culture across all of its departments. Public and occupational safety have been a priority that has supported the sustainability of The Rooms and its regional operations.

Over the past three years, The Rooms and its Regional Museums have worked towards securing their futures by replacing diminishing revenue sources; re-establishing pre-COVID-19 visitation and program attendance levels; and, by maintaining and promoting their internal and external usable spaces.

Implementing a plan for sustainability for The Rooms and its Regional Museums has supported the Government's strategic directions for a better economy, healthier people, better living, a bright future and a more efficient public sector.



### Third Year Objective (2022-23):

By March 31, 2023, The Rooms will have implemented a plan to maintain their internal and external usable spaces and completed physical plant reserve studies for the Regional Museums.

The indicators for the third-year objective are:

A development plan will have been implemented;

- The development plan **Nurturing a Culture of Philanthropy: Integrated Fund Development and Communications Strategy** was finalized in October 2022. Implementation of this plan is ongoing.
- The CEO and Marketing Manager have worked with an external Fund Development Coach from RBR Development Associates Ltd. from April to October 2022. This was a vital time for the organization to experience the learning that participating in the ArtSupport NL provided. The impact on The Rooms was significant. Funding for the Development Coach was provided through the ArtSupport NL program until the Fall of 2022.
- Participating in this program enabled the completion of critical aspects of the organization's Strategic Plan, including:
  - Developed and finalized a fundraising plan;
  - Established a fundraising committee of The Rooms Board of Directors;
  - Improved the board's understanding of their role in fundraising;
  - Gained an understanding of how to write an improved Case for Support;
  - Created the first annual Donor Loyal Tea Event and hosted a second event – both events lead to subsequent donations to the organization;
  - Completed a Fund Raising Calendar to guide the organization on critical timing of fund raising initiatives;
  - Created an annual Donor Impact Report; and,
  - Increased Donor Stewardship
  - Identified what was needed to build on going forward.



An organizational review will have been completed;

- Following a two-year development process, Treasury Board approved The Rooms Organizational Review on May 16, 2022.
- The Rooms new organizational chart was introduced to staff on September 8, 2022. Response was positive, with feedback indicating appreciation for the extensive and thorough process undertaken to review and design the new structure.
- Implementation will occur in stages over the coming months with full implementation expected to take one year.

An audit of The Rooms internal business processes will have been completed;

- An audit of The Rooms internal business processes was completed as part of the work required to do The Rooms organizational review. Insights learned during the review process identified the following areas where efficiencies could be sought:
  - Expenses for all departments of The Rooms are now tracked under one budget sheet;
  - One administrative position is to be responsible for all office supply ordering and distribution;
  - One administrative position oversees paperwork and reporting for all summer grants;
  - Responsibility for IT licenses is consolidated under one position;
  - One position is responsible for administering payroll for all hourly paid staff; and,
  - Collections have been consolidated under one email – [collectiondonations@therooms.ca](mailto:collectiondonations@therooms.ca) and one intake form is being used for all collecting areas.



A collection policy to encompass sustainability will have been updated;

- The Rooms Collections Policy has been reviewed and the Conservation component of the Collections Policy has been identified as the area of the policy that encompasses sustainability.
- An update of the Conservation Policy was completed in 2022.
- The Rooms Conservation Policy sets the guidelines of The Rooms with respect to the preservation and maintenance of the artifacts, specimens, works of art and archival records to ensure the sustainability of the province's collections.
- The Rooms follow preventive conservation measures, which include proper housing, environmental control, careful and appropriate handling techniques, restriction of access to sensitive materials, and responsible exhibition and usage practices. The aims of preventive conservation are to place and maintain collections in the best possible physical circumstances to the best of The Rooms abilities. Collection items which are known to be deteriorating are to be protected from further degradation and, where possible, remedial action is to be taken to return the item to a stable condition while retaining as much of its original material as possible.

An incident tracking system for The Rooms and its Regional Museums will have been implemented;

- The Rooms and its Regional Museums have implemented a tracking system for external and internal incidents beginning in January 2021. These reports are presented to The Rooms Board of Directors with the remedial solutions.
- The Incident Reporting System reports on incidents involving visitors to The Rooms and its Regional Museums. The Rooms and its Regional Museums participate in the Occupational Health and Safety Committee program and incidents pertaining to the organization's staff are reported through the OHS system.

A respectful workplace board statement consistent with the government respectful workplace policy, while recognizing other areas of respect – inclusion, diversity, and anti-racism, will have been developed and implemented;

- In September 2022, The Rooms Board of Directors approved a **Harassment and Discrimination-Free Workplace Statement**. This Statement complements The Government of Newfoundland and Labrador’s existing policies and guidelines and reads as follows:

The Rooms Board of Directors recognizes the diversity of our province and is committed to a work environment that treats all individuals with dignity and respect, free from workplace abuse, harassment, discrimination, and violence. The Board supports a respectful workplace that recognizes and welcomes differences, promotes diversity, encourages communication and employee engagement, offers feedback and recognition, supports collaboration and team work and provides a safe and healthy environment for all. The Board is also committed to the right of every person to equal treatment without discrimination with respect to services, goods and facilities, and employment. This statement applies to all levels of the organization beginning at the Board and including contractors, consultants, volunteers and visitors to The Rooms.

Every employee of The Rooms is expected to carry out their duties in a respectful manner and management is required to foster, and take appropriate measures to provide, a respectful workplace through the prevention and prompt resolution of any incidents of harassment and/or discrimination. All staff are to abide by the Government of Newfoundland and Labrador’s Harassment and Discrimination-Free Workplace Policy.

In its operations, The Rooms will comply with the Newfoundland and Labrador Human Rights Code, the Occupational Health and Safety Act and other applicable legislation.





Students enjoy a visit to the Provincial Seamen's Museum in Grand Bank.

Physical plant reserve studies for the Regional Museums will have been completed and recommendations from the physical plant study that has been completed for The Rooms St. John's physical plant will have continued to have been implemented.

- The Rooms Regional Museum facilities are wholly maintained by the Department of Transportation and Infrastructure (TI). The staff of the Regional Museums have identified areas for improvement and regularly communicate these areas to TI. Over the past three years a number of upgrades to these buildings have been completed including: new flooring at the Demasduit Regional Museum; the exterior building has been painted at the Labrador Interpretation Centre; and site upgrades were completed for the Provincial Seamen's Museum in preparation for the museum's 50th Anniversary in September of 2021.
- Recommendations from the physical plant study for The Rooms in St. John's have been implemented.

#### Discussion of Results:

A plan to maximize internal and external usable spaces was completed and implemented during 2021-22. As The Rooms Regional Museum facilities are wholly maintained by the Department of Transportation and Infrastructure, the Regional Museums staff have identified areas of improvement required for each facility and communicated these areas to the Department of Transportation and Infrastructure. Additional indicators completed during the 2022-23 fiscal year furthered the organization's three-year goal to secure its future and that of the Regional Museums by implementing a plan for sustainability.



### Three Year Goal (2020-23)

By March 31, 2023, The Rooms will have worked to secure its future and that of the Regional Museums by implementing a plan for sustainability.

A development plan will have been implemented;

- A development plan was finalized in October 2022 and implementation of this plan is ongoing.

Physical plant reserve studies for the Regional Museums will have been completed and recommendations from the physical plant study that has been completed for The Rooms St. John's physical plant will have continued to have been implemented;

- The Rooms Regional Museum facilities are wholly maintained by the Department of Transportation and Infrastructure, the Regional Museums staff have identified areas of improvement required for each facility and have communicated these areas to the Department of Transportation and Infrastructure. Recommendations from The Rooms physical plant study continued to be implemented in 2022-23. Funding from the Department of Canadian Heritage Canada Cultural Spaces Fund enabled the following improvements to be completed this past fiscal:

- Repair Suspended Slab Loading Bay 1;
- Replace Reverse Osmosis Water Treatment System;
- Replace Switch Breaker;
- Replace Lutron Lighting System;
- Replace Variable Speed Drives;
- Replace Humidity Boiler;
- Replace Cooling Coil AHU #1;
- Replace Chiller #3;
- Install Fire Separation, Emergency Lighting, and Upgrade Exit Sign
- Replace: UPS Exhibit Door Mag Locks & door closures, plus accessible openers; Heat Pump; CCTV System; Sprinkler Preaction System and, Level 3 Museum Door.

An organizational review will have been completed;

- The Rooms Organizational Review has been completed. Treasury Board approved The Rooms Organizational Review on May 16, 2022. Implementation of the review is expected to take approximately one year.

A plan to maintain internal and external usable spaces will have been implemented;

- A Space Committee was formed in 2021. The committee identified and evaluated existing and potential storage spaces for use. The implementation of this plan resulted in a number of spaces being re-purposed and/or reassigned for alternative storage needs, or use by other department staff.

An audit of The Rooms internal business processes will have been completed;

- An audit of The Rooms internal business processes was completed as part of the work required to complete The Rooms organizational review.

Actions to continue to make the organization's physical structures more energy efficient will have been identified;

- The Rooms continues to identify ways to ensure the organizations physical structures are more energy efficient. This lens is a part of the organizations best practices. Work to ensure the building's energy efficiency is always ongoing.





Installation view of the exhibition **Generations: The Sobey Family and Canadian Art.**



A collection policy to encompass sustainability will have been updated;

- The Rooms updated its collection policy in fall 2022. This policy follows a preventative approach to conservation and encompasses up-to date sustainable conservation practices.

An incident tracking system for The Rooms and its Regional Museums will have been implemented;

- An incident tracking system for The Rooms and its Regional Museums was implemented in 2022-23. Quarterly incident reports containing remedial solutions are presented to The Rooms Board of Directors.

A respectful workplace policy for employees, as well as visitors, will have been developed; and,

- A respectful workplace policy for employees and visitors was approved by The Rooms Board of Directors and presented to staff in September 2022.

The Rooms relationship with stakeholders will have been grown.

- Over the past year The Rooms CEO and the Manager of Marketing, Communications and Fund Development continued growing its relationship with The Rooms stakeholders.
- On May 2, 2022, The Rooms hosted its second annual donor Loyal Tea to recognize Tom and Susan (Kent) Foran for their numerous contributions to the organization. In Fall of 2022, The Rooms was among the first recipients of \$25,000 from the newly established Thomas and Susan (Kent) Foran Family Foundation. The contribution will go towards re-establishing The Rooms tots program, which was paused when The Rooms ceased public programs in March 2020.
- In June 2022, The Rooms Chair of the Board and The Rooms CEO welcomed donors to a private opening reception for the exhibition Generations: The Sobey Family and Canadian Art. This Donor Sneak Peek was followed by a Members Only Sneak Peek. Both events were well attended and guests expressed how pleased they were to be included.
- In July 2022, The Rooms expanded its e-mail marketing from members only to include subscribers. A campaign was launched to recruit non-members to sign up to receive e-newsletters. Since launching in July, almost 3,000 subscribers have signed up to receive weekly emails from The Rooms.



- In October, supporters Jim and Gail Herder made a generous contribution to the Rooms-wide Collections Acquisitions, Display and Care Fund in memory of John Crosbie Perlin upon his passing.
- In November, The Rooms Giving Tuesday campaign appealed to donors and supporters to contribute to a Rooms-wide Collections Acquisitions, Display and Care Fund. We were delighted to receive contributions from members of The Rooms Board of Directors, as well as Rogers Communications Canada Inc. who matched a pledge that one of their employees made to this year's campaign. To help boost The Rooms Giving Tuesday campaign we were delighted to receive support from Jim and Gail Herder, who appealed to their friends and family to consider giving to the fund this year.
- A year end Donor Report for 2022 was distributed to donors in January 2023.
- New partnerships were established with First Light and ABC Life Literacy Canada.

**Discussion of Results:**

The implementation of a development plan; the completion of a physical plant reserve study; actions to make the organization's physical structures more energy efficient; the completion of a plan to maintain internal and external usable spaces; the completion of an organizational review and review of internal business processes; an updated collection policy that encompass sustainability; the implementation of an incident tracking system for The Rooms and its Regional Museums; and, the development of a respectful workplace board statement have provided The Rooms and its Regional Museums the ability to secure their futures by implementing a plan for sustainability.





View of Signal Hill from The Rooms grounds.

## Challenges

Tourism labour shortages are a key issue for the tourism sector. Tourism Associations such as the Tourism Industry Association of Canada and Hospitality Newfoundland and Labrador have been working towards solutions nationally and provincially, while the tourism sector works through more permanent solutions, The Rooms continues to struggle with the recruitment and retention of part-time, casual, call-in staff. This affects all aspects of The Rooms operations including Visitor Services, Security, Cleaners, Reference Desk staff, etc.

Global supply chain issues continue to delay The Rooms ability to undertake repairs, implement new initiatives, and order technical equipment.

Transitioning new leadership for the building operations management company, BGIS created operational challenges with project management services now being provided from their Halifax office.

The implementation of the organizational review has proven to be labour-intensive and has been slower to implement than expected.

Off-site monitoring of collections storage areas is a challenge – particularly to ensure proper environmental controls and potential pest infestations. A recent outbreak of mold in a collection of archival ledgers in an external storage facility is currently being remediated. Monitoring collections at regional museums off-season is also an issue.

Space concerns for the physical storage of archival records is also an area of concern. While some space can be maximized using a variety of reformatting techniques, the intrinsic value of archival records sometimes warrants that the originals be kept, rather than the information migrated. This will be monitored closely in the next 2-3 years to ensure efficiencies. Space is also a concern for other collections. Larger items such as furniture and sculpture cannot be collected due to space limitations.

Keeping up with a steady stream of acquisitions and collections offers from core government departments and agencies, as well as private donors, is proving to be a challenge. This is consistent with cultural institutions across the country as the population ages and more material is being offered to museums, galleries and archives.





The Harbour View Room is a new multi-purpose space that can accommodate public programs, or private rentals including lectures, media announcements, intimate concerts, group luncheons or private dinners.

## Opportunities

In May 2023, Premier Furey announced that 2024 will be known as the Year of the Arts – a celebration of Newfoundland and Labrador’s rich arts and cultural sector. Investments in cultural infrastructure, artistic creation and presentation, marquee events and recognition of the 75th anniversary of Confederation and the 100th anniversary of the National War Memorial, are all planned to take place during this time.

The Year of the Arts is intended to have a lasting impact on both artists and communities. As Newfoundland and Labrador’s premier cultural attraction, The Rooms is positioned to play a key role in these celebrations and will be a venue for public initiatives including events, festivals, music, and performances, as well as a key facilitator of art exhibitions.

The Rooms continues to experience increased visitation, increased memberships, and record café and gift shop sales, demonstrating its position as one of the most popular attractions in the province, as well as its important role within the community. The Rooms scale and multitude of experiences makes it an ideal location for group experiences. There is also an opportunity to expand its role as a rental venue with increased marketing efforts.



## Appendix 1 Powers of The 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.



- (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 chief executive officer.
- (3) Unless otherwise demonstrated or agreed upon between the owner of the archival record, artifact or specimen and the chief executive officer, archival records, historic artifacts and natural history specimens in the care and control of the corporation are the property of the Crown.
- (4) Notwithstanding paragraphs (1)(a) and (b), the corporation shall not acquire or sell real property without the prior consent, in writing, of the minister.
- (5) The corporation may conduct activities jointly with the department and may enter into agreements with respect to the shared funding of activities.
- (6) The deputy minister of the department may request that the corporation provide professional expertise and technical services to the department and the corporation shall comply with that request.
- (7) 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.

## **Rooms Act, 2016 cR-15.2 s6**



**THE ROOMS CORPORATION OF  
NEWFOUNDLAND AND LABRADOR**

**FINANCIAL STATEMENTS**

**MARCH 31, 2023**

## Management's Report

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

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

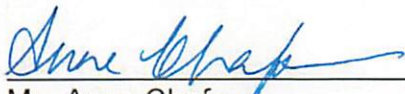
Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that transactions are properly authorized, assets are safeguarded and liabilities are recognized.

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

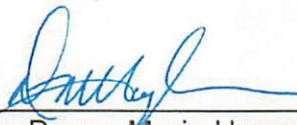
The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial information periodically and external audited financial statements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

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

On behalf of The Rooms Corporation of Newfoundland and Labrador.



Ms. Anne Chafe  
Chief Executive Officer



Ms. Donna Marie Humphries, CPA, CGA  
Director of Finance



OFFICE OF THE AUDITOR GENERAL  
NEWFOUNDLAND AND LABRADOR

## INDEPENDENT AUDITOR'S REPORT

To the Chairperson and Members  
The Rooms Corporation  
of Newfoundland and Labrador  
St. John's, Newfoundland and Labrador

### Opinion

I have audited the financial statements of The Rooms Corporation of Newfoundland and Labrador (the Corporation), which comprise the statement of financial position as at March 31, 2023, and the statement of operations, statement of change in net financial assets, and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2023, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

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

### Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. When I read the annual

## **Independent Auditor's Report (cont.)**

report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance.

### **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 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**

My 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 my 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, I exercise professional judgment and maintain professional skepticism throughout the audit. I 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 my 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.

## Independent Auditor's Report (cont.)

- 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 I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my 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.

I 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 I identify during my audit.



**DENISE HANRAHAN, CPA, CMA, MBA, ICD.D**  
**Auditor General**

September 25, 2023  
St. John's, Newfoundland and Labrador

**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR  
STATEMENT OF FINANCIAL POSITION**

**As at March 31**

**2023**

**2022**

Restated  
(Note 19)

**FINANCIAL ASSETS**

|                              |                  |                  |
|------------------------------|------------------|------------------|
| Cash                         | \$ 3,090,984     | \$ 2,802,020     |
| Accounts receivable (Note 3) | 1,999,372        | 3,379,516        |
| Inventory held for resale    | 205,727          | 199,500          |
| Restricted cash (Note 4)     | 1,795,535        | 1,125,843        |
|                              | <b>7,091,618</b> | <b>7,506,879</b> |

**LIABILITIES**

|                                                   |                  |                  |
|---------------------------------------------------|------------------|------------------|
| Accounts payable and accrued liabilities (Note 5) | 1,124,923        | 1,261,830        |
| Employee future benefits (Note 6)                 | 110,774          | 107,505          |
| Deferred revenue (Note 7)                         | 1,795,535        | 2,003,634        |
|                                                   | <b>3,031,232</b> | <b>3,372,969</b> |

**Net financial assets** **4,060,386** **4,133,910**

**NON-FINANCIAL ASSETS**

|                                  |                   |                   |
|----------------------------------|-------------------|-------------------|
| Prepaid expenses                 | 1,239             | 44,209            |
| Tangible capital assets (Note 8) | 11,890,560        | 11,721,441        |
|                                  | <b>11,891,799</b> | <b>11,765,650</b> |

**Accumulated surplus** **\$15,952,185** **\$15,899,560**

**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**

|                                                 | <b>2023<br/>Budget</b>         | <b>2023<br/>Actual</b> | <b>2022<br/>Actual</b>        |
|-------------------------------------------------|--------------------------------|------------------------|-------------------------------|
|                                                 | <b>Unaudited<br/>(Note 15)</b> |                        | <b>Restated<br/>(Note 19)</b> |
| <b>REVENUES (Schedule 1)</b>                    |                                |                        |                               |
| Province of Newfoundland and Labrador (Note 11) |                                |                        |                               |
| Operating grants                                | \$ 6,270,100                   | \$ 6,586,838           | \$ 6,475,374                  |
| Contributions to employee benefits              | -                              | 754,006                | 648,114                       |
| Commercial operations (Note 10)                 | 794,000                        | 1,849,394              | 934,993                       |
| Government of Canada                            | 260,000                        | 495,275                | 821,478                       |
| Corporate sponsorship                           | 385,000                        | 335,000                | 336,250                       |
| External funding                                | -                              | 66,978                 | 10,234                        |
|                                                 | <b>7,709,100</b>               | <b>10,087,491</b>      | <b>9,226,443</b>              |
| <b>EXPENSES (Schedule 1)</b>                    |                                |                        |                               |
| Archives division                               | 723,519                        | 984,608                | 806,349                       |
| Art gallery division                            | 1,142,547                      | 1,120,661              | 864,410                       |
| Corporate services and building operations      | 4,021,035                      | 5,788,121              | 5,257,016                     |
| Education programs                              | 629,176                        | 732,137                | 546,383                       |
| Museum division and regional museums            | 1,192,823                      | 1,409,339              | 1,257,717                     |
|                                                 | <b>7,709,100</b>               | <b>10,034,866</b>      | <b>8,731,875</b>              |
| <b>Annual surplus</b>                           | -                              | <b>52,625</b>          | <b>494,568</b>                |
| <b>Accumulated surplus, beginning of year</b>   | <b>15,899,560</b>              | <b>15,899,560</b>      | <b>15,404,992</b>             |
| <b>Accumulated surplus, end of year</b>         | <b>\$ 15,899,560</b>           | <b>\$ 15,952,185</b>   | <b>\$ 15,899,560</b>          |

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**

|                                                            | <b>2023<br/>Budget</b>         | <b>2023<br/>Actual</b> | <b>2022<br/>Actual</b>        |
|------------------------------------------------------------|--------------------------------|------------------------|-------------------------------|
|                                                            | <b>Unaudited<br/>(Note 15)</b> |                        | <b>Restated<br/>(Note 19)</b> |
| <b>Annual surplus</b>                                      | \$ -                           | \$ 52,625              | \$ 494,568                    |
| <b>Changes in tangible capital assets</b>                  |                                |                        |                               |
| Acquisition of tangible capital assets                     | -                              | (1,027,389)            | (923,495)                     |
| Amortization – Asset retirement obligation                 | -                              | 2,933                  | 3,493                         |
| Amortization of tangible capital assets                    | -                              | 855,337                | 781,559                       |
|                                                            | -                              | (169,119)              | (138,443)                     |
| <b>Changes in other non-financial assets</b>               |                                |                        |                               |
| Net use (acquisition) of prepaid expenses                  | -                              | 42,970                 | (43,476)                      |
|                                                            | -                              | 42,970                 | (43,476)                      |
| <b>(Decrease) increase in net financial assets</b>         | -                              | (73,524)               | 312,649                       |
| <b>Net financial assets, beginning of year</b>             | <b>4,133,910</b>               | <b>4,133,910</b>       | <b>3,879,911</b>              |
| <b>Net financial assets before adjustment, end of year</b> | <b>4,133,910</b>               | <b>4,060,386</b>       | <b>4,192,560</b>              |
| Adjustment to recognize<br>Asset retirement obligation     | -                              | -                      | (58,650)                      |
| <b>Net financial assets after adjustment, end of year</b>  | <b>\$ 4,133,910</b>            | <b>\$ 4,060,386</b>    | <b>\$ 4,133,910</b>           |

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

|                                                  | 2023                | 2022                  |
|--------------------------------------------------|---------------------|-----------------------|
|                                                  |                     | Restated<br>(Note 19) |
| <b>Operating transactions</b>                    |                     |                       |
| Annual surplus                                   | \$ 52,625           | \$ 494,568            |
| Adjustment for non-cash items                    |                     |                       |
| Amortization                                     | 855,337             | 781,559               |
| Amortization – Asset retirement obligation       | 2,933               | 3,493                 |
|                                                  | <b>910,895</b>      | <b>1,279,620</b>      |
| Change in non-cash operating items               |                     |                       |
| Accounts receivable                              | 1,380,144           | (445,085)             |
| Inventory held for resale                        | (6,227)             | (1,783)               |
| Restricted cash                                  | (669,692)           | (264,189)             |
| Accounts payable and accrued liabilities         | (136,907)           | 357,837               |
| Employee future benefits                         | 3,269               | 4,677                 |
| Deferred revenue                                 | (208,099)           | 580,781               |
| Prepaid expenses                                 | 42,970              | (43,476)              |
| <b>Cash provided from operating transactions</b> | <b>1,316,353</b>    | <b>1,468,382</b>      |
| <b>Capital transactions</b>                      |                     |                       |
| Purchase of tangible capital assets              | (1,027,389)         | (982,145)             |
| <b>Cash applied to capital transactions</b>      | <b>(1,027,389)</b>  | <b>(982,145)</b>      |
| <b>Increase in cash</b>                          | <b>288,964</b>      | <b>486,237</b>        |
| <b>Cash, beginning of year</b>                   | <b>2,802,020</b>    | <b>2,315,783</b>      |
| <b>Cash, end of year</b>                         | <b>\$ 3,090,984</b> | <b>\$ 2,802,020</b>   |

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, 2023**

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

**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2023**

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**2. Summary of significant accounting policies (cont.)**

**(b) Financial instruments (cont.)**

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

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

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

**(c) Cash**

Cash includes operational floats and balances with banks.

**(d) Inventory held for resale**

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

**(e) Collections**

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

**(f) Tangible capital assets**

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

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

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

**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2023**

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**2. Summary of significant accounting policies (cont.)**

**(f) Tangible capital assets (cont.)**

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

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

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

**(g) Employee future benefits**

- (i) The cost of accumulating, non-vesting sick leave benefits is calculated based upon management's best estimate of its employees' sick leave utilization rates, sick leave balances, annual sick leave entitlements and current salary levels.
- (ii) Under the Rooms Act, Corporation employees are considered to be employed in the public service for the purposes of the Public Service Pensions Act, 2019. Employee contributions are matched by the Province and remitted to Provident<sup>10</sup> 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, 2023**

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**2. Summary of significant accounting policies (cont.)**

**(h) Revenues**

Revenues are recognized in the period in which the transaction or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when the estimation is impracticable.

Government transfers (Province of Newfoundland and Labrador grants and Government of Canada grants) are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except when and to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulations giving rise to the liabilities are settled.

**(i) Donations**

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

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

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

**(j) 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.

**(k) 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. While the global COVID-19 pandemic prevented the participation of volunteers during 2021 and 2022, an increase in travel and visitation to The Rooms during 2023 provided an opportunity to welcome them back. 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, 2023**

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**2. Summary of significant accounting policies (cont.)**

**(l) 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.

**(m) Asset retirement obligations**

On April 1, 2022, the Corporation adopted PS 3280 – Asset Retirement Obligations. The new accounting standard addresses the reporting of legal obligations associated with the retirement of tangible capital assets. Asset retirement costs related to three industrial chillers owned by the Corporation were recorded. The standard was adopted on the modified retroactive basis at the date of adoption.

**3. Accounts receivable**

|                                                 | <b>2023</b>         | <b>2022</b>         |
|-------------------------------------------------|---------------------|---------------------|
| Province of Newfoundland and Labrador (Note 11) | <b>\$ 1,766,324</b> | <b>\$ 2,495,585</b> |
| Government of Canada                            | -                   | 608,250             |
| Harmonized Sales Tax                            | <b>85,867</b>       | 159,513             |
| Other                                           | <b>147,181</b>      | 116,168             |
|                                                 | <b>\$ 1,999,372</b> | <b>\$ 3,379,516</b> |

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, 2023**

**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. During 2022-23 there were \$17,000 in private donations that have been placed in restricted cash and internally allocated for future use.

|                                               | <b>2023</b>         | <b>2022</b>         |
|-----------------------------------------------|---------------------|---------------------|
| Donations – Public Programming                | \$ 171,250          | \$ -                |
| Federal Government                            | 688,094             | 50,000              |
| Art Bank – Indigenous Artwork Acquisitions    | 100,000             | 170,000             |
| Art Gallery – Private Donor Art Acquisition   | 7,763               | 4,763               |
| Art Gallery – Permanent Collections Donations | 25,625              | 25,625              |
| Private Donor – B-17 Bomber Exhibit           | -                   | 1,600               |
| Private Donors – First World War Exhibition   | 416,772             | 416,772             |
| Private Donor – Regional Museums              | -                   | 5,000               |
| Provincial Government – Public Programming    | 190,923             | 267,500             |
| Provincial Government – Regional Museums      | -                   | 6,650               |
| Private Donor – Archives                      | -                   | 1,000               |
| Acquisitions Fund                             | 12,275              | 11,200              |
| The Rooms Foundation - FWW Exhibit Fund       | 165,833             | 165,733             |
| Donations – Internally Restricted             | 17,000              | -                   |
|                                               | <b>\$ 1,795,535</b> | <b>\$ 1,125,843</b> |

**5. Accounts payable and accrued liabilities**

|                              | <b>2023</b>         | <b>2022</b>           |
|------------------------------|---------------------|-----------------------|
|                              |                     | Restated<br>(Note 19) |
| Trade accounts payable       | \$ 693,604          | \$ 843,954            |
| Asset retirement obligations | 58,650              | 58,650                |
| Accrued salaries             | 51,397              | 31,230                |
| Accrued overtime and leave   | 321,272             | 327,996               |
|                              | <b>\$ 1,124,923</b> | <b>\$ 1,261,830</b>   |



**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2023**

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**6. Employee future benefits**

**(a) Employee future benefits liability**

Employee future benefits consist of:

|                                                        | <b>2023</b>       | <b>2022</b>       |
|--------------------------------------------------------|-------------------|-------------------|
| Severance pay                                          | \$ 30,737         | \$ 30,737         |
| Accumulating, non-vesting sick leave benefit liability | 80,037            | 76,768            |
|                                                        | <b>\$ 110,774</b> | <b>\$ 107,505</b> |

**(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 will not accrue 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 2022-23. The remaining severance liability payable to employees at March 31, 2023 is \$30,737 (2022 - \$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, 2023**

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**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 Provident<sup>10</sup>, including payment of pension benefits to employees to whom the Act applies.

The maximum contribution rate for eligible employees was 11.85% (2022 - 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, 2023 was \$376,927 (2022 - \$332,509).

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, 2023 was \$19,368 (2022 - \$14,369).

**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2023**

**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, 2023, funds received or receivable are reported as follows:

|                       | Balance at<br>beginning of<br>year | Receipts<br>during<br>year | Transferred to<br>revenue | Balance<br>at end of<br>year |
|-----------------------|------------------------------------|----------------------------|---------------------------|------------------------------|
| Donations             | \$ 727,943                         | \$ 331,174                 | \$ (249,250)              | \$ 809,867                   |
| Federal Government    | 647,971                            | -                          | (186,738)                 | 461,233                      |
| Provincial Government | 627,720                            | 101,862                    | (205,147)                 | 524,435                      |
|                       | <u>\$ 2,003,634</u>                | <u>\$ 433,036</u>          | <u>\$ (641,135)</u>       | <u>\$ 1,795,535</u>          |

**8. Tangible capital assets**

**Original Cost**

|                                        | Balance<br>March 31,<br>2022 | Additions          | Disposals/<br>Transfers | Balance<br>March 31,<br>2023 |
|----------------------------------------|------------------------------|--------------------|-------------------------|------------------------------|
|                                        | Restated<br>(Note 19)        |                    |                         |                              |
| Furniture                              | \$ 860,762                   | \$ 80,979          | \$ -                    | \$ 941,741                   |
| Equipment                              | 1,352,968                    | 301,588            | 57,647                  | 1,712,203                    |
| Motor vehicles                         | 37,430                       | -                  | -                       | 37,430                       |
| Building<br>improvements               | 15,802,734                   | 204,130            | 244,096                 | 16,250,960                   |
| Asset retirement<br>obligations        | 58,650                       | -                  | -                       | 58,650                       |
| Capital assets<br>transferred (Note 9) | 1                            | -                  | -                       | 1                            |
| Work in progress                       | 679,851                      | 440,692            | (301,743)               | 818,800                      |
|                                        | <u>\$ 18,792,396</u>         | <u>\$1,027,389</u> | <u>\$ -</u>             | <u>\$19,819,785</u>          |

**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2023**

**8. Tangible capital assets (cont.)**

**Accumulated Amortization**

|                                     | <b>Balance<br/>March 31,<br/>2022</b> | <b>Amortization</b> | <b>Disposals</b> | <b>Balance<br/>March 31,<br/>2023</b> | <b>Net book<br/>value<br/>March 31,<br/>2023</b> | <b>Net book<br/>value<br/>March 31,<br/>2022</b> |
|-------------------------------------|---------------------------------------|---------------------|------------------|---------------------------------------|--------------------------------------------------|--------------------------------------------------|
|                                     | Restated<br>(Note 19)                 |                     |                  |                                       |                                                  | Restated<br>(Note 19)                            |
| Furniture                           | \$ 799,800                            | \$ 28,027           | \$ -             | \$ 827,827                            | \$ 113,914                                       | \$ 60,962                                        |
| Equipment                           | 1,225,351                             | 121,651             | -                | 1,347,002                             | 365,201                                          | 127,617                                          |
| Motor vehicles                      | 32,618                                | 3,209               | -                | 35,827                                | 1,603                                            | 4,812                                            |
| Building improvements               | 5,000,966                             | 702,450             | -                | 5,703,416                             | 10,547,544                                       | 10,801,768                                       |
| Asset retirement obligations        | 12,219                                | 2,933               |                  | 15,152                                | 43,498                                           | 46,431                                           |
| Capital assets transferred (Note 9) | 1                                     | -                   | -                | 1                                     | -                                                | -                                                |
| Work in progress                    | -                                     | -                   | -                | -                                     | 818,800                                          | 679,851                                          |
|                                     | <b>\$ 7,070,955</b>                   | <b>\$ 858,270</b>   | <b>\$ -</b>      | <b>\$ 7,929,225</b>                   | <b>\$ 11,890,560</b>                             | <b>\$ 11,721,441</b>                             |

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, 2023**

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**10. Commercial operations**

|                   | <b>2023</b>         | <b>2022</b>       |
|-------------------|---------------------|-------------------|
| Admission revenue | \$ 728,114          | \$ 376,423        |
| Gift shop sales   | 522,075             | 277,216           |
| Parking revenue   | 70,226              | 38,583            |
| Other revenue     | 276,810             | 169,851           |
| Interest income   | 252,169             | 72,920            |
|                   | <b>\$ 1,849,394</b> | <b>\$ 934,993</b> |

**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 \$7,340,844 (2022 - \$7,123,488) in grant revenue from the Province, including deferred revenue recognized in the fiscal year in which it is spent.

Expenses incurred by the Province related to salaries and contributions to employee benefits during the year totaled \$4,882,293 (2022 - \$4,274,399). Included in these totals are employer paid benefit costs of \$754,006 (2022 - \$648,114). These amounts are reflected in the financial statements as salary expense and are offset by the grant revenue received from the Province.

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

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

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

Accounts receivable includes \$1,766,324 (2022 - \$2,495,585) 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, 2023**

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**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, 2023, the Corporation has received funds totaling \$23,615,112 (2022 - \$22,465,112) and incurred expenses totaling \$23,245,909 (2022 - \$19,515,015) related to the Project. During the year ended March 31, 2023, expenses of \$3,730,894 (2022 - \$2,111,554) were incurred related to the Project. The balance of funds held in trust by the Corporation at March 31, 2023 was \$369,203 (2022 - \$2,950,097).

**13. Contractual obligations**

**(a) Facility Management Contract**

In October 2018, the Corporation awarded a new facility management contract to Brookfield Global Integrated Solutions Canada for an initial 5 year term with an option to renew. This contract represents commitments of approximately \$132,000 per month through September 2023.

**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2023**

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**13. Contractual obligations (cont.)**

(b) Equipment Lease

The Corporation has entered into lease agreement for the rental of office equipment. Approximate payment of these obligations in future years is as follows:

|      |    |              |
|------|----|--------------|
| 2024 | \$ | 2,448        |
| 2025 |    | 204          |
|      | \$ | <u>2,652</u> |

**14. Donated acquisitions**

Donated acquisitions, or non-cash gifts, are gifts of art work, archival documents and historical and cultural artifacts that the Corporation has received, and for which a tax receipt has been issued to the donor based on an appraised value, and are included in the Corporation's permanent collections. Donated acquisitions are not reflected in the Corporation's financial statements. During the year, the Corporation issued receipts for non-cash donations of \$417,952 (2022 - \$486,937).

**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 it has policies and

**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2023**

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**16. Financial risk management (cont.)**

procedures for the monitoring and collection of its accounts receivable so as to mitigate potential credit losses. Any estimated impairment of these accounts receivable has been provided for through a provision for doubtful accounts as disclosed in Note 3.

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.

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 31, 2020, the unrecoverable HST amount was reallocated to the various HST applicable expenses on a prorated basis and reflected in the Schedule 1 amounts.

During 2022-23, unrecoverable HST totaling \$205,113 (2022 - \$202,985) 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, 2023**

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**19. Change in accounting policy**

Previous to the year ended 31 March 2023, the Corporation did not record asset retirement obligations related to future asset retirement costs. PSAB standards require that a liability and a capital asset be recognized in the financial statements. In order to comply with CPSAS, a retroactive adjustment was made to recognize tangible capital assets, accumulated amortization and a liability related to asset retirement costs. This resulted in the restatement of certain amounts in the prior period as follows:

**Comparative restatement 2021-2022**

|                                                      | <u>2022</u>  | <u>2022 Restated</u> | <u>Change</u> |
|------------------------------------------------------|--------------|----------------------|---------------|
| <b>Statement of Financial Position</b>               |              |                      |               |
| Accounts payable and accrued liabilities             | \$ 1,203,180 | \$ 1,261,830         | \$ 58,650     |
| Net financial assets                                 | 4,192,560    | 4,133,910            | (58,650)      |
| Tangible capital assets                              | 11,666,284   | 11,721,441           | 55,157        |
| Accumulated operating surplus                        | 15,903,053   | 15,899,560           | (3,493)       |
| <b>Statement of Operations</b>                       |              |                      |               |
| Corporate services and building operations           | 5,253,523    | 5,257,016            | 3,493         |
| Annual surplus                                       | 498,061      | 494,568              | (3,493)       |
| Accumulated operating surplus end of year            | 15,903,053   | 15,899,560           | (3,493)       |
| <b>Statement of Change in Net Financial Assets</b>   |              |                      |               |
| Annual surplus                                       | 498,061      | 494,568              | (3,493)       |
| Amortization – asset retirement obligations          | -            | 3,493                | 3,493         |
| Adjustment to recognize asset retirement obligations | -            | (58,650)             | (58,650)      |
| Net financial assets, end of year                    | \$ 4,192,560 | \$ 4,133,910         | \$ (58,650)   |

**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2023**

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**19. Change in accounting policy (cont.)**

**Comparative restatement 2021-2022 (cont.)**

|                                                        | <u>2022</u> | <u>2022 Restated</u> | <u>Change</u> |
|--------------------------------------------------------|-------------|----------------------|---------------|
| <b>Statement of Cash Flows</b>                         |             |                      |               |
| Annual surplus                                         | \$ 498,061  | \$ 494,568           | \$ (3,493)    |
| Amortization – asset retirement obligations            | -           | 3,493                | 3,493         |
| Accounts payable and accrued liabilities               | 299,187     | 357,837              | 58,650        |
| Cash provided from operating transactions              | 1,409,732   | 1,468,382            | 58,650        |
| Purchase of tangible capital assets                    | (923,495)   | (982,145)            | (58,650)      |
| Cash applied to capital transactions                   | (923,495)   | (982,145)            | (58,650)      |
| <b>Note 5 Accounts Payable and Accrued Liabilities</b> |             |                      |               |
| Asset retirement obligations                           | -           | 58,650               | 58,650        |
| <b>Note 8 Tangible Capital Assets</b>                  |             |                      |               |
| Asset retirement obligations                           |             |                      |               |
| Original cost                                          | -           | 58,650               | 58,650        |
| Accumulated amortization                               | -           | 12,219               | 12,219        |
| Net book value                                         | -           | 46,431               | 46,431        |
| Equipment                                              |             |                      |               |
| Accumulated amortization                               | 1,226,391   | 1,225,351            | (1,040)       |
| Net book value                                         | 126,577     | 127,617              | 1,040         |
| Building improvements                                  |             |                      |               |
| Accumulated amortization                               | 5,008,652   | 5,000,966            | (7,686)       |
| Net book value                                         | 10,794,082  | 10,801,768           | 7,686         |
| <b>Schedule 1 Revenue and Expenses by Sector</b>       |             |                      |               |
| Amortization                                           | 781,559     | 785,052              | 3,493         |
| Total expenses                                         | 8,728,382   | 8,731,875            | 3,493         |
| Annual surplus                                         | \$ 498,061  | \$ 494,568           | \$ (3,493)    |

**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2023**

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**19. Change in accounting policy (cont.)**

**Comparative restatement 2021-2022 (cont.)**

For the year ended March 31, 2022, the accumulated operating surplus was reduced by \$3,493 resulting from the change in accounting policy. In addition to the restatements resulting from the accounting policy change, the comparative restatement also includes other tangible capital asset adjustments to correct insignificant misstatements resulting in an increase to net book value of \$8,726.

**THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR**  
**REVENUES AND EXPENSES BY SECTOR**  
**For the Year Ended March 31, 2023**

**SCHEDULE 1**

|                                                | <b>Corporate<br/>Services<br/>and Building<br/>Operations</b> | <b>Archives<br/>Division</b> | <b>Art Gallery<br/>Division</b> | <b>Museum<br/>Division and<br/>Regional<br/>Museums</b> | <b>Education<br/>Programs</b> | <b>2023 Total</b> | <b>2022 Total</b><br><br>Restated<br>(Note 19) |
|------------------------------------------------|---------------------------------------------------------------|------------------------------|---------------------------------|---------------------------------------------------------|-------------------------------|-------------------|------------------------------------------------|
| <b>REVENUES</b>                                |                                                               |                              |                                 |                                                         |                               |                   |                                                |
| Province of Newfoundland & Labrador            |                                                               |                              |                                 |                                                         |                               |                   |                                                |
| Operating grants                               | \$ 3,849,496                                                  | \$ 750,257                   | \$ 564,421                      | \$ 1,139,202                                            | \$ 283,462                    | \$6,586,838       | \$ 6,475,374                                   |
| Contribution to employee<br>benefits (Note 11) | 206,699                                                       | 161,445                      | 108,371                         | 188,825                                                 | 88,666                        | 754,006           | 648,114                                        |
| Commercial operations (Note 10)                | 1,611,236                                                     | 8,189                        | 141,715                         | 26,770                                                  | 61,484                        | 1,849,394         | 934,993                                        |
| Government of Canada                           | 119,270                                                       | 7,117                        | 306,154                         | 49,209                                                  | 13,525                        | 495,275           | 821,478                                        |
| Corporate sponsorship                          | 50,000                                                        | -                            | -                               | -                                                       | 285,000                       | 335,000           | 336,250                                        |
| External funding                               | 4,045                                                         | 57,600                       | -                               | 5,333                                                   | -                             | 66,978            | 10,234                                         |
|                                                | <u>5,840,746</u>                                              | <u>984,608</u>               | <u>1,120,661</u>                | <u>1,409,339</u>                                        | <u>732,137</u>                | <u>10,087,491</u> | <u>9,226,443</u>                               |
| <b>EXPENSES</b>                                |                                                               |                              |                                 |                                                         |                               |                   |                                                |
| Advertising and promotion                      | 108,167                                                       | 31                           | 2,489                           | 56                                                      | -                             | 110,743           | 74,994                                         |
| Amortization                                   | 858,270                                                       | -                            | -                               | -                                                       | -                             | 858,270           | 785,052                                        |
| Appraisals and acquisitions                    | -                                                             | 20,907                       | 146,232                         | -                                                       | -                             | 167,139           | 101,620                                        |
| Building expenses                              | 2,346,197                                                     | -                            | 133,056                         | 54,511                                                  | 13,946                        | 2,547,710         | 2,499,953                                      |
| Conference and registration fees               | 11,993                                                        | 2,062                        | 1,432                           | 2,872                                                   | 811                           | 19,170            | 7,590                                          |
| Core programming                               | 47,496                                                        | 14,098                       | 268,272                         | 38,095                                                  | 134,996                       | 502,957           | 319,958                                        |
| Cost of gift shop                              | 494,351                                                       | -                            | -                               | 3,450                                                   | -                             | 497,801           | 350,436                                        |
| Employee future benefits                       | 216,867                                                       | 159,159                      | 109,383                         | 182,307                                                 | 82,835                        | 750,551           | 674,684                                        |
| Meeting expenses                               | 5,927                                                         | 557                          | -                               | -                                                       | -                             | 6,484             | 1,485                                          |
| Office equipment and supplies                  | 56,125                                                        | 6,226                        | 3,179                           | 10,775                                                  | 2,283                         | 78,588            | 47,521                                         |
| Professional services                          | 132,255                                                       | 6,973                        | 61,474                          | 21,122                                                  | 27,916                        | 249,740           | 156,692                                        |
| Salaries                                       | 1,441,361                                                     | 766,958                      | 381,482                         | 1,073,065                                               | 465,421                       | 4,128,287         | 3,626,285                                      |
| Telecommunications and courier                 | 44,082                                                        | 1,691                        | 1,729                           | 8,451                                                   | 2,718                         | 58,671            | 57,980                                         |
| Travel                                         | 25,030                                                        | 5,946                        | 11,933                          | 14,635                                                  | 1,211                         | 58,755            | 27,625                                         |
|                                                | <u>5,788,121</u>                                              | <u>984,608</u>               | <u>1,120,661</u>                | <u>1,409,339</u>                                        | <u>732,137</u>                | <u>10,034,866</u> | <u>8,731,875</u>                               |
| Annual surplus                                 | \$ <u>52,625</u>                                              | \$ <u>-</u>                  | \$ <u>-</u>                     | \$ <u>-</u>                                             | \$ <u>-</u>                   | \$ <u>52,625</u>  | \$ <u>494,568</u>                              |

# AT THE ROOMS

The Rooms, 9 Bonaventure Ave,  
St. John's, NL A1C 5P9  
709-757-8000

