

ANNUAL REPORT 2018/19





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A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

This past year was my second year serving as Chair of The Rooms Board of Directors. This year also marked the completion of the second year of The Rooms Corporation's 2017-20 Strategic Plan. This plan is built on the goals and priorities The Rooms has identified over the past 14 years and sets the strategic priorities for the current planning cycle. The plan focuses on building strong connections with visitors, members and the people of Newfoundland and Labrador.

The Rooms made several achievements during the past year, advancing the Corporation's strategic priorities. These achievements are in alignment with the Provincial Government's **The Way Forward** and in particular the **2017-20 Provincial Tourism Product Development Plan**.

The Rooms continues to develop and offer visitors engaging, immersive, people and program-based experiences.

Enhanced experiences include programs and exhibitions that represented defining aspects of Newfoundland and Labrador's unique culture, including Indigenous tourism experiences. As part of the Provincial Government's plan to deliver enhanced programs and experiences, The Rooms has extended its non-resident programming into the Fall – providing shoulder season tourism experience offerings.

The Rooms will continue to work on the **2017-20 Provincial Development Plan** areas of focus during the third and final year of its 2017-20 strategic planning cycle.

The Board of Directors believes that, as a public institution, The Rooms Corporation must provide great value to all Newfoundlanders and Labradorians. The care, exhibition, and access to the priceless artifacts, artworks and documents belonging to the people of the province; outreach beyond St. John's; and the focus on educational and public programming to deepen the pride and identity of all Newfoundlanders and Labradorians together form the foundation of The Rooms Corporation's mission. The Rooms Corporation is considered to be a Category One entity and the 2018-19 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 for The Rooms Corporation.

I would like to take this opportunity to thank the many volunteers and donors who help to bring the collections of The Rooms to life. I would also like to commend the staff that care for and interpret the collections and ensure they will be available for generations to come.



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



All Around the Circle: An A to Z of Newfoundland and Labrador Places

This exhibition offered a charming glimpse into 26 of the province's communities—with historic images and artifacts from all.

OVERVIEW OF THE CORPORATION

NUMBER OF EMPLOYEES

The Rooms employs 41 permanent staff, including five permanent seasonal staff to operate The Rooms Regional Museums. These positions are funded in part by The Rooms operating grant from the Government of Newfoundland and Labrador and earned revenue.

The Rooms also employs a number of part-time staff on an annual basis to the Archives Reference Room at The Rooms, admissions and visitor services both at The Rooms and in its various regional operations.

PHYSICAL LOCATION

The Rooms is located in St. John's, with regional museums in Grand Falls-Windsor (Mary March Provincial Museum), Grand Bank (Provincial Seamen's Museum) and North West River (Labrador Interpretation Centre).

OTHER KEY STATISTICS

Visitation

The Rooms welcomed 123,595 people through its doors during 2018-19, this includes paid admissions, complimentary admissions, visits to the Archives, student, café and gift shop visits. The Rooms received 79,340 admissions in 2018-19, compared to 77,815 admissions in 2017-18 for an increase of 1,525 admissions or approximately two per cent. Of the total number of admissions, 33 per cent were free and 67 per cent were paid.

Visitation to the three regional museums reached 8,861 visitors during the 2018 operating season, an increase of 0.1 per cent compared to 2017.

Performance at the individual museums was mixed and included 2,396 visitors at the Labrador Interpretation Centre, a decrease of 1.4 per cent and increases of 0.4 per cent and 1.2 per cent respectively at Mary March Provincial Museum (3,516 visitors) and Provincial Seamen's Museum (2,949 visitors).

Membership renewals and new memberships at The Rooms have increased. From April 1, 2018 until March 31, 2019, 1,543 annual memberships were purchased, 579 of which were new memberships.

Paid Parking

Beginning June 27, 2017, parking fees were implemented at The Rooms. 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. For those first nine months in 2017-18, The Rooms collected approximately \$69,500 from paid parking. From April 1, 2018 to March 31, 2019, The Rooms collected approximately \$87,000 from paid parking.

The Rooms Gift Shop

The Rooms Gift Shop had an increase of 14.5 per cent in sales from 2017-18 with total sales of \$434,834. During the fiscal year, the gift shop experienced a significant increase in sales of more than \$55,000 over the previous year making it the most successful year to date.

On-site Service – Archives Reference Room

There were a total of 11,075 in-person visits to the Reference Room in the fiscal year 2018-19, an increase in annual visitation of five per cent. Inquiries from the public about the Archives, its collections, how to use them, and specific requests for historical information or photographs are received daily at The Rooms. These inquiries come from a wide variety of researchers – genealogists, historians, students, lawyers, authors, artists and property owners. Each researcher using the Reference Room receives one-on-one service during their initial visit, which includes an orientation to the archives and professional advice regarding primary sources within the collections that match their research interests.

In addition to in-person visits, the Archives receives thousands of e-mails, hundreds of phone calls and hundreds of postal mail requests throughout the year. They include general historical questions about Newfoundland and Labrador history, requests for specific information/records relating to an individual's research interests, genealogical searches, as well as, requests for certified copies of records from the collection, and many other topics.

On-Line Archival Holdings

Between April 2018 and March 2019, the Description and Cataloguing team created/ revised and authorized records for inclusion in The Rooms online archival database. During fiscal year 2018-2019, a total of 9,473 new

digitized records were added to The Rooms on-line collections. This includes additions of newly described government and non-government records in a wide variety of formats – textual records, films, photographs, maps, etc. Preliminary work to prepare these collections for cataloguing includes physical ordering of materials, refolding, relabeling and reboxing when required, preservation or conservation treatment if needed, and finally the preparation of finding aids in paper and electronic form for use by the public. These and other materials may be accessed via The Rooms website at <https://www.therooms.ca/collectionsresearch/>

Government Records – Information Management

In 2018-19, The Rooms staff appraised over 820 boxes of government records that were submitted to the Government Records Committee for disposal. Just over 120 boxes were selected as having archival value and were added to The Rooms collections. The total number of departmental retention schedules approved was 25. Archival appraisal requires an understanding of archival theory and practice, as well as knowledge about the creator(s) of the records and their context – how they were created, used and why, and is a primary function of selecting material for permanent addition to the collections.

Revenues And Expenditures

Please refer to The Rooms Corporation of Newfoundland and Labrador Audited Financial Statements for the year ending March 31, 2019 (Appendix A).

HIGHLIGHTS

THE ROOMS RECEIVES AWARD OF OUTSTANDING ACHIEVEMENT IN EDUCATION

The Canadian Museums Association honoured The Rooms with the Award of Outstanding Achievement in Education for the exhibition catalogue **SakKijâjuk: Art and Craft from Nunatsiavut**.

SakKijâjuk: Art and Craft from Nunatsiavut was the first major exhibition catalogue to present artists from this self-governing Inuit region of Labrador. The book, produced in English, French and the Labrador dialect of Inuktitut, was written and edited by Inuk scholar Dr. Heather Igloliorte.

Meaning 'to be visible', SakKijâjuk brings to light artists that were, until now, largely ignored within Canadian art history.

SakKijâjuk: Art and Craft from Nunatsiavut presents a conversation between generations, celebrating artists who respond to contemporary life and issues, and innovate with new materials and ideas. Artist voices feature prominently, recognizing the importance of their perspectives within this new art history.

This educational project, published in conjunction with the exhibition, was made possible through the support of the artists, Dr. Heather Igloliorte, Goose Lane Editions, as well as the Government of Canada's Museums Assistance Program, the Canada Council for the Arts, the Nunatsiavut Government, and the International Grenfell Association.

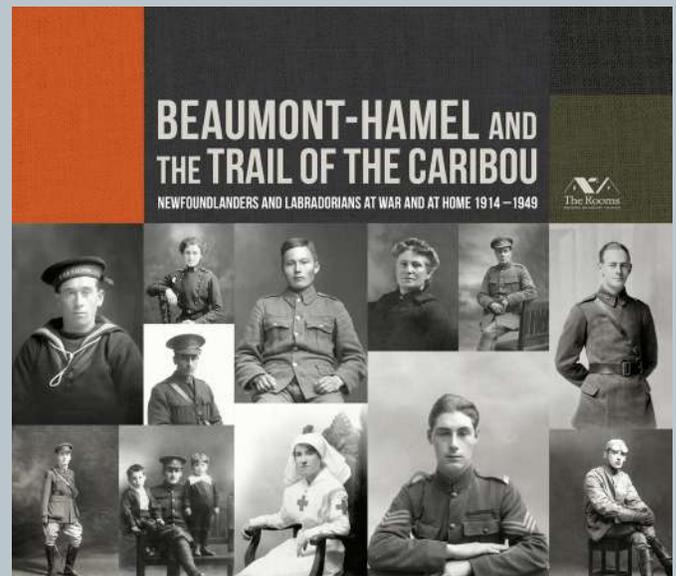
This was The Rooms fourth Award of Outstanding Achievement from the Canadian Museums Association.

THE ROOMS WINS TWO INTERNATIONAL BUSINESS COMMUNICATIONS AWARDS

The Rooms was named the recipient of two Gold Quill Awards by the International Association of Business Communicators. The Rooms captured the 2018 Gold Quill Award of Excellence in Marketing, Advertising and Brand Communication for the **Remember Them at The Rooms** campaign, as well as the 2018 Gold Quill Award of Excellence in the Audio/Visual category for the **Sing You Home** campaign launch video.

The **Remember Them at The Rooms** campaign and the **Sing You Home** video were created to commemorate the 100th Anniversary of Beaumont-Hamel, and to help mark the centennial event of July 1, 1916 at The Rooms.

The Gold Quill Awards recognize business communication excellence globally, and are acknowledged as one of the most prestigious awards programs in the industry.



Cover of the companion catalogue for the exhibition **Beaumont-Hamel and the Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-1949**.

THE ROOMS UNVEILED FIRST WORLD WAR EXHIBITION CATALOGUE

The Rooms Corporation launched a companion catalogue in May 2018 for the exhibition **Beaumont-Hamel and the Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-1949**. Sylvain Vinet, Region Head, Eastern Canada Region, CIBC was present to make the announcement.

In June 2016, CIBC contributed \$100,000 to The Rooms, **Where Once They Stood We Stand** Capital Fundraising Campaign, enabling the creation of the First World War exhibition catalogue. The award-winning exhibition documents and explores the effects of the First World War on Newfoundland and Labrador — on those who fought, on the families and communities left behind; and on the politics, economy and future of Newfoundland and Labrador.

The publication mirrors the exhibition and includes first-hand experiences of the people who were involved in and were transformed by the conflict. These stories are supported by the participants' authentic objects and archival documents, many of which were lent or donated to The Rooms by people across Newfoundland and Labrador.

The catalogue has been distributed to schools across the province and is available for purchase through The Rooms Gift Shop.



Future Possible: Art of Newfoundland and Labrador to 1949 exhibition, which ran from May-September 2018.

FUTURE POSSIBLE: ART OF NEWFOUNDLAND AND LABRADOR

Future Possible: Art of Newfoundland and Labrador is the first comprehensive presentation of Newfoundland and Labrador art in the history of the province. The project consists of two large-scale exhibitions hosted at The Rooms during the summer of 2018 and the summer of 2019, as well as a forthcoming accompanying publication, explaining the original visual art of this province within a national context.

The exhibition was divided into a two-part series. March 31, 1949 – the day before Newfoundland and Labrador joined Canada – is the dividing line between the two.

While many of Newfoundland and Labrador's other cultural forms (music, storytelling, folk art, language) have been studied and celebrated, there has never been an in-depth critical analysis of the

visual art of this province. A comprehensive art history of Newfoundland and Labrador had never before been gathered.

The exhibition asked questions about how histories are told and re-told through images, and how those images define our understanding.

The exhibition was a starting point for further research and discussion, seeking to launch a multi-vocal, multi-faceted story that is built collaboratively. The objective of this series was to isolate and discuss common threads within the visual art histories that exist in Newfoundland and Labrador and shed light on the aspects of this visual culture that are distinct within the national discourse. A companion book of the same name will be published in the Fall of 2019.

COMMEMORATION OF THE 100TH ANNIVERSARY OF THE ACTION AND BRAVERY AT DRIE MASTEN, BELGIUM

The unveiling of service medals for conspicuous bravery and devotion to duty, commemorating the actions of Lance Corporal Matthew Brazil who fought alongside Sergeant Tommy Ricketts on October 14, 2018, was attended by members of the Brazil and Ricketts families in the Royal Newfoundland Regiment Gallery. Following the unveiling, Author/Historian, Frank Gogos, presented **Reluctant Heroes – The Story of Tommy Ricketts and Matthew Brazil**.

COMPLETION OF DIGITIZATION PROJECT AND LAUNCH OF MILITARY SERVICE FILE DATABASE

A major milestone was reached on November 30, 2018 with the completion of a multi-year project to fully scan 6,723 military service files of the Royal Newfoundland Regiment and Newfoundland Forestry Corps from the First World War. News of the project completion was favourably received and commemorated by past funding partners for the project, by Library and Archives Canada who provided the original microfilm reels containing the files, and by researchers from inside and outside the province.

DONOR HIGHLIGHTS

The Rooms is grateful to its donors for their contributions. Between April 1, 2018 and March 31, 2019 The Rooms received more than \$480,000 in financial contributions from previous commitments, as well as donations of works of art, artifacts and archival material valued at more than \$500,000.

Acquisitions to the Archives

From April 1, 2018 to March 31, 2019 The Rooms accepted a total of 219 donations/transfers of archival material – ranging in size from a single photograph to hundreds of boxes of textual records. These 219 donations included 147 from non-government donors (individuals, families, businesses, etc...) and 72 from within government (departments, agencies, boards, commissions, etc...). Two highlights from the 2018-2019 accessions included the following:

Non-Government

John James Murphy collection (two notebooks – 1916/1917). These notebooks belonged to Captain John James Murphy of the Royal Army Medical Corps (RAMC). They were donated by his great-granddaughter Wendy Martin and provide researchers with a glimpse of daily life of a medical doctor serving in the Great War.

Government

The Department of Justice and Public Safety-Civil Division donated agreements and documents for the Restructuring of the Newfoundland Fishing Industry, 1984-1985. Eight volumes containing Federal/Provincial agreements, bank agreements, fishing company legal and financial records, other financial records, contracts, sales information, and Orders in Council regarding the restructuring of the Newfoundland and Labrador fishing industry and the establishment of Fishery Products International (FPI). As the collapse of the northern cod fishery had a huge impact on the people and the economic state of the province, these records document the state of the Newfoundland and Labrador fishing economy in the 1980s and identify the actions taken by the Federal and Provincial governments to respond to it.

Acquisitions to the Art Gallery

A total of 22 donors contributed artworks to The Rooms collections between April 1, 2018-and March 31, 2019.

The following artists donated their own work:

Shawn O'Hagan – 185 illustrations and 7 publications
 Barbara Hunt – 1 artwork
 Bill Rose – 1 artwork
 Peter Wilkins – 3 videos
 Christopher Pratt – 31 artworks
 Karen Stentaford – 1 artwork
 Sylvia Bendzsa – 1 item (printing plate)
 Marlene Creates – 4 artworks
 Takao Tanabe – 9 artworks
 Marlene MacCallum – 21 artworks

The following works of art were donated to The Rooms collections:

A Dame Elisabeth Frink sculpture
 A Christopher Pratt painting
 An Arthur Lismer painting
 A Millicent Penney painting (Untitled)
 3 Arthur Lismer prints – Canadian War Memorials Fund lithographs
 A Gerald Squires portrait of Barker Fairley
 A Peter Bell artwork
 A George Noseworthy painting
 10 artworks
 76 artworks
 Archive of 394 prints, West Baffin Island Co-op, Cape Dorset Fine Art and a Gilbert Hay print



Christopher Pratt
Trongate Abstract, Art School Fire 2018
 Oil on canvas

The Rooms Provincial Art Gallery
 Government of Newfoundland and Labrador Collection

ACQUISITIONS TO THE MUSEUM

In Winter 2019, The Rooms was grateful to receive a donation of an important artwork by Christopher Pratt, through the generosity of the Fry Family Foundation. The work, **“Trongate Abstract, Art School Fire”** (2018, oil on panel) depicts The Trongate, a part of Glasgow (Scotland) that Pratt associates with his time as a student at the Glasgow School of Art, 1957 – 1959. Painted almost entirely from memory, this artwork was started just before a major fire on June 15, 2018, destroyed the Mackintosh Building — an iconic structure at the school. Pratt hints at this fire with a band of flame-colored sky in the background of the painting. Pratt lived in Glasgow with fellow artist and then-wife Mary Pratt, who passed away the year this painting was made. On the back, Pratt has written: “In Memory of Mary (1935-2018).” Based in St. Mary’s Bay, Newfoundland and Labrador, Christopher Pratt is one of Canada’s most important painters. He portrays places that hold memories for him, with architectural sites as a constant subject. This is a significant donation to The Rooms collection.

The Art Gallery Acquisitions Committee has approved a donation proposal of a 1949 Arthur Lismer painting depicting a scene in Flatrock, Newfoundland and Labrador. Following release of official notifications, staff will continue to make arrangements for shipping from Ontario.

A total of 113 individual donors contributed artifacts/ collections to the museum between April 1, 2018 and March 31, 2019.

A collection of Labrador Indigenous items: Innu moccasins, gloves, dolls, jacket and Inuit baskets from Labrador collected by Dr. Mary Alton Mackey during her time there in the 1970s and 1980s.

The Ferman Store Sign from Water Street location. This important signifier of the 1900s Jewish presence in St. John’s and the province was rescued from demolition in 2018 and was also tied to the story of Jewish refugees arriving here after the Second World War and the Holocaust.

A collection of socks, vamps, and slippers providing a representative sample of pan-provincial knitting patterns collected over many decades (along with patterns).

A collection of 11 mats and a mat frame. These mats were made and used in either Little Hearts Ease or Adeytown by members of the Adey family, original settlers of Adeytown and are estimated to be between 75 and 100 years old.

PARTNERSHIPS



The Rooms carries out its mandate in association with various parties including funding agencies, government departments and professional associations. During 2018-19, The Rooms worked in association with:

DEPARTMENT OF TOURISM, CULTURE, INDUSTRY AND INNOVATION

As a Category 1 Crown Corporation of the Government of Newfoundland and Labrador, The Rooms is accountable to the Minister of Tourism, Culture, Industry and Innovation (TCII) through The Rooms Board of Directors. Funding received from TCII sustains operations of The Rooms each year. The Rooms works closely with the department on a number of shared commitments including: the Art Bank Program of the Government of Newfoundland and Labrador; the restoration of the Colonial Building; development of the Cultural Action Plan; as well as assisting with the Arts and Letters Awards Program annually by providing curatorial and technical support and gallery space, to mount the exhibition, as well as space to host the awards ceremony. The Rooms continues to provide and manage collections for the ten Provincial Historic Sites.

DEPARTMENT OF EDUCATION AND CHILDHOOD DEVELOPMENT, KINDERGARTEN TO GRADE 12 CULTURAL CONNECTIONS PROGRAM

Programming and Public Engagement at The Rooms continued to offer school programs which highlight collections and exhibitions from the Archives, Art Gallery and Museum. A total of 12 school programs were offered for students from Kindergarten to grade 12 from September – June. New in 2018, was the addition of a printmaking and watercolor program.

To assist with programming delivery during the 2018 – 2019 school year, eight animateurs were hired. These animateurs were trained by The Rooms Education Programmers and assist with program delivery weekly from Tuesday to Friday. The Rooms continues to run a successful Education Volunteer Program – with approximately 50 committed volunteers who assist with the delivery of The Rooms school programs.

Approximately 7,000 students from Kindergarten to grade 12 participated in the school programs at The Rooms from October 2018 – March 31, 2019.

A number of special school programs were offered throughout the year, strengthening existing partnerships with the Department of Education's Social Studies and Fine Arts Departments, and personnel within the English School District and Francophone school system.

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. These funds are used to support national and international artists in the creation of new artistic works presented in innovative exhibition contexts at The Rooms. This is the second year of a \$330,000 two-year operating grant that The Rooms received from the Canada Council in February 2018, a 74 per cent increase over previous funding cycles.

The Art Gallery applied in October 2018 for the new four-year cycle of core operational funding from the Canada Council for the Arts to assist in developing exhibitions, education initiatives, publications and collecting activities focused around contemporary Canadian art. Grant results are expected in Spring 2019.

The Rooms is also one of 25 institutions, and one of only six art galleries, across the country chosen to participate in a Canada Council for the Arts pilot project to advance diversity, equity and inclusion in Canadian galleries, theatres and on screens.

ART BANK PROGRAM

The Rooms continues to manage this annual art acquisitions program on behalf of the Government of Newfoundland and Labrador.

The Art Bank Jury met in October 2018 and selected 31 new artworks from 281 submissions. The selection reflects a wide range of artists and practices from all over the province. Artworks are available for selection and placed in government offices and buildings throughout the province.

Fifteen artworks by Indigenous artists from the Art Bank collection were installed for a special display at Government House in St. John's and at the Stephenville Arts and Culture Centre in December 2018. The display was created as part of the Identify Festival, an initiative of Eastern Edge Gallery.

In 2018, Art Bank technical staff moved and installed over 400 artworks in government buildings.

BILLIARD ROOM OF GOVERNMENT HOUSE

Following the successful exhibition of Indigenous artwork in the Billiard Room of Government House as part of the partnership with the Eastern Edge Gallery's **Identify Festival**, Her Honour, Judy M. Foote, Lieutenant Governor of Newfoundland and Labrador, requested more curated exhibitions be developed for this location.

With the addition of a new curator of Canadian Art to the staff team, The Rooms made a commitment to curate one to two exhibits per year for this space. The first exhibition in this new series features the work of Mary Pratt, and includes the book of remembrance initiated by The Rooms following the artist's passing.

ADDITIONAL ART GALLERY PARTNERSHIPS

The Rooms continues its collaborations, partnerships and networks. The following partnerships in the form of loans and other agreements took place during 2018-19.

The exhibition **Meryl McMaster: Confluence**, featuring arresting, thought-provoking contemporary artworks delving into identity and the complex history of photographic representation and Indigenous peoples, produced by Carleton University Art Gallery, Ottawa, was on exhibition from May until September 2018.

Michael Snow Newfoundlandings, curated by Scott McLeod and circulated by Prefix Institute of Contemporary Art, was an exhibition of four video installations by Michael Snow, one of Canada's most revered artists. Each of the presented works was produced on the west coast of Newfoundland, where the artist and his partner spend their summers among its cliffs, fields and coves.

Nelson White (Flat Bay Band) was the first artist in the Indigenous Artist-in-Residence Program at The Rooms, launched in partnership with Eastern Edge Gallery's Identify Festival.

During his residency, White created a new series of paintings for his exhibition **Nelson White: Eymu'tiek (We Are Here)**. These works responded to the theme of "identity" in the Level 4 Museum Exhibition, **Here, We Made a Home**. Nelson's paintings question popular biases about what Indigenous culture looks like — both in terms of people and art.



Nelson White
Modern Dance (2018)
 Oil on canvas. 101 x 72 cm
 Collection of the artist

PARTNERSHIPS

The exhibition **At Full Tilt: Colette Urban in Western Newfoundland**, was curated by guest curator, Matthew Hills, Director/Curator, Grenfell Art Gallery, Memorial University of Newfoundland. Known for work in performance art, sculpture and installation that referenced consumer culture and the everyday, Urban's work was characteristically disarming and humorous. She was a Professor of Visual Arts at the University of Western Ontario in London, Ontario until 2007, when she relocated to McIvers, on Newfoundland's west coast. Urban was inducted into the Royal Canadian Academy of Arts in 2012. When she passed away in 2013, a collection of her work came to The Rooms.

Another new initiative is the curation of an art exhibition planned for Summer 2019 for the Labrador Interpretation Centre. The exhibition will highlight work from the Provincial Art Bank and will include images and materials from the collections of The Rooms Provincial Archives. It will explore the distance(s) between a physical place and its location in memories and oral histories. (See below for further information on this exhibition.)

Touring Exhibitions

SakKijjuk: Art and Craft from Nunatsiavut, travelled to the Winnipeg Art Gallery, in Manitoba and was on display from May 26 until October 14, 2018; then travelled to the MacKenzie Art Gallery, Regina, Saskatchewan and was on display from February 16 until June 2, 2019. Touring of this exhibition was partially funded by the Government of Canada's Museum Assistance Program.

A national tour for **Ned Pratt: One Wave** developed by The Rooms and exhibited from September to December 2018, will be on display at the Beaverbrook Art Gallery, Fredericton, New Brunswick from October 2019 until February 2020. The exhibition will also travel to the Art Gallery of Nova Scotia, with the exhibition date to be determined.

Artists in Residence

Through partnerships with Parks Canada and the Landfall Trust, and with funding from the Canada Council for the Arts, the Art Gallery offered artist residencies during Summer 2018: Thayer Carter, in Brigus from June 16 until July 13; Elisabeth Picard, in Gros Morne National Park from June 30 until August 10; Sarah Wendt and Pascal Dufaux, in Gros Morne National Park from August 28 until September 28; Barbara Safran de Niverville, in Terra Nova National Park from June 6 until July 10; and, Ulrike Königshofer in Terra Nova National Park, from July 23 until August 20. The jury to select participants for Summer 2019 met in December 2018.

Psychology Department of Memorial University

Visitor research evaluating the meaningful benefits of visiting art gallery exhibitions was conducted in Fall 2018 by students in the Applied Psychological Science Graduate Program, Psychology Department of Memorial University. The final report was submitted and provided valuable information about experiences visitors have in the gallery. Results indicated an overall positive response. The Rooms continued to offer this survey so that evaluation can be ongoing.



Ned Pratt
New Ferry (2016)
Chromogenic print. 83.82 x 117.48 cm.
Courtesy of the artist.

GENERATE ENGAGING CONTENT

Newfoundland and Labrador has a unique culture that attracts visitors from around the world. Residents of the province also have a deep and abiding interest in the stories and topics that comprise the unique culture, a culture which includes the centrality of the visual arts.

The provincial collections, under the care of The Rooms, together represent Newfoundland and Labrador's unique cultural history and contain thousands of stories and topics of interest to both residents and visitors.

Over the next three years, The Rooms will develop a range of new programs based on the province's unique culture, and the provincial collections, in order to increase engagement with residents and non-resident visitors.

The Rooms is committed to increasing the number of people and program-based experiences as detailed in **The Way Forward: 2017-20 Provincial Tourism Product Development Plan** and has incorporated a new cultural immersion program experience for 2017-20.

This work has supported Government's strategic direction to increase the number of people and program-based brand experiences in core experiences categories, and, as an anchor attraction strives to enhance the sustainability and experience development as stated in **The Way Forward: 2017-20 Provincial Tourism Product Development Plan**.

GOAL

By March 31, 2020, The Rooms will have generated more creative, innovative and interactive content.

**SECOND YEAR
OBJECTIVE
(2018-19)**

By March 31, 2019, The Rooms will have implemented more creative, innovative, interactive programs to further engage the public.

INDICATORS (2018-19)	RESULTS AND BENEFITS
<p>1. The Rooms will have continued to enhance Cultural Immersion experiences for non-resident visitors, which represent defining aspects of the unique culture of Newfoundland and Labrador including the visual arts.</p>	<p>The Rooms continued adapting experiences to engaging, immersive, people and program-based experiences that visitors are seeking, as per The Way Forward: 2017-20 Provincial Tourism Product Development Plan.</p> <p>As part of its Cultural Immersion Program, The Rooms continued to develop and offer enhanced experiences including programs and exhibitions that represented defining aspects of Newfoundland and Labrador’s unique culture.</p> <p>These experiences offered deep engagement with locals and an understanding of the character of the people of this place.</p> <p>CULTURAL AMBASSADOR VOLUNTEERS</p> <p>In June 2017, The Rooms launched the Cultural Ambassadors program, recruiting 250 local volunteers to greet visitors, assist with wayfinding throughout the building, and run the five Culture Rooms Kiosks consisting of engaging program experiences.</p> <p>The Cultural Ambassador volunteers enable The Rooms to deliver people and program-based experiences offering non-resident visitors deep engagement with locals providing an understanding of the character of the people.</p> <p>Volunteers are comprised of Newfoundlanders and Labradorians with local knowledge, able to share stories with the visiting public. The Ambassadors embody the provincial tourism brand of people, place and culture.</p> <p>During 2018-19, The Rooms had 188 Cultural Ambassador volunteers providing support to museum, art gallery and educational programming. These numbers increase gradually during the peak summer season.</p> <p>Cultural Ambassadors have been trained with the materials present in the new genealogy kiosk and continue to encourage visitors (non-resident and resident) to visit The Rooms Provincial Archives to learn more about their family history or community history.</p> <p>In November 2018 the Cultural Ambassador program was nominated for the Hospitality Newfoundland and Labrador (HNL) Tourism Innovator Award. The award recognizes leaders in the tourism industry who demonstrate ingenuity and creativity. It recognizes a business or organization that has developed a tourism business, market, product, process initiative or an unconventional approach to an existing market, product or process.</p> <p>2018 TOURIST SEASON: NEW EXHIBITIONS</p> <p>The Rooms presented three new exhibitions, which opened during the 2018 tourist season. The Museum developed exhibitions that supported cultural immersion strategies including two “A to Z” exhibitions at both The Rooms and the regional museums.</p>



All Around the Circle:

An A to Z of Newfoundland and Labrador Places

This exhibition offered a charming glimpse into 26 of the province's communities—with historic images and artifacts from all, featuring some of the province's oldest outposts to industry-based communities more recently developed. It provided a taste of fishing places, farming places, far-northern, fur-trading places and even a resettled place. And one place named by Captain James Cook.

Up the Pond: The Royal St. John's Regatta

The Royal St. John's Regatta is a two-century-old St. John's rowing event and gigantic garden party held the first Wednesday of every August at Quidi Vidi Lake, weather depending. In 2018, The Rooms commemorated this longstanding day of racing and fun with the exhibition, **Up the Pond**. This exhibition explored Regatta stories, legendary crews and lakeside traditions through artifacts, historic imagery and memorabilia.

Future Possible:

Art of Newfoundland and Labrador to 1949

Gathering close to 100 artworks, images and objects from across The Rooms collections, this exhibition asked questions about how histories are told and re-told through images. How do these images define our understanding of this place? How does the past we imagine affect how we move into the future?

Taking place over two summers, this was the first of a ground-breaking look at the art history and iconography of Newfoundland and Labrador, starting with the period before Confederation in 1949. The exhibition placed historical works in conversation with works by contemporary artists who reference real and imagined histories.

NEW GUIDED TOURS AND CULTURE ROOMS KIOSK

Genealogy Kiosk

In June 2018, the Programming and Public Engagement team, developed and added a fifth kiosk to the already existing four cultural kiosks. This new genealogy kiosk is situated directly across from the Archives Reference Room on the third floor. The Rooms Cultural Ambassadors have been trained with the materials in the kiosk and continue to encourage visitors (non-resident and resident) to visit the Archives to learn more about their family or community history. Visitors can search their genealogy online with the kiosk and continue further research in the Archives Reference Room which contains a broad range of records to assist visitors in discovering their roots. The genealogy kiosk gives visitors an opportunity to find out how to begin.

Guided Tours

Three guided tours were developed and delivered during Summer 2018:

Connections: Connecting People, Place and Environment

This tour takes visitors across land and sea, and through time to meet the peoples who made Newfoundland and Labrador their home for the past 9,000 years. The tour explored the complex and close connections between people, place and their environment.

Fort Townshend Tour

The site The Rooms is standing on has been occupied since 1778 when the British built Fort Townshend to secure St. John's harbour against their enemies. This tour informs visitors about the military history of this site and how The Rooms came to be built on it.

Guided Art Gallery Tour (Future Possible)

Starting with **Future Possible: Art of Newfoundland and Labrador to 1949** – linking the history of visual art in pre-confederate Newfoundland to the present, this tour examined art and craft through historical and contemporary art practices in the province, explored highlights from The Rooms permanent collections and showed how this place has inspired the world.

SCREENINGS OF LOCAL FILMS

The Rooms offered daily screenings of the film **SCOFF: Seniors' Celebration of Food & Film** on loop in the theatre from June to September in partnership with Food First NL. This locally produced documentary featured a series of short films about Newfoundland and Labrador traditional food ways, providing visitors with the opportunity to learn about the importance of "food culture" to the province.

Community Profile Feature Films – Throughout the summer into September, The Rooms continued to spotlight communities across the province featuring archival films from communities such as Fogo Island, Baie Verte, and Greenspond, just to name a few. These profiles highlighted unique communities and towns across the province to both non-resident and resident visitors.

ARCHIVES DIGITAL CONTENT

To engage non-residents and individuals wishing to use the Archives who are unable to visit The Rooms, digital content is now available via an on-line database(s) throughout 2018-2019. As of December 31, 2018 over 12,700 items/descriptions have been added to The Rooms website – featuring a wide variety of Newfoundland and Labrador related content from different collections within the Archives. Monthly user statistics of this on-line resource continue to increase and attract new virtual visitors from around the world.

INDICATORS (2018-19)	RESULTS AND BENEFITS
<p>2. The Rooms will have continued to offer visitor-focused, collections-based experiences that align with the goals of the Government as outlined in The Way Forward: A Vision for Sustainability and Growth in Newfoundland and Labrador.</p>	<p>The Rooms has extended its summer programming season thereby increasing shoulder season tourism experience offerings.</p> <p>Summer programming continued to the end of September including guided exhibition tours, Newfoundland dog visits, food samples, Nature Nooks, The Rooms Culture Rooms kiosks with cultural ambassadors featuring the opportunity to “split cod” and touch an iceberg, as well as artifact spotlights from The Rooms collections.</p> <p>The Cultural Ambassador program was extended into mid-October 2018 to ensure tourists received the same experience as mid-summer tourists.</p> <p>The Rooms has created and delivered more people and program-based experiences through craft and art.</p> <p>We Play for You As part of The Rooms Cultural Immersion experiences offered during Summer 2018, local musicians entertained visitors five days a week with music and storytelling performances from June through to September. This series featured musicians such as Mark Hiscock, Ronald Power, Jim Payne, and Fergus O’Byrne just to name a few. These sessions were well-received by tourists and locals. The performers were able to engage with the public and often encouraged groups of people to join in by singing and/or dancing.</p> <p>Red Island Resettlement Girl The “Inspired By” program, Red Island Resettlement Girl was well-attended throughout 2018. The Rooms hosted eight of these programs with almost all filled to capacity. Marion Counsel, a writer of stories, songs and recitations, was joined by Helen Murphy and Barbara O’Keefe in a program that depicted life growing up on Red Island, Placentia Bay and the resettlement program of the 1960s.</p> <p>Intimate Evening Performance Series The Intimate Evening series continued during the fall, with performances from talented musicians such as Allison Crowe, Anita Best, Sandy Morris, Erin Best, and Matthew Glover. The majority of these performances were at capacity with more than 150 people in attendance for each event. The Rooms looks forward to continuing these sessions in 2019 and showcasing the musical talent of Newfoundland and Labrador.</p> <p>Artist Spotlight The Artist Spotlight program provided visitors with an opportunity to personally engage with visual artists in the community during July, August and September. The artists were: Rhonda Pelley, exhibiting artist, digital collage with contemporary and archival images; Mike Feehan, comic book artist and illustrator; Malin Enstrom, contemporary rug hooker, and photographer; and, Mimi Stockland, textiles and multimedia.</p> <p>The Rooms has increased the number of market-ready Indigenous tourism experiences. Indigenous peoples and cultures have been part of The Rooms exhibitions and public programming since its inception. In addition to The Rooms permanent exhibitions, The Rooms presented the following temporary exhibitions during the 2018-19 Season.</p>

Meryl McMaster: Confluence

Meryl McMaster's photographs explore the fluidity of identity and the possibilities of examining and revising the self and its representation. An individual of mixed Plains Cree and Euro-Canadian heritage, McMaster explores the dimensions of her own sense of identity and the complex history of the photographic representation of Indigenous peoples. Three bodies of work in **Confluence** comprise arresting self-portraits that counter the stereotypical ways that Indigenous peoples have been, and sometimes still are, represented within a colonial framework, principally as objects rather than as subjects of the gaze.

Nelson White: Eymu'tiek (We Are Here)

Nelson White, an artist, illustrator and member of the Flat Bay First Nation Band (No'kmaq Village), was The Rooms first Indigenous Artist-in-Residence and completed his residency this past fall. **Nelson White: Eymu'tiek (We Are Here)** opened in January 2019.

With this new series of paintings, White responds to the theme of "identity" in the museum. He questions popular biases about what Indigenous culture looks like — both in terms of people and art.

"As a representational painter, my work is about identity and community. It is a representation of Indigenous peoples from an Indigenous perspective. Sometimes that representation includes specific, identifiable symbols and sometimes it does not — because the figures within the paintings define their culture on their own terms and what it means to be native today in a contemporary setting. They are fiercely proud of their identity and refuse to be defined by stereotypes."

In November 2018, during his residency, Nelson presented an artist talk as part of The Rooms Coffee and Culture lecture series.

Meagan Musseau**2018 recipient of the Emerging Atlantic Artist Residency**

The Rooms hosted Atlantic Canadian interdisciplinary visual artist Meagan Musseau (Newfoundland and Labrador), the 2018 recipient of the Emerging Atlantic Artist Residency, as part of a cross-country tour. During her self-directed residency at the Banff Centre, Meagan created a new body of work exploring notions of memory, language, and the relationship between land and body, object and narrative.

Throughout Winter 2019, The Rooms staff worked with Indigenous artists Billy Gauthier and Logan MacDonald to prepare exhibitions which opened in June 2019.

Billy Gauthier: Saunituinnalungitotluni | Beyond Bone

Saunituinnalungitotluni | Beyond Bone, is the first mid-career retrospective by renowned sculptor Billy Gauthier. An artist and activist of Inuit and Métis ancestry, Gauthier's inspiration comes directly from his connection with the land and culture of his home in North West River, Labrador. His sculptures are characterized by attention to detail and an ability to illustrate stories. In telling these stories, Gauthier has become a vocal advocate for the protection of the environment alongside traditional Inuit practices.

Logan MacDonald: Hidden Histories

As an artist with Indigenous ancestral connections, Logan MacDonald had a visceral response to seeing collections of Indigenous artifacts housed at The Rooms. **Hidden Histories**, comes out of this response and speaks to MacDonald's experiences navigating issues of belonging and acknowledging cultural erasure. The artist examines how Indigenous artifacts are collectively held and defined within an institution, creatively blurring the lines between cultural fact and family fiction.

MERYL McMASTER
CONFLUENCE



The exhibition **Meryl McMaster: Confluence**, produced by Carleton University Art Gallery, Ottawa, was on exhibition from May until September 2018.

INDICATORS (2018-19)	RESULTS AND BENEFITS
<p>3. The Rooms will have explored opportunities to establish partnerships with external organizations (national and local, public and private sector).</p>	<p>COLLABORATING TO COMPETE</p> <p>The key to successful tourism destination development is effectively leveraging private, non-profit and government tourism partners to achieve common, collective goals. All of these partners, communities and regions stand to benefit by collaborating with each other to attract more visitors overall and promote each other to increase spending.</p> <p>As an anchor attraction, The Rooms has staff members participating in industry-related committees to aid in creating a strong community and to foster a foundation between regional and provincial tourism organizations and municipalities including the following: The Way Forward: Cultural Action Plan Steering Committee; the Northeast Avalon Destination Development Plan Cultural Attraction Committee; the Destination St. John’s Partnership Committee, the Eastern Geological Network Committee and the NL Fossil Trail Committee.</p> <p>The Rooms continues to foster relationships with established, as well as, new partners. Through these partnerships the organization continues to expand upon its enhanced product offering.</p> <p>International Partnerships</p> <p>The Rooms worked with and hosted the launch of the Irish Traditional Music Archive (ITMA). A Grand Time: The Songs, Music, and Dance of Newfoundland’s Cape Shore is ITMA’s newest digital resource. This freely accessible website makes available for the first time more than 60 historic sound recordings of songs, stories, and music recorded from singers and musicians from Newfoundland by Irish-Canadian broadcaster Aidan O’Hara during the 1970s.</p> <p>Through collaboration with the Royal Ontario Museum and the Musée national d’Histoire naturelle, casts of some of The Rooms most valued Ediacaran fossils were made available for display for an exhibition in Paris.</p> <p>A new partnership with the museum in Saint-Pierre is currently being explored as a means to increase and support tourism initiatives for both parties.</p> <p>In September 2018, The Rooms welcomed students from Saint-Pierre and Miquelon. The Rooms will continue to work with teachers, students and translators from Saint-Pierre schools to offer interpretive tours and school programs to French-speaking students and visitors.</p> <p>In September 2018, The Rooms welcomed 110 international students representing more than a dozen countries from around the world. The programming staff facilitated a day-long orientation to the students of the Newfoundland and Labrador International Student Education Program and included guided tours of all museum galleries and interactive hands-on activities highlighting stories and community life of Newfoundland and Labrador.</p> <p>National Partnerships</p> <p>The Museum collaborated with Parks Canada and hosted the unveiling of a Historic Sites and Monuments Board of Canada plaque commemorating James P. Howley, geologist and founder of the former Newfoundland Museum. A pop-up exhibit featuring Howley material in our collections was prepared for this event. The plaque will be installed on the grounds of The Rooms at a later date.</p> <p>The Rooms has partnered with the Institute for Canadian Citizenship to host citizenship ceremonies twice a year.</p> <p>In 2018-19, the Archives began or continued partnership discussions with a wide variety of local and out-of-province organizations and groups including the Maritime History Archives, and the Archives and Special Collections at Memorial University.</p>

The Rooms has developed a significant partnership with Concordia University for a SSHRC-funded project called Inuit Futures. As part of this seven-year initiative, The Rooms will mentor Inuit students in cultural careers, starting with a curatorial mentorship of Jessica Winters, who is curating an exhibition about Inuit/Metis artist Billy Gauthier for Summer 2019.

Indigenizing the Institution, a collaboration with the Art Gallery of Nova Scotia and Grenfell Art Gallery, will lead to a conference, publication, and exhibition about Indigenous objects and knowledge.

Local Partnerships

The Rooms has continued the following long-standing partnerships which have provided rich content for its Engaging Evenings and Coffee and Culture programs: St. John's Mummers Festival which celebrated its 10th Anniversary this past year; the St. John's International Women's Film Festival; the St. John's Storytelling Festival; and, Arts NL to host the annual Winterset Awards Author Readings.

The Rooms partnered with the Royal Newfoundland Regimental Museum to create a display to commemorate the 100th Anniversary of Tommy Ricketts receiving the Victoria Cross medal and the role of Matthew Brazil in the heroic event, as well as, the Royal Newfoundland Regiment Advisory Council to host special programs and presentations to commemorate this important anniversary.

The Rooms worked with the Royal St. John's Regatta Committee to celebrate their marking of the 200th Anniversary of the event. A temporary exhibition on the history of the Regatta was developed to support this milestone.

Partnerships between the Archives and external groups included activities with the Family History Society of Newfoundland and Labrador, the Law Society of Newfoundland and Labrador, Library and Archives Canada, the Department of Classics at Memorial University, the Department of Justice and Public Safety – Government of Newfoundland and Labrador, and many others.

The Rooms worked with individual professors at Memorial University of Newfoundland in the biology, education, folklore, history, and math and music faculties and continues to partner with this very large community.

Visitor research evaluating the meaningful benefits of visiting art gallery exhibitions was conducted in Fall 2018 by students in the Applied Psychological Science Graduate Program, Psychology Department of Memorial University. The final report was submitted and is currently being reviewed. Early indications are that visitors are having positive, meaningful experiences in our gallery spaces.

The Rooms participated in Memorial University's new Discover Talent program. This is a supportive career-oriented internship for students with intellectual or physical disabilities. A student worked one-on-one with staff in January 2019. A minimum of a ten-hour commitment is required from the student.

This past year The Rooms established partnerships with several local community music ensembles including the Atlantic Boy Choir, Shallaway Chamber Choir, Newman Sound Choir, Singing Legionnaires, Lady Cove with French Canadian choral conductors, Robert Fillion & Nadine Hébert, Sharing the Voices: Festival 500, the Salvation Army Band and the Royal Newfoundland Regimental Band.

The Rooms and the NSO offered a five-session pilot program in Fall 2018. Musicians of the Newfoundland Symphony Orchestra joined school programs at The Rooms to deliver a new and exciting session, exploring the world of music and sound. Afterward, students enjoyed the **Here We Made A Home** exhibition to learn about musical traditions of the past.

In September 2018, The Rooms participated in Science Literacy Week in partnership with Nature NL who used our educational natural history collections at The Avalon Mall to reach over 300 people. A second partnership took place during Science Literacy week between The Rooms and the Newfoundland Symphony Orchestra to host a **Science of Sound** program using our music kiosk to develop a new school program highlighting both historical and modern musical instruments.

The Rooms participated in International Archaeology Day in partnership with the Newfoundland and Labrador Archaeology Society; with Sci-fi on the Rock to mount a Halloween display of five local cosplay costumes and host a Halloween night costume contest; and with Admiralty House Communications Museum to host a Remembrance Day Family Fun event.

Take Our Kids to Work Day (TOKTWD) was launched in 1994. The most recognized career education event in Canada, this program was developed in partnership with the Office of Employment Equity for Persons with Disabilities/Student Employment Bureau and this year relocated from the Confederation Building to The Rooms.

One of the most successful programs The Rooms offered this past year was a partnership with the Refugee Immigrant Advisory Council. In March 2019, The Rooms worked with PARTAKES Creative Sewing Atelier class to host the first Multicultural Fashion Show. This collaborative effort was one of the most popular and highest attended programs of the year. Fashions from more than 20 nationalities were on display representing many diverse cultures within the community.

Discussion of Results:

The Rooms has achieved its objective of implementing more creative, innovative, interactive programs thereby further engaging the public by developing and offering new, enhanced **Cultural Immersion Experiences** for non-resident visitors during 2018-19. These programs represent defining aspects of Newfoundland and Labrador’s unique culture including visual arts.

During 2018-19, The Rooms offered visitor-focused, collections-based experiences that align with the goals of Government as outlined in **The Way Forward** by extending its summer programming season; creating and delivering more people and program-based experiences through art; and, delivering new market-ready Indigenous tourism experiences.

The Way Forward 2017-20 Tourism Development Plan states “the first and primary focus of the Provincial Tourism Product Development Plan is creating and delivering people and program-based brand experiences.”

As per the Province’s Tourism Development Plan, The Rooms has focused on collaborating to compete by developing differentiated activities and experiences through the establishment of new partnerships with external organizations (national and local, public and private sector).

THIRD YEAR OBJECTIVE (2019-20)

By March 31, 2020, The Rooms will have expanded public access to its collections by creating new interactive and experiential programming.

2019-20 Objective Indicators:

- The Rooms will have increased the number of offerings of new and expanded cultural and art related programs.
- The Rooms will have developed partnerships and new models for program delivery that integrate science and art.
- The Rooms will have increased digital access to staff expertise, collections and exhibitions.

DEEPEN, BROADEN, AND INCREASE PUBLIC ENGAGEMENT

Marketing research confirms that visitors desire experiences that are enlivened and interactive in addition to those that require little participation. The Rooms presents several world-class permanent exhibits, a constantly changing array of visual art exhibitions and a Reference Room where visitors may research the provincial collections with the assistance of expert staff. The Rooms will augment these programs and services with a lively and engaging visitor-experience that starts the moment visitors enter the building. Key to the delivery of The Rooms visitor experience will be the involvement of Cultural Ambassadors, a team of volunteers who will welcome and interact with visitors as they move through galleries and participate in new cultural history programs.

Demographic and psychographic information will be compiled to help The Rooms develop and refine a visitor experience that is meaningful and relevant to non-resident visitors and residents which aligns with Government's tourism marketing strategy and brand.

This work commits to Government's strategic direction to understand value and success as stated in Section Four of **The Way Forward: 2017-20 Provincial Tourism Product Development Plan**.

GOAL:

By March 31, 2020, The Rooms will have been positioned to be of greater appeal to residents and visitors by becoming more relevant, differentiated, credible and motivational, and will have identified a measurement strategy.

**SECOND YEAR
OBJECTIVE
(2018-19)**

By March 31, 2019, The Rooms will have increased memberships by 50 per cent above 2016 and increased visitation by 20 per cent above the three year average ending March 31, 2017.

INDICATORS (2018-19)	RESULTS AND BENEFITS
<p>1. The Rooms will have implemented a Communications and Marketing Strategy to broaden and increase public engagement.</p>	<p>In May 2018 a comprehensive Communications and Marketing Strategy was developed for the 2018-19 fiscal year. The strategy outlined four objectives:</p> <p><u>Objective 1</u> – Evolve and realign The Rooms brand and owned media to better resonate with target audiences while creating internal brand champions.</p> <p>A new brand identity was created through the evolution of the previous brand strategies developed in 2012 and 2017. The new brand positioning for The Rooms is “Discover and Tell Your/Our Story”. Launched in July 2018 the brand identity includes a brand promise and defined personality.</p> <p><u>Objective 2</u> – Effectively reach and engage with the resident market resulting in an increase in first-time and repeat visitors.</p> <p>Through use of paid social and online media campaigns, and focused strategic Search Engine Optimization, the Marketing and Development Division sought to achieve greater public engagement with the resident market. In October 2018 the campaign YourStoryNL was launched online with a paid campaign through YouTube, Facebook and Instagram and supported through social media posts, volunteer engagement, internal engagement, earned media interviews, member promotion and in-house signage. The intent was to entice residents around the province to become part of the story by submitting their own online story about Newfoundland and Labrador. Over the duration of the campaign there were more than 6,600 visits to the website in 13 weeks.</p> <p><u>Objective 3</u> - Support the continued delivery of non-resident market visitors to The Rooms with a laser targeted approach – do more with less.</p> <p>As a member of the Northeast Avalon Destination Development Plan’s Cultural Attractions Committee, The Rooms works to enhance collaboration and partnerships to attract non-resident visitors, cross promote, and develop compelling programming that complement one another’s offerings and fill the gaps during off-peak times.</p> <p>The Rooms is a member of the province’s Cultural Action Plan steering committee. This plan supports Government’s commitment to protect, develop, promote, and celebrate the province’s vibrant culture; and assist communities to preserve, create, present, and promote culture through advisory and partnership activities via the Arts and Culture Centres, Provincial Historic Sites, Provincial Archaeology Office, the Arts and Letters Program, The Rooms, ArtsNL and HeritageNL.</p> <p>The Rooms is a Partner of Destination St. John’s, regional Destination Management Organization, whose objective is to compel more travellers to visit the St. John’s region, to stay longer and experience more.</p>

	<p>The Rooms hosts familiarization (FAM) tours booked through The Department of Tourism, Culture, Industry and Innovation (TCII) and Destination St. John's, for visiting travel media, visiting and local tour operators, meetings and incentive travel groups.</p> <p>The Rooms purchases advertising in travel publications such as Newfoundland Labrador Travellers Guide, Destination St. John's Visitors Guide and Blog; and, national industry publications such as Canadian Art, cmagazine, Prefix Magazine, Border Crossings and Visual Arts News.</p> <p>The Rooms works with City of St. John's cruise industry staff to provide early openings on dates cruise ship are in port; provide FAM tours and programming information for City Ambassadors who promote The Rooms to cruise passengers.</p> <p><u>Objective 4</u> - Support the recruitment and retention of Cultural Ambassadors. (see indicator 5)</p>
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INDICATORS (2018-19)	RESULTS AND BENEFITS
<p>2. The Rooms will have implemented a plan to increase resident market awareness.</p>	<p>Efforts to increase resident market awareness and engagement came with the launch of the public engagement campaign, YourStoryNL.</p> <p>The campaign is based on the brand statement: Curating Our Culture – themes of discovery and rediscovery. It asked the resident market to turn a mirror on themselves by reflecting back on their stories. The campaign celebrates the history and culture of Newfoundland and Labrador while showing that The Rooms does represent this place.</p> <p>Launched in October 2018, YourStoryNL invited users to share their stories in audio or video format by submitting them through an online portal. Residents were invited to share their stories by submitting a two to three minute sound or video recording.</p> <p>The campaign encouraged people to be creative with their answers, sharing a story, joke, poem or song. Stories were featured online in the gallery on YourStoryNL.ca and on social media channels to help promote the campaign.</p> <p>The campaign was supported with earned, owned and paid media in the form of radio interviews, billboard and radio advertising, and digital social media paid campaigns. There were 39 submissions, including several generated through earned media with The Rooms spokespeople.</p> <p>In addition to paid advertising the campaign was supported by The Rooms social media, and direct engagement occurred on Facebook with various community groups: Vintage St. John's, I Love Old NL, Lost NL, Maritimes History Archive, NL Heritage, and Museums Events and Programs..</p>

INDICATORS (2018-19)	RESULTS AND BENEFITS
<p>3. The Rooms will have implemented a plan to optimize website and social media engagement.</p>	<p>In November 2018, as part of the strategic rebranding project launched in June 2018 with the Agency of Record agreement, The Rooms Marketing and Development Division launched the re-branded website www.therooms.ca</p> <p>The new look and feel of the website is consistent with the 2018 newly developed brand evolution and promise: “The Rooms is a place for discovery and rich storytelling – a place where you can discover, connect and celebrate our history, our culture and our story, past and present.”</p> <p>The visual elements of the website include high-level drone images of both the interior and exterior, quality photos of exhibits and common areas. The new look and feel of the website includes an invigorated colour palette, as well as consistent layout and treatment of all pages to facilitate greater ease of use.</p> <p>The new website also puts greater emphasis on the regional museums: Mary March Provincial Museum, Provincial Seamen’s Museum, and Labrador Interpretation Centre, by providing each with their own dedicated sub-page. This will allow each regional museum to update their page to better reflect their exhibits, and to make the website more fluid as the content changes based on the seasonal exhibits in each location.</p> <p>Web Statistics – Google Analytics</p> <p>Following the website re-launch on November 4, 2018, there was a significant increase in user traffic to the website in the month of November. In the first three weeks of the month, there were over 5,000 visits to the website, compared to less than 3,000 for the month of October. This is notable given that the re-launch of the website was a soft launch without any public announcement and very little paid advertising.</p> <p>Also of note is that consistently visitors to the website are new users. For the last four months on average over 88 percent of visitors to the website, www.therooms.ca, are new users. This is a great help in achieving our objective to increase visitation by 20 per cent above the three-year average ending March 31, 2017.</p> <p>Those who visit the website commonly come from communities in Newfoundland and Labrador and Eastern Canadian provinces. In the last four months, visits to the website have come from users in these top locations:</p> <ul style="list-style-type: none"> • St. John’s • Montreal • Toronto • Mount Pearl • Halifax • Corner Brook • Paradise • Ottawa • Conception Bay South • Calgary <p>This data will help with future marketing efforts as we aim to expand our outreach beyond the Avalon Peninsula to other regions of the province including Labrador.</p>

Social Media Engagement

In October 2018, the launch of a new public engagement campaign to support the brand promise of The Rooms included a significant investment in digital and online media advertising. The launch of **YourStoryNL** resulted in an investment in Facebook, Instagram and YouTube advertising. Social media engagement occurred on Facebook, Instagram, YouTube and across the Google Display Network. The initial 6-8 week campaign was extended to 18 weeks and ended in early February 2019. The majority of the uptake and traffic, as determined through Google analytics, came from direct advertising on Facebook.

The Marketing and Development Division has also developed a database of digital partners and stakeholders. In addition, a separate database of social media stakeholders specific to Labrador has been compiled. This will assist with promotion of exhibits which have a Labrador focus.

A newly adopted social media content calendar has been developed to assist the marketing team with posting consistently across all digital platforms. This calendar has been a useful tool in collaboration with all divisions of The Rooms. The social media content calendar has been integrated with a quarterly marketing calendar. These tools have created an interactive hub for all divisions of The Rooms to work more effectively together on planning and scheduling while enhancing the effectiveness of promotion and marketing efforts.

INDICATORS (2018-19)	RESULTS AND BENEFITS
4. The Rooms will have implemented a marketing plan for the enhanced membership program.	<p>In October 2016, The Rooms revamped the existing membership program with the intent to increase membership numbers, which stood at 894 memberships in the 2016-17 fiscal year.</p> <p>The launch of the +more membership program occurred at the end of 2016 and was supported by market surveys of over 400 members in the Spring 2016. The resulting strategic marketing campaign was launched with paid advertising for a 10-week period between November 2016 and January 2017. In the following fiscal year, 2017-18, The Rooms memberships increased by 50 per cent to 1,319. In 2018-19 membership is on track to again exceed the target set in 2017, and is expected to increase by 70 per cent over 2016-17 totals.</p> <p>While the +more membership achieved the strategic goals set in 2017, The Rooms has plans to revisit its membership program. There are significant opportunities to follow through on the initial recommendations in the 2016 report affording further potential increase to membership numbers.</p> <p>A new survey of existing members is planned for Spring 2019 with the objective of discovering what value existing members find in having a membership at The Rooms. This survey will build on the results of 2016 and explore the opportunity for an expanded membership program. The Rooms will research best-practices of similar institutions across the country to look at what options may exist to enhance our membership program. Several institutions offer a stepped membership program with varying levels of benefits depending on the value of the memberships. This option would allow for The Rooms to maintain its existing membership structure but also enhance benefits for current members who are looking for even greater value and a more rich and diverse cultural experience.</p>

INDICATORS (2018-19)	RESULTS AND BENEFITS
<p>5. The Rooms will have developed an engagement and retention plan for The Rooms Cultural Ambassadors.</p>	<p>Throughout 2018-19, The Rooms maintained 188 Cultural Ambassadors to enhance Cultural Immersion experiences for non-resident and resident visitors. Between September and December 2018, volunteers gave over 550 hours, and assisted with the educational programs. Programming staff continued to offer professional development opportunities for Cultural Ambassadors throughout 2019.</p> <p>During off-tourist season, October to April, there were daily volunteer opportunities for school programs. From Tuesday to Friday every week our volunteers assisted the Museum and Art Gallery programs. This past year, The Rooms maintained 40 volunteers during the school year to assist with the delivery of museum and archives school programs.</p> <p>In September 2018, volunteers participated in a three-day training program (developed and delivered by The Rooms Education and Public Programmers) in preparation for the new school year. Training included hands-on activities, guided tours, and demonstrations.</p> <p>Volunteers are credited for training time and after 15 hours of programming time, were eligible for a one-year membership at The Rooms.</p> <p>Training and information sessions, as well as professional development sessions, continued throughout the 2018-19 school year and were accessible to all volunteers. Guest presenters and lecturers continued to be part of the on-going training.</p> <p>In Spring 2018, volunteers were offered two, three-hour sessions for training and re-familiarization to give all new and returning volunteers a general orientation of The Rooms and the Cultural Ambassador Program.</p> <p>Training included sessions by content experts on cod splitting, net mending, rug hooking and genealogy, as well as guided tours in the museum and galleries. The volunteers were also provided with highlight tours, pointed out areas of interest and provided background information on commonly asked questions and popular exhibits.</p> <p>The Cultural Ambassador Program was extended into mid-October 2018 to ensure tourists during that time of year, especially those on cruise days, received the same experience as mid-summer tourists.</p> <p>Cultural Ambassadors have been trained with the materials present in the new genealogy kiosk and continue to encourage visitors (non-resident and resident) to visit The Rooms Provincial Archives to learn more about their family history or community history.</p> <p>In 2018, a Volunteer Coordinator was hired full time from mid-May to the end of August. This provided stability for our volunteers throughout the summer in terms of communication and resources.</p> <p>In October 2018, education volunteers attended a special presentation on Autism Awareness. It was a free lecture facilitated by Christopher Dedde of the Autism Society of Newfoundland and Labrador. First Aid courses are also being considered for the education volunteers in 2019.</p> <p>Special luncheons were hosted for the education volunteers throughout the season: an annual Christmas luncheon (in December 2018 musicians Fergus O’Byrne and Jim Payne performed); Volunteer Appreciation Week – generally held in April each year; and a year-end reflection and feedback session and special thank you luncheon.</p>

These feedback sessions were an important part of our school program evaluation and provided programmers with an opportunity to modify / update school programs as needed.

Small gifts of appreciation were given to each volunteer at Christmas break and at the end of the school year. In September 2018, canvas tote bags with the Scotiabank Cultural Ambassador program logo and The Rooms logo were presented to each volunteer.

In December 2018, volunteer management software was introduced in an effort to bring all volunteers under one umbrella allowing for consistent training. Brief one-on-one training sessions have been held with these volunteers to orient them to the software.

Volunteers have participated in the Government of Newfoundland and Labrador's Intercultural Awareness Workshop.

Volunteer Development Sessions take place every month. Examples include:

- January 28 – Artist In Residence Nelson White discussed his artwork;
- February 25 – A look at online archival resources;
- March 25 – Behind the Scenes tour of the Natural History Collections with Collections Manager Nathalie Djan-Chekar;
- April 29 – An Introduction to Contemporary Art with Art Educator Anne Pickard-Vaandering.

Programming staff have met with representatives from the Association for New Canadians an Open House was held in February 2019 for newcomers to share their story with visitors about their experience of living in Newfoundland and Labrador.

Discussion of Results:

The Rooms has increased memberships by more than 72 per cent achieving its objective of increasing memberships by 50 per cent above 2016. The three-year average for paid visitation to The Rooms ending in March 31, 2017 was 49,911. The Rooms has increased paid visitation by 20 per cent above the three-year average ending in March 31, 2017.

This past year, The Rooms has implemented a Communications and Marketing Strategy; an integrated advertising and marketing campaign to increase resident market awareness; optimized its website and social media engagement; implemented a plan to enhance its membership program; and, developed an engagement and retention plan for The Rooms Cultural Ambassadors.

THIRD YEAR OBJECTIVE (2018-19)

By March 31, 2020, The Rooms will have increased program revenue above 2016 by 25 per cent.

2019-20 Objective Indicators:

- The Rooms will have prepared a report on revenue generation across program areas since 2016.
- The Rooms will have strengthened existing partnerships and will have developed new partnerships with organizations representing diverse populations thereby expanding and diversifying its audience base.



Archives Reference Room, Level 3, The Rooms.

GOVERNANCE AND THE STEWARDSHIP OF PROVINCIAL ASSETS

The Rooms Corporation is a Category 1 Crown Corporation under the **Transparency and Accountability Act** of the Government of Newfoundland and Labrador. The Rooms Board of Directors has adopted a range of governance principles and practices to guide decision-making consistent with the requirements of good governance practice in the public and private sectors. As The Rooms has now been in operation for over a decade, the Corporation's governance principles and practices will be reviewed and, where necessary, revised and updated.

The Rooms will develop a comprehensive risk management registry to address the full range of risks facing the organization. The probability of particular risks, appropriate mitigation actions and the identification of individuals responsible for various areas of risk will be considered.

As part of an overall risk assessment, The Rooms will complete a physical plant reserve study to determine the schedule for major building repair and create a physical plant reserve fund.

GOAL

By March 31, 2020, The Rooms will have reviewed and improved upon governance practices to further ensure The Rooms success.

**SECOND YEAR
OBJECTIVE
(2018-19)**

By March 31, 2019, The Rooms will have developed a plan to implement new governance protocols.

INDICATORS (2018-19)	RESULTS AND BENEFITS
<p>1. The Board of Directors Governance Committee will have reviewed The Rooms current governance policies and will have recommended updates to The Rooms Governance Policy.</p>	<p>The Rooms Board of Directors Governance Committee reviewed The Rooms current governance policies. The Governance Committee recommended that no updates be made to current governance policy until the Rooms Act 2016 has been proclaimed. The committee will seek legal assistance for direction at this time.</p>
<p>2. The Rooms will have developed a plan to revise accessibility requirements to meet the current Provincial Government accessibility standards.</p>	<p>Members of The Rooms Senior Management Team met with Accessibility NL and an accessibility audit was completed in Fall 2018. Recommendations from the assessment were implemented immediately. A follow-up meeting with the Accessibility NL Program Manager took place in March 2019.</p> <p>The Rooms has been actively responding to specific accessibility issues within our displays and galleries with the hope of broadening public engagement. Examples include minor adjustments to labelling within displays, the removal of problematic components, and more complex projects that will provide more universal access to our content. An example of this is the development of an element that will permit the Rodney boat display to be accessible to individuals with mobility challenges. Accessibility projects will continue to be addressed on an ongoing basis.</p>
<p>3. The Rooms will have undertaken a physical plant assessment to determine the schedule for building repairs.</p>	<p>In November 2018, The Rooms retained BGIS, the facilities management service, on contract for The Rooms, to conduct a Property Condition Assessment Report. The report included a review of existing documents and facilities of the building, an assessment of the need for maintenance, repair and replacement of the building systems and components, as well as a 10-year capital plan that incorporates replacement/repair and cost estimates. The report also included a specialist review of the fire and life safety systems. The report was completed and presented to The Rooms in March 2019.</p>

INDICATORS (2018-19)	RESULTS AND BENEFITS
<p>4. The Rooms will have conducted an organizational risk assessment to guide the development of a risk management strategy.</p>	<p>The Rooms requested a proposal from facilities management service, BGIS, to conduct a risk assessment of The Rooms organization. The Risk Assessment would be informed by the Property Condition Assessment Report prepared by BGIS and completed in March 2019. The Property Condition Assessment Report, included an appendix with a review of the Fire and Life Safety Systems of The Rooms conducted by M&E Engineering in December 2018. The physical plant assessment and fire and life systems review and the risk assessment proposal will be used to develop The Rooms risk management strategy. The proposal outlined the scope of work and cost for BGIS to perform the organizational risk assessment.</p>
<p>5. The Rooms Board of Directors Governance Committee will have reviewed the Government of Newfoundland and Labrador's Harassment-Free Workplace Policy and will have made recommendations to The Rooms Board of Directors on best practices.</p>	<p>The Rooms Board of Directors Governance Committee has reviewed the Government of Newfoundland and Labrador's Harassment-Free Workplace Policy, in concert with harassment policies from peer institutions. It was determined that the Government of Newfoundland and Labrador's Harassment-Free Workplace Policy fulfilled all requirements and would be adopted as best practices for The Rooms. In support of the Provincial Government's new Harassment-Free Workplace Policy The Rooms staff completed online mandatory training by August 31, 2018.</p>

Discussion of Results:

Through consultation with Accessibility NL, The Rooms has revised accessibility requirements to meet the current Provincial Government accessibility standards. The Rooms has undertaken a physical plant assessment to determine a schedule for building repairs. The Rooms adopted the Government of Newfoundland and Labrador's Harassment-Free Workplace Policy. The physical plant assessment received in March 2019 will inform the organizational

risk assessment, a proposal and scope of work for organizational risk assessment has been received and will be used to determine a risk management strategy. The above completed assessments, plans and policies, will inform new governance policies, to be adapted with the assistance of legal direction upon final proclamation of the Rooms Act 2016.

THIRD YEAR OBJECTIVE (2019-20)

By March 31, 2020, The Rooms will have implemented new governance protocols and will have completed an organizational risk assessment.

2019-20 Objective Indicators:

1. The Board of Directors Governance Committee will have developed an implementation plan to update The Rooms Governance Policy.
2. The Rooms will have finalized a schedule for building repairs based on the physical plant assessment completed in 2019.
3. The Rooms will have completed a risk management strategy.



The refreshed and revamped parlour diorama at the Mary March Provincial Museum.

OPPORTUNITIES & CHALLENGES AHEAD

OPPORTUNITIES

It is significant to note the new and diverse groups The Rooms has successfully attracted over the past year. The Rooms will continue its efforts to attract new and diverse audiences. Research indicates visitors and members are made up of an older demographic. There is opportunity for The Rooms to grow visitation by appealing to new and diverse populations, in particular, working to attract a younger demographic, as well as those residents who have not traditionally sought out cultural institutions.

The Rooms will continue to have a strong focus on its Regional Museums, supporting The Way Forward 2017-20 Tourism Development Plan's objective to develop differentiated attractions, activities and experiences throughout the

province. The Rooms and its Regional Museums will contribute high quality cultural experiences for itineraries and packages encouraging visitors to have longer stays and experience more.

CHALLENGES

Though comparatively new, the infrastructure of The Rooms is aging. Risk assessments must be addressed and priority action items identified.

Supporting four institutions dispersed over a vast geographic area remains a challenge. Collaboration between the four institutions combined with a creative use of available technology mitigates the distance.

APPENDIX FINANCIAL STATEMENTS



**THE ROOMS CORPORATION OF
NEWFOUNDLAND AND LABRADOR**

FINANCIAL STATEMENTS

MARCH 31, 2019

Management's Report

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

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards 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.

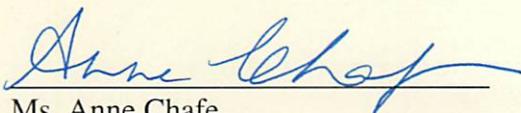
Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that transactions are properly authorized, assets are safeguarded and liabilities are recognized.

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.

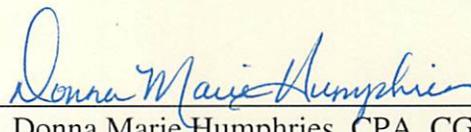
The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial information periodically and external audited financial statements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



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



**AUDITOR
GENERAL**
of 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, 2019, and the statements of operations, change in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2019, 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 report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance.

Independent Auditor's Report (cont.)

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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.

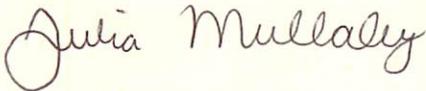
As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- 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.



JULIA MULLALEY, CPA, CA
Auditor General

August 9, 2019
St. John's, Newfoundland and Labrador

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
STATEMENT OF FINANCIAL POSITION

As at March 31

2019

2018

FINANCIAL ASSETS

Cash	\$ 1,866,710	\$ 2,915,699
Accounts receivable (Note 4)	2,352,557	915,041
Inventory held for resale	206,696	333,096
Restricted cash (Note 5)	400,647	499,071
	4,826,610	4,662,907

LIABILITIES

Accounts payable and accrued liabilities (Note 6)	1,198,756	1,094,262
Employee future benefits (Note 8)	194,173	982,112
Deferred revenue (Note 7)	400,647	499,071
	1,793,576	2,575,445

Net financial assets

3,033,034 **2,087,462**

NON-FINANCIAL ASSETS

Prepaid expenses	7,929	8,021
Tangible capital assets (Note 9)	12,699,754	13,026,432
	12,707,683	13,034,453

Accumulated surplus

\$ 15,740,717 **\$ 15,121,915**

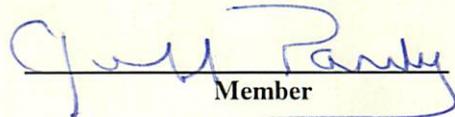
Trusts (Note 13)

Contractual obligations (Note 14)

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

2019
Budget

2019
Actual

2018
Actual

(Note 16)

REVENUES (Schedule 1)

Province of Newfoundland and Labrador

Operating grants	\$ 6,538,815	\$ 6,361,239	\$ 6,615,800
Contributions to employee benefits (Note 12)	-	1,420,844	629,299
Commercial operations (Note 11)	1,260,500	1,702,816	1,483,641
Government of Canada	165,000	165,000	283,836
Corporate sponsorship	330,000	480,000	592,681
External funding	-	310,932	92,763
	8,294,315	10,440,831	9,698,020

EXPENSES (Schedule 1)

Archives division	769,550	972,722	903,725
Art gallery division	1,217,432	1,203,140	814,112
Corporate services and building operations	4,529,791	5,633,419	5,385,341
Education programs	571,758	783,760	778,414
Museum division and regional museums	1,205,784	1,228,988	1,462,101
	8,294,315	9,822,029	9,343,693

Annual surplus, prior to capital improvement donations

- 618,802 354,327

Capital improvement donations

- - 240,837

Annual surplus

- 618,802 595,164

Accumulated surplus, beginning of year

15,121,915 15,121,915 14,526,751

Accumulated surplus, end of year

\$ 15,121,915 \$ 15,740,717 \$ 15,121,915

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

	2019 Budget	2019 Actual	2018 Actual
	(Note 16)		
Annual surplus	\$ -	\$ 618,802	\$ 595,164
Changes in tangible capital assets			
Acquisition of tangible capital assets	-	(448,765)	(443,419)
Amortization of tangible capital assets	-	775,443	681,644
	-	326,678	238,225
Changes in other non-financial assets			
Net use of prepaid expenses	-	92	26,722
	-	92	26,722
Increase in net financial assets	-	945,572	860,111
Net financial assets, beginning of year	2,087,462	2,087,462	1,227,351
Net financial assets, end of year	\$ 2,087,462	\$ 3,033,034	\$ 2,087,462

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

2019

2018

Operating transactions

Annual surplus	\$ 618,802	\$ 595,164
Adjustment for non-cash items		
Amortization	775,443	681,644
Write-off of inventories	116,192	-
	1,510,437	1,276,808
Change in non-cash operating items		
Accounts receivable	(1,437,516)	(107,298)
Inventory held for resale	10,208	(304)
Restricted cash	98,424	144,547
Accounts payable and accrued liabilities	104,494	155,700
Employee future benefits	(787,939)	(13,590)
Deferred revenue	(98,424)	(144,547)
Prepaid expenses	92	26,722
Cash (applied to) provided from operating transactions	(600,224)	1,338,038
Capital transactions		
Additions to capital assets	(448,765)	(443,419)
Cash applied to capital transactions	(448,765)	(443,419)
(Decrease) increase in cash	(1,048,989)	894,619
Cash, beginning of year	2,915,699	2,021,080
Cash, end of year	\$ 1,866,710	\$ 2,915,699

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, 2019

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 (Mary March Provincial 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, 2019

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 that fluctuate from positive to negative.

(d) Inventory held for resale

Inventory held for resale 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, 2019

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, 1991*. Employee contributions are matched by the Province and remitted to Provident¹⁰ from which pensions will be paid to employees when they retire. This pension plan is a multi-employer, defined benefit plan, providing a pension on retirement based on the member's age at retirement, length of service and the average of their best six years of earnings for service on or after January 1, 2015, and, for service before January 1, 2015, the higher of the average of the frozen best 5 years of earnings up to January 1, 2015, or the average of the best 6 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, 2019

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 the year, volunteers contributed 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 at the Corporation's facilities and its profile in the community. Due to the complexities involved in valuing these services, they have not been reflected in the financial statements.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
 March 31, 2019

2. Summary of significant accounting policies (cont.)

(1) 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 collectability of accounts receivable, the expected useful life of tangible capital assets, estimated employee future benefits and the valuation of donated acquisitions.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

3. Change in accounting policy

On April 1, 2018, the Corporation adopted *PS 3430 Restructuring Transactions*. This is a new standard on how to account for and report restructuring transactions by both transferors and recipients of assets and/or liabilities. This accounting change had no impact on the financial statements.

4. Accounts receivable

	2019	2018
Province of Newfoundland and Labrador	\$ 2,023,727	\$ 760,301
Harmonized Sales Tax	117,373	83,612
Other	211,457	71,128
	\$ 2,352,557	\$ 915,041

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, 2019

5. 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.

	2019	2018
Corporate Donor - Educational Programming	\$ 45,000	\$ 45,000
Permanent Collections Donations	25,625	25,625
Private Donor - B-17 Bomber Exhibit	1,600	1,600
Private Donor - First World War Exhibit	316,772	415,196
Private Donor - Mining Exhibit	5,000	5,000
Provincial Government - Logger's Life Museum	6,650	6,650
	\$ 400,647	\$ 499,071

6. Accounts payable and accrued liabilities

	2019	2018
Trade accounts payable	\$ 808,079	\$ 680,405
Accrued salaries	115,747	132,390
Accrued overtime and leave	274,930	281,467
	\$ 1,198,756	\$ 1,094,262

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 are recorded as restricted cash as disclosed in Note 5. As at March 31, 2019, funds received are reported as follows:

	Balance at beginning of year	Receipts during year	Transferred to revenue	Balance at end of year
Donations	\$ 492,421	\$ 637,500	\$ (735,924)	\$ 393,997
Provincial Government	6,650	-	-	6,650
	\$ 499,071	\$ 637,500	\$ (735,924)	\$ 400,647

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2019

8. Employee future benefits

(a) Employee future benefits liability

Employee future benefits consist of:

	2019	2018
Severance pay	\$ 110,018	\$ 900,100
Accumulating, non-vesting sick leave benefit liability	84,155	82,012
	\$ 194,173	\$ 982,112

(b) Employee future benefits

(i) Severance pay

Severance was accounted for on an accrual basis and was calculated based upon years of service and current salary levels. The right to be paid severance vested with employees with nine years of continuous service. 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 as at March 31, 2018, to a maximum of 20 weeks. 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. Unionized employees will not accrue severance after March 31, 2018. The payment of severance to these employees in 2018-19 resulted in a settlement of \$557,718 in severance liability and has resulted in a remaining severance liability payable to employees of \$110,018 representing severance owing to employees who deferred receiving their severance entitlement.

On May 31, 2018, the Province of Newfoundland and Labrador enacted legislation affecting severance pay for executives, managers and non-management/non-union employees. Effective June 1, 2018, these non-unionized employees with at least one year of continuous service were entitled to one week of salary for each complete year of service to a maximum of 20 weeks. The value of severance was based on an employee's rate of pay as of May 31, 2018, and no additional severance accrued beyond May 31, 2018. Employees had the option to receive all of their entitlement by March 31, 2019, or to defer receiving their entitlement to a later date. The payment of severance to these employees in 2018-19 resulted in a settlement of \$167,958 in severance liability.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2019

8. 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, 1991* (the *Act*). The plan is administered by Provident¹⁰, including payment of pension benefits to employees to whom the *Act* applies.

The maximum contribution rate for eligible employees was 11.85% (2018 - 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, 2019 was \$353,555 (2018 - \$343,920).

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, 2019, was \$21,065 (2018 - \$17,086).

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2019

9. Tangible capital assets

Original Cost

	Balance March 31, 2018	Additions	Disposals/ Transfers	Balance March 31, 2019
Furniture	\$ 792,492	\$ 15,278	\$ -	\$ 807,770
Equipment	1,040,826	105,945	-	1,146,771
Motor vehicles	21,387	16,043	-	37,430
Building improvements	14,970,852	-	-	14,970,852
Capital assets transferred (Note 10)	1	-	-	1
Work in progress	51,445	311,499	-	362,944
	<u>\$ 16,877,003</u>	<u>\$ 448,765</u>	<u>\$ -</u>	<u>\$ 17,325,768</u>

Accumulated Amortization

	Balance March 31, 2018	Amortization	Disposals	Balance March 31, 2019	Net book value March 31, 2019	Net book value March 31, 2018
Furniture	\$ 702,438	\$ 19,332	\$ -	\$ 721,770	\$ 86,000	\$ 90,054
Equipment	773,625	104,873	-	878,498	268,273	267,201
Motor vehicles	10,694	5,882	-	16,576	20,854	10,693
Building Improvements	2,363,813	645,356	-	3,009,169	11,961,683	12,607,039
Capital assets transferred (Note 10)	1	-	-	1	-	-
Work in progress	-	-	-	-	362,944	51,445
	<u>\$ 3,850,571</u>	<u>\$ 775,443</u>	<u>\$ -</u>	<u>\$ 4,626,014</u>	<u>\$ 12,699,754</u>	<u>\$ 13,026,432</u>

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 Works on behalf of the Province. Ownership of buildings located throughout the Province which house regional museums are also held by the Minister of Transportation and Works on behalf of the Province.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2019

10. 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.

11. Commercial operations

Commercial operations revenue is comprised as follows:

	2019	2018
Admission revenue	\$ 740,927	\$ 732,766
Gift shop sales	434,834	379,526
Parking revenue	87,310	69,509
Other revenue	240,824	150,165
Interest income	198,921	151,675
	\$ 1,702,816	\$ 1,483,641

12. 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, Industry and Innovation. Expenses incurred by the Province, related to salaries and benefits totaling \$5,326,902 (2018 - \$4,534,992), are reflected in these financial statements as expenses of the Corporation and as revenue from the Province. The total of employee benefits paid during the year was \$1,420,844, included in this total is \$695,168 (2018 - \$629,299) related to the employer's share of employee benefits, and \$725,676 related to settlement of employee severance benefits paid by the Department of Finance on behalf of the Corporation.

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 and legal services are also provided to the Corporation by the Province at no cost to the Corporation. The value of these spaces and the services provided is not readily determinable and therefore are not reflected in these financial statements.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2019

13. 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, 2019, the Corporation has received funds totaling \$22,465,112 (2018 - \$22,465,112) and incurred expenses totaling \$16,624,441 (2018 - \$16,034,934) related to the Project. During the year ended March 31, 2019, expenses of \$589,507 (2018 - \$1,086,794) were incurred related to the Project. The balance of funds held in trust by the Corporation as at March 31, 2019 was \$5,840,671 (2018 - \$6,430,178).

14. Contractual obligations

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 \$167,000 per month.

15. 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 \$543,472 (2018 - \$625,559).

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2019

16. 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.

17. 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 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 4.

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 14.

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. Market risk comprises three types of risk: currency (foreign exchange) risk, interest rate risk and other price risk. The Corporation is not exposed to significant foreign exchange risk and other price risk. The Corporation is not exposed to significant interest rate risk related to cash or restricted cash because of its nature.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2019

18. 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.

19. Comparative figures

Certain comparative figures have been restated to conform to the current period's presentation.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
SCHEDULE 1
REVENUES AND EXPENSES BY SECTOR

For the Year Ended March 31, 2019

	Corporate Services and Building Operations	Archives Division	Art Gallery Division	Museum Division and Regional Museums	Education Programs	2019 Total	2018 Total
REVENUES							
Province of Newfoundland & Labrador							
Operating grants	\$ 3,105,323	\$ 814,593	\$ 775,850	\$ 1,188,805	\$ 476,668	\$ 6,361,239	\$ 6,615,800
Contribution to employee benefits (Note 12)	1,420,844	-	-	-	-	1,420,844	629,299
Commercial operations (Note 11)	1,485,879	11,855	142,290	35,700	27,092	1,702,816	1,483,641
Government of Canada	-	-	165,000	-	-	165,000	283,836
Corporate sponsorship	200,000	-	-	-	280,000	480,000	592,681
External funding	40,175	146,274	120,000	4,483	-	310,932	92,763
	<u>6,252,221</u>	<u>972,722</u>	<u>1,203,140</u>	<u>1,228,988</u>	<u>783,760</u>	<u>10,440,831</u>	<u>9,698,020</u>
EXPENSES							
Advertising and promotion	169,488	19	5,557	1,705	100	176,869	242,254
Amortization	775,443	-	-	-	-	775,443	681,644
Appraisals and acquisitions	-	6,185	256,607	-	-	262,792	111,621
Bad debt expense	7,995	-	-	-	-	7,995	1,152
Building expenses	2,076,720	-	49,048	46,212	53,034	2,225,014	2,097,637
Conference and registration fees	12,702	985	1,274	4,541	240	19,742	19,132
Core programming	45,385	6,759	317,924	35,896	114,805	520,769	528,945
Cost of gift shop sales	376,876	-	-	2,961	-	379,837	346,488
Donations	1,540	-	-	-	-	1,540	180
Employee future benefits	191,748	132,315	98,041	103,480	107,321	632,905	615,709
Meeting expenses	10,401	643	1,631	1,202	291	14,168	12,965
Office equipment and supplies	40,218	25,639	8,614	6,393	2,556	83,420	87,907
Professional services	223,925	6,508	56,731	17,592	40,412	345,168	341,747
Salaries	1,301,723	786,800	377,970	983,273	456,292	3,906,058	3,905,693
Telecommunications and courier	45,722	2,708	3,483	9,693	5,334	66,940	65,751
Travel	40,512	4,161	26,260	16,040	3,375	90,348	87,076
Unrecoverable HST	196,829	-	-	-	-	196,829	197,792
Write-off of inventories	116,192	-	-	-	-	116,192	-
	<u>5,633,419</u>	<u>972,722</u>	<u>1,203,140</u>	<u>1,228,988</u>	<u>783,760</u>	<u>9,822,029</u>	<u>9,343,693</u>
Annual surplus, prior to capital improvement donations	618,802	-	-	-	-	618,802	354,327
Capital improvement donations	-	-	-	-	-	-	240,837
Annual surplus	<u>\$ 618,802</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 618,802</u>	<u>\$ 595,164</u>

