


The Rooms
ARCHIVES · ART GALLERY · MUSEUM

A N N U A L
R E P O R T
2013-14



This is our place...

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

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

This is our place.



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A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

As Chair of the Board, The Rooms Board of Directors, I am pleased to present the 2013-14 Annual Report of The Rooms. The 2013-14 Annual Report represents the outcomes for year three of The Rooms Strategic Plan 2011-14 and performance reporting for the three-year planning cycle. We are pleased with The Rooms success in achieving its stated goals and objectives for this past year, bringing it closer to realizing its three-year Priorities and Goals as identified in its strategic plan.

These include:

- Enhanced Cultural Facilities
- Improved Access
- Improved Community Engagement
- Expanded Risk Management

As stated in *The Rooms Act*, section 4, the objects of the corporation are to:

- a. Collect, preserve, present and make available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the province;
- b. Conduct research with respect to the history, natural history, culture and heritage of the province for the purposes of paragraph (a);
- c. Collect and present provincial, national and international contemporary and historic art;
- d. Advance and promote the works of contemporary visual artists of the province;
- e. Support the development of cultural industries in the province;
- f. Strengthen the culture of the province; and
- g. Provide and enhance client services and partnerships to promote the cultural collections of the province and to showcase other national and international collections.

The 2013-14 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 Rooms results.



Tom Foran

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



OVERVIEW of the CORPORATION

A – VISION

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

B – MISSION STATEMENT

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

This mission statement also supports the strategic directions of Government as communicated by the Minister of Tourism, Culture and Recreation, including :

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

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

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

Measure:

The public has been further engaged

Mission indicators:

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

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

C – LINES OF BUSINESS

The Rooms is comprised of four divisions and two units: The Rooms Provincial Archives, Art Gallery, Museum and Corporate Services Divisions, the Education and Public Programming Unit, and Technical Services Unit.

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

With a view towards providing an exceptional visitor experience, The Rooms operates a gift shop, in addition, The Rooms leases space to Red Oak Catering who operate the restaurant Red Oak at The Rooms.

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

D – NUMBER OF EMPLOYEES

The Rooms employs 46 permanent staff, including seven permanent seasonal staff to operate The Rooms Regional Museums. The gender breakdown is 28 females and 18 males. These positions are funded by The Rooms operating grant from the Government of Newfoundland and Labrador. The Rooms also employs a number of part-time staff on an annual basis to cover admissions-and- visitor

services in its various operations, and the Archives reference room at The Rooms.

E – PHYSICAL LOCATION

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

F – OTHER KEY STATISTICS

Visitation

The Rooms had a total of 72,017 visits in 2013-14, versus 80,119 in 2012-13. From April 1st, 2013 until March 31st, 2014, 390 new annual memberships were purchased. Education and Public Programs continue to support visitation at The Rooms. This year, a number of special events, workshops, and guided tours were introduced to complement the current programming offering.

In addition to the ongoing weekly public programs (Tots, Family Fun, Engaging Evenings, Coffee & Culture), 13 special events/workshops for youth and families were offered, as well as six special events/workshops for adults. These special programs attracted over 2000 participants, in addition to the estimated 6800 people that attended the weekly public programs.

During the prime tourism season of July and August, guided Interpreted tours of the Mary Pratt exhibition were offered on Sunday and Wednesday afternoons. Content for the Mary Pratt interpreted tours was developed by the Education and Public Programming unit in consultation with the Art Gallery staff and Mary Pratt. Guided tours of the new Level 4 Museum exhibitions were also delivered during the summer on Friday afternoons. These tours were given by various members of the level 4 exhibition team who were asked to highlight their favourite artifacts and stories. Summer guided tours were attended by approximately 600 visitors over the two month period that they were offered.

In 2013-14, The Rooms offered three new programs for summer camp groups which were designed to provide camps with a more structured experience, while allowing the campers to explore our exhibitions. During the past summer 24 programs were delivered to approximately 470 children, compared to 20 programs during the previous summer.

The Rooms Gift Shop

The Rooms Gift Shop produced record sales for 2013-14 with total sales of \$289,524, an increase over 2012-13 of \$24,899 or 9%.

SHARED COMMITMENTS



- The Rooms carries out its mandate in association with various parties including funding agencies, government departments and professional associations. During 2013-14, The Rooms worked in association with:

DEPARTMENT OF TOURISM, CULTURE AND RECREATION

As a Category I Crown Corporation of the Government of Newfoundland and Labrador, The Rooms is accountable to the Minister of Tourism, Culture and Recreation, through The Rooms Board of Directors. Operating funding from The Department of Tourism, Culture and Recreation sustains the operations of The Rooms each year. Through its annual work plans, programs and services, The Rooms supports the Government of Newfoundland and Labrador. The Rooms also works closely with the Department of Tourism, Culture and Recreation on a number of shared commitments including the Art Bank Program of the Government of Newfoundland and Labrador and the project management of the development of the Colonial Building Exhibition project.

DEPARTMENT OF EDUCATION, K-12, CULTURAL CONNECTIONS PROGRAM

The Department of Education and the Department of Tourism, Culture and Recreation joined together to develop a provincial fine arts and cultural strategy for K-12 education in Newfoundland and Labrador - Cultural Connections. This initiative aims to increase the presence of cultural content in the school curriculum and foster links between the arts and school communities. Through this program The Rooms has worked closely with the Department of Education on the development of curriculum linked projects for delivery at The Rooms. A member of The Rooms Education and Public Programming Unit sits on the Cultural Connections Committee and the Newfoundland and Labrador Heritage Fairs Advisory Committee to assist with the delivery of heritage based projects.

The Rooms also provides education programs based on its exhibits which are linked to the social studies, science, visual art and language art curriculum and assist with teaching and learning outcomes. Two new primary/elementary school programs (Exploring Peoples of The Province and Making Fish) were introduced in the fall of 2013 to utilize the content of the new Husky Energy and Elinor Gill Ratcliffe Galleries. Also in the fall, a new program for junior high, Making Fish, was offered in partnership with Parks Canada and utilizes material that had been developed for the Ryan Premises in Bonavista. During the winter of 2014 a special program about carnivorous plants and linked to the Grade 3 science curriculum was developed for and delivered in the *Gotcha! Carnivorous Plants Chow Down* exhibition.

Over 6,750 students from within the K-12 school system participated in curriculum-linked education programs at The Rooms in the 2013-2014 school year.

During 2013-14, The Rooms assisted with coordination and delivery of the *Sharing Our Cultures* program. *Sharing Our*

Cultures is a unique educational and multicultural fair that engages newcomer high school students from diverse cultural backgrounds to present aspects of their culture at a public forum held at The Rooms in March. Over 600 Grade 6 students visited The Rooms during the program. Unfortunately the event was not able to take place on one of the scheduled days because the schools were closed due to weather.

CANADA COUNCIL FOR THE ARTS

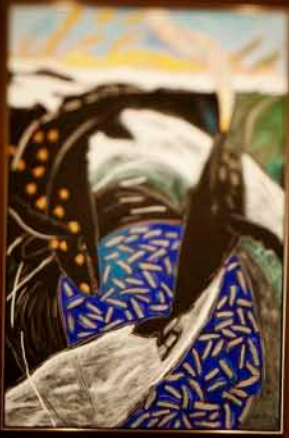
The Canada Council for the Arts, reporting to Parliament through the Minister of Canadian Heritage, is a national arm's-length agency which fosters the development of the arts in Canada through grants, services and awards to professional Canadian artists and arts organizations, as well as administering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

The Rooms Provincial Art Gallery Division has received funding from the Canada Council for the Arts for over a decade. This grant, which underwrites approximately 50% of the art gallery's exhibitions, enables The Rooms to offer a range of contemporary visual art exhibitions by local, national and international artists. It is the only federal government funding program available to public art galleries across Canada. During 2013-14, the art gallery received \$95,000.

INTERNATIONAL GRENFELL ASSOCIATION GRANT PROJECT

In 2013-2014, The Rooms Corporation once again partnered with the International Grenfell Association (IGA) via their annual grant program, to begin a multi-year project on the arrangement and description of archival material relating to the IGA held at and collected by The Rooms Provincial Archives Division. A total of \$86,000 in project funding was received and will be devoted to a two year project to improve public access to the IGA records and other Grenfell-related collections through dedicated archival description and digitization, made possible by funding from the International Grenfell Association.

HIGHLIGHTS and ACCOMPLISHMENTS



CMA AWARD, MANNING AWARD ETC.

The Rooms received two notable awards for the museum exhibitions *From this Place: Our Lives on Land and Sea*; and *Here, We Made a Home*. These exhibitions opened in July 2013 and explore the province's history and cultures from 1760 to present day. The Rooms was recognized with a Manning Award, in the National Category, for Excellence in the Public Presentation of Historic Places from The Historic Sites Association (HSA) of Newfoundland and Labrador. Following the receipt of the Manning Award, The Rooms was honoured in Toronto by the Canadian Museums Association (CMA) with an Award of Outstanding Achievement in Exhibitions. The CMA Awards recognize exceptional museum projects in a variety of categories, including conservation, education, exhibitions, facility development and design.

WHERE ONCE THEY STOOD CAMPAIGN LAUNCHED

In November, The Rooms announced a multi-year plan to commemorate the 100th Anniversary of the Battle of Beaumont-Hamel and the First World War. Co-chaired by General Rick Hillier, former Chief of the Defence Staff, Canadian Forces, and Seamus O'Regan, The Rooms Board of Directors, the *Where Once They Stood We Stand* campaign will commemorate the province's role in the Great War. In addition to the *Where Once They Stood We Stand* campaign committee, a First World War Exhibition Advisory Committee was compiled to provide assistance with exhibition development.

Two lead donors have made contributions to The Rooms preliminary plans. The Patten Family Foundation has contributed \$250,000 towards the project, and local philanthropist, Elinor Gill Ratcliffe, has also contributed \$250,000. At the campaign launch event, Ms. Gill Ratcliffe announced an additional donation of \$2 million dollars, for a total gift of \$2.25 million.

NATIONAL TOURING EXHIBITION: MARY PRATT

In May 2013, The Rooms Provincial Art Gallery in partnership with the Art Gallery of Nova Scotia, opened its first National Touring Exhibition, *Mary Pratt*. The opening reception achieved The Rooms highest attendance for an art gallery opening with almost 700 people in attendance. The exhibition run from May 10, 2013 – September 22, 2013, had 47,243 through the building an increase from the same period in 2012, when the numbers were 43,762.

The exhibition travelled to two other venues, The Art Gallery of Windsor, Ontario and the McMichael Canadian Art Collection, Kleinburg, Ontario in 2013, and will travel to two others in 2014. The Art Gallery of Windsor and the McMichael Gallery have both reported high attendance of this exhibition. Most notably, The Mary Pratt exhibition attracted double the number of visitors to the McMichael in comparison to the same time period the year before. From January 18 to April 27, 2014, they welcomed over 32,200 visits. Events surrounding the exhibition at each venue have been extremely well-attended, often sold out. The exhibition received outstanding reviews from major national newspapers and arts publication including: The Globe and Mail, The National Post, the Toronto Star, Canadian Art, Border Crossings, and C Magazine.



PHILIPPA JONES

This past spring, The Rooms Elbow Room Residency Series, featured the exhibition *Mirriad*, by local artist Philippa Jones, from March 16 – April 28, 2013. The Elbow Room Residency provides space, time and support for emerging artists to create new bodies of work, resulting in an exhibition and accompanying publication. As a result of this exhibition, Philippa Jones' large scale drawing, *The Island* (2012), was purchased by the National Gallery of Canada and will be presented as part of their upcoming biennial of contemporary art. This is the first time that an Atlantic artist has highlighted as part of that exhibition series.

TRUISMS: JENNY HOLZER EXHIBITION

Jenny Holzer, one of the world's most renowned and celebrated artists, exhibited at The Rooms from December 20, 2013 to April 20, 2014. The installation was composed of Holzer's ground breaking poster series *Truisms*, which altered the landscape of contemporary art in the 1970s. The posters were re-printed especially for The Rooms.

NEW ACQUISITIONS

Archival Acquisitions

- Approximately 89 First World War photographs from the collection of the Hon. John G. Higgins. During the 1920's, Jack Higgins was an active member of the Great War Veterans Association as Dominion President and later Honorary Solicitor; These photographs detail local events like the construction of the National War Memorial in St. John's and scenes from the battle grounds of Europe. Rev. Thomas Nangle, Regimental padre is featured in a number of the photographs.
- The Hebrew Synagogue Community correspondence of the Hebrew – Jewish Community in St. John's and with other communities in Newfoundland and internationally 1938-1942. Documents the history of the Jewish community and families in Newfoundland and Labrador.
- WWII photographs taken by Julius (Jules) Greenblatt a Canadian Soldier stationed in St. John's (Pleasantville) from 1944-1945. He worked as radar specialist fixing and installing radar. Some of the photographs feature Jules Greenblatt at work on site at the Pleasantville Base. Others show him on excursions to towns near St. John's (St. Philip's, Portugal Cove, Torbay, Middle Cove, Bauline, Petty Harbour, Cape Spear). The collection also includes a Grenfell mat which will be transferred to the Rooms Provincial Museum Division.

Artworks

Through the art bank program, The Rooms acquired 12 new works for its collections and exhibition. Two significant works were acquired through this process: *Boat in Sand* by Christopher Pratt and *Cookie Hearts and Candy Cherries* by Mary Pratt.

Museum Acquisitions

- Artifacts: The museums' natural history unit acquired a number of important voucher collections for acquisition including:
 - Rocks collected at Mistaken Point Ecological Reserve by researchers from Oxford University (UK) and the University of Oregon to understand the stratigraphy of this important Ediacaran site.
 - Lichens collected to document the flora of four provincial parks from the Parks and Natural Areas Division (Department of Environment of Conservation).
 - Coyote skulls and ermine skeletons from the provincial Wildlife Division (Department of Environment and Conservation) collected as part of research to understand their population dynamics and support wildlife management.
 - Archaeology collections and materials from 24 sites (2,318 artifacts) were received from the Provincial Archaeology Office for processing.
 - Three donations to the Ethnology Collections were received for consideration, including Mi'kmaq and Innu material for Level 4 exhibit development work.

01

PRIORITY

Enhanced Cultural Facilities

The Rooms and its Regional Museums are custodians of the province's collections of art, artifacts and archival records which help tell the story of Newfoundland and Labrador. Through exhibitions and public programming, these stories are shared with the people of the Province. Recently completed capital improvements to two of the Regional Museums - the Mary March Provincial Museum (MMPM) and the Provincial Seamen's Museum (PSM) - provide more suitable space for the presentation of exhibitions and associated public programming. As such, The Rooms focused its efforts over the 2011-14 planning cycle towards increasing public access and enhancing the visitor experience in the regions by travelling exhibitions from The Rooms to these regional museums and offering new educational and public programming related to these exhibitions. Attention was also paid towards developing new exhibitions at The Rooms to display more items from the collections available to the public. The Rooms also focused on expanding its reach outside the physical building in order to fully utilize the site and the grounds for more useful public purposes.

Enhancing the facilities and public offerings allows The Rooms to broaden the cultural experience of its visitors. This is consistent with the strategic direction of the provincial government to strengthen and support cultural sector partnerships, by recognizing and supporting artists and cultural professionals, expanding cultural education and outreach, and increasing public engagement in arts and heritage.

2011-14 GOAL RESULTS

GOAL	By March 31, 2014, The Rooms will have enhanced its infrastructure and program capacity to broaden the cultural experience of visitors.
MEASURE	Enhanced infrastructure and program capacity
INDICATORS	<ul style="list-style-type: none">• Level IV exhibit is opened to the public• Site Development Plan and Phased Implementation Strategy completed• Regional Museum programming is enhanced

During the 2011-14 planning cycle, The Rooms successfully completed infrastructure upgrades to its facilities allowing it to present more exhibitions and to offer new and enhanced educational and public programming to its visitors, in particular those in rural parts of the Province.

Specifically:

- Significant construction was undertaken within the Level IV museum gallery to prepare for the mounting of two new exhibitions. During 2011-12, tenders were awarded for infrastructure upgrades, exhibition design, and exhibition fabrication to Origin Studios and Holman Exhibits. Within the museum gallery, a second level of 1,500 square feet was added to incorporate a second gallery for exhibition presentation. The two galleries – the Husky Energy Gallery and the Elinor Gill Ratcliffe Gallery – are complete and present two new exhibitions. The *From this Place: Our Lives on Land and Sea* and *Here, We Made a Home* opened respectively in the Husky Energy Gallery and Elinor Gill Ratcliffe Gallery in July 2013.

To expand its cultural offering and to ensure appropriate service delivery to its visitors, The Rooms considered development of its exterior grounds as part of its 2011-14 planning.

Specific accomplishments include:

- To ensure appropriate public input and consultation regarding use of the space, The Rooms Board of Directors established a Site Advisory Committee to guide its site planning efforts. Members were drawn from the local cultural and heritage community; municipal council; and, the community at large to offer input and feedback on potential site use, and to offer perspective from the public. During 2011-12, in consultation with the Site Advisory Committee, The Rooms hired the Grand Concourse Authority – a local non-profit with expertise in developing master plans for parks and public spaces – to prepare a Site Development Plan and Phased Implementation Strategy. The plan was completed in 2012. Phase One of the plan detailed improvements to the grounds for better access and safety for school, youth and community groups, and tour bus groups.

In the 2011-14 planning cycle The Rooms Regional Museums programming was successfully enhanced through improved infrastructure, enabling the regional institutions to increase their programming capacity. During the 2011-14 planning cycle, 14 travelling exhibitions from The Rooms programming divisions (archives, art gallery and museum) were presented in the Regional Museums and were seen by over 30,000 visitors, including over 300 school groups consisting of more than 6,500 students.

- In June 2011, The Rooms opened the permanent open storage at the Provincial Seamen's Museum in Grand Bank. Artifacts contained in this exhibition had been previously stored at an off-site storage facility. The majority of this collection was moved to Grand Bank for display and made accessible to the public.
- To facilitate an effective and efficient traveling exhibitions program, standard exhibit infrastructure was required for the Regional Museums. The technical services unit of The Rooms recommended and sourced the necessary components and 16 moveable exhibition walls were provided to the Provincial Seamen's Museum; 8 exhibit cases and artifact plinths were provided and an 8-panel moveable exhibition wall system were provided to the Labrador Interpretation Centre.

- Travelling exhibitions from The Rooms programming divisions (archives, art gallery and museum) were presented at each of the Regional Museums during 2012-13 and were seen by a total of 10,543 visitors, including 107 school groups consisting of 2,490 students. Exhibitions from The Rooms programming divisions (archives, art gallery and museum) circulated to the Regional Museums for the 2013-14 exhibiting season, providing visitors with access to new items and enhancing their cultural experience of the sites. Specific exhibitions that travelled included:

- o *R.M.S. Titanic: Relics of Disaster; The Newfoundland Sealing Disaster; and Broken Coins and Paper Promises* exhibitions at Mary March Provincial Museum
- o The archival exhibit *Coastal Women of Pre-Confederation Newfoundland and Labrador* at the Provincial Seamen's Museum
- o The Art Bank retrospective exhibition *25 for 25* was presented at the Labrador Interpretation Centre

2013-14

OBJECTIVE: By March 31, 2014, The Rooms will have finalized improvements to its infrastructure.

MEASURE: By March 31, 2014, The Rooms will have finalized improvements to its infrastructure.

2013-14 INDICATORS	2013-14 PERFORMANCE
<p>All work associated with exhibition construction, design and interpretative plan for the Husky Energy and Elinor Gill Ratcliffe Galleries will be completed and exhibitions opened to the public.</p>	<p>With the completion of the construction of the two new galleries, the design firm was able to complete and fabricate their design and interpretive plan on schedule. The two galleries – the Husky Energy Gallery and the Elinor Gill Ratcliffe Gallery – are complete and present two new exhibitions. <i>The From this Place: Our Lives on Land and Sea</i> and <i>Here, We Made a Home</i> opened respectively in the Husky Energy Gallery and Elinor Gill Ratcliffe Gallery in July 2013.</p>
<p>Phase I of the Site Development Plan will have been completed with construction commencing in Spring/Summer 2013 and completed in Fall 2013.</p>	<p>Phase One of the Site Development project addressed the area near the main entrance of The Rooms. Access and safety for our school, youth and community groups, and tour bus groups, was improved with the addition of a bus lay-by on the Bonaventure Avenue side of The Rooms. A second wheelchair ramp has been installed alongside the bus lay-by providing easier and safer access to the main entrance. Granite pavers have replaced the bricks at the building's main entrance and an energy efficient in-ground heating system has been installed outside in the main entrance area and on the new wheelchair ramp. These additions require less snow and ice control as well as less general maintenance. The redevelopment of this area also included new plantings and landscaping.</p> <p>A change to the Phase I Site Development occurred during the construction of the bus lay-by. It was recognized that restriction of vehicle access to the bus lay-by was required. To accommodate this new consideration, the application of a second layer of pavement to the bus lay-by was delayed and the addition of an automated vehicle control access system is being evaluated.</p>
<p>Several exhibitions from The Rooms programming divisions (archives, art gallery and museum) will have been circulated to the Regional Museums and providing access to new items and enhancing the cultural experience of visitors at each of the sites. Specific exhibitions to travel include:</p> <ul style="list-style-type: none"> • Mary March Provincial Museum will present the <i>R.M.S. Titanic: Relics of Disaster; The Newfoundland Sealing Disaster; and Broken Coins and Paper Promises</i> exhibitions. • Provincial Seamen's Museum will present the archival exhibit <i>Coastal Women of Pre-Confederation Newfoundland and Labrador</i>. • Labrador Interpretation Centre will present the <i>25 for 25</i> exhibition. 	<p>From June 13 – October 6, 2013, Mary March Provincial Museum presented the <i>R.M.S. Titanic: Relics of Disaster; The Newfoundland Sealing Disaster; and Broken Coins and Paper Promises</i> exhibitions; during the same time period the Provincial Seamen's Museum presented the archival exhibit <i>Coastal Women of Pre-Confederation Newfoundland and Labrador</i>; and the Labrador Interpretation Centre presented the <i>25 for 25</i> exhibition. In addition, during the 2013-14 exhibiting season, the Labrador Interpretation Centre presented two exhibitions developed in-house by Curator Mina Campbell. Specifically, <i>A River of Many Names</i>, a semi-permanent exhibition of historic and contemporary photographs of the Churchill River was presented in the LIC programming space, as well as, a juried show drawn from a regional Call for Proposals, <i>At Home and Away: The photography of Barry Pottle and Chris Sampson</i>.</p>

DISCUSSION OF RESULTS:

The Rooms has achieved all of its goals and objectives for the 2011-14 planning cycle thereby enhancing its infrastructure and broadening the cultural experience of visitors. Specifically, two new permanent exhibitions are available to the visiting public; Phase One of the Site Development Plan has been substantially completed; and, an ongoing program for travelling exhibitions from The Rooms to the Regional Museums has been implemented. These measures will assist in broadening the cultural experience of visitors to The Rooms and its Regional Museums.

02 | PRIORITY Improved Access

The art, artifacts and archival records under stewardship of The Rooms belong to the people of the Province and help tell the stories of their past. Improving the public's access to these collections offers new ways to engage the public and allow them to connect with their culture. During the 2011-14 planning cycle, The Rooms focused on refreshing exhibitions to allow for the circulation of the public collections; expanded its galleries to allow for more of its collections to be exhibited; and, a comprehensive plan to increase the web presence was completed.

Improving public access supports the strategic direction of the provincial government to strengthen and support cultural sector partnerships. It specifically supports the following focus areas; expanding cultural education and outreach, and increasing public engagement in arts and heritage.

It also strengthens public-private partnerships in tourism which, in turn, increases the contribution of tourism to the province's economy.

2011-14 GOAL RESULTS

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

MEASURE: Improved access to collections

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

During the 2011-14 planning cycle, significant construction was undertaken within the Level IV museum gallery to prepare for the mounting of two new exhibitions and expand the permanent collections-based space. During 2011-12, tenders were awarded for infrastructure upgrades, exhibition design, and exhibition fabrication to Origin Studios and Holman Exhibits. Within the Level IV museum gallery, a second storey totaling 1,500 square feet was added. With approximately 4,600 square feet exhibit space on the main floor of the gallery, almost 7,000 square feet of exhibit space has been added. In July 2013, two new exhibitions - *From this Place: Our Lives on Land and Sea* and *Here, We Made a Home* - opened in these new galleries.

Over the past three years, The Rooms Provincial Archives exceeded its 2011-14 indicatory to make 15,000 new collections records available online by 20%, making over 18,000 records available online for access and research.

- During 2011-12, a total of 6194 archival records and descriptions were added to the on-line catalogue for public use and research. During 2012-2013, a total of 6,765 archival records and descriptions were added, and during 2013-14, a total of 5167 new entries were made available. This work involved the selection, arrangement, description, scanning of archival records in a variety of formats, as well as the entry of descriptive information pertaining to the materials into the public database accessible via The Rooms website. Representing government records collections and non-government records alike, each record added was selected based on provincial significance and archival value to researchers. Also included with descriptive information whenever possible, were digital scans of the actual records which together, allows those researchers who are unable to physically visit The Rooms facility in-person, to view and use original archival material on-line and at their own convenience.

To ensure ongoing public access to the Province's art collection, the *Inner Works Permanent Collection* exhibition was refreshed annually to present a new slate of works to the public. Specifically:

- In 2011-12, works were presented by Group of Seven artist Lawren Harris, Robert Pilot, and after an extended loan to Rideau Hall, Ottawa, Jean Paul Riopelle's *Composition* returned to Newfoundland and Labrador and was placed on public display. In addition, a number of public programs were developed to animate the exhibition, including a continuing lecture series. During 2012-13, the exhibition was refreshed to highlight the works of local Royal Canadian Academy members including Tara Bryan, Ron Bolt, Marlene Creates, Don Foulds, Pam Hall, Thaddeus Holownia, Marlene MacCallum, Mike Massie, Robert Mellin, as well as new acquisitions of Zeke Morris. In 2013-14, the exhibition was refreshed to present works by three Canadian painters: Alan Collier, Paul Wong, and Peter Kostyniuk. Maurice Cullen's *Misty Afternoon*, a gift of the National Gallery of Canada, was also installed in March 2014.

During the 2013-14 planning cycle, staff of The Rooms availed of funding from the Human Resource Secretariat, Organization Development Initiatives to participate in E-Marketing and Social Media training. This training was necessary to undertake a thorough analysis of The Rooms web presence. Several activities were undertaken in order to complete an appropriate analysis of the existing web presence, including:

- An external consultant with Memorial University's Faculty of Business reviewed The Rooms website and provided a report outlining areas of concern and issues of non-compliance to Web 2.0 standards. This review was completed as part of the customized training provided to The Rooms.
- The Rooms Marketing and Development division activated Google Analytics to determine traffic patterns for The Rooms website. This analysis provided the ground work for determining how best to improve web usage and options for future enhancements.

During 2013-14, a comprehensive plan for improving the web presence was completed which identified gaps in the current website, including not meeting Web 2.0 standards i.e. a responsive website, as well as recommendations for completion. Recommendations were not carried out due to the lack of capacity.

2013-14

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

MEASURE: Further improvements to enhance access implemented.

2013-14 INDICATORS	2013-14 PERFORMANCE
<p>The combined 7,000 sq. ft. of new permanent collections-based exhibit space (Husky Energy and Elinor Gill Ratcliffe galleries) will have been completed and opened to the public making upwards thousands of new artifacts available to the public.</p>	<p>Two new galleries – Husky Energy and Elinor Gill Ratcliffe – totaling 7,000 sq. ft were opened in July 2013. Within the exhibitions presented in these galleries, 607 new artifacts and 741 new images are now accessible by the public. New digital label technology has been incorporated into the exhibitions and allows for the support material and new digital items to be added.</p>
<p>Inner Works exhibition will have been refreshed replacing artwork on display with works which focus on print making in Newfoundland and Labrador thereby making new works accessible.</p>	<p>Inner Works exhibition was refreshed to present works by three Canadian painters: Alan Collier, Paul Wong, and Peter Kostyniuk. Maurice Cullen's Misty Afternoon, a gift of the National Gallery of Canada, was also installed in March 2014.</p>
<p>A comprehensive plan including recommendations, budget implications and human resources required to enhance The Rooms web presence will have been completed, identifying areas which will allow users to access collections based information on the web.</p>	<p>During 2013-14, a comprehensive plan for improving the web presence was completed which identified gaps in the current website, including not meeting Web 2.0 standards i.e. a responsive website, as well as recommendations for completion. Recommendations were not carried out due to the lack of capacity.</p>

DISCUSSION OF RESULTS:

The Rooms has furthered public engagement with the people of the province by improving its outreach to communities and by providing increased access to the collections. More opportunities to access collections are possible with the addition of two new permanent galleries with over 7000 square feet of exhibition space to showcase more of the collections, and by making 18,000 new collections records available on-line. New artwork has been circulated and presented; a comprehensive plan to increase The Rooms online presence has been developed.

03

PRIORITY

Improved Community Engagement

To achieve its vision as an innovative, culturally relevant institution, it is important for The Rooms to continue improving how it engages the community. As a publicly-funded cultural institution, The Rooms must remain relevant to the community it serves. In an effort to further attract and engage the public, The Rooms consulted with the greater community and developed an evaluation process to better understand what is of interest to the public and how to reflect this in its exhibitions and public programming.

Improving community engagement is consistent with strategic direction of the provincial government to preserve and safeguard tangible and intangible heritage, thereby, advancing the strategic cultural plan and its ten key directions. It also strengthens and supports cultural sector partnerships by increasing public engagement in arts and heritage.

2011-14 GOAL RESULTS

GOAL	By March 31, 2014, The Rooms will have improved community engagement.
MEASURE	Improved community engagement
INDICATORS	<ul style="list-style-type: none">• An Advisory Committee for the Husky Energy Gallery and the Elinor Gill Ratcliffe Gallery established and provided counsel throughout the exhibition development process• Community Consultation for the Elinor Gill Ratcliffe Gallery exhibition content completed• Developed a program and services evaluation process• Developed education and/or public programs to be delivered in conjunction with Regional Museums Traveling Exhibitions• Created opportunities to understand and engage new audiences

Two advisory committees were established to assist in developing exhibitions to be housed inside the Husky Energy and Elinor Gill Ratcliffe galleries. *From this Place: Our Lives on Land and Sea* exhibition tells the stories of the aboriginal peoples and the European settlers in the province. The first advisory committee included a representative from each of the four aboriginal communities as guest curators for the exhibition. The inclusion of guest aboriginal curators enabled the creators to build a more relevant exhibition. For the exhibition *Here, We Made A Home*, in the Elinor Gill Ratcliffe Gallery, a second advisory committee was established and was comprised of experts from various stakeholders, including educational, heritage, arts, etc. to offer input on the content from the broader arts and heritage communities. Both advisory committees established Terms of Reference and met regularly to review and provide feedback regarding content contained in the exhibition. This thorough community consultation was provincially and nationally recognized as best practice in the industry. The Rooms received an Award of Excellence for Exhibition Design from the Canadian Museums Association, as well as a Manning Award for Excellence in the Public Presentation of Historic Places from the Historic Sites Association in Newfoundland and Labrador.

During the 2011-14 planning cycle, the public were provided many opportunities for feedback and input in the development of the content for the two new permanent exhibitions. All forms of public consultation conducted throughout the creation of the exhibition were integral to shaping the content of the exhibition.

- In June 2011, The Rooms opened a prototyping exhibition called *Working on History: Watching Our Stories Unfold*, which encouraged the public to provide feedback on the content of the new exhibitions under development. The information collected was used in the creation of the *Here we Made a Home* exhibition.
- Over the winter of 2011, The Rooms ran a campaign in regional newspapers throughout the province to advise the public of its intent to open an exhibition in 2013 which would reflect the last hundred years of the Province's history. Input was solicited from the public by way of letters, emails and online forms to identify the iconic people, moments, events that have shaped the province as we see it today. This feedback helped formed the basis for initial exhibition content.

- In February 2012, The Rooms hosted an Open House to provide the public with a sneak peak at the new gallery space. During the Open House additional feedback stations were set up to request further input from the public.
- In Spring 2013, digital labels to be incorporated into the new exhibitions were tested with a small focus group whose input was sought in the functionality and content of the labels.

A program and services evaluation process was developed. The Rooms focused on evaluating its education and public programs. This evaluation enabled The Rooms to understand numbers of participants in these programs as well as the programs' effectiveness.

For education programs, the following efforts were undertaken:

- Feedback forms were developed and provided to teachers and parent volunteers to evaluate the school program. The same mechanism was used to evaluate the Chevron Open Minds at The Rooms program and the travelling Edu-kit program.

For public programs:

- Programming staff recorded attendance numbers for each program to gauge the interest in specific topics.
- Programming staff also complete a summary report for each program delivered and they are compiled for broader analysis. Summaries include a breakdown of attendance, public interaction, and feedback. These assessments are compiled and reviewed by the unit manager and considered for future program development.

To expand its education and public programming offering at its Regional Museums, The Rooms developed and implemented an internal resource sharing and staff training to ensure delivery of a consistent quality of programming and visitor experience. Activities were undertaken in each year relevant to the selection of exhibitions presented including:

- During 2011-12, education and public programming staff from The Rooms provided Mary March Provincial Museum (MMPM) staff with training to present programs associated with the *Here to Stay: Cupids 1610* exhibition. This subsequently formed the basis for family fun and youth programming for the season.
- During 2012-13, previously trained staff from the MMPM in turn provided training related to the *Here to Stay: Cupids 1610* exhibition to the staff of the Provincial Seamen's Museum. Additional training was also provided by the archaeologist from the Cupids' site. The Rooms staff also provided MMPM staff with training in approaches to visual art programming and interpretation in association with The Rooms touring exhibition *25 for 25*.

Internal training continued in 2013-14, including the implementation of Skype for ongoing consultation between Regional Museum staff and programming staff from The Rooms. Also undertaken during 2013-14 was:

- Via Skype, staff of the MMPM and PSM was trained on the Lighthouse and Morse Code program curricula and resources materials. These programs were subsequently piloted in each location, adding to the programming available to schools and youth groups.
- Via Skype, archives staff provided the MMPM staff with training support general interpretation, guided tours and school programs relating to the Sealing Disaster exhibition being presented at the MMPM during the 2013 season.
- A Resettlement edu-kit was delivered to the MMPM for their on-going use as resource material for related education and public programming activities.
- Archives staff also provided programming on-site at the MMPM, delivering a public lecture and serving as a guest resource for presentations to a combined group of Grade 8 and 11 students from Bishop's Falls, and to a class of students of the College of the North Atlantic's Community Studies program.

The development and subsequent opening of, the *From this Place: Our Lives on Land and Sea* exhibition in the Husky Energy Gallery, afforded us the opportunity to understand and engage new audiences. The four aboriginal communities of the province, the Innu, the Inuit, the Mi'kmaq and the People of Southern Labrador (NunatuKavut), all provided guest curators to assist in the creation of the exhibition, ensuring that the content would be relevant to their respective peoples. In addition to the aboriginal communities, members of new immigrant populations both new to Canada, and more established immigrant populations, were also consulted and included in creation of the *From this Place: Our Lives on Land and Sea* exhibition in the Husky Energy Gallery. Successful efforts to engage a younger demographic (18-30), were achieved through increased use of social media, the use of digital labels within the new Level 4 Gallery exhibitions, as well as a well-attended program designed to attract that demographic took place in October, 2013. The event combined live music and dancing and was a success in attracting this demographic. The program model provided information for consideration in offering future programs for new audiences.

2013-14

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

MEASURE: Initiatives towards improving community engagement continued.

2013-14 INDICATORS	2013-14 PERFORMANCE
<p>Advisory committees for the The Husky Energy Gallery and The Elinor Gill Ratcliffe Gallery will have met and reviewed the final exhibition design and content for both galleries and will have completed their work.</p>	<p>The Advisory committee continued to be involved in the exhibition process right up until the very end, providing excellent feedback and suggestions, especially on label content. All members of the Committee were present at one or both of the openings. We have heard from a colleague at the Canadian War Museum that our approach to the selection of the Advisory Committee members based on skill set was a unique approach to community engagement.</p>
<p>Community Consultation efforts for the Elinor Gill Ratcliffe Gallery exhibition content will have been completed and exhibition opened.</p>	<p>In Spring 2013, the last of the community consultation efforts related to the Elinor Gill Ratcliffe gallery was complete. The incorporation of digital labels was tested with a small focus group whose input was sought in the functionality and content of the labels. All forms of public consultation conducted throughout the creation of the exhibition were integral to shaping the content of the exhibition, and the exhibition opened in July 2013.</p>
<p>The plan for acquiring feedback and review regarding core services will have been completed and a maintenance component included.</p>	<p>The plan for acquiring feedback and review regarding core services was completed and a maintenance component was included. A program and services evaluation model was established for evaluating The Rooms education and public programs. The evaluation enabled The Rooms to understand the success of these programs from a participation perspective as well as with respect to the programs' effectiveness.</p> <p>The completion of the plan allowed for the following:</p> <p>For education programs, the following efforts were undertaken:</p> <ul style="list-style-type: none"> • Feedback forms were developed and provided to teachers and parent volunteers to evaluate the school program. The same mechanism was used to evaluate the <i>Chevron Open Minds at The Rooms</i> program and the travelling Edu-kit program. <p>For public programs:</p> <ul style="list-style-type: none"> • Programming staff recorded attendance numbers for each program to gauge the interest in specific topics. • Programming staff also completed a summary report for each program delivered and they are compiled for broader analysis. Summaries include a breakdown of attendance, public interaction, and feedback. These assessments were compiled and reviewed by the unit manager and considered for future program development.

2013-14 INDICATORS	2013-14 PERFORMANCE
<p>Developed education and/or public programs to be delivered in conjunction with Regional Museums Traveling Exhibitions.</p>	<p>Education and Public Programming staff of The Rooms conducted training for staff of the Regional Museums on three occasions to facilitate the delivery of education-and-public programs at these sites. Subsequently, new programs were piloted in each regional museum thereby adding to the slate of programs available to schools and youth groups in these rural communities.</p> <p>In February 2013, curators from the Regional Museums also visited The Rooms for a week to participate in training and orientation. Education and Public Programming staff of The Rooms offered training on the upcoming travelling exhibitions topics.</p>
<p>A public program targeted towards the 18-30 demographic has been delivered.</p>	<p>An event planned to attract the 18 to 30 demographic was developed and took place in October of 2013. <i>The Puttin' on the Ritz</i> at The Rooms event combined live music and dancing with the opportunity to dress-up and feel glamorous and was a success in attracting this group. Dance lessons were provided by a professional dance studio to introduce the younger generations to the dances from that era. The Rooms will use this targeted, niche program offering as a model for testing future programs in order to gain feedback from new audiences.</p>

DISCUSSION OF RESULTS:

During the 2011-14 planning cycle, The Rooms implemented new ways for the public to shape the content of the exhibitions and programming offered. Through a public print campaign and an exhibition, the public was given opportunity to shape the content and stories including in new exhibitions. Advisory Committees allowed stakeholders the opportunity to provide direct feedback on the themes, topics and content contained within new exhibitions developed. And through an evolving training program, new education and public programs are now available for visitors to the Regional Museums. Together these activities provide for a more engaged visit and experience with The Rooms.

04

PRIORITY

Expanded Risk Management

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

Expanding The Rooms capacity for risk management is consistent with the strategic direction of the provincial government to preserve and safeguard our tangible and intangible cultural heritage. Risk management is paramount to the preservation of the collections for which The Rooms is custodian, thereby, strengthening the links and opportunities between tangible and intangible heritage and tourism.

2011-14 GOAL RESULTS

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

MEASURE Expanded capacity for risk management

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

A disaster plan for The Rooms was developed and implemented. A Risk Management Committee was formed with representatives from all functional areas of The Rooms, as well as a representative from Brookfield Johnson Controls (BJC – The Rooms Facilities Management contractor). The committee established a Terms of Reference; researched existing international models for Collections Disaster Plans; recommended the use of a free on-line disaster planning template; and, populated the disaster plan. Areas of concentration covered by the plan included Disaster Response; Disaster Recovery; Rehabilitation of Collections; Disaster Communication; Disaster Response: Salvage Priorities; and, other vital areas requiring planning in the event of a catastrophic event.

Although a Security Plan has been in place at The Rooms for several years, The Rooms asked BJC - facilities management contractor responsible for security personnel and ensuring adherence to the policies - to take an in-depth review of the Security Plan and make recommendations for updates/ upgrades. Following the review by BJC, members of The Rooms Management Committee also reviewed the Security Plan to ensure a thorough analysis and to identify any gaps which might not have been addressed in the original plan. Observations from BJC and the management committee were combined and recommendations were made for efficiencies and improvements. Some improvements were completed including Café fire suppression backsplash upgraded with newly accessible fire retardant materials. The revised Security Plan has been distributed widely to all staff and will continue to be an evolving document, changed and updated as necessary.

An Evacuation Plan outlining evacuation procedures, identification of fire wardens, and responsibilities of particular staff has been in place since The Rooms opening in 2005. During 2011-12, The Rooms Management Committee, in consultation BJC, reviewed the existing evacuation plan. As part of this process, local Fire Chiefs and Inspectors completed an on-site inspection to ensure adherence to fire regulations. Recommendations were made including the movement of storage outside the Café on level 4; installing panic bars on additional doors; and, conducting surprise fire drills during opening hours with the local fire department on-site for observation. All recommendations were acted upon and completed. During 2012-13, the Evacuation Plan was updated to include lock-down procedures to conform with new practices within schools and public buildings across the province.

During 2012-13, The Rooms Management Committee convened to review its operations, including the areas of Education and Public Programming and Technical Services to identify areas of potential risk throughout the Corporation which may not have been covered by the newly developed Collections Disaster, Security and Evacuation Plans. As a result, several new policies were developed and adopted including a Lockdown Procedure for schools and teachers visiting The Rooms; an internal Financial and Procurement Policy. Together with the Governance Policy previously adopted by The Board of Directors, these new policies form a comprehensive risk management framework for The Rooms.

2013-14

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

MEASURE: Key components of risk management finalized and implemented.

2013-14 INDICATORS	2013-14 PERFORMANCE
<p>The Rooms Risk Management Committee will have completed all components of the Collections Disaster Plan for review by the Management Committee and accepted as the final completed document.</p>	<p>Although the plan was intended to be complete during 2013-14, a section of the plan, Disaster Response: Salvage Priorities is outstanding. This section of the report requires the committee to review the entire collection and determine salvage priorities in the event of a disaster. To appropriately manage the priority setting, additional consultation is required and therefore it is not complete. The Rooms intends to complete this work during 2014-15.</p>
<p>The Security plan will have been completed and approved as the final document and implemented throughout the organization by circulating to all staff and ensuring follow-up meetings.</p>	<p>The Security plan was completed and approved as the final document and Members of The Rooms Management Committee also reviewed the Security Plan in an attempt to identify gaps which might not have been addressed in the previous plan. Recommendations were made for efficiencies and improvements with some improvements completed i.e. the Café fire suppression backsplash upgraded with newly accessible fire retardant materials. The Security Plan has been distributed widely to all staff and will continue to be an evolving document, changed and updated as necessary.</p>
<p>The updated Evacuation plan will have been completed and operationalized.</p>	<p>An Evacuation Plan outlining evacuation procedures, identification of fire wardens, and responsibilities of staff have been completed. The Rooms Management Committee, in consultation with its building management company BJC, reviewed the existing evacuation plan. As part of this process, the local Fire Chiefs and Inspectors completed an on-site inspection to ensure adherence to fire regulations. Recommendations were made including the movement of storage outside the Café on level 4; installing panic bars on additional doors; and, conducting a surprise fire drill, during opening hours, with the local fire department on-site for observation. All recommendations were acted upon and completed. The Evacuation Plan was updated to include lock-down procedures to conform with new practices within schools and public buildings across the province.</p>
<p>The critical areas of disaster, security and evacuation plans were reviewed and accompanying plans for mitigation completed. Combined these plans will form the Risk Management practice for The Rooms; however, random checks and drills will be required to ensure adherence to the plan. Throughout the year, at least two random checks of the collections will be carried out to ensure security and loss prevention. Evacuation and fire drills will be held on at least two occasions as well to ensure adherence to the procedures in the plan.</p>	<p>The critical areas of disaster, security and evacuation plans were reviewed and accompanying plans for mitigation completed. Random checks of the collections to ensure security and loss prevention are conducted on an ongoing basis. Fire Drill and random checks by local fire departments were completed during opening hours to ensure adherence to the plan. Several new policies were developed and adopted including a Lockdown Procedure for schools and teachers visiting The Rooms. Together with the Governance Policy previously adopted by The Board of Directors, these new policies form a comprehensive risk management framework for The Rooms.</p>

DISCUSSION OF RESULTS

Although risk management has been a priority for The Rooms since its opening in 2005, assessing risk and security is a continuous process. During the 2011-14 planning cycles, The Rooms has expanded its ability to identify risks and has put measures in place to address them.



Opportunities and Challenges Ahead

COMMEMORATING THE 100TH ANNIVERSARY OF THE FIRST WORLD WAR

In November 2013, two lead donors made contributions to The Rooms *Where Once They Stood We Stand* capital campaign to commemorate the 100th Anniversary of the First World War. The Patten Family Foundation committed \$250,000 towards the project and local philanthropist Elinor Gill Ratcliffe also contributed \$250,000. At the campaign launch, Ms. Gill Ratcliffe announced an additional donation of \$2 million dollars towards the campaign, for a total gift of \$2.25 million. Securing significant gifts from the private sector early in the campaign provides The Rooms with the support and credibility necessary to mount successful capital campaigns, and it has given the campaign great momentum for the future.

A NATIONALLY RECOGNIZED INSTITUTION

In 2013, The Rooms was awarded the prestigious Canadian Museums Association award for Outstanding Achievement in Exhibition Development for the creation of the *From this Place: Our Lives on Land and Sea*, and *Here, We Made a Home* exhibitions. The CMA Awards recognize exceptional museum projects in a variety of categories, including conservation, education, exhibitions, facility development and design. Third-party recognition of this magnitude is a testament to The Rooms success and sends a message to national counterparts and to donors – both current and potential – that The Rooms is a highly regarded, successful institution. Acknowledgement at this level opens up granting and capital fund raising opportunities; improves opportunities for loans of cultural material; further supports The Rooms Designation A Category under the Canadian Cultural Property Export and Import Act; and, affords us speaking opportunities within the industry, predicating our role as a resource for other institutions and an industry leader. This award recognized our work with community consultation – in particular, with aboriginal groups – affirming our positive working relationships with those communities.

CONTINUING OPERATIONS AND NEW COMMITMENTS

During the 2011-14 planning cycle, The Rooms completed significant infrastructure upgrades, opened 7,000 square feet of exhibit space, opened over 18,000 new archival documents; and expanded its education and public programming within the Regional Museums. These significant projects were undertaken simultaneous with serving the public through exhibitions and education-and-public programming. During the 2014-17 planning cycle, The Rooms is embarking upon a multi-year capital campaign to secure the funds necessary to complete several, large-scale First World War commemoration projects. Completion of these major projects has been undertaken by existing staff of The Rooms who are also responsible for the day-to-day running of The Rooms and serving the visiting public. The Rooms will be challenged to continue managing these priorities amongst existing staff.





APPENDIX

**THE ROOMS CORPORATION OF
NEWFOUNDLAND AND LABRADOR**

FINANCIAL STATEMENTS

MARCH 31, 2014

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.



Mr. Dean Brinton
Chief Executive Officer



Ms. Donna Marie Humphries, CGA
Director of Finance (A)



**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

Report on the Financial Statements

I have audited the accompanying financial statements of The Rooms Corporation of Newfoundland and Labrador which comprise the statement of financial position as at March 31, 2014, the statements of operations, remeasurement gains and losses, change in net (debt) financial assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

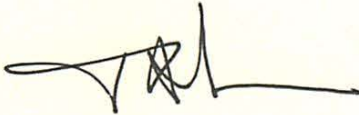
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

Independent Auditor's Report (cont.)

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of The Rooms Corporation of Newfoundland and Labrador as at March 31, 2014, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

A handwritten signature in black ink, appearing to read 'Terry Paddon', with a stylized flourish at the end.

TERRY PADDON, CA
Auditor General

July 11, 2014
St. John's, Newfoundland and Labrador

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
STATEMENT OF FINANCIAL POSITION
As at March 31

2014

2013

FINANCIAL ASSETS

Cash	\$ 739,543	\$ 2,275,860
Accounts receivable (Note 3)	578,178	817,442
Inventory held for resale	141,055	116,608
Restricted cash (Note 4)	476,792	1,459,158
Portfolio investments (Note 5)	23,156	-
	1,958,724	4,669,068

LIABILITIES

Accounts payable and accrued liabilities (Note 6)	1,198,120	1,878,666
Due to the Rooms Foundation (Note 7)	308,840	-
Employee future benefits (Note 9)	849,671	880,218
Deferred revenue (Note 8)	191,682	1,459,158
	2,548,313	4,218,042

Net (debt) financial assets (589,589) 451,026

NON-FINANCIAL ASSETS

Prepaid expenses	2,250	-
Tangible capital assets (Note 10)	7,571,165	5,190,961
	7,573,415	5,190,961

Accumulated surplus \$ 6,983,826 \$ 5,641,987

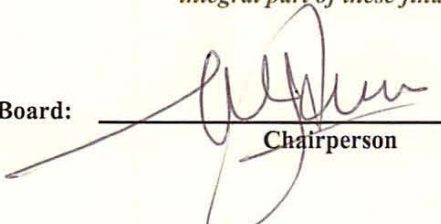
Accumulated surplus is comprised of:

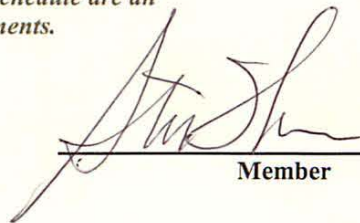
Accumulated operating surplus	\$ 6,984,401	\$ 5,641,987
Accumulated remeasurement losses	(575)	-
	\$ 6,983,826	\$ 5,641,987

Contractual obligations (Note 14)
Trusts (Note 15)

The accompanying notes and supplementary schedule are an integral part of these financial statements.

Signed on behalf of the Board:


Chairperson


Member

Office of the Auditor General

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
STATEMENT OF OPERATIONS
For the Year Ended March 31

	2014 Budget	2014 Actual	2013 Actual
(Note 17)			
REVENUES (Schedule 1)			
Province of Newfoundland and Labrador			
Operating grants	\$ 6,074,200	\$ 6,265,215	\$ 7,160,430
Contributions to employee benefits (Note 13)	-	539,197	636,440
Commercial operations (Note 12)	897,867	1,009,865	940,660
Government of Canada	95,000	288,065	257,561
Corporate sponsorship	175,265	284,000	137,300
External funding	-	46,457	14,571
	<u>7,242,332</u>	<u>8,432,799</u>	<u>9,146,962</u>
EXPENSES (Schedule 1)			
Archives division	758,980	985,613	1,030,465
Art gallery division	853,124	893,870	1,102,080
Corporate services and building operations	4,071,092	5,039,552	4,870,770
Education programs	455,482	497,984	598,575
Museum division and regional museums	1,103,654	1,304,150	1,595,193
	<u>7,242,332</u>	<u>8,721,169</u>	<u>9,197,083</u>
Annual operating deficit, prior to capital improvement donations	-	(288,370)	(50,121)
Capital improvement donations	-	1,630,784	1,364,858
Annual operating surplus	-	1,342,414	1,314,737
Accumulated operating surplus, beginning of year	5,641,987	5,641,987	4,327,250
Accumulated operating surplus, end of year	\$ 5,641,987	\$ 6,984,401	\$ 5,641,987

The accompanying notes and supplementary schedule are an integral part of these financial statements.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
STATEMENT OF REMEASUREMENT GAINS AND LOSSES
For the Year Ended March 31

2014

2013

Accumulated remeasurement gains (losses), beginning of year	\$ -	\$ -
Unrealized (losses) attributable to:		
Portfolio investments	(934)	-
Amounts reclassified to statement of operations:		
Portfolio investments	359	-
Net remeasurement (losses) for the year	(575)	-
Accumulated remeasurement (losses), end of year	\$ (575)	\$ -

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 (DEBT) FINANCIAL ASSETS
For the Year Ended March 31

	2014 Budget	2014 Actual	2013 Actual
	(Note 17)		
Annual operating surplus	\$ -	\$ 1,342,414	\$ 1,314,737
Changes in tangible capital assets			
Acquisition of tangible capital assets, net of disposals/transfers	-	(2,709,893)	(1,434,287)
Amortization of tangible capital assets	262,000	329,689	281,725
	262,000	(2,380,204)	(1,152,562)
Changes in other non-financial assets			
Acquisition of prepaid expenses	-	(2,250)	-
	-	(2,250)	-
Net remeasurement losses	-	(575)	-
Increase (decrease) in net financial assets	262,000	(1,040,615)	162,175
Net financial assets, beginning of year	451,026	451,026	288,851
Net (debt) financial assets, end of year	\$ 713,026	\$ (589,589)	\$ 451,026

The accompanying notes and supplementary schedules 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

2014

2013

Operating transactions

Annual operating surplus	\$ 1,342,414	\$ 1,314,737
Adjustment for non-cash items		
Amortization	329,689	281,725
Bad debt expense	305,930	-
Change in non-cash operating items	1,978,033	1,596,462
Accounts receivable	(66,666)	(611,742)
Inventory held for resale	(24,447)	4,280
Restricted cash	982,366	1,081,343
Accounts payable and accrued liabilities	(680,546)	860,823
Due to the Rooms Foundation	308,840	-
Employee future benefits	(30,547)	32,966
Deferred revenue	(1,267,476)	(1,081,343)
Prepaid expenses	(2,250)	-
Cash provided from operating transactions	1,197,307	1,882,789
Capital transactions		
Additions to capital assets, net of disposals/transfers	(2,709,893)	(1,434,287)
Cash applied to capital transactions	(2,709,893)	(1,434,287)
Investing transactions		
Acquisition of portfolio investments	(71,639)	-
Proceeds from disposals of portfolio investments	47,908	-
Cash applied to investing transactions	(23,731)	-
Increase (decrease) in cash	(1,536,317)	448,502
Cash, beginning of year	2,275,860	1,827,358
Cash, end of year	\$ 739,543	\$ 2,275,860

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, 2014

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 and Loggers' Life 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 the 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. 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, portfolio investments, accounts payable and accrued liabilities and due to the Rooms Foundation. 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, 2014

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 or amortized cost except for portfolio investments in equity instruments that are quoted in an active market, which are measured at fair value. Financial assets measured at cost include cash and restricted cash. Financial assets measured at amortized cost include accounts receivable. Financial liabilities measured at cost include accounts payable and accrued liabilities and due to the Rooms Foundation.

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

The Corporation uses the quoted market price as at the fiscal year end to measure the fair value of its portfolio investments. Unrealized gains and losses from changes in the fair value of financial instruments are recognized in the statement of remeasurement gains and losses. Upon settlement, the cumulative gain or loss is reclassified from the statement of remeasurement gains and losses and recognized in the statement of operations.

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

(c) Cash

Cash includes cash in bank.

(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.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

2. Summary of significant accounting policies (cont.)

(f) Tangible capital assets (cont.)

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 20 years

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

Employee future benefits include severance pay and accumulating non-vesting sick leave benefits.

- (i) Severance is accounted for on an accrual basis and is calculated based upon years of service and current salary levels.
- (ii) The cost of accumulating non-vesting sick leave benefits is calculated based upon management's best estimates of its employees' sick leave utilization rates, sick leave balances, annual sick leave entitlements and current salary levels.

Under the *Rooms Act*, Corporation employees shall be considered to be employed in the public service for the purposes of the *Public Service Pensions Act, 1991*. Employee contributions are matched by the Corporation and then remitted to the Province of Newfoundland and Labrador Pooled Pension Fund from which pensions will be paid to employees when they retire.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

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 operating 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, 2014

2. Summary of significant accounting policies (cont.)

(l) Measurement uncertainty

The preparation of financial statements in conformity with CPSAS requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the collectability of accounts receivable, the expected useful life of tangible capital assets, the probability of having to pay future severance benefits to employees with less than 9 years of service and the probability of future sick leave benefits being utilized by employees.

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. Accounts receivable

	2014	2013
Province of Newfoundland and Labrador	\$ 36,540	\$ 234,027
Harmonized Sales Tax	578,610	547,004
Other	277,633	45,086
	892,783	826,117
Less: Allowance for doubtful accounts	(314,605)	(8,675)
	\$ 578,178	\$ 817,442

4. Restricted cash

The following funds, which have external conditions placed on their use, have been received and deposited with the Corporation's general funds and are reported in these financial statements as restricted cash.

	2014	2013
Provincial Government - Logger's Life Museum	\$ 6,650	\$ -
Private Donor - Site Development	-	207,164
Private Donor - First World War Exhibit	357,109	-
Private Donor - Archives Programming	44,808	-
Corporate Donor - Educational Programming	51,000	-
Corporate Donor - 4 th Floor	-	1,234,769
Permanent Collections Donations	15,625	15,625
Private Donor - B-17 Bomber Exhibit	1,600	1,600
	\$ 476,792	\$ 1,459,158

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

5. Portfolio investments

Portfolio investments consist of 3,389,787 shares of Sprott Resources which were given to the Corporation as a donation towards the First World War Exhibit. The carrying value of the shares is equal to their market price at the time of transfer to the Corporation.

	<u>Market Value</u>		<u>Carrying Value</u>	
	<u>2014</u>	<u>2013</u>	<u>2014</u>	<u>2013</u>
Investments held				
Sprott Resources				
- 3,389,787 shares	\$ 23,156	\$ -	\$ 23,731	\$ -

6. Accounts payable and accrued liabilities

	<u>2014</u>	<u>2013</u>
Trade accounts payable	\$ 791,385	\$ 1,495,299
Accrued salaries	136,621	62,697
Accrued overtime and leave	270,114	320,670
	<u>\$ 1,198,120</u>	<u>\$ 1,878,666</u>

7. Due to the Rooms Foundation

The Rooms Foundation of Newfoundland and Labrador Corporation (the Foundation) was incorporated on March 11, 2009 under the *Corporations Act* and in accordance with Section 8(7) of the *Rooms Act*. The Foundation's operations are not consolidated into the Corporation's financial statements. As at March 31, 2014, the Corporation owed the Foundation \$308,840 (2013 - nil).

8. 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 4 and as portfolio investments as disclosed in Note 5. As at March 31, 2014, the following funds had been received by the Corporation and reported as follows:

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

8. Deferred revenue (cont.)

	Balance at beginning of year	Receipts during year	Transferred to revenue/Rooms Foundation	Balance at end of year
Donations	\$ 1,459,158	\$ 836,332	\$ 2,110,458	\$ 185,032
Provincial Government	-	25,000	18,350	6,650
Government of Canada	-	188,573	188,573	-
Other	-	10,000	10,000	-
	\$ 1,459,158	\$ 1,059,905	\$ 2,327,381	\$ 191,682

9. Employee future benefits

Employee future benefits consists of:

	2014	2013
Severance pay (a)	\$ 646,894	\$ 652,553
Accumulating non-vesting sick leave benefit liability (b)	202,777	227,665
	\$ 849,671	\$ 880,218

(a) Severance pay

Severance pay consists of the severance pay liability related to the following employees:

	2014	2013
Employees with 9 or more years of service	\$ 550,015	\$ 572,777
Employees with less than 9 years of service	96,879	79,776
	\$ 646,894	\$ 652,553

(b) Accumulating non-vesting sick leave benefit liability

	2014	2013
Accumulating non-vesting sick leave benefit liability	\$ 202,777	\$ 227,665

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

9. Employee future benefits (cont.)

(c) Employee future benefits (recovery) expense

	2014	2013
Severance pay (recovery) expense	\$ (5,659)	\$ 39,014
Accumulating non-vesting sick leave benefit recovery	(24,888)	(6,048)
	\$ (30,547)	\$ 32,966

(d) Employee future benefits

i. Severance pay

Severance is accounted for on an accrual basis and is calculated based upon years of service and current salary levels. The right to be paid severance vests with employees with nine years of continuous service, and accordingly a liability has been recorded by the Corporation for these employees. For employees with less than nine years of continuous service, the Corporation has made a provision in the accounts for the payment of severance which is based upon the Corporation's best estimate of the probability of having to pay severance to the employees and current salary levels. Severance is payable when the employee ceases employment with the Corporation provided no severance has been paid by Government or another Crown corporation or agency for the same period and the employee has at least nine years of continuous service.

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. The benefit costs and liabilities related to the plan are included in the financial statements. For the year ended March 31, 2014, a sick leave liability was calculated for 59 employees.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

9. Employee future benefits (cont.)

(d) Employee future benefits (cont.)

iii. Pension contributions

Under the *Rooms Act*, the Corporation's staff is subject to the *Public Service Pensions Act*. The Province of Newfoundland and Labrador administers the payroll processing for the majority of the Corporation's staff. Employee contributions are matched by the Province, on behalf of the Corporation, and then remitted to the Province of Newfoundland and Labrador Pooled Pension Fund from which pensions will be paid to employees when they retire. The Plan is a multi-employer, defined benefit plan, providing a pension on retirement based on the age of its members at retirement, length of service and the average of their best five years of earnings. The maximum contribution rate for eligible employees was 8.6% (2013 - 8.6%). The Corporation is not required to make contributions in respect of any actuarial deficiencies of the plan. The Corporation's share of pension contributions for 2014 was \$229,237 (2013 - \$306,371). These contributions are included in employee future benefits expense and as revenue from the Province of Newfoundland and Labrador.

Certain employees who transferred to the Corporation from Memorial University of Newfoundland (MUN) continue to have their payroll administered by MUN, including pension benefits. MUN invoices the Corporation for the employer share of pension contributions which are then remitted to the Memorial University of Newfoundland Pension Fund from which pensions will be paid to employees when they retire. The Corporation's share of pension contributions related to these employees for 2014 was \$9,709 (2013 - \$9,425).

10. Tangible capital assets

Original Cost

	Balance March 31, 2013	Additions	Disposals/ Transfers	Balance March 31, 2014
Furniture	\$ 671,009	\$ 675	\$ -	\$ 671,684
Equipment	625,378	51,554	-	676,932
Motor vehicles	62,714	-	-	62,714
Building improvements	2,368,583	4,383,300	-	6,751,883
Capital assets transferred (Note 11)	1	-	-	1
Work in progress	2,966,612	2,657,664	4,383,300	1,240,976
	\$ 6,694,297	\$ 7,093,193	\$ 4,383,300	\$ 9,404,190

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

10. Tangible capital assets (cont.)

Accumulated Amortization

	Balance March 31, 2013	Amortization	Disposals	Balance March 31, 2014	Net book value March 31, 2014	Net book value March 31, 2013
Furniture	\$ 549,871	\$ 66,454	\$ -	\$ 616,325	\$ 55,359	\$ 121,138
Equipment	586,516	28,070	-	614,586	62,346	38,862
Motor vehicles	62,714	-	-	62,714	-	-
Building improvements	304,234	235,165	-	539,399	6,212,484	2,064,349
Capital assets transferred (Note 11)	1	-	-	1	-	-
Work in progress	-	-	-	-	1,240,976	2,966,612
	\$ 1,503,336	\$ 329,689	\$ -	\$ 1,833,025	\$ 7,571,165	\$ 5,190,961

These financial statements do not include the value of "The Rooms" building out of which the 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.

11. Capital assets transferred to the Corporation

During 2003-04, The Rooms Corporation of Newfoundland and Labrador Inc. assumed title to the capital assets of the Provincial Archives, the Provincial Museum and the Art Gallery of Newfoundland and Labrador. These assets have been transferred to the Corporation. The costs and accumulated amortization of these assets are unknown and a reasonable estimate of the amounts involved could not be determined. Therefore, the cost has been recorded as \$1 and the accumulated amortization has been recorded at \$1.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

12. Commercial operations

Commercial operations revenue is comprised as follows:

	2014	2013
Admission revenue	\$ 409,801	\$ 445,712
Gift shop sales	289,524	264,625
Other revenue	159,850	127,988
Interest income	150,690	102,335
	\$ 1,009,865	\$ 940,660

13. Related party transactions

(a) 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 and Recreation. Expenses incurred by the Province, related to salaries and benefits totaling \$4,511,160 (2013 - \$5,120,339), are reflected in these financial statements as expenses of the Corporation and as revenue from the Province. Included in this total is \$539,197 (2013 - \$636,440), related to the employer's share of employee benefits, paid by the Department of Finance on behalf of the Corporation.

The Office of the Chief Information Officer (OCIO), an entity within the Executive Council of the Province, is developing a collections database for the Corporation's Art Gallery and Museum. Professional services costs of \$13,360 (2013 - \$41,920) have been financed by the OCIO and are reflected in these financial statements.

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. Legal services and some information technology 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.

(b) Memorial University of Newfoundland

Certain employees who transferred to the Corporation from Memorial University of Newfoundland (MUN) continue to have their payroll administered by MUN. MUN invoices the Corporation for actual costs incurred. Expenses related to salaries and benefits totaling \$145,010 (2013 - \$141,761) were invoiced by MUN during the year.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

14. Contractual obligations

(a) Facility Management Contract

The Corporation has entered into an annual facility management contract representing commitments of approximately \$175,000 per month. The contract automatically renews every September 30 unless the Corporation provides notice of its intent to terminate the contract no less than sixty days prior to September 30.

(b) First World War Contract

The Corporation has entered into an agreement for the design, fabrication and installation for the First World War Exhibition in the Level 2 museum gallery of “The Rooms” building. The total contract value is \$1.9 million and the work is to be substantially completed by June 2016. Of this total amount, \$26,775 has been expended to March 31, 2014.

(c) Equipment Leases

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

2015	\$ 6,670
2016	3,644
2017	1,820
2018	645
	<hr/>
	\$ 12,779

15. 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 in December 2016.

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.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

15. Colonial Building Political History Interpretation Project (cont.)

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, 2014, the Corporation has received funds totaling \$22,465,112 (2013 - \$12,888,861) and incurred expenses totaling \$6,828,548 (2013 - \$5,366,215) related to the Project. During the year ended March 31, 2014, expenses of \$1,462,333 (2013 - \$2,400,249) were incurred related to the Project. The balance of funds held in trust by the Corporation as at March 31, 2014 was \$15,636,564 (2013 - \$7,522,646).

16. 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 \$357,211 (2013 - \$735,102).

17. 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.

18. 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, except for the market risk associated with portfolio investments.

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 these financial instruments are 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 3.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2014

18. Financial risk management (cont.)

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, due to the Rooms Foundation, 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. The Corporation is not exposed to significant interest rate risk related to cash or restricted cash because of its nature.

The Corporation is exposed to other price risk on its portfolio investments (equity investments) as the investments are quoted in an active market in which share pricing can fluctuate. The Corporation's maximum other price risk is limited to the fair value of the shares as at March 31, 2014. As the Corporation's investment consists of approximately 3,390 shares, any price fluctuation of \$1 to the quoted market price will result in an unrecognized gain or loss of \$3,390 for the Corporation.

19. 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.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
REVENUES AND EXPENSES BY SECTOR
For the Year Ended March 31, 2014

SCHEDULE I

	Corporate Services and Building Operations	Archives Division	Art Gallery Division	Museum Division and Regional Museums	Education Programs	2014 Total	2013 Total
REVENUES							
Province of Newfoundland & Labrador							
Operating grants	\$6,043,127	\$ 78,738	\$ 125,000	\$ 18,350	\$ -	\$6,265,215	\$7,160,430
Contribution to employee benefits (Note 13)	196,571	109,056	45,171	137,670	50,729	539,197	636,440
Commercial operations (Note 12)	880,023	17,903	89,534	9,585	12,820	1,009,865	940,660
Government of Canada	-	4,492	283,573	-	-	288,065	257,561
Corporate sponsorship	284,000	-	-	-	-	284,000	137,300
External funding	-	38,957	7,500	-	-	46,457	14,571
	<u>7,403,721</u>	<u>249,146</u>	<u>550,778</u>	<u>165,605</u>	<u>63,549</u>	<u>8,432,799</u>	<u>9,146,962</u>
EXPENSES							
Advertising and promotion	198,480	489	4,502	9,153	660	213,284	303,522
Amortization	329,689	-	-	-	-	329,689	281,725
Appraisals and acquisitions	-	6,815	106,833	8,002	-	121,650	137,641
Bad debt expense	305,930	-	-	-	-	305,930	-
Building expenses	1,903,123	-	-	-	-	1,903,123	1,965,311
Conference and registration fees	6,551	1,255	1,109	4,202	1,113	14,230	14,485
Core programming	156,772	26,921	207,060	81,853	66,403	539,009	650,952
Cost of gift shop sales	263,197	-	-	-	-	263,197	206,815
Employee future benefits	160,014	99,196	45,805	135,505	60,206	500,726	669,406
Loss on sale of portfolio investments	359	-	-	-	-	359	-
Meeting expenses	12,547	776	154	1,948	268	15,693	21,656
Office equipment and supplies	46,334	11,563	5,937	9,974	1,025	74,833	63,367
Professional services	169,543	7,965	20,958	33,667	7,006	239,139	192,956
Salaries	1,342,942	821,222	469,001	983,054	355,744	3,971,963	4,483,899
Telecommunications and courier	80,861	2,780	5,813	10,773	3,697	103,924	80,977
Travel	63,210	6,631	26,698	26,019	1,862	124,420	124,371
	<u>5,039,552</u>	<u>985,613</u>	<u>893,870</u>	<u>1,304,150</u>	<u>497,984</u>	<u>8,721,169</u>	<u>9,197,083</u>
Annual operating surplus (deficit), prior to capital improvement donations	2,364,169	(736,467)	(343,092)	(1,138,545)	(434,435)	(288,370)	(50,121)
Capital improvement donations	1,630,784	-	-	-	-	1,630,784	1,364,858
Annual operating surplus (deficit)	<u>\$3,994,953</u>	<u>\$(736,467)</u>	<u>\$(343,092)</u>	<u>\$(1,138,545)</u>	<u>\$(434,435)</u>	<u>\$1,342,414</u>	<u>\$1,314,737</u>




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