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A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

The past three years have represented a special time in the history of Newfoundland and Labrador with the opportunity to commemorate so many significant centenaries, especially the centenary of the First World War and Beaumont-Hamel. The Rooms has supported the people of the province in marking the 100th Anniversary of the Newfoundland Sealing Disaster, the 100th Anniversary of the Grenfell Associations Incorporation, the 100th Anniversary of Rockwell Kent's residency in Brigus, Newfoundland and Labrador; and, perhaps most significantly, the 100th Anniversary of Newfoundland and Labrador's involvement in the First World War, in particular, the Battle of the Somme at Beaumont-Hamel. It is also worth noting that The Rooms celebrated its 10th anniversary in June 2015.

During the 2014-17 planning cycle, The Rooms has opened three new galleries: the Husky Energy Gallery, the Elinor Gill Ratcliffe Gallery and the Royal Newfoundland Regiment Gallery; and has completed three permanent exhibitions: *From This Place: Our Lives on Land and Sea*, *Here We Made a Home* and *Beaumont-Hamel and the Trail of the Caribou: Newfoundlanders and Labradorians at War and At Home 1914-1949*. The Rooms also underwent major upgrades to its grounds with the completion of phase one and two of its Site Development Plans which included the creation of the Fortis Courtyard and Amphitheatre and the demarcation of Fort Townshend.

The Rooms has achieved new ways of engaging with the public, in particular during the exhibition planning and development phase, through the use of surveys, open houses, in-gallery feedback forms, advisory committees – comprised of expert members of the community, interactive labels, prototyping exhibitions and open-storage exhibitions offering opportunities for visitors to interact with Rooms staff.

The Rooms has made great advancements in the use of an interdisciplinary approach to exhibition design – drawing mutually from its three disciplines and collections to tell stories related to Newfoundland and Labrador. This approach represents an evolution in the exhibition development process, offering visitors a richer and more meaningful experience; a broader perspective on a theme or topic; and a distinct opportunity for The Rooms to differentiate itself amongst its peers.

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

The 2016-17 Annual Report is submitted in accordance with government's commitment to accountability. It has been reviewed and approved by the Board of Directors which is accountable for the results reported for The Rooms.

Where Once
Stood We Star



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

VISITATION

The Rooms had a total of 87,083 visits in 2016-17, up from 73,475 visits in 2015-16. An increase of 13,608 visits or approximately

15.6%

The Rooms Gift Shop

The Rooms Gift Shop had an increase in sales in 2016-17 with total sales of \$388,760, an increase from 2015-16 of \$54,148 or

15%

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

MISSION STATEMENT 2011-17

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

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

C – MANDATE

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 collect

D – NUMBER OF EMPLOYEES

The Rooms employs 42 permanent staff, including 6 permanent seasonal staff to operate The Rooms Regional Museums. The gender breakdown is 26 females and 16 males. These positions are funded in part by The Rooms operating grant from the Government of Newfoundland and Labrador and earned revenue. The Rooms also employs a number of part-time staff on an annual basis to 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), Grand Bank (Provincial Seamen's Museum) and North West River (Labrador Interpretation Centre).

F – OTHER KEY STATISTICS

Visitation

The Rooms had a total of 87,083 visits in 2016-17, up from 73,475 visits in 2015-16, an increase of 13,608 visits or approximately 15.6 per cent. Of the total number of visits, 30 per cent were free and 70 per cent were paid as compared with 36 per cent free and 64 per cent paid visits in 2015-16.

From April 1, 2016 until March 31, 2017, 876 annual memberships were purchased, 272 of which were new memberships.

The Rooms Gift Shop

The Rooms Gift Shop had an increase in sales in 2016-17 with total sales of \$388,760, an increase from 2015-16 of \$54,148 or 15 per cent.

Archives

Between April 2016 and March 2017, Archives descriptive team created / revised, and authorized 10,559 records for online access. Work included physical processing (refoldering, relabeling and reboxing), arrangement (identification and description of series), research and writing of administrative sketches and biographies and the creation of finding aids for various collections. See website <https://www.therooms.ca/collections-research/our-collections> and Search the Archives.

On-site Service – Archives Reference Room

There were a total of 8,595 in-person visits to the Archives Reference Room in fiscal year 2016-2017. This includes individuals from around the province and around the world wishing to access The Rooms holdings. Providing one-on-one reference service to the public daily is a core function of The Rooms Provincial Archives Division. This is in addition to reference and research inquiries received via e-mail, phone and postal mail each day.

Government Records – Information Management Achievements

In 2016-2017, the Archives appraised over 730 boxes of Government records for inclusion in the collections. The total number of retention schedules worked on by the

Archives, in cooperation with Government departments and other agencies amounted to 30. The process of archival appraisal is the actual selection of material for inclusion in the Archives' collections and involves a thorough knowledge of the history of the records and their creator; research into the context of the records, as well as a knowledge of what already exists in the collections or where gaps might be. This work is directly related to the operations of the Government Records Committee which includes the Provincial Archivist/ Director, representatives from the Department of Justice and Public Safety and the Department of Finance, and staff from the Office of the Chief Information Officer – all meeting together monthly to review and approve retention schedules and Information Management related submissions from all parts of Government.

Revenues and Expenditures

Please refer to The Rooms Corporation of Newfoundland and Labrador Audited Financial Statements for the year ended March 31, 2017 (Appendix A).

ARCHIVES REFERENCE ROOM



HIGHLIGHTS & ACCOMPLISHMENTS



HIGHLIGHTS

OVER 75 PER CENT CAPITAL FUNDRAISING GOAL ACHIEVED

To date, The Rooms has raised \$11.5 million of the targeted \$15 million towards its *Where Once They Stood We Stand* Capital Fundraising Campaign. The funds raised enabled the completion of the legacy projects: the Royal Newfoundland Regiment Gallery, the Fortis Courtyard and Amphitheatre, the permanent exhibition *Beaumont-Hamel and the Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-1949*, the BMO First World War Travelling Edukits, the Great War online exhibition and virtual tour and the July 1st Remember Them at The Rooms Commemoration of the centenary of the First World War.

AN AWARD-WINNING YEAR

From April 1 2016 to March 31, 2017, The Rooms was the recipient of several national and provincial awards including the following: a Pinnacle Award of Excellence for the *I Will Sing you Home* Video, a Pinnacle Award of Merit for the 10th Anniversary Magazine, a Silver Leaf Award of Excellence for the *I Will Sing you Home* Video, a St. John's Board of Trade Business Excellence Award for Marketing and Promotional Achievement, the Hospitality Newfoundland and Labrador (HNL) Cultural

Tourism Award, a Museums Association of NL Award of Merit for the new exhibition *Beaumont-Hamel and the Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-1949*, and the Canadian Museums Association Award for Outstanding Achievement in Marketing for the Remember Them at The Rooms Campaign.

AFGHANISTAN BOOK OF REMEMBRANCE

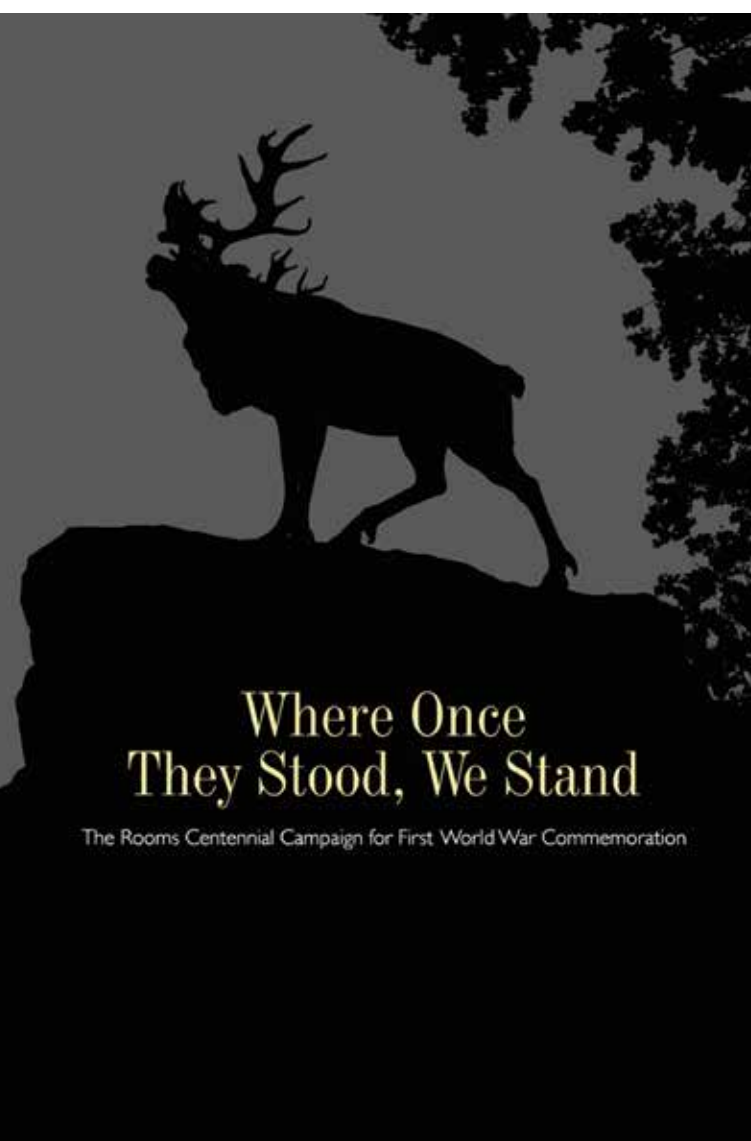
More than 39,000 Canadian Armed Forces members served in the Afghanistan theatre of operations or in support of the effort from other locations around the world during the 12 years of the mission. When it finished, final remembrances and ceremonies culminated with the Afghanistan Memorial Vigil – where families of the fallen came together for one last formal farewell. At that time the National Commemoration Committee created beautifully crafted books of remembrance - leather bound volumes with crossed Canadian and Afghani flags and a Canadian Armed Forces crest on the cover. Each page contains a photograph, as well as a brief write-up on each of the 158 Canadian soldiers killed during the War in Afghanistan (2001-2013). The Rooms now has one of the books and it is on permanent display in the Archives Reference Room with a page turned each day to commemorate those within it.

Honourary Patron: **Frank F. Fagan, CM, O.N.L., M.B.A.**, Lieutenant Governor of Newfoundland and Labrador
 Campaign Co-Chairs: **General Rick Hillier, OC, CM, O.N.L., H.S.C., CD**
Tom Foran, Chair, Board of Directors, The Rooms Corporation of Newfoundland and Labrador

CENTENNIAL LEADER - INDIVIDUAL		CENTENNIAL LEADER - CORPORATE	
ELINOR GILL RATCLIFFE, CM, O.N.L., LL.D.(N.L.) - \$3,250,000		FORTIS INC. - \$3,250,000	
CENTENNIAL VISIONARIES	ANONYMOUS - \$1,000,000	BMO FINANCIAL GROUP - \$1,000,000	
	TO BE ANNOUNCED - \$500,000	GOVERNMENT OF CANADA - \$1,000,000	
CENTENNIAL BENEFACTORS	PATTEN FAMILY FOUNDATION - \$250,000	ROYAL BANK - \$250,000	
	TD BANK GROUP - \$250,000	SCOTIABANK - \$350,000	
CENTENNIAL PATRONS	TOM AND SUSAN FORAN - \$100,000	ELINOR GILL RATCLIFFE - \$100,000	
	ST. JOHN'S AIRPORT AUTHORITY - \$100,000	CLEARWATER SEAFOODS - \$100,000	
	BRIAN AND JODEAN TOBIN - \$100,000	CIBC - \$100,000	

OUR PROGRESS TO DATE - \$11,625,000

CENTENNIAL SUPPORTERS - GIFTS OF \$25,000
KARL SMITH AND KAREN HURTUBISE
MARGARET AND ARTHUR SHIFF
DAVIES WARD PHILLIPS & VINEBERG LLP
ALTIUS MINERALS
BARRY AND NADINE PERRY



Where Once They Stood, We Stand

The Rooms Centennial Campaign for First World War Commemoration

PARTNERSHIPS

The Rooms carries out its mandate in association with various parties including funding agencies, Government departments and professional associations. During 2016-17, The Rooms worked in association with:

"I got hit by the place known as the Old Danger Tree... a landmark on the German trenches and our own... and anybody who got there got hit... I was lying there in No Man's Land... [with] bullets going... flying... and men dying around you. You could smell blood like a stamp...



PARTNERSHIPS

DEPARTMENT OF TOURISM, CULTURE, INDUSTRY AND INNOVATION

As a Category 1 Crown Corporation of the Government of Newfoundland and Labrador, The Rooms is accountable to the Minister of Tourism, Culture, Industry and Innovation through The Rooms Board of Directors. Operating funding from the Department of Tourism, Culture, Industry and Innovation, sustains the operations of The Rooms each year. The Rooms works closely with this department 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. The Rooms assists with the Arts and Letters Awards Program annually. The Rooms provides curatorial and technical support to mount the exhibition, gallery space and is the venue for the awards ceremony.

The Rooms continues to provide financial administration of the Colonial Building restoration project. All expenditures for the restoration work are processed by The Rooms in consultation with the Department of Transportation and Works which manages the construction work. The exterior work has been completed and planning is underway to begin the interior restoration. The Rooms will be responsible for the development of the exhibition planned for the interior of the building. An exhibition team is being formed and work will begin in 2017.

DEPARTMENT OF EDUCATION AND EARLY CHILDHOOD DEVELOPMENT, K-12, CULTURAL CONNECTIONS PROGRAM

The Department of Education and Early Childhood Development and the Department of Tourism, Culture, Industry and Innovation 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 fosters a link between the arts and school communities. Through this program The Rooms has worked closely with the Department of Education and Early Childhood Development on 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 provides education programs based on its exhibits which are linked to school curriculum and assist with teaching and learning outcomes. For Grades K to 6 The Rooms offers four school programs designed specifically to augment their social studies curriculum (*People at Work, Home & School, Peoples of the Province* and *Introduction to Archaeology*) and one program that directly addresses the visual arts curriculum (*Adventures in Art*). The Rooms also offers programs for Grade 8 Social Studies: *History of Newfoundland Labrador 1800-Present* and the *Newfoundland Studies* course for high school students (*Making Fish, Life and Times*) as well as the junior and high school visual arts programs (*Art without Borders*). More than 7,300

students from within the K-12 school system participated in curriculum-linked education programs at The Rooms during the 2016-17 school year.

A new Museum/Archives program for Junior High and High School students called *Soldiers' Stories: Newfoundlanders and Labradorians at War* was launched in September 2016 to introduce students to both the new First World War museum exhibition and the Royal Newfoundland Regimental Records in the Archives Reference Room.

This September two additional large-group tour programs were introduced. *The Newfoundland and Labrador History Tour* provides students with a broad overview of our history from 9,000 years ago to present day. The Art Exploration: Guided Gallery Tour provides a thought-provoking interpreted tour of at least two Art Gallery exhibitions.

There was an increase in the number of school programs offered specifically to junior high and high school students, which in the past have not attended many school programs. In particular, uptake for the First World War related school program that directly relates to the Grade 8 curriculum has been excellent. This past fall The Rooms offered 29 programs to 870 junior high and high school students, compared to 17 programs to 430 students in fall 2015.

REFUGEE AND IMMIGRANT ADVISORY COUNCIL AND THE ASSOCIATION FOR NEW CANADIANS

In April 2016 The Rooms, in partnership with the Refugee and Immigrant Advisory Council and the Association for New Canadians, offered free admission to refugee families to attend our Be Part of Art program. The Refugee Immigrant Advisory Committee also provided English-Arabic translators. The Rooms is pleased to have over 100 adults and children attend the program as our guests. This past fall The Rooms was able to offer two visual art workshops for members of the Association for New Canadians women's group, at no charge, utilizing materials donated as part of a project funded by TD Canada Trust and the Art Gallery of Nova Scotia.

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. These funds are used to support national and international artists in the creation of new artistic works presented in innovative exhibition contexts at The Rooms Art Gallery. We have renewed our Canada Council for the Arts operational grant for 2017-18 to the amount of \$95,000. This grant underwrites approximately 33 per cent of the Art Gallery's exhibitions, enabling The Rooms to offer a range of contemporary visual art exhibitions by high-calibre artists.

INTERNATIONAL GRENFELL ASSOCIATION GRANT PROJECT

Funded entirely by the International Grenfell Association (IGA), a project to arrange and describe the many and varied IGA related collections at The Rooms continued in 2016-2017. This included newly-acquisitioned material collected and transferred to The Rooms from the Grenfell Historic Properties in St. Anthony which arrived at The Rooms in June 2016.

MILITARY SERVICE FILES DIGITIZATION PARTNERSHIP PROJECT

Assisted by support from the Honour 100 Program of the Department of Tourism, Culture, Industry and Innovation and also from the Department of Advanced Education, Skills and Labour, work continued to digitize and improve access to the military service records of the Royal Newfoundland Regiment and Newfoundland Forestry Companies. These records are held by The Rooms as part of *GN 19 Newfoundland military service records (Great War) collection 1914 - [2000], predominant 1914-1919*. The service files consist of 6693 microfilmed files on 322 microfilm reels. The collection also includes original military service ledgers, which provide a summary of the service for each individual member and original correspondence files relating to the wills and estates of service members.

The database created to facilitate access to these service files contains 6819 entries for the Royal Newfoundland Regiment and Newfoundland Forestry Companies. (6,295 Regiment and 524 Forestry. As of March 31, 2017, 162 reels of microfilm had been completely scanned for a total of 3,650 individual pages.

WORLD WILDLIFE FUND NORTHERN COD MORATORIUM COMMEMORATION AND EXHIBIT PARTNERSHIP

In June 2016, a Memorandum of Understanding detailing a partnership between the World Wildlife Fund Canada (WWF) and The Rooms was signed. This partnership is part of the WWF's efforts to commemorate the 25th anniversary of the 1992 Northern Cod moratorium and will see a major international conference and symposium in St. John's in June 2017. The Rooms will be creating a fisheries-related exhibit to be opened at the event.

PARKS AND NATURAL AREAS DIVISION

A Memorandum of Understanding with the Parks and Areas Division in 2015 established The Rooms as the official repository for fossils salvaged from Mistaken Point Ecological Reserve, an important criteria considered for the designation of World UNESCO status.

This past summer, Mistaken Point Ecological Reserve was designated as a World Heritage Site by UNESCO. The site is managed by the Parks and Natural Areas Division of the provincial Department of Tourism, Culture, Industry and Innovation. As per an MOU between the Division and The Rooms, the museum is the official repository, since 2014, for fossils salvaged from the reserve. The UNESCO designation highlights the significance of this collection.

PROVINCIAL ARCHAEOLOGICAL OFFICE - LOWER CHURCHILL PROJECT

The Rooms conservation lab at building 1042 is currently being used by contract staff (Stantec and Nalcor) to conserve all of the archaeological material being recovered as part of the archaeological recovery program for the Lower Churchill Project. To date, artifacts from the 2012-2014 field seasons have been processed and entered into the provincial collection.

The Sandy Banks site (FgCg-01) is a multi-component pre-contact and historic site situated midway between Muskrat Falls and Gull Lake on the north shore of the Churchill River, central Labrador. It has been excavated over the course of three seasons (2014-2016) as part of the archaeological recovery program for the Lower Churchill Project. The easternmost locus at the site, Locus D, is the site of the Hudson's Bay Company (HBC) post at Sandy Banks, a small outpost of the Northwest River Post operated over an approximately 40-year period between the mid-to-late 1830s and 1876.

The historic artifacts from this particular HBC site require extensive conservation treatment; the facilities and equipment; for which are only available at The Rooms Conservation Lab in St. John's. Over 23,000 artifacts were excavated in the 2015 and 2016 seasons. Work began in July 2016, and to date, half of this amount has been treated and catalogued in the Conservation Lab. The remaining collections and conservation work will be completed over the course of 2017. All of the 2016 artifacts will be analyzed by the Lower Churchill Project Archaeologists at the Conservation Lab in early February for Report Production, as required by the Provincial Archaeological Office (PAO).

It is worthy to note that the entirety of the 2015-2016 collection will come into the care of The Rooms Archaeology and Ethnology unit at project's end. This includes an additional 30 bankers' boxes of lithic material that was excavated during the 2015 field season.

ART GALLERY PARTNERSHIPS

A federal grant was secured in the amount of \$178,034 from the Aboriginal Section of Canadian Heritage, Museum Assistance Program, to produce and circulate *SakKijjĭjuk* – an exhibition of Inuit art and craft from Nunatsiavut. Coupled with additional funding via the Tasiujatsoak Trust and the International Grenfell Association that is being managed through the Nunatsiavut Government, the total budget of this exhibition is over \$500,000. The Rooms will be co-publishing in 2017 – with Gooselane Editions – three volumes of critical writing in English, French and Inuktitut that will introduce this art to new audiences.

This large-scale grant is for a national tour of this exhibition, which premiered at The Rooms in September 2016. *SakKijjĭjuk: Inuit Fine Art and Craft from Nunatsiavut* is the first-ever nationally touring exhibition of Nunatsiavummiut (Labrador Inuit) art and craft. This groundbreaking exhibition is comprised of two equally significant parts: historical works (1949-2005)

PARTNERSHIPS

from Nunatsiavut's past that demonstrate Inuit traditional knowledge and skills, borrowed from significant museum and gallery collections across Canada; and newly created fine art and craft works, both 'traditional' and 'contemporary' works (2006 -2016) either loaned to the exhibition from museums and galleries across Canada or created specifically for the exhibition by living Nunatsiavummiut artists and craftspeople.

The Rooms has also increased its collaborations, partnerships and networks, specifically through loans and other agreements with: the Dalhousie University Art Gallery; The Montreal Museum of Fine Arts; the Musée d'art contemporain de Montréal; the Beaverbrook Gallery; Carleton University Art Gallery; Indigenous Affairs; and the Nunatsiavut Government. This past year The Rooms collaborated with Memorial University's Department of English, on their *Petrocultures* conference, producing two film screenings presented to an audience of over 100 and, in October 2016, The Rooms partnered with the Inuit Blanche. The Rooms hosted several

day sessions for the Inuit Studies Conference public opening reception for the conference to which there were 825 people in attendance – a record for a public opening reception for The Rooms. The Rooms has increased its partnerships and networks, specifically through an MOU with Gallery 44 to co-produce an exhibition and publication (2017, Aleesa Cohene) and through ongoing loans and other exhibition agreements with the National Gallery of Canada (*Mary Pratt: This Little Painting*), the Musée d'art contemporain de Montréal (*Emmanuel Licha: Hotel Machine*), and Carleton University Art Gallery (*Meryl McMaster*).

Through The Rooms partnership with Parks Canada and via funding from the Canada Council for the Arts, the Art Gallery hosted eight artist residencies at Gros Morne and Terra Nova National Parks, and at the Brigus Landfall Trust at a cost of \$16,692. The jury for the 2016 round of residencies was held in February at The Rooms.

INSTALLATION VIEWS OF SAKKIJĀJUK: INUIT FINE ART AND CRAFT FROM NUNATSIAVUT



COMMEMORATION

Throughout 2014-17, several provincially and culturally significant centenaries took place, in particular the Great War and the Newfoundland Sealing Disasters anniversaries.

The Rooms has commemorated these centenaries through exhibitions and public programming - educating visitors on these important historical events; presenting the impacts these events had on our province both historically and culturally; and showing how these events contributed to our identity. With the creation of these new exhibitions a substantial number of new items from collections were made available to the public for viewing as well as for educational and research purposes.

In particular, The Rooms focused attention on the commemoration of the centenary of Newfoundland and Labrador's involvement in the First World War. Local communities and national counterparts were engaged to develop exhibitions and related programming that shared this history and most importantly ensured the living memory, artifacts and archival material were not lost to the province.

This work supported the Provincial Government's commitment to strengthen and grow the Province's culture by planning and supporting the implementation of First World War Commemorations and activities that honour veterans.

GOAL

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

INDICATORS (2014-17)	RESULTS AND BENEFITS
<p>1. An exhibition to commemorate the 100th Anniversary of the First World War will have been presented to the public</p>	<p>For the 100th anniversary of that Great War — and in particular the devastating Battle of the Somme at Beaumont-Hamel on July 1, 1916 — The Rooms assumed responsibility for producing the largest commemoration in Canada. These commemorative efforts included the creation of a new, permanent gallery that would tell a comprehensive story of Newfoundland and Labrador’s engagement in the First World War. The exhibition <i>Beaumont-Hamel and the Trail of the Caribou: Newfoundlers and Labradorians at War and at Home, 1914-1949</i> opened on time and under budget. Guided and private tours were offered throughout the summer months. A series of war-related programs and a new education program were offered commencing the Fall 2016.</p>
<p>2. A partnership with the Canadian War Museum to develop a travelling exhibition related to the First World War will have been explored</p>	<p>The Rooms presented a proposal to the Canadian War Museum about a partnership to develop and travel a temporary exhibition on the First World War in the Fall 2014. The proposal was accepted and The Canadian War Museum produced the exhibition <i>Traces of War</i> with research support as well as travel and installation arrangements for the provincial tour provided by The Rooms.</p>
<p>3. A series of thematic exhibitions/public programming on the topic of War and Conflict will have been presented to the public</p>	<p>Throughout 2014-17, The Rooms mounted the following exhibitions pertaining to War and Conflict:</p> <p>Pleasantville: From Recreation to Military Installation June 2014 – Fall 2016</p> <p>The Newfoundland Regiment and the Gallipoli Campaign May 2015 – May 2016</p> <p>Witness: Canadian Art of the First World War September 19, 2015 – January 17, 2016 <i>A travelling exhibition developed by the Canadian War Museum</i></p> <p>Flowers of Remembrance October 2014 – March 2016</p> <p>Beaumont-Hamel and the Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-1949 July 1, 2016 – Ongoing</p> <p>Emanuel Licha: Now Have A Look At This Machine September 17 – December 31, 2016 <i>Organized and circulated by the Musée d’art contemporain de Montréal.</i></p> <p>Hometown Heroes November 2016</p> <p>Where Once They Served <i>An exhibit by the Southwest Arm Historical Society with the support of Honour 100</i> April 2017</p>

	<p>Public Programming</p> <p>The Rooms began offering public programming for the First World War in the Summer 2014 with weekly guided tours of the <i>Pleasantville: From Recreation to Military Installation</i> exhibition, volunteer First World War sock knitting demonstrations, a creative activity for families related to early fundraising efforts and the screening of archival film footage of Newfoundlanders and Labradorians during the First World War. During the Fall 2014 and Winter 2015 The Rooms hosted a number of presentations and programs related to the role of Newfoundland and Labrador in the First World War connected to the Pleasantville exhibition. In Summer 2015, The Rooms offered guided tours of <i>The Newfoundland Regiment and the Gallipoli Campaign</i> exhibition. The 1981 film <i>Gallipoli</i>, starring Mel Gibson, was screened twice and daily screenings of First World War Archival Film Footage took place in The Rooms theatre.</p> <p>To focus attention on, and build momentum for, the commemoration of the 100th anniversary of Beaumont-Hamel and the First World War, The Rooms Education and Public Programming Unit developed and offered several public programs themed on the First World War including: <i>The First World War Speakers Series</i>, <i>The First World War Film Series</i>, <i>Songs of the Great War</i>, <i>The Door You Came In: Songs and Stories from the Danger Tree</i>, <i>The First World War Training Challenge</i>, and more than a dozen forget-me-not making workshops.</p>
<p>4. An exhibition to commemorate the 100th Anniversary of the Incorporation of the International Grenfell Association will have been presented to the public</p>	<p>2014 marked the 100th anniversary of the incorporation of the International Grenfell Association (IGA) as a charitable humanitarian organization in Newfoundland and Labrador. With such a large collection of Grenfell-related records held at the Archives and given the past relationship with the IGA as a funding body for special descriptive projects, The Rooms commemorated this milestone by mounting a new exhibition and hosting the IGA at an exhibition opening/reception in June 2014. The event brought together IGA Board members from around the world and was a tremendous success in terms of marking the important milestone and in showcasing the collection, exhibition and The Rooms in general. The exhibition, <i>From Mission Trips to Scholarships – 100 Years of the International Grenfell Association</i>, was opened at The Rooms on June 14, 2014, highlighting archival records from the largest collection of Grenfell-related material in Canada.</p>
<p>5. An exhibition to commemorate the 100th Anniversary of the Newfoundland Sealing Disasters will have been presented</p>	<p>The exhibition, <i>Death at the Front: The Sealing Disasters of 1914</i>, was mounted to commemorate the 100th anniversary of the Newfoundland Sealing Disaster. It opened on March 26, 2014 in time to mark the actual dates of the disasters in late March 1914 and ran until February 8, 2015. A partnership with the National Film Board of Canada provided for the showing of the film <i>54 Hours</i> continuously in the exhibition space and made a rich enhancement to the exhibition.</p>
<p>6. An exhibition commemorating the 100th Anniversary of Rockwell Kent's Residency in Brigus will have been presented to the public</p>	<p>Famed American artist Rockwell Kent (1882-1971) visited the Burin peninsula in 1910 and lived in Brigus from 1914-15. As part of the Rockwell Kent Centennial in Newfoundland, The Rooms presented a multi-disciplinary exhibition, <i>Pointed North: Rockwell Kent in Newfoundland & Labrador</i> curated by Caroline Stone. The exhibition featured paintings, drawings, prints and books from various points throughout Kent's career. <i>Pointed North: Rockwell Kent in Newfoundland & Labrador</i> opened on May 31, 2014 with a well-attended public reception.</p>

OBJECTIVES 2016-17:

By March 31, 2017, The Rooms will have presented exhibitions related to the First World War:

RESULTS AND BENEFITS

INDICATORS (PLANNED FOR 2016-17)	ACTUAL PERFORMANCE FOR 2016-17
<p>1. Presented a permanent exhibition and public programming interpreting Newfoundland and Labrador's involvement in the First World War</p>	<p>On July 1, Her Royal Highness The Princess Royal, Colonel and Chief of the Royal Newfoundland Regiment opened the exhibition <i>Beaumont- Hamel and The Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-1949</i>.</p> <p>The First World War exhibition was developed into an online version that was completed this past March, www.theroomsgreatwarexhibition.com. This online exhibition, funded by the Federal Government, is available in both official languages. Seventy per cent of the content in the physical exhibition is available online. In addition, new items not included in the physical exhibition are shown in the online exhibition. Online visitors are able to take a virtual walkthrough of the physical exhibition also at The Rooms.</p> <p>Guided and private tours of the exhibition were available to the public throughout summer 2016. A series of war-related programs and a new education program were also offered in Fall 2016. A new Museum/Archives program for Junior High and High School students called <i>Soldiers' Stories: Newfoundlanders and Labradorians at War</i> was launched in September 2016 to introduce students to both the new First World War exhibition and the Royal Newfoundland Regimental Records in the Archives Reference Room. These programs enabled The Rooms to increase the number of school programs offered specifically to Junior High and High School students, which in the past have not attended many school programs. Uptake for the First World War related school program which relates to the Grade Eight curriculum has been very strong. In fall 2016, The Rooms offered 29 programs to 870 junior high and high school students, compared to 17 programs to 430 students in fall 2015. The First World War Edukits were completed in March 2017 and will be available for distribution to schools next September.</p>
<p>2. Presented a temporary travelling exhibition in partnership with the Canadian War museum tracing the impacts of the First World War on Newfoundland and Labrador</p>	<p>The exhibition, <i>Traces of War</i> opened at the Mary March Provincial Museum on July 7, 2016. The Canadian War Museum was responsible for the development of 13 text panels while the Museum undertook the development of the content for the artifact cases and the local Grand Falls-Windsor soldier stories. The exhibition has travelled to the Provincial Seamen's Museum for the 2017 season and will move to the Labrador Interpretation Centre in 2018. At each location the Museum will add local content to make it more relevant to the local community hosting the exhibition.</p>
<p>3. Hosted a major commemoration event on July 1, 2016 for the public to join The Rooms in marking the 100th Anniversary of Beaumont-Hamel and the First World War</p>	<p>Every year, July 1 is marked across the province as Memorial Day. For this important centenary, however; The Rooms set out to create an appropriate tribute on an unprecedented scale. Approximately 3,000 people gathered on the renovated grounds of The Rooms to mark the 100th anniversary on July 1, 2016. The event included musical performances and salutes. Community and government leaders spoke about the significance of the Great War to the province, and what this commemoration meant to them. It was an intense, emotional day.</p>



REMEMBER THEM AT THE ROOMS COMMEMORATION, JULY 1 2016.

From participants, invited guests and members of the public, feedback was overwhelmingly positive; there was widespread appreciation that such a fitting event had been held to honour the sacrifices of Newfoundlanders and Labradorians during the First World War.

National media interest in the centenary continued to increase. As July 1 approached, the story of the Newfoundland Regiment at Beaumont-Hamel was being told in major national media outlets such as *Macleans*, *The Walrus*, *Canada's History Magazine* and *The Globe and Mail*.

On July 1st, CBC broadcast live from The Rooms. Provincially and online, people could watch five hours of coverage, while nationally, the CBC broadcast a full hour of coverage. On social media, CBC reached a remarkable 1.88 million accounts on July 1st. CBC's web package reached 146,000+ readers.

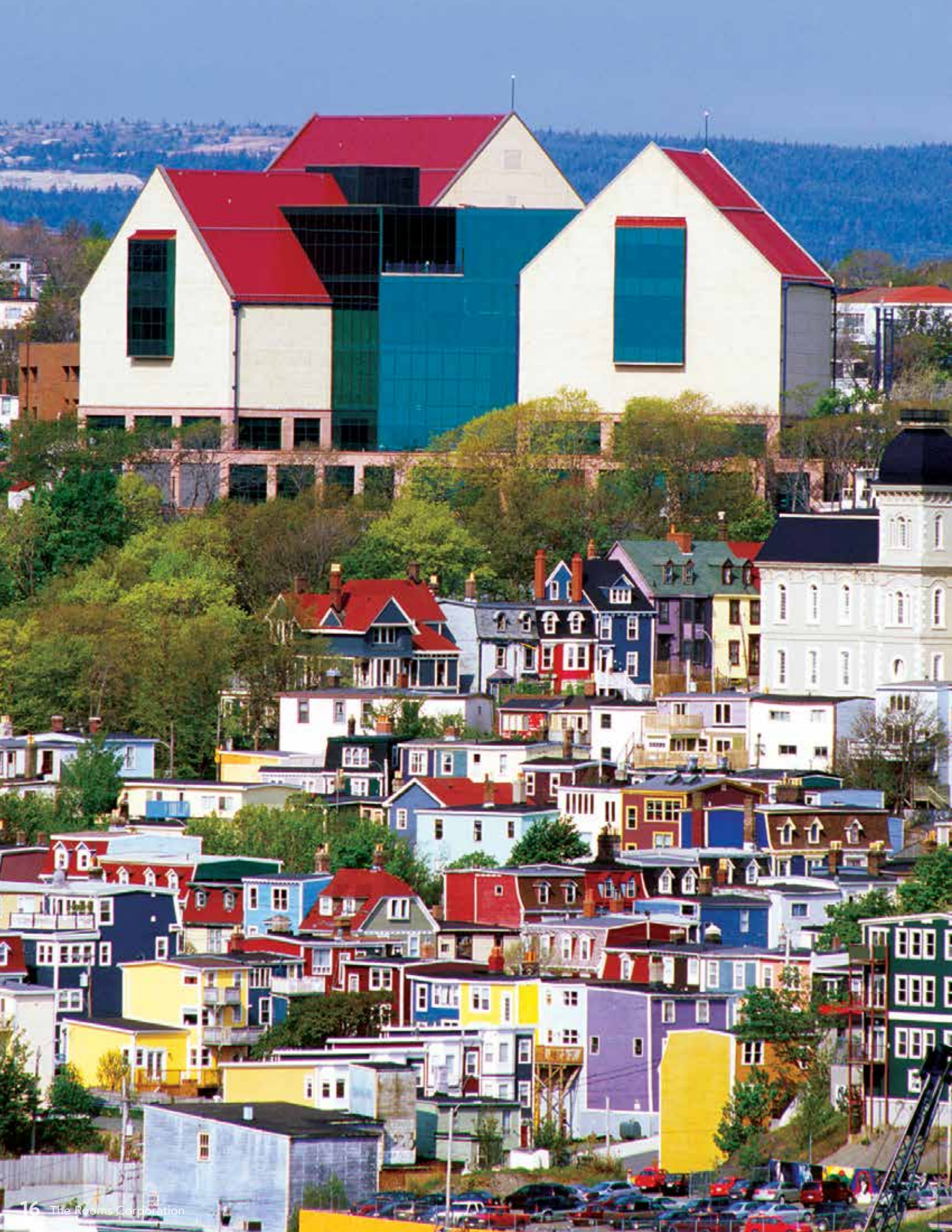
That national coverage and the reach of viewership across the country indicate that something remarkable happened through our commemorative efforts: the attack at Beaumont-Hamel shifted from being a story told in Newfoundland and Labrador to being part of the Canadian tapestry.

4. Offered free admission to the public on the opening weekend of the Royal Newfoundland Regiment Gallery providing public access

The exhibition *Beaumont- Hamel and The Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-1949* opened to the public on July 2, 2016, and The Rooms welcomed 5,479 visitors in two days. Visitation remained high for weeks — over 11,300 people came in just 10 days. Visitation since has remained steady and attendance is well above previous years. On July 3 from 9 am-12 pm, artifact/archival donors and lenders were invited to a private viewing of the new exhibition. Hundreds of people attended the event. Feedback from visitors has been overwhelmingly positive and emotional. The high visitation numbers reflects a significant number of repeat visitors.

DISCUSSION OF RESULTS

In July 2016, The Rooms opened two exhibitions related to the First World War. The exhibition *Beaumont-Hamel and the Trail of the Caribou: Newfoundland and Labrador at War and at Home 1914-1949*, which is housed in the Royal Newfoundland Regiment Gallery, on Level 2 of The Rooms, and the travelling exhibition *Traces of the Great War* created in partnership with the Canadian War Museum, which opened at The Mary March Provincial Museum and will travel to the Provincial Seamen's Museum and the Labrador Interpretation Centre over the next two years. These initiatives support The Rooms objective to have presented exhibitions related to the First World War and further support the goal of having commemorated provincially and culturally significant centenaries through exhibitions and public programming in order to preserve, share, educate and present the history of Newfoundland and Labrador and raise awareness of the events commemorated.



PUBLIC ENGAGEMENT AND PARTICIPATION

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

During the past three years, The Rooms presented several exhibitions pertaining to provincially and culturally significant events including the centenary of the First World War and the Newfoundland Sealing Disasters. In striving to provide a relevant and meaningful visitor experience, The Rooms has offered the public new ways to engage in the exhibition development process, and has provided them with the opportunity to shape both topics and content. And, it has incorporated new ways of presenting this material across the province.

To that end, The Rooms has partnered with provincial counterparts, such as the Provincial Historic Sites and/ Arts & Culture Centres, and national counterparts, such as the Canadian War Museum, to find new ways to present content in rural communities. In Spring 2014 The Rooms toured a road show to 14 communities across the province, offering the people of these communities the opportunity to share their stories, artifacts and archival documents related to the First World War for possible inclusion in its exhibitions.

The Rooms has explored using new media technologies to engage with audiences in curatorial dialogue and discussion, bringing expertise to the community.

This work has supported the Provincial Government's strategic direction, as communicated by the Minister of Tourism, Culture, Industry and Innovation, to strengthen and grow the province's culture by working collaboratively with the cultural sector and the tourism industry on cultural tourism.

GOAL

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

INDICATORS (2014-17)	RESULTS AND BENEFITS
<p>1. Engaged Provincial and National counterparts to explore partnership opportunities for presenting The Rooms content in new areas of the province</p>	<p>Traces of War In the Fall of 2014, The Rooms engaged in a partnership with the Canadian War Museum to develop a temporary exhibition on the First World War. This exhibition was developed to circulate to The Rooms Regional Museums starting in 2016. The Canadian War Museum developed the exhibition while The Rooms provided research support and travel and installation arrangements for the provincial tour.</p> <p>The exhibition features artifacts from The Rooms collections, in particular those artifacts collected from families from the central region of the Province during the First World War Road show. The exhibition will travel to the Provincial Seamen's Museum in Grand Bank for the 2017-18 season, and the Labrador Interpretation Centre in Northwest River for the 2018-19 season. Artifacts specific to the regional institutions from within the museum's collection will be included in each location.</p> <p>The Rooms Great War Online Exhibition The new permanent exhibition <i>Beaumont-Hamel and the Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-49</i> has been developed into <i>The Rooms Great War Online Exhibition</i> (www.theroomsgreatwarexhibit.com) and was completed this past March. This online exhibition, funded by the Federal Government, is available in both official languages. Seventy per cent of the content in the physical exhibition is available online. In addition, new items not included in the physical exhibition are shown in the online exhibition. Visitors to the website are able to take a virtual walkthrough of the physical exhibition located at The Rooms. Schools across Newfoundland and Labrador, as well as schools across the country, can access the information on this site and take a virtual tour of the physical exhibition. This new resource enables The Rooms content to be accessed from new areas of the province.</p>
<p>2. Completed visitor experience research</p>	<p>On June 14, 2014, the exhibition <i>Collecting the Great War: Enlisting Your Help</i>, opened in St. John's serving as the continuation of the very successful Road Show and Tell. The Rooms staff were available in-gallery to collect stories and document photographs and artifacts relating to the First World War. The information gathered was used to develop the permanent exhibition on The Great War that opened in 2016. Interactive components of this exhibition were tested for suitability for the permanent exhibition.</p> <p>By March 31, 2015, the Public Education and Programming Unit undertook research with participants of all weekly programming including: Coffee and Culture, Engaging Evenings, Tots Program as well as Family Fun programs over a four to six week period. Participants from these programs represent The Rooms resident demographics from tots to seniors. Program participants filled out informal questionnaires. The purpose of the informal research was to:</p> <ul style="list-style-type: none"> • gauge satisfaction in the programs, • seek input on areas of improvement, and • determine how our marketing is reaching these audiences. <p>The surveys provided information on membership, determining the per centage of members vs. non-members in attendance. The surveys indicated which programs were the most popular, identified methods for reaching different audiences and confirmed a demographic profile for various programs.</p> <p>The Rooms held an open house in April of 2015 where it presented concept designs for the First World War exhibition to the public and feedback on the planned designs was solicited. The feedback provided by the public was incorporated into the final design concept for the exhibition.</p>

	<p>In March 2016, The Rooms hired MQO research to conduct market research including a members survey and a resident market profile using the data collected from a 2011 survey. Information collected focused on type of visit, length of visit, frequency of visits, type of experience and opinions about The Rooms. MQO also provided The Rooms with research insights and implications for consideration.</p> <p>In Fall 2016, The Rooms conducted visitor experience focus groups on the <i>Sakkijjuk: Inuit Fine Art & Craft from Nunatsiavut</i> exhibition. The purpose of the evaluation was to:</p> <ul style="list-style-type: none"> • Examine the exhibition’s impact on visitor awareness and perception of Labrador Inuit Art, • Where possible, suggest reasons for any change/ lack of change in visitor awareness and perception, and • Identify lessons learned and suggestions for improvements in future exhibition planning and design. <p>Data for this study was collected from October 2016 to January 2017.</p>
<p>3. Conducted province-wide consultations regarding the First World War Exhibition</p>	<p>In the Spring 2014, staff undertook a cross-province First World War Road Show and Tell program. A team of seven Rooms staff visited 15 communities across the province. The communities visited included: Bay Roberts, Grand Bank, Marystown, Wesleyville, Trinity, Bonavista, Springdale, Grand Falls – Windsor, Twillingate, Fogo Island, Stephenville, Corner Brook, North West River and St. Anthony. Goals included collecting stories, artifacts, documents and photographs pertaining to family stories and connections to the war. Between these trips and similar work in the St. John’s region, over 8,719 people participated in events, over 275 collecting actions were carried out, 410 items were offered for donation, 182 for purchase and 1,296 offered for loan.</p> <p>The team held meetings in The Rooms three Regional Museums as well as community museums, legions and hotels. An important aspect of this project was the community outreach undertaken in each town. The importance of The Rooms making staff available to communities outside of St. John’s was often noted by participants and host groups.</p>
<p>4. Presented a temporary exhibit to engage public in content development for the First World War Exhibition</p>	<p>On June 14, 2014, the exhibition <i>Collecting the Great War: Enlisting Your Help</i>, opened in St. John’s serving as the continuation of the very successful road show and tell (see above). The information gathered has been used to develop the permanent exhibition <i>Beaumont-Hamel and the Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-49</i> which opened on July 1, 2016. Of particular note was the Do You Measure Up component that allowed visitors to test to see if they would have been eligible to volunteer for the Royal Newfoundland Regiment in 1914. Response to the exhibition from the media was extensive resulting in numerous local, provincial and national print and online articles.</p>

5. Explored potential for rural expansion of The Rooms education programs

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. Curators from the Regional Museums hold regular Skype meetings and conference calls with Rooms staff to participate in training and orientation. Education and Public Programming staff of The Rooms offered training on the seasons' upcoming travelling exhibitions topics.

First World War Travelling Edukits

The BMO First World War Edu-kits were completed in March 2017 and will be available for schools across the province to order this coming September. While the resources within the Edu-kits may be used by any grade level, they are designed primarily for Junior High students.

The BMO First World War Edu-Kit is composed of artifact reproductions, archival photographs, papers, maps, and activities that allow the students to explore aspects of six themes related to the First World War. Each artifact reproduction or activity has an information sheet that provides background information and additional classroom activities and/or possible discussion questions. With 21 artifact reproductions, plus additional learning resources, the kits are intended to peak student curiosity about the First World War while providing teachers with valuable classroom materials to engage their students. Seven identical kits have been prepared and will be available for teachers to book for a two-week period, shipped to the school at no charge.

The BMO First World War Edu-kit is one of three different Edu-kits that have been created by The Rooms with the support from the BMO Financial Group. The initial BMO Edu-Kit, *Who are you? Cultural Expression at The Rooms* was launched in December 2007 and delivered to 125 schools during the 2007/2008 school year for their use. For the 2008/2009 school year a second BMO Edu-kit, *Uprooted: Resettlement in Newfoundland and Labrador*, was developed, and both Edu-kits were made available for teachers to request and be shipped to their schools at no cost. Since September 2008, over 220 schools have requested and received BMO Edu-kits.

FWW Online Exhibition

The First World War exhibition was developed into an online exhibition (www.theroomsgreatwarexhibit.com) completed in March 2017. This online exhibition, funded by the Federal Government, is available in both official languages. The exhibition affords schools across Newfoundland and Labrador access to First World War content supporting provincial curriculum requirements.

6. Piloted an online platform to engage community in curatorial dialogue and writing

This project was postponed to include considerations from the public consultation session which took place in April 2017. Analysis of the consultation session took place in June 2017. Feedback from the public consultation session will be taken into account in planning this community engagement initiative.

OBJECTIVES 2016-17

By March 31st, 2017, The Rooms will have explored the means of expanding its reach in rural communities.

RESULTS AND BENEFITS

INDICATORS (PLANNED FOR 2016-17)	ACTUAL PERFORMANCE FOR 2016-17
<p>1. Mount an exhibition commemorating the 100th anniversary of the First World War at one of The Rooms Regional Museums</p>	<p>Traces of War The exhibition, <i>Traces of War</i>, opened at the Mary March Provincial Museum on July 7, 2016. The exhibition, developed by The Canadian War Museum with the assistance of The Rooms, included artifact cases and the local Grand Falls-Windsor soldier stories. The exhibition will travel to the Provincial Seamen’s Museum summer 2017 and the Labrador Interpretation Centre in 2018. At each location the Museum will add local content to make it more relevant to the local community hosting the exhibition.</p> <p>Flowers of Remembrance A number of flowers are associated with the First World War by Newfoundlanders and Labradorians, including the familiar forget-me-not and poppy. Such commemorative flowers and their role in our collective memory is explored in this exhibition. Using artifacts and period imagery relating to Great War commemoration, the exhibition considers the significant role these flowers played across the last century. A travelling version of the show opened at Mary March Provincial Museum in June 2016 and moved to the Provincial Seamen’s Museum in 2017.</p>
<p>2. Solicit visitor feedback at The Rooms Regional Museums</p>	<p>Social Media This past fiscal year, The Rooms has continued to grow its social media presence with the Regional Museums. Training and support by The Rooms Social Media Coordinator in Facebook has continued. The two-way dialogue achieved through the use of social media has provided beneficial visitor feedback and input from all three Regional Museums.</p> <p>A database of visitor contact information has been gathered over the 2016 and 2017 seasons. A survey is being developed and will circulate this fall to obtain visitor feedback on visitor experiences.</p>
<p>3. Conduct online visitor feedback through The Rooms website</p>	<p>This project was postponed to include considerations from the public consultation session which took place in April 2017.</p> <p>As part of the public consultation conducted in April and May 2017, The Rooms offered stakeholders and members of the public the opportunity to participate in the public consultation online through The Rooms website. Over 100 surveys were completed and submitted providing The Rooms with valuable feedback from visitors on its programs and exhibitions.</p>

PRIORITY 2

<p>4. Complete analysis of visitor feedback</p>	<p>This project was postponed to include considerations from the public consultation session which took place in April 2017.</p> <p>Summary analysis of the data collected during the public consultation in-house session and the online submissions was completed in June 2017. The Rooms collected feedback from 187 stakeholders.</p> <p>The stakeholders responses were thoughtful and innovative and their feedback was enthusiastic. The Rooms has received a wealth of suggestions to help guide in planning new ways to engage with residents and tourists alike.</p>
<p>5. Develop recommendations for expanding reach in rural communities</p>	<p>This project was postponed to include considerations from the public consultation session which took place in April 2017.</p> <p>Recommendations to expand The Rooms reach in rural communities was provided in the feedback collected during the public and online consultation sessions held this past Spring. This data will be incorporated into the summary analysis of the public consultation in June 2017.</p> <p>Information collected during both the in-house and online public consultation will be used to inform further recommendations to expand its reach into rural communities.</p> <p>This past year, The Rooms has invested in live-streaming (Teradek) technology, giving it the ability to partner with institutions across the province, country and even across the world to deliver programs. This summer, The Rooms will partner with the Confederation Centre Art Gallery in Charlottetown, PEI and the University of Alberta Art Gallery in Edmonton, Alberta to deliver a two-way, in-gallery, live-streamed experience to its visitors.</p> <p>In addition to the recommendations that came out of The Rooms public consultation, Chevron Canada has expressed an interest in expanding the Open Minds program to The Rooms Regional Museums. The Rooms Education and Public Programming Unit are developing a delivery model for further discussion.</p> <p>The launch of the Great War online exhibition (www.theroomsgreatwarexhibit.com) and virtual tour this past March has afforded The Rooms the opportunity to implement expanding its outreach in rural communities.</p>

DISCUSSION OF RESULTS

The Rooms has been successful in bringing about new ways of reaching communities in rural Newfoundland and Labrador. Actions to further support The Rooms Regional Museums are ongoing. While The Rooms has met the objective of exploring the means of expanding its reach in rural communities by March 31, 2017, further work was completed throughout April-June of 2017 to achieve this objective. Expanded outreach to rural communities further supports The Rooms goal of implementing new mechanisms for public participation in the development of exhibition content and the visitor experience in order to increase public engagement and participation.

INTERDISCIPLINARITY

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

story, a theme or a topic related to Newfoundland and Labrador history. This approach represents an evolution in the exhibition development process and has offered visitors a richer and more meaningful experience; a broader perspective on a theme or topic; and has provided a distinct opportunity for The Rooms to differentiate itself amongst its peers.

This work supports the strategic directions of the Provincial Government, as communicated by the Minister of Tourism, Culture, Industry and Innovation, to strengthen and grow the province's culture by recognizing and supporting artists and cultural professionals.

GOAL

By March 31st, 2017, The Rooms will have developed and presented an interdisciplinary exhibition which draws upon the shared perspectives from the Museum, Art Gallery and Archives in order to offer an enhanced visitor experience.

INDICATORS (2014-17)	RESULTS AND BENEFITS
<p>I. An interdisciplinary exhibition development process developed</p>	<p>A cross-divisional content team was formed with divisional directors and managers from the following divisions and units: Archives, Art Gallery, Museum and Education and Public Programming. The team was tasked with evaluating divisional exhibition development practice to identify problem-related areas of the exhibition development process and to look at programming content for the display cases located in the public spaces of the building.</p> <p>Interdisciplinary initiatives were realized by the Art Gallery through collaboration with the Archives and Museum. This has led to three projects that mixed art and Archives in a public exhibition context, and two projects that have mixed art and Museum artifacts in the exhibitions <i>In Some Far Place</i> and <i>Truth or Myth: Feast and Famine</i>.</p> <p>The Museum and Archives formed an interdisciplinary team to develop content for the <i>Beaumont-Hamel and the Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-1949</i> exhibition that opened in July 2016. The Art Gallery also participated in the process by providing opportunities to explore art-related content to complement the exhibition.</p> <p>The Art Gallery has streamlined its exhibition-making practices to better articulate key concepts at the initial design phase. This has allowed for more effective planning and integration of collaborators at an earlier stage in projects such as <i>Collage Series</i> by artist Tanya St-Pierre.</p> <p>For the review process the exhibiting divisions:</p> <ul style="list-style-type: none"> • Held concept brief meetings to determine project goals and identify which divisions would work on specific projects; • Reviewed project goals and established timelines with members of various divisions for upcoming exhibition projects; • Identified the diverse and different development methods of the three divisions; • Compared best practices in the field to streamline the exhibition development processes.
<p>2. Pre- and Post-visitor experience research undertaken</p>	<p>In February 2016, The Rooms hired MQO Research to conduct a survey of The Rooms Members and report on the findings. The survey received excellent up-take from Rooms Members with over 45 per cent participation (average response for participation by members in surveys is 20-30 per cent). In addition to the members survey, MQO Research conducted an analysis of the data from an existing members and visitor survey, leveraging existing information to better understand The Rooms resident market and the types of experiences generally undertaken by this market (both members and nonmembers).</p> <p>Upon completing the analysis, MQO Research also provided The Rooms with a profile on The Rooms resident member and non-member market. The feedback and information enabled The Rooms to update frequency of visit information (e.g. number of visits; profile of who visits); what elements of The Rooms are frequented; obtain a benchmark on perceived value of membership; gather feedback on exhibitions and events held; and awareness of and participation in July 1, 2016 event. The information will be used to inform The Rooms strategy for future exhibitions and events and allow The Rooms to better understand the views of existing members. The data was collected using a cost-effective online survey.</p>

In addition to the membership survey, the Art Gallery has solicited visitor response in the permanent collection exhibition *Truth or Myth*. The exhibition features nine haiku poems by famed Newfoundland and Labrador actor and author, Andy Jones, reflecting on the cultural identity of the province. Visitors were encouraged to write their own haiku poems in response to the exhibition. On the basis of the visitor feedback received, a topic was identified to develop a companion exhibition. The *Truth or Myth* permanent collection exhibition was revised and expanded to include the interdisciplinary exhibition *Truth or Myth: Food Cultures* that opened in fall of 2016.

3. An interdisciplinary exhibition developed and presented

The Art Gallery developed four and mounted three interdisciplinary exhibitions during 2014-15 (Developed and mounted: *Collage Series: Tanya St-Pierre; Infrastructure Canada: Christian Giroux & Daniel Young* and related its educational project, *Infrastructure NL*; Developed: *The Places I Go: Christopher Pratt*, which was mounted in May 2015). These exhibitions were selected to help define the goals for the interdisciplinary approach. The goals identified through this process were:

- members of the interdisciplinary committee were identified;
- the requirement of a work plan for future interdisciplinary exhibitions was identified; and
- interdisciplinary concept brief meetings have been instituted.

During 2015-16, the following exhibitions were developed utilizing materials from the collections of at least two of The Rooms programming divisions: *Christopher Pratt: The Places I Go*, produced by the Art Gallery division, featured an essay by archivist, Larry Dohey. The exhibition also featured Christopher Pratt's Car Journals from the Archives collection and upon its completion, artist Christopher Pratt, donated his planning boards from the exhibition to the Archives collection. *Witness: Canadian Art of the First World War*, a travelling exhibition from the Canadian War Museum, featured material from the Archives providing additional context for the First World War experience in this province; the exhibition *enter the fog*, mounted by the Art Gallery in February 2016, featured three Museum artifacts as well as documents from the Archives used to contextualize the content; lastly, the Archives has supported the Museum with information, images and documents that were included in the *Beaumont-Hamel and the Trail of the Caribou: Newfoundlanders and Labradorians at War and at Home 1914-1949* exhibition that opened July 2016.

Through the creation of the new interdisciplinary exhibition *Truth or Myth: Feast and Famine*, the plan outlining a new exhibition development process was completed when the exhibition was finalized and opened in October 2016. Twelve artifacts from the Museum's history collection were prepared/conserved for the *Truth or Myth: Feast and Famine* exhibition and the Archives contributed recipes from their collections to be included in the exhibition.

In December 2016 and January 2017, The Rooms undertook and completed post-visitor experience research on the exhibition *Sakkijájuk: Inuit Fine Art and Craft from Nunatsiavut*, a temporary, travelling exhibit co-developed by The Rooms and guest curator Dr. Heather Igloliorte. *Sakkijájuk*, included photography by James Andersen, a collection held by the Archives, now on national tour with the exhibition. This collection was also included in the *Sakkijájuk* exhibition catalogue.

In Some Far Place opened in February 2016, and featured a flamingo from the museum's natural history collection as a central element in a wider discussion of collecting practices in art galleries and museums.

OBJECTIVES

By March 31, 2017, an interdisciplinary exhibition will have been opened and tested.

RESULTS AND BENEFITS

INDICATORS (PLANNED FOR 2016-17)	ACTUAL PERFORMANCE FOR 2016-17
<p>I. Presented an interdisciplinary exhibition and related public programming</p>	<p>From October 2016 to January 2017 a groundbreaking exhibition of fine arts and craft from Nunatsiavut. <i>Sakkijjûjuk: Inuit Fine Art and Craft from Nunatsiavut</i> featured 45 Inuk artists for a total of 87 works of art in a diverse range of mediums (textile, sculpture, photography, video, grass works). This exhibition shed light on the contemporary art of multi-generational Inuk artists.</p> <p>Archival images, taken by Inuk artist James Andersen, were contributed by the Archives for the exhibition. In addition, the museum conservator collaborated with Technical Services staff in mounting half a dozen or so fur and skin clothing items.</p> <p>This exhibition will be on tour from 2017-2019 will circulate to the Art Gallery of Nova Scotia and the Winnipeg Art Gallery.</p> <p>Public programming related to this exhibition included an opening reception on October 7, 2016 organized in conjunction with the opening of the International Inuit Studies Conference. This free public reception attracted 825 visitors, as well as many dignitaries including Premier Dwight Ball, and Johannes Lampe, President of Nunatsiavut. It was the largest opening reception ever held at The Rooms since its inauguration in 2005.</p> <p>Artists Susannah Wesley and Meredith Carruthers conducted research in the Museum and Archives collection as part of their artist residency in Fall 2016. This research was used to develop an exhibition reflecting on berry-picking in Newfoundland and Labrador. The exhibition <i>Leisure: Narrative No 9</i> opened in January 2017.</p> <p>Other interdisciplinary exhibitions mounted in 2016-17 included:</p> <ul style="list-style-type: none"> • <i>A Prescription of Handicrafts: The Industrial Department of the Grenfell Mission</i>. Artifacts from the museum's history collections were incorporated into the Archives exhibition about the International Grenfell Association's Industrial Department. The public program <i>Occupational Therapy in the Industrial Department of the Grenfell Mission</i> was offered in conjunction with the exhibition; and, • <i>In Some Far Place</i>, a contemporary group exhibition that pivots on the story of a flamingo that arrived in Newfoundland in 1977, and was immediately shot by a fisherman. Now taxidermied, the bird was located in the museum collection, but had never been shown. Simply, it did not fit the narrative of Newfoundland ornithology. This exhibition provided the opportunity to highlight the flamingo, as well as works from the Art Gallery's permanent collection that had never been shown, while giving insights to Museum and Art Gallery collection practices. The Rooms offered three public programs concurrent with the exhibition which included, a free public opening reception, a curatorial tour and a panel discussion exploring themes of inclusion, exclusion and identity. <p>The Art Gallery focus continues to be on thematic, interdisciplinary exhibitions and working on interpretive materials to enhance the visitor experience. To encourage the development of interdisciplinary exhibitions, The Rooms has currently privileged residencies for artists that allow them to continue working or visit Newfoundland and Labrador to produce new works about our province and its rich histories.</p> <p>The museum continues to work with the other collecting divisions in the development of in-house exhibitions. This spring, a cross-divisional team planned the development of an interdisciplinary approach to the Level 2 atrium cases for the Newfoundland and Labrador A to Z exhibition which opened in May 2017.</p>

2. Conducted visitor feedback on the interdisciplinary exhibition

The Rooms undertook and completed post-visitor experience research on the exhibition *SakKjġjuk: Inuit Fine Art and Craft from Nunatsiavut*, a temporary, travelling exhibit co-developed by The Rooms and guest curator Dr. Heather Igloliorte.

Jane Severs Interpretive Planning (JSIP) conducted the evaluation to:

- Examine the exhibition's impact on visitor awareness and perception of Labrador Inuit Art;
- Where possible, suggest reasons for any change/ lack of change in visitor awareness and perception; and
- Identify lessons learned and suggestions for improvements in future exhibition planning and design for The Rooms. Data for this study was collected from October 2016 - January 2017.

Four focus groups were held with a total of 40 participants. Composition of these groups varied as follows:

- Group A, Seniors - 11 participants recruited via word-of-mouth;
- Group B, Parents of young children – eight participants recruited via word-of-mouth;
- Group C, Rooms members - 10 participants recruited via invitation posted on The Rooms Facebook page; and
- Group D, Rooms members - 11 total also recruited via invitation posted on The Rooms Facebook page.

Visitor Timing & Tracking Observations

Visitor timing and tracking observations were completed which involved unobtrusive observations of visitors as they moved through the exhibition - interacting with each other and with exhibit elements - generating quantitative data about visitor behavior, including how much time they spent in the exhibition and which parts of the exhibition they engaged with. Such observations, revealed real visitor behaviors - as opposed to theoretical ones - and could encourage curators, exhibition planners and developers to be more sympathetic to the demands they place on visitors, including the number of choices visitors are asked to make, how much effort it takes them to read standing up while keeping track of their children or friends, and the amount of time it takes to look at a large number of exhibit elements.

Over the course of this project, JSIP observed 31 visitors in the *SakKjġjuk* exhibition at The Rooms. Observations took place during six separate days spaced throughout the duration of the exhibition. Observations were not made during the opening of the exhibition as attendance levels for that event created crowded conditions that are not typical of the average visitor experience.

Visitors were selected using a continuous random sampling method (the next visitor to enter through the main gallery doors once we were ready to begin tracking). Observation was limited to adults (18+) not visiting as part an organized tour or program.

Recorded observations included:

- Total time spent in the gallery,
- Group composition,
- Artworks/interpretive media observed (for this project, "observed" was defined as looking directly at the object/media for more than three seconds),
- Observable interactions (e.g. conversations over specific artworks, pointing, etc.).

Visitors were not further differentiated by age or gender. Twenty five of the 31 visitors were observed during regular visiting conditions. Six were observed while organized programming for a visiting elementary school class was also underway.

Exit Survey

A total of 40 on-site surveys were completed by adult visitors exiting the exhibition. Survey respondents were selected using a continuous random sampling method. The small sample size can be assessed against the focus group results to help determine whether the opinions expressed by focus group participants accurately reflect the exhibition's broader audience.

<p>3. Developed recommendations and process for creating further interdisciplinary exhibitions</p>	<p>The Rooms has been mounting interdisciplinary exhibitions for several years and the practice of using cross-divisional materials in producing exhibitions has become a regular occurrence for all three programming divisions.</p> <p>The Rooms has established the following recommendations and processes for developing interdisciplinary exhibitions:</p> <ul style="list-style-type: none"> • Engage in concept brief meetings to determine project goals and identify which divisions would work on specific projects; • Review project goals and established timelines with all members of upcoming exhibition teams; • Recognize and be mindful of the diverse development methods of the Archives, Art Gallery and Museum; and • Research and reference best practices in the field to streamline the exhibition processes.
<p>4. Research collected demonstrated visitors' comprehension of the exhibition providing direction for the development of future exhibitions and public programming.</p>	<p>Post visitor experience research was conducted on the interdisciplinary exhibition <i>SakKijjujuk: Inuit Fine Art and Craft from Nunatsiavut</i>.</p> <p>The summarized results of the exhibition indicated the following findings:</p> <p><i>SakKijjujuk</i> was clearly successful in engaging The Rooms visitors. Overall, visitors spent a longer than average time in the gallery and engaged with the art and craft works exhibited.</p> <p>It was less clear that the exhibition was successful in increasing visitors' awareness and/or knowledge of Nunatsiavut artists and craftspeople and/or their work. Focus group responses indicated very little to no difference between those who had and those who had not seen the exhibition, with both groups demonstrating low level of knowledge and awareness of Nunatsiavut art and craft. Exit survey responses closely matched focus group findings.</p> <p>Two possible reasons for this outcome were:</p> <ol style="list-style-type: none"> 1. <i>SakKijjujuk</i> was not a highly didactic exhibit (i.e. it did not include significant amounts of accompanying interpretive media). As a result, visitors who entered the exhibition with no/ low levels of subject specific knowledge had few focused opportunities to increase their knowledge levels. This is not necessarily a criticism of the exhibition's design, as fine art exhibitions often take this approach. 2. Visitor engagement with the exhibition's content was very low with just two of the 31 visitors observed spending more than three seconds reading the introductory text, and just six of the observed visitors engaging with any of the primary text panels. As previously noted, low levels of visitor engagement with introductory text are commonly observed in exhibitions of all types and sizes.

What Was Learned

Social science research is most useful when it provides lessons that can be applied to future planning and practice.

1. The Rooms visitors and members are eager to be included in the planning and evaluation of programming at the institution. Response to the focus group invitation was enthusiastic with several members sending emails that expressed clear disappointment (even frustration!) at not making the cut off.

Every visitor approached as part of the exhibit survey reacted positively, with a number spending additional time after the survey was completed chatting about their experiences at The Rooms. This is not a suggestion that visitor opinions should be the primary driver of programming at The Rooms. Rather, that they are a valuable resource who want (and perhaps expect) to be meaningfully involved and are potentially powerful advocates for The Rooms.

2. Focus groups are a relatively simple and cost-effective way of gauging visitor awareness, interest and knowledge of a topic. They can also provide actionable information that can easily be incorporated into exhibition planning and design.

3. If didactic content is expected to play an important role in visitors' overall experience, exhibition professionals must develop exhibit media that accommodates visitors' needs and follows established research in visitor behavior and psychology. For example, it has been repeatedly demonstrated that exhibit text has a low attraction value, primarily because it is perceived as requiring more effort and delivering less value than objects. As a result, when faced with a choice between engaging with an artwork or reading text, the vast majority of visitors will choose the artwork.

Locating primary text panels in close association with multiple artworks almost guarantees that most visitors will not read the text. Other approaches that increase visitor attraction include:

- Reducing perceived effort by reducing overall copy length and/or clearly dividing text into primary and secondary blocks by differing font weight, size and/or colour;
- Accompanying text with images and incorporating key messages into image captions. Research has repeatedly shown that visitors consume exhibition text in the following order: title, image captions, primary text, and secondary text.

Discussion of Results

Discussion of Results: The Rooms has successfully achieved the objective that By March 31, 2017, an interdisciplinary exhibition will have been opened and tested. More than half a dozen interdisciplinary exhibitions were mounted and opened during the 2016-17 period and two exhibitions tested through visitor feedback, *SakKjđjuk: Inuit Fine Art and Craft from Nunatsiavut* as well as the permanent collection exhibition *Truth or Myth?*. More than a dozen interdisciplinary exhibitions have opened between 2014 and 2017 further supporting The Rooms goal that by March 31st, 2017, The Rooms will have developed and presented an interdisciplinary exhibition which draws upon the shared perspectives from the Museum, Art Gallery and Archives in order to offer an enhanced visitor experience.



OPPORTUNITIES & CHALLENGES AHEAD

OPPORTUNITIES

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

The Rooms is committed to increasing the number of people and program-based experiences as detailed in The Way Forward 2017-20 Provincial Tourism Product Development Plan and has incorporated a new cultural immersion program experience for 2017-20. Its extensive collection of artifacts, art work and archival material will continue to serve as the basis for telling stories about our province's rich history.

The Rooms contains several world-class permanent exhibits, a constantly changing array of visual art exhibitions and a reference room where visitors may research the provincial collections with the assistance of staff. The Rooms will augment these programs and services with a lively and engaging visitor experience that starts at the moment visitors enter the building. Key to the delivery of The Rooms visitor experience will be

the involvement of Cultural Ambassadors, a team of volunteers who will welcome and interact with visitors as they move through galleries and participate in new cultural and natural history programs.

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

CHALLENGES

The Board of Directors has adopted a range of governance principles and practices to guide decision-making, consistent with the requirements of good governance practice in the public and private sectors. As The Rooms has now been in operation for over a decade, the Corporation's governance principles and practices will be reviewed and, where necessary, revised and updated.

The Rooms will develop a comprehensive risk management registry to address the full range of risks facing the organization. The probability of particular risks, appropriate mitigation actions and the identification of individuals responsible for various areas of risk will be considered. As part of an overall risk assessment, The Rooms will complete a physical plant reserve study to determine the schedule for major building repair and create a physical plant reserve fund.



APPENDIX
FINANCIAL STATEMENTS

**THE ROOMS CORPORATION OF
NEWFOUNDLAND AND LABRADOR**

FINANCIAL STATEMENTS

MARCH 31, 2017

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, CPA, CGA
Director of Finance



**AUDITOR
GENERAL**
of Newfoundland and Labrador

INDEPENDENT AUDITOR'S REPORT

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

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, 2017, the statements of operations, remeasurement gains and losses, change in net financial assets (debt), 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, 2017, 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 'T. Paddon', followed by a horizontal line extending to the right.

TERRY PADDON, CPA, CA
Auditor General

August 1, 2017
St. John's, Newfoundland and Labrador

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR

STATEMENT OF FINANCIAL POSITION

As at March 31

2017

2016

FINANCIAL ASSETS

Cash	\$ 2,021,080	\$ -
Accounts receivable (Note 4)	807,743	1,968,806
Due from the Rooms Foundation (Note 8)	-	3,560,997
Inventory held for resale	332,792	342,510
Restricted cash (Note 6)	643,618	183,833
	3,805,233	6,056,146

LIABILITIES

Bank indebtedness	-	2,405,180
Accounts payable and accrued liabilities (Note 7)	938,562	1,572,643
Employee future benefits (Note 10)	995,702	761,016
Deferred revenue (Note 9)	643,618	800,008
	2,577,882	5,538,847

Net financial assets **1,227,351** **517,299**

NON-FINANCIAL ASSETS

Prepaid expenses	34,743	43,757
Tangible capital assets (Note 11)	13,264,657	11,914,208
	13,299,400	11,957,965

Accumulated surplus **\$ 14,526,751** **\$ 12,475,264**

Accumulated surplus is comprised of:

Accumulated operating surplus	\$ 14,526,751	\$ 12,475,264
Accumulated remeasurement losses	-	-
	\$ 14,526,751	\$ 12,475,264

Trusts (Note 15)

Contractual obligations (Note 16)

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

Signed on behalf of the Board:


Chairperson


Member

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR

STATEMENT OF OPERATIONS

For the Year Ended March 31

	2017 Budget	2017 Actual	2016 Actual
(Note 18)			
REVENUES (Schedule 1)			
Province of Newfoundland and Labrador			
Operating grants	\$ 6,748,548	\$ 6,601,340	\$ 6,718,943
Contributions to employee benefits (Note 14)	-	685,452	685,373
Commercial operations (Note 13)	1,008,900	1,351,937	1,199,823
Government of Canada	95,000	235,091	98,453
Corporate sponsorship	-	180,000	187,500
External funding	-	600,395	126,164
Recovery of bad debt	-	-	253,976
	<u>7,852,448</u>	<u>9,654,215</u>	<u>9,270,232</u>
EXPENSES (Schedule 1)			
Archives division	902,301	1,162,986	1,082,194
Art gallery division	992,710	933,442	965,382
Corporate services and building operations	4,413,694	5,622,852	5,023,463
Education programs	455,087	572,955	567,698
Museum division and regional museums	1,088,656	1,272,244	1,146,383
	<u>7,852,448</u>	<u>9,564,479</u>	<u>8,785,120</u>
Annual operating surplus, prior to capital improvement donations	-	89,736	485,112
Capital improvement donations	-	1,961,751	4,378,947
Annual operating surplus	-	2,051,487	4,864,059
Accumulated operating surplus, beginning of year	12,475,264	12,475,264	7,611,205
Accumulated operating surplus, end of year	<u>\$ 12,475,264</u>	<u>\$ 14,526,751</u>	<u>\$ 12,475,264</u>

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

2017

2016

Accumulated remeasurement losses, beginning of year	\$ -	\$ (3,689)
Unrealized losses attributable to:		
Portfolio investments	(311)	(3,115)
Amounts reclassified to statement of operations:		
Portfolio investments	311	6,804
Change in remeasurement losses for the year	-	3,689
Accumulated remeasurement losses, end of year	\$ -	\$ -

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS (DEBT)
For the Year Ended March 31

	2017 Budget	2017 Actual	2016 Actual
	(Note 18)		
Annual operating surplus	\$ -	\$ 2,051,487	\$ 4,864,059
Changes in tangible capital assets			
Acquisition of tangible capital assets	-	(1,940,714)	(4,317,479)
Amortization of tangible capital assets	-	590,265	403,627
	-	(1,350,449)	(3,913,852)
Changes in other non-financial assets			
Net use (acquisition) of prepaid expenses	-	9,014	(38,035)
	-	9,014	(38,035)
Change in remeasurement losses for the year	-	-	3,689
Increase in net financial assets/decrease in net debt and increase in net financial assets	-	710,052	915,861
Net financial assets (debt), beginning of year	517,299	517,299	(398,562)
Net financial assets, end of year	\$ 517,299	\$ 1,227,351	\$ 517,299

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR

STATEMENT OF CASH FLOWS

For the Year Ended March 31

2017

2016

Operating transactions

Annual operating surplus	\$ 2,051,487	\$ 4,864,059
Adjustment for non-cash items		
Amortization	590,265	403,627
Recovery of bad debt	-	(253,976)
Loss on sale of portfolio investments	311	6,804
	2,642,063	5,020,514
Change in non-cash operating items		
Accounts receivable	1,161,063	(851,346)
Due from the Rooms Foundation	3,560,997	(2,884,242)
Inventory held for resale	9,718	(194,349)
Restricted cash	(459,785)	27,041
Accounts payable and accrued liabilities	(634,081)	885,654
Employee future benefits	234,686	(121,138)
Deferred revenue	(156,390)	449,134
Prepaid expenses	9,014	(38,035)
Cash provided from operating transactions	6,367,285	2,293,233
Capital transactions		
Additions to capital assets	(1,940,714)	(4,317,479)
Cash applied to capital transactions	(1,940,714)	(4,317,479)
Investing transactions		
Acquisition of portfolio investments	(101,103)	(27,040)
Proceeds from disposals of portfolio investments	100,792	43,967
Cash (applied to) provided from investing transactions	(311)	16,927
Increase (decrease) in cash	4,426,260	(2,007,319)
Bank indebtedness, beginning of year	(2,405,180)	(397,861)
Cash (bank indebtedness), end of year	\$ 2,021,080	\$ (2,405,180)

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, 2017

1. Nature of operations

The Rooms Corporation of Newfoundland and Labrador (the Corporation) was established as a corporation under the *Rooms Act* on May 19, 2005. In accordance with the *Rooms Act*, the Corporation assumed title to and has been vested with all of the rights, liabilities, assets and property of The Rooms Corporation of Newfoundland and Labrador Inc. established as a corporation under the *Corporations Act* on November 18, 2002. The Corporation was established to: collect, preserve, present and make available for research, historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the Province; conduct research with respect to the history, natural history, culture and heritage of the Province; collect and present provincial, national and international contemporary and historic art; advance and promote the works of contemporary visual artists of the Province; support the development of cultural industries in the Province; strengthen the culture of the Province; and provide and enhance client services and partnerships to promote the cultural collections of the Province and to show other national and international collections. The Corporation is an agent of the Crown. The affairs of the Corporation are governed by a Board of Directors appointed by the Lieutenant-Governor in Council. The Rooms is located in St. John's, with regional facilities located in Grand Falls-Windsor (Mary March Provincial Museum), Grand Bank (Provincial Seamen's Museum), and North West River (Labrador Interpretation Centre).

The Corporation is a Crown entity of the Province of Newfoundland and Labrador and as such is not subject to Provincial or Federal income taxes under Section 149 (1) (d) of the *Income Tax Act*.

2. Summary of significant accounting policies

(a) Basis of accounting

The Corporation is classified as a Government Not-For-Profit Organization as defined by 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 (PSAB). 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, due from the Rooms Foundation, bank indebtedness, accounts payable and accrued liabilities. The Corporation generally recognizes a financial instrument when it enters into a contract which creates a financial asset or financial liability. Financial assets and financial liabilities are initially measured at cost, which is the fair value at the time of acquisition.

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 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, restricted cash, accounts receivable and due from the Rooms Foundation. Financial liabilities measured at cost include bank indebtedness, accounts payable and accrued liabilities.

The carrying values of cash, restricted cash, accounts receivable, due from the Rooms Foundation, bank indebtedness, accounts payable and accrued liabilities 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 operational floats and balances with banks that fluctuate from positive to negative.

(d) Inventory held for resale

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

(e) Collections

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR

NOTES TO FINANCIAL STATEMENTS

March 31, 2017

2. Summary of significant accounting policies (cont.)

(f) Tangible capital assets

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

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

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

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

The cost of severance pay and accumulating, non-vesting sick leave benefits are actuarially determined using management's best estimate of termination rates, utilization rates, compensation increases and a discount rate.

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

The contributions of the Corporation to the plan is recorded as an expense for the year.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

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, 2017

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, estimated employee future benefits and the valuation of donated acquisitions.

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

3. Accounting pronouncements

There are several new standards issued by the PSAB that are not yet effective and have not been applied in these financial statements. These standards and corresponding effective dates are as follows:

Effective April 1, 2017:

PS 2200 Related Party Disclosures – a new standard defining related parties and establishing disclosure requirements for related party transactions.

PS 3210 Assets – a new standard providing guidance for applying the definition of assets and establishing general disclosure requirements for assets but does not provide guidance for the recognition and disclosure of specific types of assets.

PS 3320 Contingent Assets – a new standard defining and establishing disclosure requirements for contingent assets but does not include disclosure standards for specific types of contingent assets.

PS 3380 Contractual Rights – a new standard defining and establishing disclosure requirements for contractual rights but does not include disclosure standards for specific types of contractual rights.

PS 3420 Inter-entity Transactions – a new standard on how to account for and report transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient perspective.

Effective April 1, 2018:

PS 3430 Restructuring Transactions – a new standard on how to account for and report restructuring transactions by both transferors and recipients of assets and/or liabilities.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

3. Accounting pronouncements (cont.)

The Corporation plans to adopt these standards by the effective dates and is currently analyzing the impact these standards will have on the financial statements.

4. Accounts receivable

	2017	2016
Province of Newfoundland and Labrador	\$ 562,324	\$ 869,075
Government of Canada	98,084	500,863
Harmonized Sales Tax	46,414	342,575
Other	100,921	256,293
	\$ 807,743	\$ 1,968,806

There is no allowance for doubtful accounts as all amounts are considered collectible.

5. Portfolio investments

During the 2016-17 fiscal year, the Corporation received a donation of 2,300 shares of New Flyer Ind Com at a cost of \$101,103. During the year, the Corporation sold the shares for \$100,792. The loss of \$311 is reported in the statement of operations.

6. 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.

	2017	2016
Corporate Donor - Educational Programming	\$ 45,000	\$ 45,000
External Funding - Archives Project	9,999	56,230
Permanent Collections Donations	15,625	15,625
Private Donor - B-17 Bomber Exhibit	1,600	1,600
Private Donor - First World War Exhibit	559,744	-
Private Donor - Mining Exhibit	5,000	5,000
Provincial Government - Archives Project	-	53,728
Provincial Government - Logger's Life Museum	6,650	6,650
	\$ 643,618	\$ 183,833

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

7. Accounts payable and accrued liabilities

	2017	2016
Trade accounts payable	\$ 516,893	\$ 1,162,710
Accrued salaries	134,728	106,113
Accrued overtime and leave	286,941	303,820
	\$ 938,562	\$ 1,572,643

8. Due from 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. At March 31, 2017, the Foundation owed the Corporation \$nil (2016 - \$3,560,997).

9. 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 6 and \$nil (2016 - \$616,175) is included in the due from the Rooms Foundation. At March 31, 2017, funds received are reported as follows:

	Balance at beginning of year	Receipts during year	Transferred to revenue	Balance at end of year
Donations	\$ 739,630	\$ 1,880,246	\$ 1,982,908	\$ 636,968
Provincial Government	60,378	-	53,728	6,650
	\$ 800,008	\$ 1,880,246	\$ 2,036,636	\$ 643,618

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

10. Employee future benefits

(a) Employee future benefits liability

	2017			2016
	Severance pay	Accumulating non-vesting sick leave benefits	Total employee benefits	Total employee benefits
Accrued employee future benefit obligations, end of year	\$ 837,576	\$ 75,847	\$ 913,423	\$ -
Unamortized actuarial gain, end of year	77,541	4,738	82,279	-
Employee future benefits liability, end of year	\$ 915,117	\$ 80,585	\$ 995,702	\$ 761,016

(b) Change in employee future benefits liability

	2017			2016
	Severance pay	Accumulating non-vesting sick leave benefits	Total employee benefits	Total employee benefits
Current period benefit cost	\$ 129,009	\$ 16,589	\$ 145,598	\$ -
Interest on accrued benefit obligation	53,195	4,959	58,154	-
Amortization of actuarial gains	(5,965)	(364)	(6,329)	-
Other adjustments	99,377	29,125	128,502	-
Employee future benefits expense	275,616	50,309	325,925	-
Less: benefits payments	(73,363)	(17,876)	(91,239)	-
Change in employee future benefits liability	\$ 202,253	\$ 32,433	\$ 234,686	\$ (121,138)

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR

NOTES TO FINANCIAL STATEMENTS

March 31, 2017

10. Employee future benefits (cont.)

(c) 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. 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.

iii. Actuarial valuation

The accrued benefit obligations for employee future benefit plans as at March 31, 2017, have been based on an actuarial extrapolation for accounting purposes to March 31, 2017 (valuation date as of March 31, 2015). For the year ended March 31, 2017, a severance liability was calculated for 66 employees and a sick leave liability was calculated for 56 employees.

The actuarial extrapolation is based on assumptions about future events. The economic assumptions used in this extrapolation are the Corporation's best estimates of compensation increases of 3.75% per annum and discount rate of 3.70%. Other assumptions used in the extrapolation include estimates of expected termination rates and utilization rates.

Actuarial assumptions are reviewed and assessed on a regular basis to ensure that the accounting assumptions take into account various changing conditions and reflect the Corporation's best estimate of expectations over the long-term.

Experience gains or losses are amortized over 14 years, which is the estimated average remaining service life of active employees. The amortization amount will be included as an expense in the financial statements commencing in the year subsequent to the year in which the experience gain or loss arose.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

10. Employee future benefits (cont.)

(c) Employee future benefits (cont.)

iv. Pension contributions

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the *Public Service Pensions Act* (the *Act*). The plan is administered by Provident¹⁰, including payment of pension benefits to employees to whom the *Act* applies.

The maximum contribution rate for eligible employees was 11.85% (2016 - 11.85%). The Corporation's contributions equal the employee contributions to the plan. The pension expense for the Corporation for the year ended March 31, 2017 was \$373,635 (2016 - \$361,868).

Employees who do not qualify to participate in the Public Service Pension Plan (for example, part-time employees) participate in the Government Money Purchase Pension Plan (GMPP). The GMPP is a defined contribution plan which was established under the *Government Money Purchase Pension Plan Act*. Employees are required to contribute 5% of regular earnings which is matched by the Province. Employees may make additional voluntary contributions, however, the maximum amount for all contributions may not exceed the lesser of 18% of an employee's earnings and the maximum amount allowed as specified under the *Income Tax Act*. Total GMPP expense for the Corporation for the year ended March 31, 2017, was \$12,942 (2016 - \$14,845).

11. Tangible capital assets

Original Cost

	Balance March 31, 2016	Additions	Disposals/ Transfers	Balance March 31, 2017
Furniture	\$ 736,895	\$ 36,029	\$ -	\$ 772,924
Equipment	869,911	6,189	-	876,100
Motor vehicles	21,387	-	-	21,387
Building improvements	7,000,546	7,737,581	-	14,738,127
Capital assets transferred (Note 12)	1	-	-	1
Work in progress	5,864,130	-	5,839,085	25,045
	\$ 14,492,870	\$ 7,779,799	\$ 5,839,085	\$ 16,433,584

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
 March 31, 2017

11. Tangible capital assets (cont.)

Accumulated Amortization

	Balance March 31, 2016	Amortization	Disposals	Balance March 31, 2017	Net book value March 31, 2017	Net book value March 31, 2016
Furniture	\$ 666,948	\$ 14,189	\$ -	\$ 681,137	\$ 91,787	\$ 69,947
Equipment	685,163	73,536	-	758,699	117,401	184,748
Motor vehicles	2,139	4,277	-	6,416	14,971	19,248
Building improvements	1,224,411	498,263	-	1,722,674	13,015,453	5,776,135
Capital assets transferred (Note 12)	1	-	-	1	-	-
Work in progress	-	-	-	-	25,045	5,864,130
	\$ 2,578,662	\$ 590,265	\$ -	\$ 3,168,927	\$ 13,264,657	\$ 11,914,208

These financial statements do not include the value of "The Rooms" building out of which the Provincial Archives, Art Gallery and Museum Divisions of the Corporation operate. Ownership of the building, which cost \$49.3 million to construct, is held by the Minister of Transportation and Works on behalf of the Province. Ownership of buildings located throughout the Province which house regional museums are also held by the Minister of Transportation and Works on behalf of the Province.

12. 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, 2017

13. Commercial operations

Commercial operations revenue is comprised as follows:

	2017	2016
Admission revenue	\$ 654,699	\$ 523,022
Gift shop sales	388,760	334,612
Other revenue	223,217	241,680
Interest income	85,261	100,509
	\$ 1,351,937	\$ 1,199,823

14. 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, Industry and Innovation. Expenses incurred by the Province, related to salaries and benefits totaling \$4,717,966 (2016 - \$4,791,710), are reflected in these financial statements as expenses of the Corporation and as revenue from the Province. Included in this total is \$685,452 (2016 - \$685,373), related to the employer's share of employee benefits, paid by the Department of Finance on behalf of the Corporation.

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

(b) The Rooms Foundation of Newfoundland and Labrador

The Rooms Foundation of Newfoundland and Labrador was incorporated on March 11, 2009 under the *Corporations Act*. It was incorporated in accordance with Section 8(7) of the *Rooms Act*. During the year, the Corporation received transfers of \$4,744,090 (2016 - \$990,851) and has receivables of \$nil (2015 - \$3,560,997) due from the Rooms Foundation in accordance with donor commitments related to the First World War exhibition and Site Development project.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

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 2017.

On December 1, 2008, an Agreement (the Agreement) respecting a Project called "Colonial Building Political History Interpretation" was signed between the Corporation and the Government of Canada. The Agreement provided funding for the renovation of the Colonial Building in the maximum amount of \$748,335. On March 8, 2010, the Agreement was amended to reduce the maximum contribution from the Government of Canada to \$695,512.

As title to and use of the Colonial Building remains with the Province, the Corporation does not capitalize the renovations to the Colonial Building. Additionally, expenses of the project are not reported on the Corporation's statement of operations, and the unexpended funds held in trust are not reported on the Corporation's statement of financial position. The Corporation is provided with an annual administration fee that is recorded as revenue. In addition, interest earned on the funds held in trust is recorded as revenue by the Corporation.

Since the start of the Agreement to March 31, 2017, the Corporation has received funds totaling \$22,465,112 (2016 - \$22,465,112) and incurred expenses totaling \$14,948,140 (2016 - \$14,545,290) related to the Project. During the year ended March 31, 2017, expenses of \$402,850 (2016 - \$1,833,907) were incurred related to the Project. The balance of funds held in trust by the Corporation as at March 31, 2017 was \$7,516,972 (2016 - \$7,919,822).

16. Contractual obligations

(a) Facility Management Contract

The Corporation has entered into an annual facility management contract representing commitments of approximately \$155,000 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) Equipment and Vehicle Leases

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

2017	\$ 11,711
2018	4,169
	\$ 15,880

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR

NOTES TO FINANCIAL STATEMENTS

March 31, 2017

17. 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 \$195,683 (2016 - \$94,533).

18. 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.

19. Financial risk management

The Corporation recognizes the importance of managing risks and this includes policies, procedures and oversight designed to reduce risks identified to an appropriate threshold. The Corporation is exposed to credit risk, liquidity risk and market risk through its financial instruments. There were no significant changes in the Corporation's exposure to these risks or its processes for managing these risks from the prior year.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Corporation's main credit risk relates to cash, restricted cash, accounts receivable and due from the Rooms Foundation. The Corporation's maximum exposure to credit risk is the carrying amounts of these financial instruments.

The Corporation is not exposed to significant credit risk with its cash and restricted cash because this financial instrument is held with a Chartered Bank. The Corporation is not exposed to significant credit risk related to its accounts receivable as it has policies and procedures for the monitoring and collection of its accounts receivable so as to mitigate potential credit losses. Any estimated impairment of these accounts receivable has been provided for through a provision for doubtful accounts as disclosed in Note 4. The Corporation is not exposed to significant credit risk related to its due from the Rooms Foundation because of its nature.

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 bank indebtedness, accounts payable and accrued liabilities, and its contractual obligations. The Corporation manages liquidity risk by monitoring its cash flows and ensuring that it has sufficient resources available to meet its contractual obligations and financial liabilities. The future minimum payments required from the Corporation in relation to its contractual obligations are outlined in Note 16.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

19. Financial risk management (cont.)

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.

During the year, the Corporation was exposed to price risk on its portfolio investments (equity investments). At March 31, 2017 all shares held by the Corporation were disposed of and the losses related to these portfolio investments were recorded in the statement of operations.

20. 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.

21. Comparative figures

Certain comparative figures have been reclassified to conform to current year's presentation.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
REVENUES AND EXPENSES BY SECTOR
For the Year Ended March 31, 2017

SCHEDULE 1

	Corporate Services and Building Operations	Archives Division	Art Gallery Division	Museum Division and Regional Museums	Education Programs	2017 Total	2016 Total
REVENUES							
Province of Newfoundland & Labrador							
Operating grants	\$ 3,810,724	\$ 851,950	\$ 544,784	\$ 1,086,437	\$ 307,445	\$ 6,601,340	\$ 6,718,943
Contribution to employee benefits (Note 14)	230,516	156,858	66,210	175,477	56,391	685,452	685,373
Commercial operations (Note 13)	1,143,183	70,941	98,364	10,330	29,119	1,351,937	1,199,823
Government of Canada	-	11,007	224,084	-	-	235,091	98,453
Corporate sponsorship	-	-	-	-	180,000	180,000	187,500
External funding	528,165	72,230	-	-	-	600,395	126,164
Recovery of bad debt	-	-	-	-	-	-	253,976
	<u>5,712,588</u>	<u>1,162,986</u>	<u>933,442</u>	<u>1,272,244</u>	<u>572,955</u>	<u>9,654,215</u>	<u>9,270,232</u>
EXPENSES							
Advertising and promotion	461,935	84	4,017	571	423	467,030	185,804
Amortization	590,265	-	-	-	-	590,265	403,627
Appraisals and acquisitions	-	4,014	81,375	7,827	-	93,216	104,036
Building expenses	1,897,024	-	-	-	-	1,897,024	1,850,953
Conference and registration fees	6,460	775	2,423	3,832	-	13,490	13,609
Core programming	231,329	25,102	299,559	48,236	73,656	677,882	549,264
Cost of gift shop sales	338,243	-	-	-	-	338,243	314,103
Donations	5,430	-	-	-	-	5,430	7,850
Employee future benefits	273,768	228,149	73,424	268,129	65,339	908,809	546,461
Loss on sale of portfolio investments	311	-	-	-	-	311	6,804
Meeting expenses	7,548	684	926	623	24	9,805	20,916
Office equipment and supplies	33,355	6,936	4,895	12,608	1,765	59,559	74,185
Professional services	98,525	-	33,105	13,176	13,751	158,557	202,516
Salaries	1,414,998	887,720	411,305	902,300	416,191	4,032,514	4,106,337
Telecommunications and courier	51,291	2,897	3,515	5,331	1,782	64,816	63,862
Travel	46,709	6,625	18,898	9,611	24	81,867	113,919
Unrecoverable HST	165,661	-	-	-	-	165,661	220,874
	<u>5,622,852</u>	<u>1,162,986</u>	<u>933,442</u>	<u>1,272,244</u>	<u>572,955</u>	<u>9,564,479</u>	<u>8,785,120</u>
Annual operating surplus, prior to capital improvement donations	89,736	-	-	-	-	89,736	485,112
Capital improvement donations	1,961,751	-	-	-	-	1,961,751	4,378,947
Annual operating surplus	<u>\$ 2,051,487</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,051,487</u>	<u>\$ 4,864,059</u>

