



AT THE
ROOMS

The Rooms
Corporation

**Annual
Report**

**2020 /
21**



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A Message from the Chair of the Board of Directors

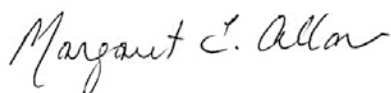
This past year completes my fourth year serving as Chair of The Rooms Board of Directors. During this time the Corporation has commenced its first year of a new three-year planning cycle, tabling **The Rooms Corporation's 2020-23 Strategic Plan** in December 2020. This plan builds on the successes that the Corporation and its Regional Museums have achieved during its fifteen years in operation and sets new strategic priorities for the next three years. I am pleased to report that on June 23, 2020, Bernard Davis, Minister Tourism, Culture, Industry and Innovation, announced the appointment of Anne Chafe as Chief Executive Officer (CEO) of The Rooms. Ms. Chafe has been with The Rooms since 2007 and most recently served as interim CEO, to which she was appointed in July 2019. Ms. Chafe is a nationally recognized museum professional, who has dedicated her education and career to the advancement of the heritage and cultural sectors in Newfoundland and Labrador and in Canada. On behalf of the Board of Directors, we look forward to working with Anne as she guides The Rooms to its next phase of development and solidifies its reputation as a national treasure.

Responding to this unprecedented time in history, The Rooms will reflect, review, revise and reframe its role within the community. The COVID-19 global pandemic, along with recent social justice movements, present an opportunity for The Rooms and its Regional Museums to deepen their roles within their respective communities, reaffirm existing partnerships and to engage with new audiences. It is also an opportune time to expand The Rooms and its Regional Museums' digital presence, supporting an increased province-wide reach. Lastly, recognizing that The Rooms has been in operation for more than fifteen years, and the Regional Museums much longer than that, the risk associated with physical plant upkeep must be addressed.

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

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

The Corporation is a category one Crown Corporation under the **Transparency and Accountability Act** of the Government of Newfoundland and Labrador. The **2020-21 Annual Report** is submitted in accordance with government's commitment to accountability. It has been reviewed and approved by the Board of Directors, which is accountable for the results reported by The Rooms.



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





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Overview of the Corporation

The Rooms began its first quarter of 2020-21 closed to the public in response to the COVID-19 global pandemic. The organization reopened its doors on June 29, 2020, The Rooms fifteenth anniversary. The Corporation was closed for a total of 18 weeks, drastically affecting visitation, programming and earned revenue for the organization.

Number of Employees

The Rooms employs 41 permanent staff, including five permanent seasonal staff to operate The Rooms Regional Museums. These positions are funded in part by The Rooms operating grant from the Government of Newfoundland and Labrador. The Rooms employs a number of part-time staff for the Archives Reference Room, as well as visitor services staff for The Rooms and its three Regional Museums on an annual basis.

Physical Location

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

Other Key Statistics

Visitation

The Rooms welcomed 20,783 people through its doors during 2020-21. This included paid admissions, complimentary admissions, student admissions, and visits to the Archives, café and gift shop. The Rooms received 12,592 admissions in 2020-21, compared to 76,871 admissions in 2019-20 for a decrease of 64,279 admissions or approximately 84 percent. Of this total number of admissions, 52 percent were free and 48 percent were paid.

Membership renewals and new memberships at The Rooms have decreased. From April 1, 2020 until March 31, 2021, 572 annual memberships were purchased, 833 fewer memberships or a 59 percent decrease from 2019-20; however, 159 memberships were new. Membership expiration deadlines were extended twice during the fiscal year 2020-21 to reflect when The Rooms was closed during two lockdowns. Total membership renewals were impacted by extended expiration dates, some dates moved outside the 2020-21 fiscal.

Visitation to the three Regional Museums reached 2,144 visitors during the 2020 operating season, a decrease of 6,768 visitors compared to 8,912 visitors in 2019. The Labrador Interpretation Centre had 588 visitors, Mary March Provincial Museum had 464 visitors, and the Provincial Seamen's Museum had 1,092 during the 2020 season.





Young visitors explore the **From This Place: Our Lives On Land and Sea** exhibition in the Husky Energy Gallery on Level 4 Museum, The Rooms.

Paid Parking

Parking fees are in effect 24 hours a day, seven days a week for a fee of two dollars an hour. Parking is free for members of The Rooms during regular operating hours. From April 1, 2020 to March 31, 2021, The Rooms collected approximately \$12,823 from paid parking. A decrease of \$58,162 or 82 percent from the \$70,985 collected during the previous year.

The Rooms Gift Shop

The Rooms Gift Shop experienced a decrease of 70 percent from \$403,291 in 2019-20 to a total sales of \$119,181 in 2020-21, a decrease of \$284,110.

Reference and Access – The Archives Reference Room

On July 14, 2020, The Rooms Provincial Archives Reference Room re-opened to the public after the COVID-19 lockdown that began March 18, 2020. Before the public re-opening, Reference Room staff adjusted daily procedures and changed the physical layout of the space to ensure a safe environment for patrons and staff. This included removal of tables and chairs to enable six-foot separation between researchers, directional signage, Plexiglas dividers at the reference desk, an isolation area and procedures for records after use by patrons, as well as a new schedule and booking system for research appointments.

Between July 14, 2020 and March 31, 2021, the Archives received 917 researchers with appointments, and retrieved and re-filed over 5,000 items from the archives' holdings for these patrons. In addition, staff responded to over 1,400 research-related emails and completed 55 genealogy search requests. In March of 2021, with the help of volunteers, transcription began on thousands of pre-1900 parish records of baptisms, marriages and burials – with the goal of making the records easier for genealogists to search and use, and to prepare the foundation for a project to create a genealogy section for The Rooms website.

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Revenues and Expenditures

Please refer to The Rooms Corporation of Newfoundland and Labrador Audited Financial Statements for the year ending March 31, 2021.



Mandate

The Rooms Mandate is outlined in **The Rooms Act** under section 4, objects of the corporation as follows:

- (A) collect, preserve, present and make available for research the historic artifacts, natural history specimens and archival records that represent and illustrate the significant history, culture and natural heritage of the province;
- (B) conduct research with respect to the history, natural history, culture and heritage of the province for the purposes of paragraph (a);
- (C) collect and present provincial, national and international contemporary and historic art;
- (D) advance and promote the works of contemporary visual artists of the province;
- (E) support the development of cultural industries in the province;
- (F) strengthen the culture of the province; and
- (G) provide and enhance client services and partnerships to promote the cultural collections of the province and to show other national and international collections.

See Appendix 1 – **Powers of The Corporation**

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Vision

The Rooms Corporation 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.

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Lines of Business

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

The Archives, Art Gallery and Museum collect, preserve, present and make available for research the collections within their disciplines while the Education and Public Programming Unit and Marketing and Communications Division, support their work through developing, delivering and promoting education and public programs to a wide variety of audiences.

The Technical Services Unit assists with maintenance and presentation of exhibitions developed in-house and travelling from peer institutions. The Rooms also undertakes the development of interdisciplinary exhibitions which draw their content from all of the programming divisions. With a view towards providing an exceptional visitor experience, The Rooms also operates a café and gift shop.

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





Members of First Light St. John's Friendship Centre took part in the opening of **In Their Own Words – Life for Labrador students at Residential School**, at The Rooms. This was the first time the lighting of the Kullick and a Smudging ceremony was used to open an exhibit in the space.

Highlights and Partnerships

Healing and Commemoration Project

During the 2020-21 fiscal year, the **Healing and Commemoration Project** concluded its mandate of archiving and making available the testimonies and stories from former students of residential schools in Labrador and northern Newfoundland. In total, 77 stories were made available from students in communities in Labrador, St. John's and Ottawa. This project included the exhibition **In Their Own Words**, developed by the archives, art gallery and museum staff sharing the story of the residential school experience through the words of the students who bravely came forward to tell their stories. An opening ceremony was held on **Orange Shirt Day 2020** (September 30) and was positively received by former students, government representatives and the Lieutenant Governor of Newfoundland and Labrador. This event marked the first time a smudging ceremony and Kullik lighting were held on-site and required preparation to safely maintain environmental controls. The ceremony was performed by representatives from First Light Friendship Centre in St. John's.

First World War Soldier Identification

In December 2020, The Rooms announced its role in the identification of human remains from the First World War found in Belgium in 2016. Working in conjunction and cooperation with the Department of National Defence and the Canadian Armed Forces' Casualty Identification Program, Provincial Archivist Greg Walsh was tasked with using a variety of archival sources and collections to identify modern descendants of Royal Newfoundland Regiment soldiers who were listed as being lost in that particular region/battle.

Records consulted included vital statistics registers, census records, newspaper records, phone books, websites such as ancestry.ca and family search.org, military attestation papers and nominal rolls, phone books, Canada 411, Facebook, Google, yearbooks, group photos of the regiment, birth/death/marriage records and obituaries. Once the descendants had been found, DNA samples from them made it possible to confirm the soldier's identity – Private John Lambert of St. John's, Newfoundland and Labrador. This is the first time a Newfoundland Regiment soldier has been identified by using this process and is an example of the value of archival records and research in solving an 100-year-old mystery.





Installation view, **Hello! Art, War and the Wireless Imagination**.
Photo by m + e photography.

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Archival Description and Cataloguing

In fiscal year 2020-21, the Archives completed a major archival description project that involved approximately 350 censored photographs that were seized by the Newfoundland Government under the Defence (Censorship) Regulations in 1942. Most censored photographs were taken by unidentified photographers and unintentionally displayed valued information about St. John's Harbour and vicinity such as the locations of military defences and weapons, forts, bases, anti-aircraft facilities and barracks. The locales of the photographs included St. John's Harbour, Pleasantville, Quidi Vidi Lake, the Southside, Fort Amherst and Bay Bulls. Frequent subjects were Canadian, British and American naval vessels as well as military defences and equipment. The photographs included informal snapshots of military and naval personnel and some of the civilian population.

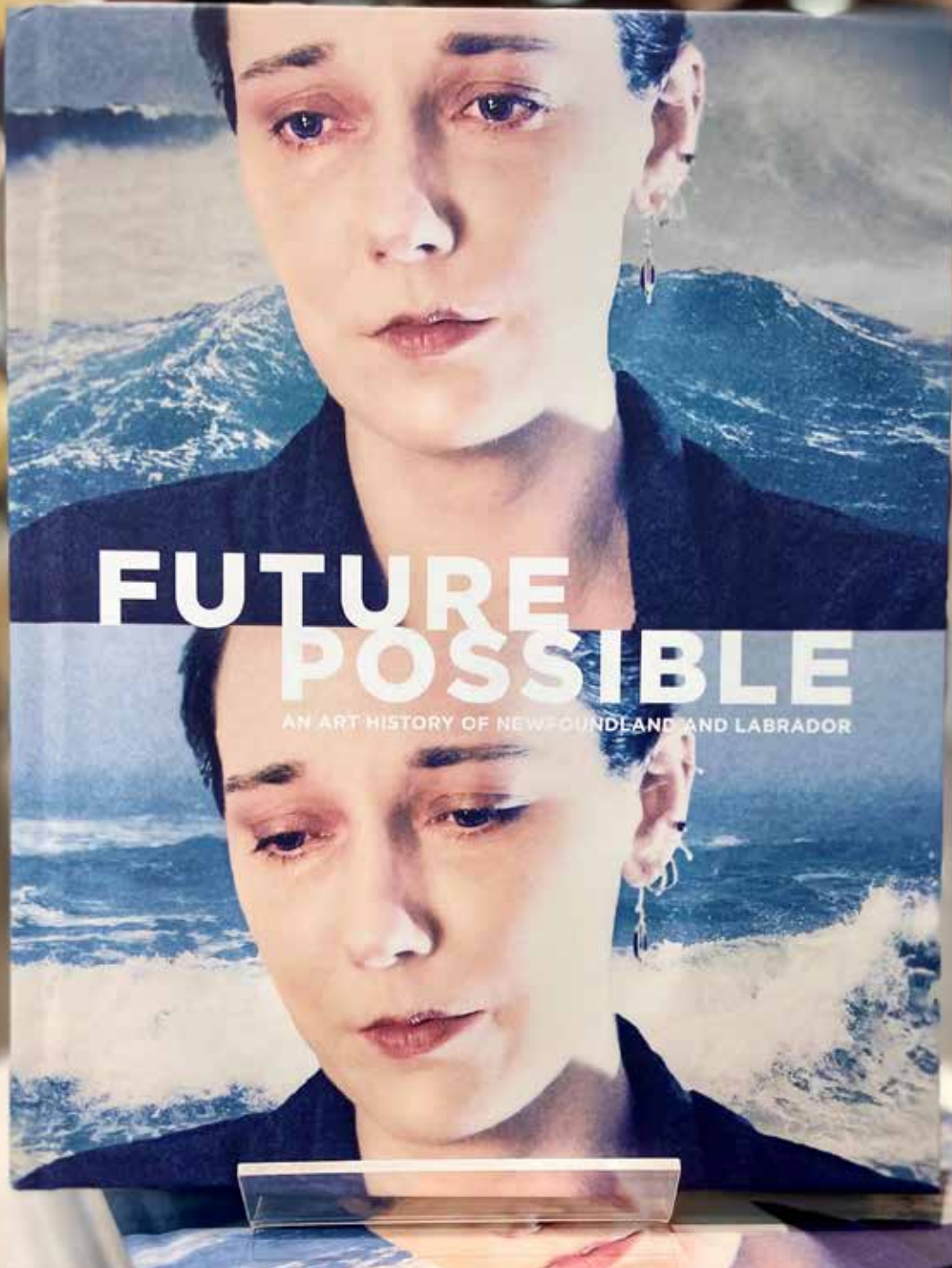
Archives staff completed the transcription of 44,522 records of ships' passengers in and out of Newfoundland and Labrador between 1937 and 1949. These unique records document wartime and post-war travel of people from all over the world throughout the province. Included among these records from the Newfoundland Department of Immigration are the names of Newfoundland Forestry Unit personnel leaving the province during the Second World War and soldiers returning home from the Second World War, including war brides with their children. There are records of Americans and their families traveling to and from Argentia, Stephenville and Fort Pepperell, and names of Royal Canadian Air Force and Royal Canadian Navy personnel, as well as the documentation of leisure travelers on cruises.

Government Records Acquisition & Information Management

In the 2020-21 fiscal year, 34 records retention and disposal schedules were reviewed to determine the archival and non-archival value for records submitted by various departments, agencies and crown corporations. There were one-time disposal submissions for 183 boxes of paper records, 8 GB electronic and 73,452 individual electronic records which were appraised as non-archival, and 30 boxes of records with archival value added to the Archives collection of government records.

While staff were working from home, some of the backlog of paper records documenting accession and appraisal decisions were entered into a proper collections management system. Additional work was completed assisting departments with amending/updating schedules and reviewing relevant Information Management Policy from across Government that had an impact on The Rooms. Government and private researchers were also assisted to access government records required for private, government and legal research.





**Future Possible: An Art History of Newfoundland and Labrador
Catalogue**

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Description and Access Projects – Still and Moving Images

Over 2500 new photographic descriptions were added to the online database. These include new collections as well as additions to many pre-existing collections. Early photographs include 384 glass plate negatives from the Moravian Mission [1890-19-?], three rare Paul-Emile Miot photographs [1857] that are among the earliest known photographs to be taken in Newfoundland, and 808 glass plate negatives by T.B. Hayward [1905-40] depicting events and communities around the Avalon Peninsula. Photographs that are more recent include the Dean Simms Ocean Ranger collection of 133 photographs of the Ocean Ranger salvage and refloating operation [1983] and the Carolyn James collection with over 500 photographs of Nain [1966-67] and the Dildo Whaling Station [1969].

Future Possible: Art of Newfoundland and Labrador Catalogue

This ambitious catalogue, published in February 2021, brings together more than 180 images and contributions by 18 authors – including Heather Igloliorte, Lisa Moore and Christopher Pratt. Led by Mireille Eagan, Curator of Contemporary Art at The Rooms, and published by Goose Lane Editions, **Future Possible: An Art History of Newfoundland and Labrador** creates a comprehensive, multi-vocal art history for the province.

Eagan and other writers and artists navigate the tangled histories and cultures of Newfoundland and Labrador to investigate the visual output and to write the narrative that it has created. The result is a resourceful volume, arising from a two-part exhibition at The Rooms of the same name that provides a multi-vocal, multi-faceted history spanning pre- and post-Confederation Newfoundland and Labrador.

Helloland! Art, War and the Wireless Imagination

This exhibition, curated by Darryn Doull and Melony Ward, featured artworks by Jackson 2bears + Janet Rogers, Alan Collier, Brian Groombridge, Maureen Gruben, Marc Losier, Qavavau Manumie, Margo Pfeiff, Christopher Pratt, Reginald Shepherd, Charles Stankieveh, Michael Waterman and Andrew Wright. The exhibition examined the story of radio in Newfoundland and Labrador and its relationship to community, survival, education, religion and confederation. From Morse code to commercial radio, to radar and mobile phones, wireless infrastructure has been used in war and colonization from the beginning. **Helloland!** brought together artifacts, archival documents, historical paintings and the work of contemporary artists. A 12-part blog, **Helloland! Notes from the Curator** ran for 12 weeks and provided more detailed information about the exhibition.





Installation shot of **Rae Perlin: Whatever I Wanted Was Out There, in the World, Somewhere**

Rae Perlin: Whatever I Wanted Was Out There, in the World, Somewhere

This exhibition marked the first survey of St. John's artist, Rae Perlin's work since 1998 and charted her remarkable life and prolific career. Perlin was known for her compulsive documentation of the world. Working in abstraction at a time when it was not widespread in the province, she created simple and spontaneous imagery that emphasized the process of making art rather than the result. Perlin was a driven artist at a time when the profession was not well recognized in the province. She became a fundamental part of the arts community in this province, including as an art critic for two local newspapers, **The Daily News** and **The Evening Telegram**, and for the weekly magazine **The Newfoundland Herald**.

Present Tense

This year-long exhibition series highlighted artists from across the province who have produced work during the COVID-19 pandemic. The ideas and explorations presented in the series suggest possible paths forward. These paths are full of hope, sustainability and connectivity. The series included: **Michelle Mackinnon: Pandemic Portraits** from September 3 to November 1, 2020; **Malin Enström: Inversion** from November 5, 2020 to January 17, 2021; **Andrew Testa : slow time** from January 19 to March 21, 2021; and, **Audrey Feltham: The Inner Landscape** from April 20 to July 18, 2021.

Discovery of 522 million-year-old Cephalopods

The Rooms has acquired into its collection new fossils originating from the Avalon Peninsula that could rewrite the evolutionary history of invertebrate organisms. Discovered by earth scientists from Heidelberg University in Germany, the 522 million-year-old fossils could turn out to be the first known form of these highly evolved invertebrate organisms, whose living descendants today include species such as cuttlefish, octopus and nautilus. This find would indicate that cephalopods evolved about 30 million years earlier than has been assumed. The researchers hope that other, better preserved finds will confirm the classification of their discoveries as early cephalopods. The Province of Newfoundland and Labrador and the Manuels River Natural Heritage Society provided logistics support to the team from Heidelberg University.





Michael Jackman, nephew of Pte. Michael Jackman, signs the document donating the commemorative pin dedicated to his uncle to The Rooms.

Private Michael Jackman Commemorative Poppy

This past year, The Rooms was presented with a commemorative poppy made out of metal from an artillery shell retrieved from the grounds of the Battle of the Somme. Luis Revaliente of Willingham, England, purchased the pin as part of a fundraising initiative in Britain, on the commemoration of the hundredth anniversary of the First World War in 2016. The pin was dedicated to Newfoundland Regiment Soldier Private Michael Jackman, killed at Beaumont-Hamel. Revaliente looked for descendants of the soldier and found his nephew. In January 2021, Michael Jackman, nephew of Pte. Michael Jackman, donated the commemorative pin to The Rooms. It is now on display in the Family Treasures case in the Royal Newfoundland Regiment Gallery.

Regional Museums

Labrador Interpretation Centre in North West River:

I Went to Hebron Once... an exhibition developed by The Rooms, was on display during the 2020 season. With a focus on Hebron, Labrador, this exhibition considered place and the distance between here and there – present and past – through memories, photographs, and archival documents.

Provincial Seamen's Museum in Grand Bank:

The exhibition **All Around the Circle, An A to Z of Newfoundland and Labrador Places** featuring a charming glimpse into 26 of the province's communities was on display during the 2020 season.

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Mary March Provincial Museum in Grand Falls-Windsor:

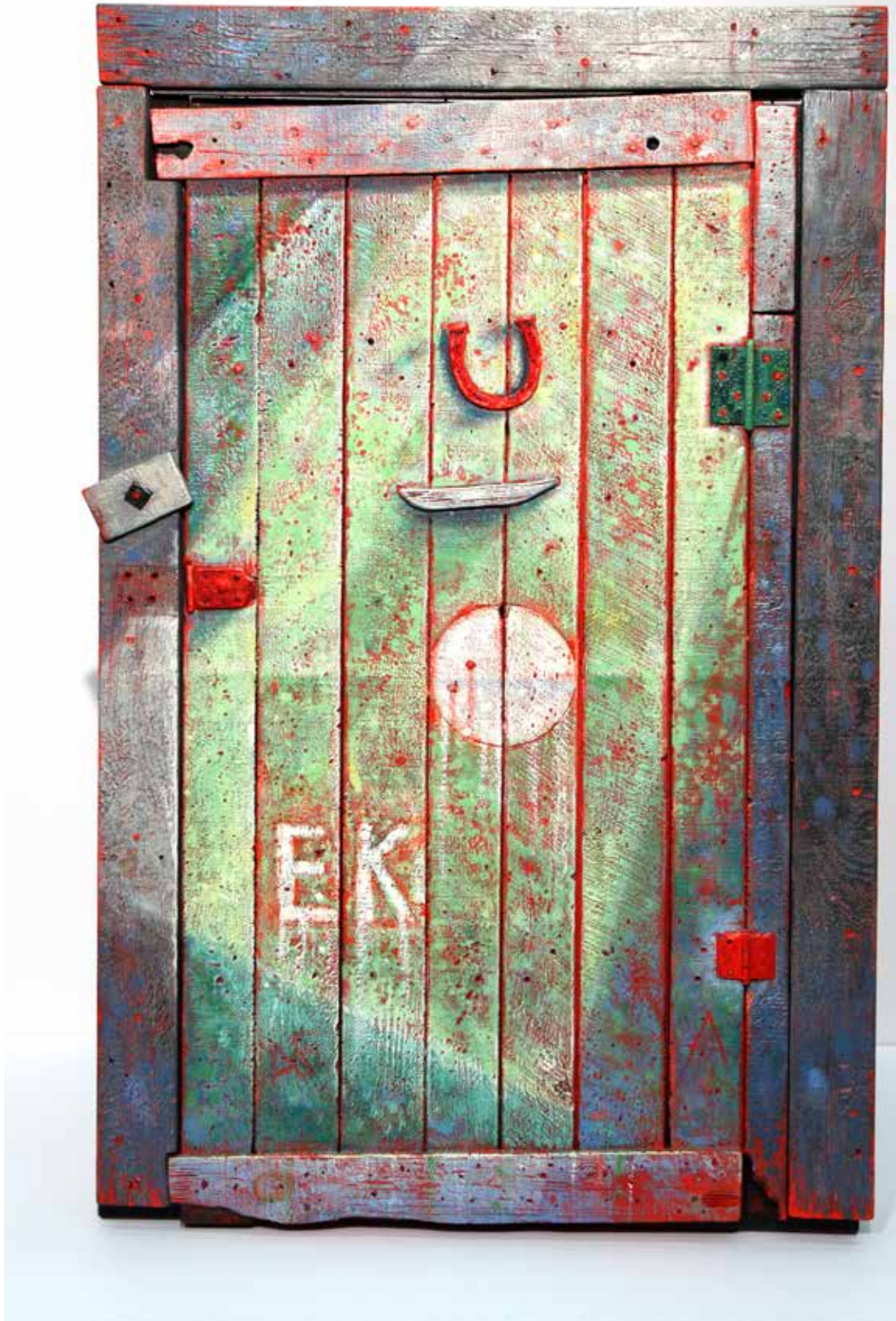
The exhibition **Born From Necessity: 25 Years of The Rug Hooking Guild of Newfoundland And Labrador**, produced in collaboration with the guild, was on display during the 2020 season. This exhibition celebrated a rich and colourful textile tradition, honouring the Guild's 25th Anniversary and featured the story and work of the guild. In 2020-21, updates to the permanent exhibition, in particular the section of the exhibition about 20th century history, continued.



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David Blackwood's **High Noon: Ephraim Kelloway's Door** (2010-2011)
Oil/encaustic on wood construction

Donor Highlights

The Rooms is grateful to its donors for their contributions. Between April 1, 2020 and March 31, 2021, The Rooms received more than \$440,000 in financial contributions from previous commitments, as well as donations of works of art, artifacts and archival material valued at more than \$861,000.

Acquisitions to the Archives

Approximately 44 new acquisitions of archival material were completed and added to the collection. The material donated consists of photographs, films, manuscripts, correspondence, maps, and Newfoundland and Labrador related published materials. Acquisition of archival material involved meeting and corresponding with donors, negotiating transfers and documenting the donation, as well as facilitating archival/monetary appraisals with external appraisers when needed.

Acquisitions to the Art Gallery

A total of 31 artworks representing a combination of donations and purchases have been acquired during the 2020-21 fiscal year.

Highlights include the donation of David Blackwood's artwork **High Noon: Ephraim Kelloway's Door** by Fortis Inc. in recognition of the contribution of President and CEO Barry V. Perry to Fortis Group of Companies upon his retirement; a donation of six artworks by nationally-renowned artist Edward Burtynsky; and, a donation of five artworks by Christopher Pratt contributed by the artist as well as a private donor.

The following purchases help to ensure our collections encompass perspectives from artists who are traditionally under-represented, especially women, emerging artists, and artists who are Indigenous, and from diverse cultural and racialized backgrounds. Camille Turner, **Afronautic Research Lab: Newfoundland Edition**, 2019, video, this work was a highlight of the Bonavista Biennale and stimulated new conversations about Black history in the province; Alex Antle, **Ankweyasi**, 2020, textile, this work was created in response to the COVID-19 pandemic; Melissa Tremblett, **Pep's Radio**, 2013, photograph; Nellie Winters, **Window from the Past and the Present**, 2020, textile, was featured in the **In their Own Words** exhibition. D'Arcy Wilson, **#1 Fan (All For You)**, 2019-20, video, an award-winning Canadian artist living in Corner Brook who is not well represented in our collections.





Camille Turner. **Afronautic Research Lab: Newfoundland** (2019).
Video installation. Cinematographer and editor, Brian Ricks.
Courtesy of the artist and the Bonavista Biennale. Photo: Brian Ricks

Acquisitions to the Museum

From April 1, 2020 to March 31, 2021	Collection Intakes (individual donations as well as transfers from other government departments)	Number of Artifacts and Specimens in Collection Intakes
Archaeology	11	12,103 +
Indigenous Peoples Collections	3	3
History	62	164
Natural History	8	9
TOTALS	84	12,279

Highlights include:

- Vial of the first COVID-19 vaccine administered in Newfoundland and Labrador
- COVID-19 related items donated through a call for submission from the public for an upcoming display on COVID-19 included homemade masks and examples of sanitizers made by local companies
- An Innu tea doll made by the late Angela Andrew
- Several donations of First World War artifacts, including loaned artifacts for the First World War exhibition that have become permanent donations to the collection
- A briefcase belonging to Lester B. Pearson used during the negotiations of the Terms of Union with Canada
- Writing lap desk and other items associated with Mr. F. C. (Francis Cyrus) Berteau who was the first person appointed to the dual position of Comptroller and Auditor General in Newfoundland in 1898
- A wooden dough box used for making bread from the mid-1800s belonging to Sir Joseph Outerbridge





Shared Commitments

The Rooms carries out its mandate in association with various parties including funding agencies, government departments and professional associations. During 2020-21, The Rooms worked in association with:

Department Of Tourism, Culture, Arts and Recreation (TCAR)

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

Department of Education, Kindergarten to Grade 12

The Rooms **Cultural Connections Programming** was cancelled in March 2020 due to the COVID-19 pandemic and did not resume in September 2020 with cancellation of the delivery of in-person school programs in accordance with public health guidelines.

Restrictions and new protocols in response to COVID-19 impacted requests for The Rooms Travelling Edukits this past fiscal year. Four **BMO Cultural Expressions Edukits** and three **BMO First World War Edukits** were circulated to schools. To support teachers' requirement for more virtual content for students, The Rooms Education and Public Programming Unit worked to digitize activities in the **BMO Cultural Expressions Edukit** and a PowerPoint presentation was made available in spring 2021.

A fourth **Healing and Commemoration Edukit** was introduced in spring 2021. With financial support from Crown-Indigenous Relations and Northern Affairs Canada, and as part of the **Healing and Commemoration Project**, the edukit provides students an opportunity to learn about residential schools in Labrador and Newfoundland. The kits were developed under the leadership and guidance of the **Healing and Commemoration Advisory Committee** to help students further understand and participate in reconciliation, spread awareness and education about residential schools in the province, and to foster acknowledgement and understanding towards those who attended the schools and their families. The activities support the curriculum objectives of social studies programs (Grade 8 – 12) under the Newfoundland Labrador English School District and allow for the use of pedagogy and philosophy important to Indigenous learning. Kits are available to schools across the province, on a loan basis, free of charge.



Chevron Open Minds Program

Chevron Open Minds at The Rooms is an innovative school program where students, teachers and community experts come together for a week of hands-on, experiential learning to strengthen and connect provincial, national and global cultures. Learners connect with The Rooms collections through intellectually rich opportunities and passionate experts. Interaction with historic artifacts, natural history specimens, archival records and historic and contemporary art stimulate inquiry and critical thinking in authentic ways. Chevron Canada has funded **Open Minds at The Rooms** since 2009.

The Open Minds staff developed new ways to engage teachers and learners in 2020-21, adapting to changing times while still meeting the program's goal to support learning in our communities with object-based, experiential learning resources.

Open Minds Inquiry Kits were developed and implemented, bringing The Rooms collections to the classroom for a hands-on experience with virtual opportunities. When the inquiry kits could no longer travel to the classroom, virtual classwork was developed using Google Classroom. Additional instructional videos were created to allow for object-based learning to happen virtually at home. **Student Engagement** – 11 teachers and 241 students engaged in the **Open Minds Inquiry Kit** experiential learning. Three teachers and 61 students explored experiential learning at home with the virtual Open Minds Inquiry Kit programming. One teacher and 22 students experienced a combination of the **Open Minds Inquiry Kit** and virtual **Open Minds Inquiry Kit** programming.

International Grenfell Association Partnership

In fiscal year 2020-21, the Archives Division continued its valued partnership with the **International Grenfell Association** (IGA) to acquire (via personal donation) material related to the IGA and its missionary work in Labrador and northern Newfoundland. As the IGA does not have its own archives, The Rooms has become the choice repository for individuals wishing to donate papers, photos, maps, etc., for archival preservation. Many of these individuals contact the IGA office directly, who redirect them to The Rooms where their material is properly evaluated, catalogued, preserved, and in turn, made available to the public for research. This partnership has seen donations from across the province, country and all over the world including Australia, United States, Great Britain and beyond.

Department of Crown and Indigenous Relations and Northern Affairs

In fiscal year 2020-21, The Rooms Provincial Archives completed an exciting partnership with the Department of Crown and Indigenous Relations and Northern Affairs to support the Canadian government's settlement and commitment to Healing and Commemoration with Indigenous Peoples across the country. Records, student statements and commemorative art pieces were collected, preserved and catalogued during this year, and a series of edukits for children and schools were produced – along with a lengthy resource guide for teachers and students looking to explore this subject within the province's education system. Work was completed on two other important initiatives from this partnership – the design and fabrication of a travelling exhibition about Labrador students' experience in residential schools throughout the province, which will be circulated in 2021, as well as the implementation of a Rooms mentorship program to train individuals from Labrador communities in the basis of records preservation and access, so they can collect, manage and preserve their own memories and stories within their own regions. This partnership project continues into 2021. The exhibition **In Their Own Words**, opened September 30, 2020. (See Highlights page 11)

Canada Council for the Arts

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

In April 2019, The Rooms received notification from the Canada Council for the Arts that its core grant application to the Artistic Institutions component of the Engage and Sustain Program was successful. The Peer Assessment Committee that evaluated The Rooms application recommended it for financial support to the amount of \$945,000 over a four- year period. These funds will be used to support local, national and international artists in the creation of new artistic works presented in innovative exhibition contexts at The Rooms.



Inuit Futures in Arts Leadership: The Pilimmaksarniq / Pijariuqsarniq Project

This project is an initiative that aims to support Inuit and Inuvialuit in Canada in their pursuit of higher education and professional opportunities in all aspects of the arts and humanities. Mentors include Inuit and other partners across Canada who are committed to ensuring that Inuit students receive high level training and meaningful opportunities in all aspects of academia and professional practice across the arts, including film, theatre, the visual arts, museum studies, curatorial practice, arts administration and other areas. During the 2020-21 fiscal year, the Corporation was not able to engage with a student due to the COVID-19 pandemic. The program will continue in 2021.

Art Bank Program

Established in 1982, and now managed by The Rooms with dedicated funds provided annually by TCAR (currently \$75,000), this program is designed to recognize and promote Newfoundland and Labrador artists by placing their original artworks in public buildings. There are currently 3103 artworks in this collection.

The Art Bank Jury selected 23 new artworks from 269 submissions. In 2020-21, 99 artists made submissions to the program, including 41 artists from outside St. John's. The selection reflected a wide range of artists and practices from all over the province.

Highlights from this year's selection include artwork by three Indigenous artists: Elias Semigak (originally from Nain, now living in Georges Brook-Milton), Melissa Tremblett (originally from Sheshatshiu, now living in Corner Brook), and Nelson White (originally from Flat Bay, now living in St. John's). The selection also includes purchases of works by emerging artists or artists new to the collection: Ethan Murphy, Tangiene Martin-O'Hara, Michelle MacKinnon, Rochelle Walsh, Greg Locke and Andrew Testa.

Additional Art Gallery Partnerships

The Rooms holds organizational memberships in the **Canadian Museums Association**, the **Canadian Art Museum Directors' Organization**, **International Council of Museums (ICOM)**, and the **Atlantic Province's Art Gallery Association (APAGA)**. The Rooms curator of contemporary art is vice-president of APAGA, a nominator for Scotiabank Photography Award, a board member for the Bonavista Biennale, board member for St. Michael's Printshop, and on the Advisory Committee for the Craft Council of Newfoundland and Labrador.

Adad Hannah: Glints and Reflections, on exhibit at The Rooms from September 26, 2020 – January 3, 2021, was produced and circulated by the Musée d'art de Joliette and curated by Lynn Bannon and Anne-Marie St-Jean Aubre. This exhibition brought together key works made in the past decade that focus on his enduring interest in the photographic image in relation to personal and social histories.

Touring Exhibitions

A national tour for **Ned Pratt: One Wave** developed by The Rooms, and exhibited from September to December 2018, was on display at the Beaverbrook Art Gallery, Fredericton, New Brunswick from October 2019 until February 2020. The exhibition travelled to the Art Gallery of Nova Scotia in fall 2020. The exhibition will tour to the Judith and Norman Alix Art Gallery in Sarnia, Ontario in fall 2021.

Artists in Residence

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

Museum Partnerships

Natural Areas Division, Department of Environment and Climate Change

A Memorandum of Understanding with the Natural Areas Division of the Department of Environment and Climate Change 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 UNESCO World Heritage status.

Mistaken Point Ecological Reserve was designated as a World Heritage Site by UNESCO in 2017. The site is managed by the Natural Areas Division of the Department of Environment and Climate Change. As per a MOU between the Department of Environment and Climate Change and The Rooms Corporation, 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 (PAO)

The Rooms Conservation Lab at Building 1042 is currently available to contract staff to conserve archaeological material. The Rooms works closely with PAO on a number of other files including transfers from archaeological sites and on updating policies pertaining to archaeology collections.

Department of Fisheries, Forestry and Agriculture – Wildlife Division and

Department of Environment and Climate Change – Policy, Planning and Natural Areas Divisions:

Department of Fisheries, Forestry and Agriculture’s Wildlife Division is responsible for managing and conserving Newfoundland and Labrador’s biodiversity and wildlife resources for the benefit of present and future generations. The Department of Environment and Climate Change’s Policy, Planning and Natural Areas Division is the provincial body responsible for the creation and maintenance of a network of “protected areas” to help ensure the survival of the province’s natural heritage. The Rooms Provincial Museum Division shares a commitment with these two departments and their respective divisions towards the study and preservation of biodiversity. The divisions collaborate regularly on the documentation and interpretation of the natural heritage of the province.

The Department of Industry, Energy and Technology, Mines and Mineral Development Branch – Geological Survey Division

The Geological Survey Division is responsible for the collection, storage and publication of geoscience data through field surveys and from industry assessment reports. It also sees to the promotion of the province’s mineral potential to the exploration and mining industries. A memorandum of agreement between The Rooms Provincial Museum Division and the Geological Survey Division provides a cooperative framework for the storage and curation of, and public access to, paleontological material collected by the province.

Department of National Defence – St. John’s Command and St. John’s Military Family Resource Centre

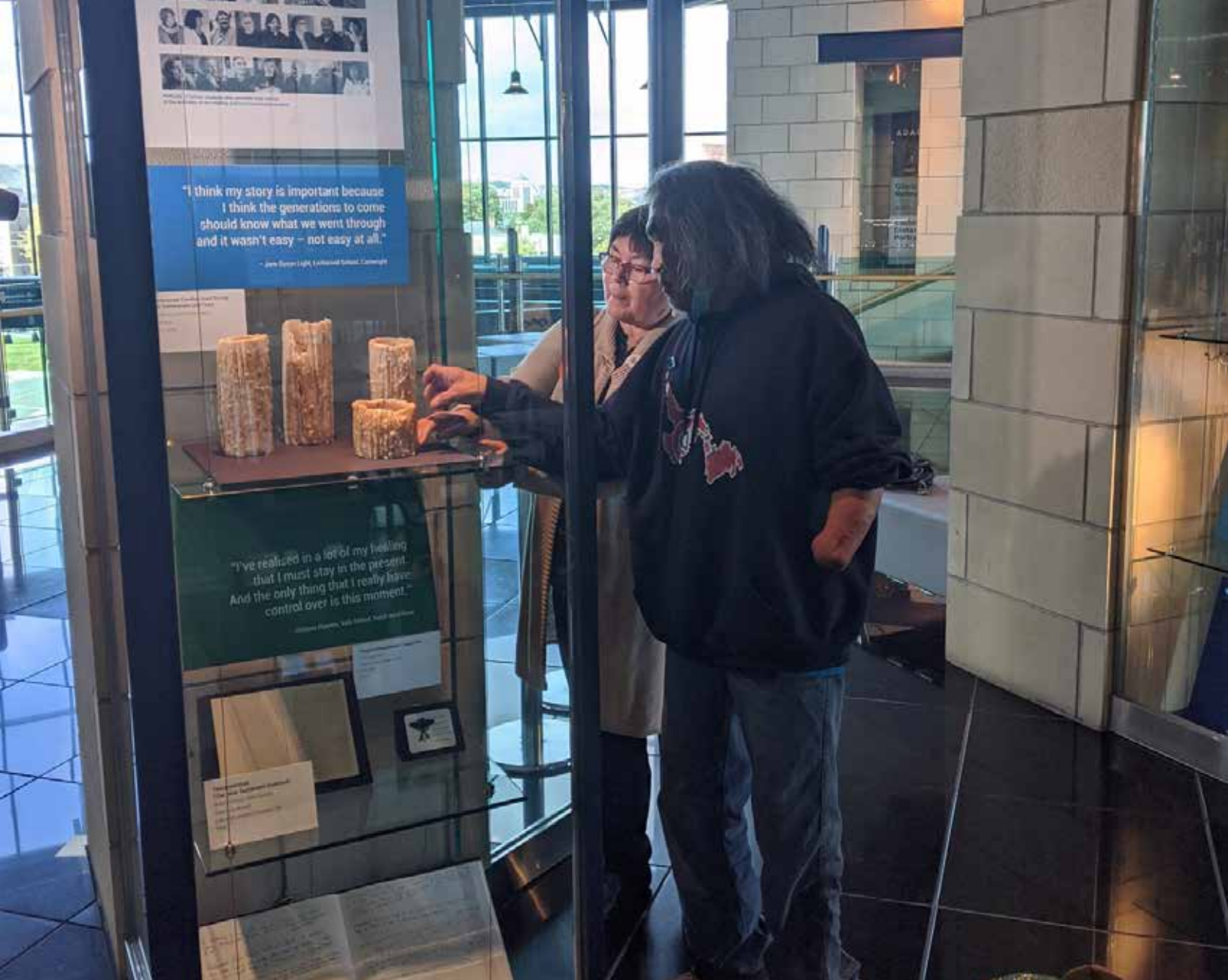
The Rooms worked with the Department of National Defence St. John’s Command to incorporate tours of the Royal Newfoundland Regiment Gallery as part of their personnel’s orientation training. Two tours of the Royal Newfoundland Regiment Gallery, arranged by the St. John’s Military Family Resource Centre were also offered to Military Veterans in November 2020. The Rooms has

also provided the Military Families Resources Centre with 50 admission passes to encourage these families to include the Royal Newfoundland Regiment Gallery as part of their Remembrance commemoration activities this year.

CEO shared commitments

The Rooms CEO is a member of the Department of Tourism, Culture, Arts and Recreation's Cultural Action Plan Advisory Committee, as well as the department's Working Group on Monuments and Observances. The Rooms CEO sits on the International Council of Museums Canada Board of Directors.





Former students Toby Obed and Evelyn Winters place a memorial candle in a case in the exhibition, **In Their Own Words**, on Level 3 at The Rooms. The four candles represent each of the Indigenous groups in Labrador; Inuit, Innu and NunatuKavut Inuit, and former students who have passed on. These candles were first lit at the apology from Prime Minister Justin Trudeau and travelled with a team that collected stories from former students.

The Rooms
Corporation

**Annual
Report**

**2020 /
21**

Outcomes of Objectives

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

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

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

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

Three Year Goal (2020-23)

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



First Year Objective (2020-21):

By March 31, 2021, The Rooms and its Regional Museums will have evaluated its audiences and identified new, repeat and diverse audience segments.

The indicators for first year objective are:

Objective Indicators	Results and Benefits
<p>The Rooms will have identified and gained a better understanding of its current and potential audience</p>	<p>Community organizations representing groups The Rooms seeks to engage with have been identified.</p> <p>Staff have met with partner groups to learn how The Rooms could serve their community and have worked with these groups to develop future partnerships.</p> <p>Staff have analyzed The Rooms programs for families, identifying what has been done well and where there could be improvement and new family-focused programs have been developed.</p> <p>To encourage a safe environment for visitors during the COVID-19 pandemic, staff identified a need for self-guided experiences and have implemented them.</p> <p>The Rooms Marketing and Education and Public Programming staff have increased digital content on The Rooms website. The Rooms @ Home web portal featuring how to videos, recordings of lectures and take-home, family-focused activity kits launched in March 2021.</p> <p>Training programs offered by the LGBTQ+, Chamber of Commerce and First Light St. John’s Friendship Centre were completed by The Rooms staff. A program with the Association for New Canadians was arranged for staff in winter 2021 but due to the second lockdown, postponed to summer 2021.</p> <p>Additional recommended changes on The Rooms Accessibility Audit were completed and an internal Accessibility Committee was struck.</p> <p>A review of exhibition programming was completed and the exhibition schedule adjusted to reflect more diverse and inclusive content, in particular more content by Indigenous artists.</p>

<p>An action plan to reach and engage new, repeat and diverse populations will have been developed</p>	<p>In keeping with our initiative to review our operations through the lens of diversity, inclusion and accessibility, a review of The Rooms membership program was conducted. The proposed new program will use neutral language to describe categories and benefits.</p> <p>A social media diversity calendar was completed and will guide planning for posts to mark important events celebrated by other cultures and diverse populations in our community.</p> <p>An action plan to reach and engage new audiences has been developed and the following actions have been completed.</p> <p>Community organizations representing groups The Rooms seeks to engage with have been identified.</p> <p>Staff have met with partner groups to learn how The Rooms could serve their community and have worked with these groups to develop future partnerships.</p> <p>Staff have analyzed The Rooms programs for families, identifying what has been done well and where there could be improvement and new family-focused programs have been developed.</p> <p>To encourage a safe environment for visitors during the COVID-19 pandemic, staff identified a need for self-guided experiences and have implemented them.</p> <p>The Rooms Marketing and Education and Public Programming staff have increased digital content on The Rooms website. The Rooms @ Home web portal featuring how to videos, recordings of lectures and take-home, family-focused activity kits launched in March 2021.</p> <p>Training programs offered by the LGBTQ+, Chamber of Commerce and First Light St. John's Friendship Centre were completed by The Rooms staff. A program with the Association for New Canadians was arranged for staff in winter 2021 but due to the second lockdown, postponed to summer 2021.</p> <p>Additional recommended changes on The Rooms Accessibility Audit were completed and an internal Accessibility Committee was struck.</p>
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<p>A plan to incorporate a mental health lens/ focus for visitor experiences will have been developed</p>	<p>A review of exhibition programming was completed and the exhibition schedule adjusted to reflect more diverse and inclusive content, in particular more content by Indigenous artists.</p> <p>In keeping with our initiative to review our operations through the lens of diversity, inclusion and accessibility, a review of The Rooms membership program was conducted. The proposed new program will use neutral language to describe categories and benefits.</p> <p>A social media diversity calendar was completed and will guide planning for posts to mark important events celebrated by other cultures and diverse populations in our community.</p> <p>The Rooms Education and Public Programming staff researched groups who provide Mental Health Services and have reached out to them for information on how to incorporate a Mental Health lens on Rooms programs.</p> <p>The Education and Public Programming staff performed a review and assessment of current programs offered by The Rooms.</p> <p>The Education and Public Programming staff have participated in online training on how to make museums a place of wellness and have identified new programs designed to promote good mental health to be offered in fall 2021.</p> <p>A pilot program that incorporated an art therapist working with members from Stella’s Circle took place during the fall of 2020.</p> <p>In December 2020, The Rooms Education and Public Programming staff offered an art therapy program to members of the Salvation Army Ches Penney Centre of Hope. The program also encompassed an exhibition tour, and participants received an admission pass for a return visit. The Rooms donated a copy of the exhibition catalogue SakKijâjuk: Art and Craft from Nunatsiavut for the centre’s resource library.</p>
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Discussion of Results:

The Rooms and its Regional Museums have achieved their objective of evaluating their audiences and have identified new, repeat and diverse audience segments by identifying and gaining a better understanding of its current and potential audience; through the creation of an action plan to reach and engage new, repeat and diverse populations; and, by creating a plan to incorporate a mental health lens and focus for The Rooms visitors.

Second Year Objective (2021-22):

By March 31, 2022, The Rooms and its Regional Museums will have developed a plan to reframe the Corporation as a visitor-focused, accessible institution that engages with diverse populations, specifically the Indigenous Peoples of Newfoundland and Labrador.

The indicators for the second year objective are:

- The Rooms will have revisited and revised its mission statement
- A research plan to identify and better understand our current and potential audience will have been developed
- A plan to incorporate a mental health lens/focus for visitor experiences will have been implemented
- An action plan to reach and engage diverse populations in-person and virtually will have been implemented
- The Rooms will have continued to grow its relationship with the Indigenous Peoples of Newfoundland and Labrador





As part of the 25th Anniversary of the Rug Hookers Guild of Newfoundland and Labrador, Mary March Provincial Museum offered a one day workshop for beginners in August 10, 2021. Pictured here are members of the guild with their rugs. (This photograph was taken before August 24, 2020, when mask wearing became part of the government recommended protocol).

Issue 2: Deepening Our Connections with the Community

Unprecedented times can be ripe with opportunity. Our community finds itself navigating a new landscape. The Rooms and its Regional Museums can use this time to confirm their place as leaders within their communities.

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

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

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

Three Year Goal (2020-23)

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



First Year Objective (2020-21):

By March 31, 2021, The Rooms will have deepened the connection between its Regional Museums and their communities.

Objective Indicators	Results and Benefits
<p>A plan for The Rooms Regional Museums to have a more integrated role within their communities will have been developed</p> <p>Existing partnerships between the Regional Museums and their respective communities will continue to have been leveraged and opportunities for new partnerships within these communities will have been identified</p>	<p>The Mary March Provincial Museum staff have established partnerships with local Indigenous communities and have met with their members.</p> <p>The Rooms Regional Museums staff have identified additional community groups to build partnerships with.</p> <p>The Regional Museum staff have met with groups from their respective communities to determine how their institutions could be of service to them. These meetings will inform upcoming programming.</p> <p>The Mary March Provincial Museum staff worked with the Grand Falls-Windsor chapter of the Rug Hooking Guild of Newfoundland and Labrador to develop and mount the exhibition Born from Necessity: 25 Years of the Rug Hooking Guild of Newfoundland and Labrador. The staff also worked with the guild to offer programming that accompanied the exhibition. Working with the guild has resulted in deeper engagement with members from within that community.</p> <p>Staff at the Provincial Seamen’s Museum reached out to members of their community who had information on the purchase and installation of the Yugoslav Pavilion from Expo '67 which is now the home of the museum. Research informed an exhibition planned for the 2021 season to mark the institutions 50th Anniversary.</p> <p>Staff at the Labrador Interpretation Centre reached out to elders from the Sivunivut Inuit Community Corporation to offer the Sivunivut Seniors craft afternoon at the Labrador Interpretation Centre. The program, was open to North West River residents during the 2020 season.</p>

<p>The Rooms will have developed a digital engagement plan for the Regional Museums</p>	<p>A digital engagement plan has been developed and the following actions from the plan completed.</p> <p>An inventory of existing digital content has taken place.</p> <p>To support the digital engagement plan a digital content plan has been developed and digital programs identified.</p> <p>A social media diversity calendar has been completed and will guide planning for posts to mark important events celebrated by other cultures and diverse populations in our community.</p>
<p>The Rooms will have consulted with the Indigenous Communities and community stakeholders on changing the name of the Mary March Provincial Museum</p>	<p>For the past three years, the Mary March Provincial Museum has undergone a significant exhibition renewal project that will be completed in 2021. With the content update near completion, the organization is addressing the name of the museum, an initiative that began when The Rooms first assumed responsibility for this regional operation. Originally developed as a community museum in the 1970s, with local fundraising support, the name was chosen in recognition of the Indigenous history of the area. Representatives of Indigenous communities in the Province, the Town Council, and the Grand Falls-Windsor Heritage Society worked with The Rooms in developing a new museum name.</p> <p>New names for the Mary March Provincial Museum have been proposed.</p> <p>A plan to move forward with community consultation on the renaming of the museum has been established.</p> <p>Community consultation will be completed during summer 2021.</p>



Discussion of Results:

The Rooms has achieved the objective of deepening the connection between its Regional Museums and their communities by developing a plan for The Rooms Regional Museums to have a more integrated role within their communities; through leveraging existing partnerships between the Regional Museums and their respective communities and by seeking opportunities for new partnerships within these communities; by developing a digital engagement plan for the Regional Museums; and, by consulting with the Indigenous Communities and community stakeholders on changing the name of the Mary March Provincial Museum.

Second Year Objective (2021-22):

By March 31, 2022, The Rooms will have moved towards decolonizing the institution, deepening its relationship with the Indigenous Peoples of Newfoundland and Labrador.

The indicators for the second year objective are:

- The Truth and Reconciliation Committee's (TRC's) national framework for reconciliation within heritage and cultural organizations will have been reviewed
- A policy for working with Indigenous Materials within the Archives, Art Gallery and Museum using TRC's national framework for reconciliation within heritage and cultural organizations as a guide will have been created
- An action plan incorporating TRC's **Calls to Action for Indigenous Heritage** will have been established



A young visitor explores the **Connections** Gallery on Level 3 Museum, The Rooms.





John Perlin presents the inaugural contribution to a Roomwide Collections Acquisitions, Display and Care Fund to Anne Chafe, CEO, The Rooms and Katharine Hickey, Vice Chair, The Rooms Board of Directors

Issue 3: Securing the Future

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

The Rooms must create a plan that incorporates the principles of sustainability: economic (profit/revenue), societal (people/ programs), and environmental (climate change/physical assets) including its collections. The organization will build upon a collaborative workplace culture across all Divisions.

To support the sustainability of The Rooms and its regional operations, public and occupational safety will be a priority for the organization.

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

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

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Three Year Goal (2020-23)

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



First Year Objective (2020-21):

By March 31, 2021, The Rooms will have established a plan to identify new revenue sources.

The indicators for first year objective are:

Objective Indicators	Results and Benefits
<p>Options for fund development through grants, sponsorship and donor opportunities will have been researched</p>	<p>Fund development opportunities have been researched and identified. The following contributions were secured during the 2020-21 fiscal year:</p> <p>The Rooms was the successful recipient of a Department of Canadian Heritage, Canada Cultural Spaces Fund Grant in the amount of \$758,170. This fund supports renovation and construction projects, as well as the acquisition of specialized equipment for the improvement of physical conditions for arts, heritage, culture and creative innovation. This contribution enables The Rooms to make significant, critical upgrades to the environmental control, sprinkler, lighting and security systems that protect the provincial collections, as well as improvements to physical accessibility to exhibition galleries, and enhanced public programming.</p> <p>Canadian Hard of Hearing Association – Newfoundland and Labrador (CHHA) supported approximately \$1,500, or half the cost, to purchase an assisted listening tour guide system.</p> <p>The Rooms lead corporate donor, Fortis, Inc., donated David Blackwood’s artwork, High Noon: Ephraim Kelloway’s Door, to mark the retirement of Fortis CEO, Barry Perry. The original Ephraim Kelloway door used as the subject for the artwork is part of The Rooms artifact collection. This gift represents the largest donation of an artwork made to The Rooms by a local company.</p> <p>This past year, The Perlin Family Foundation made a contribution towards the establishment of a Rooms-wide Collections Acquisitions,</p>

<p>Fund development training program will have been completed by senior staff and a fund-raising plan will have been developed</p>	<p>Display and Care Fund. The announcement, by John Perlin, was originally scheduled to take place at the Rae Perlin exhibition reception on February 19, 2021 but was postponed until May 2021 as a result of the second COVID-19 lockdown.</p> <p>The Rooms CEO, Anne Chafe, was accepted into Business and Arts NL's ArtSupport program in summer 2020. This program provides organizations with access to training, coaching and mentoring, which allows them to improve their fundraising practices and diversify their revenue. Led by RBR Development Associates Ltd. based out of Halifax and Toronto, the goal is to develop a Fundraising Plan for The Rooms. As part of the development plan, Rooms Directors joined the training in a team approach to fund development planning across the organization. Bi-weekly meetings with the CEO commenced in August 2020 and the Manager of Marketing now also participates in these meetings. The program continues until March 2022.</p> <p>A fundraising plan was developed with the assistance of RBR Development Associates Ltd. and implementation of the plan has begun.</p>
<p>A digital membership program will have been established</p>	<p>Beginning winter 2021, Rooms members were able to purchase a membership, as well as renew their current membership, online. At this time, automatic renewal notices to members as their memberships are due was also implemented. Reminder notices are issued 30 days in advance of expiration, five days in advance of expiration and one month after expiration if membership has not been renewed.</p> <p>An inventory of in-house equipment for producing digital content has been completed, including an assessment of additional equipment required. A key piece of equipment for producing Live Streaming Events has been purchased (ATEM Mini Pro Switcher).</p> <p>A survey to Rooms Members, as well as</p>



	<p>followers from The Rooms Social Media Channels, researching the most appropriate platform to support the delivery of a Digital Membership Program, was completed in March 2021.</p> <p>An inventory of existing digital content has taken place, a digital content plan has been developed and new digital programs identified.</p> <p>A content calendar for delivering Digital Membership Content has been completed.</p> <p>Pilot digital content has been offered.</p> <p>A Marketing Plan to launch new Digital Membership Program was postponed as a result of the second shut down in February and March of 2021. The Digital Membership Program will be in market end of year 2021.</p>
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Discussion of Results:

The Rooms has achieved the objective of establishing a plan to identify new revenue sources by researching options for fund development through grants, sponsorship and donor opportunities; through the completion of a fund development training program by senior staff; and, through the development of a fundraising plan. Digital content including pilot programs have been offered, implementation of a full Digital Membership was delayed as a result of the second COVID-19 lockdown and will be fully implemented by end of 2021.

Second Year Objective (2021-22):

By March 31, 2022, The Rooms will have reviewed the sustainability of its collections policy.

- A collections policy to encompass sustainability will have been reviewed and updated
- The Rooms relationship with stakeholders will have been grown
- An organizational review will have been completed
- A plan to maximize internal and external usable spaces will have been implemented
- The Rooms will have examined ways to divert materials from the exhibition development process to a re-use/recycling stream.





Pictured from left to right, The Honourable Steve Crocker, Minister of Tourism, Culture, Arts and Recreation, Anne Chafe, CEO, The Rooms, and The Honourable Seamus O'Regan, Minister of Natural Resources

Opportunities and Challenges Ahead

Opportunities

Both lockdown closures due to the COVID-19 pandemic have provided the Corporation with an opportunity to connect with our local audience and students digitally through new content developed for The Rooms website and social media channels. These platforms afforded the Corporation a wider reach attracting a pan-provincial, national and at times global audience.

The Canada Cultural Spaces Grant Money from the Department of Canadian Heritage came at a critical time for our organization and provided for essential infrastructure maintenance, enhancements and improved accessibility to The Rooms building.

The **Healing and Commemoration Project** and accompanying exhibition **In Their Own Words** afforded the Corporation an opportunity to work closely with Indigenous artists, elders and deepen The Rooms connection with the Indigenous communities of this province.

Challenges

Recovery of the loss of audience and therefore revenue as a result of the COVID-19 pandemic will be a challenge for the foreseeable future. A return of visitation and commercial operations revenues to 2019 levels remains an ongoing challenge but is crucial to support the organization's programming.

The Rooms building operations are highly energy efficient. The Corporation is seeking other ways to contribute to climate change action.

The Rooms is fortunate to continually be approached with donations from the community. However, collections growth and maintenance with limited storage space remains a challenge.



**THE ROOMS CORPORATION OF
NEWFOUNDLAND AND LABRADOR**

FINANCIAL STATEMENTS

MARCH 31, 2021

Management's Report

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

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

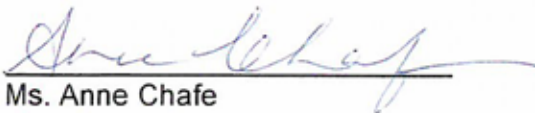
Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that transactions are properly authorized, assets are safeguarded and liabilities are recognized.

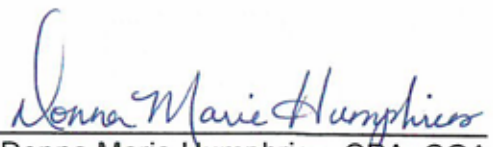
Management is also responsible for ensuring that transactions comply with relevant policies and authorities and are properly recorded to produce timely and reliable financial information.

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

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

On behalf of The Rooms Corporation of Newfoundland and Labrador.


Ms. Anne Chafe
Chief Executive Officer


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



OFFICE OF THE AUDITOR GENERAL
NEWFOUNDLAND AND LABRADOR

INDEPENDENT AUDITOR'S REPORT

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

Opinion

I have audited the financial statements of The Rooms Corporation of Newfoundland and Labrador (the Corporation), which comprise the statement of financial position as at March 31, 2021, and the statements of operations, statement of change in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Other Information

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

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

Independent Auditor's Report (cont.)

In connection with my audit of the financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Independent Auditor's Report (cont.)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



SANDRA RUSSELL, CPA, CA
Deputy Auditor General

September 1, 2021
St. John's, Newfoundland and Labrador

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

2021

2020

FINANCIAL ASSETS

Cash	\$ 2,315,783	\$ 2,809,348
Accounts receivable (Note 3)	2,934,431	1,326,387
Inventory held for resale	197,717	218,607
Restricted cash (Note 4)	861,654	567,630
	<u>6,309,585</u>	<u>4,921,972</u>

LIABILITIES

Accounts payable and accrued liabilities (Note 5)	903,993	1,089,884
Employee future benefits (Note 6)	102,828	98,417
Deferred revenue (Note 7)	1,422,853	567,630
	<u>2,429,674</u>	<u>1,755,931</u>

Net financial assets 3,879,911 3,166,041

NON-FINANCIAL ASSETS

Prepaid expenses	733	3,243
Tangible capital assets (Note 8)	11,524,348	12,171,115
	<u>11,525,081</u>	<u>12,174,358</u>

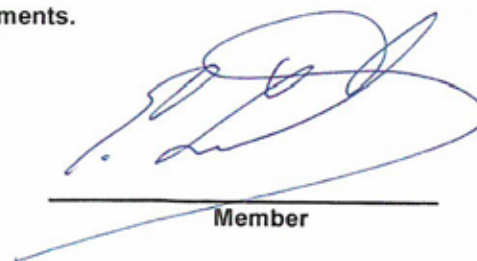
Accumulated surplus \$15,404,992 \$15,340,399

Trusts (Note 12)
Contractual obligations (Note 13)

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

Signed on behalf of the Board:


Chairperson


Member

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

	2021 Budget	2021 Actual	2020 Actual
	(Note 15)		
REVENUES (Schedule 1)			
Province of Newfoundland and Labrador			
Operating grants	\$ 6,355,800	\$ 6,338,600	\$ 6,472,278
Contributions to employee benefits (Note 11)	-	653,086	743,054
Commercial operations (Note 10)	1,379,000	449,898	1,524,690
Government of Canada	423,620	528,801	414,502
Corporate sponsorship	440,000	175,976	433,750
External funding	-	3,652	5,897
	<u>8,598,420</u>	<u>8,150,013</u>	<u>9,594,171</u>
EXPENSES (Schedule 1)			
Archives division	1,049,469	870,169	985,001
Art gallery division	1,176,051	870,561	1,078,747
Corporate services and building operations	4,532,146	4,771,847	5,707,988
Education programs	754,595	466,156	716,955
Museum division and regional museums	1,086,159	1,106,687	1,304,595
	<u>8,598,420</u>	<u>8,085,420</u>	<u>9,793,286</u>
Annual surplus (deficit)	-	64,593	(199,115)
Accumulated surplus, beginning of year	<u>15,340,399</u>	<u>15,340,399</u>	<u>15,539,514</u>
Accumulated surplus, end of year	<u>\$ 15,340,399</u>	<u>\$ 15,404,992</u>	<u>\$ 15,340,399</u>

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

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

	2021 Budget	2021 Actual	2020 Actual
	(Note 15)		
Annual surplus (deficit)	\$ -	\$ 64,593	\$ (199,115)
Changes in tangible capital assets			
Acquisition of tangible capital assets	-	(183,566)	(300,917)
Amortization of tangible capital assets	-	830,333	829,556
	-	646,767	528,639
Changes in other non-financial assets			
Net use of prepaid expenses	-	2,510	4,686
	-	2,510	4,686
Increase in net financial assets	-	713,870	334,210
Net financial assets, beginning of year	3,166,041	3,166,041	2,831,831
Net financial assets, end of year	\$ 3,166,041	\$ 3,879,911	\$ 3,166,041

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

2021

2020

Operating transactions

Annual surplus (deficit)	\$ 64,593	\$ (199,115)
Adjustment for non-cash items		
Amortization	830,333	829,556
	894,926	630,441
Change in non-cash operating items		
Accounts receivable	(1,608,044)	1,026,170
Inventory held for resale	20,890	(11,911)
Restricted cash	(294,024)	(166,983)
Accounts payable and accrued liabilities	(185,891)	(108,872)
Employee future benefits	4,411	(95,756)
Deferred revenue	855,223	166,983
Prepaid expenses	2,510	4,686
Cash (applied to) provided from operating transactions	(309,999)	1,444,758
Capital transactions		
Additions to capital assets	(183,566)	(300,917)
Cash applied to capital transactions	(183,566)	(300,917)
(Decrease) increase in cash	(493,565)	1,143,841
Cash, beginning of year	2,809,348	1,665,507
Cash, end of year	\$ 2,315,783	\$ 2,809,348

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, 2021

1. Nature of operations

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

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

2. Summary of significant accounting policies

(a) Basis of accounting

The Corporation is classified as a Government Not-For-Profit Organization as defined by Canadian Public Sector Accounting Standards (CPSAS). These financial statements have been prepared by the Corporation's management in accordance with CPSAS for provincial reporting entities established by the Canadian Public Sector Accounting Board (PSAB). The Corporation does not prepare a statement of remeasurement gains and losses as the Corporation does not enter into relevant transactions or circumstances that are being addressed by this statement. Outlined below are the significant accounting policies followed.

(b) Financial instruments

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

2. Summary of significant accounting policies (cont.)

(b) Financial instruments (cont.)

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

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

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

(c) Cash

Cash includes operational floats and balances with banks that fluctuate from positive to negative.

(d) Inventory held for resale

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

(e) Collections

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

(f) Tangible capital assets

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

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

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

2. Summary of significant accounting policies (cont.)

(f) Tangible capital assets (cont.)

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

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

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

(g) Employee future benefits

- (i) The cost of accumulating, non-vesting sick leave benefits is calculated based upon management's best estimate of its employees' sick leave utilization rates, sick leave balances, annual sick leave entitlements and current salary levels.
- (ii) Under the Rooms Act, Corporation employees are considered to be employed in the public service for the purposes of the Public Service Pensions Act, 2019. Employee contributions are matched by the Province and remitted to Provident¹⁰ from which pensions will be paid to employees when they retire. This pension plan is a multi-employer, defined benefit plan, providing a pension on retirement based on the member's age at retirement, length of service and the average of their best six years of earnings for service on or after January 1, 2015, and, for service before January 1, 2015, the higher of the average of the frozen best 5 years of earnings up to January 1, 2015, or the average of the best 6 years of earnings for all service.

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

2. Summary of significant accounting policies (cont.)

(h) Revenues

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

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

(i) Donations

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

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

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

(j) Expenses

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year are recorded as an expense in that year.

(k) Volunteers

During normal operations, volunteers contribute significant hours in support of the Corporation. Their activities include guided gallery and museum tours and a variety of programs that enrich the visitor's experience. Due to the ongoing global COVID-19 pandemic, volunteers were not readily utilized by the Corporation during 2020-21. Due to the complexity involved in valuing these services under normal operating circumstances, they are not reflected in the financial statements.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

2. Summary of significant accounting policies (cont.)

(I) Measurement uncertainty

The preparation of financial statements in conformity with CPSAS requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the expected useful life of tangible capital assets, estimated employee future benefits 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. Accounts receivable

	<u>2021</u>	<u>2020</u>
Province of Newfoundland and Labrador	\$ 2,060,430	\$ 1,163,259
Government of Canada	750,000	-
Harmonized Sales Tax	73,186	101,789
Other	50,815	61,339
	<u>\$ 2,934,431</u>	<u>\$ 1,326,387</u>

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

4. Restricted cash

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

	2021	2020
Corporate Donor - Educational Programming	\$ 310,274	\$ 46,250
Permanent Collections Donations	25,625	25,625
Private Donor - B-17 Bomber Exhibit	1,600	1,600
Private Donor - First World War Exhibit	316,772	316,772
Private Donor - Mining Exhibit	5,000	5,000
Provincial Government – Educational Programming	30,000	-
Provincial Government - Logger's Life Museum	6,650	6,650
The Rooms Foundation - FWW Exhibit Fund	165,733	165,733
	\$ 861,654	\$ 567,630

5. Accounts payable and accrued liabilities

	2021	2020
Trade accounts payable	\$ 580,586	\$ 650,393
Accrued salaries	17,304	150,237
Accrued overtime and leave	306,103	289,254
	\$ 903,993	\$ 1,089,884

6. Employee future benefits

(a) Employee future benefits liability

Employee future benefits consist of:

	2021	2020
Severance pay	\$ 30,737	\$ 30,737
Accumulating, non-vesting sick leave benefit liability	72,091	67,680
	\$ 102,828	\$ 98,417

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

6. Employee future benefits (cont.)

(b) Employee future benefits

(i) Severance pay

Severance was traditionally payable when the non-unionized employee ceased employment with the Corporation, provided no severance had been paid by Government or another Crown corporation or agency for the same period.

During the 2017-18 fiscal year, the Province of Newfoundland and Labrador signed a new collective agreement with the union representing the Corporation's unionized employees. The Corporation's unionized employees with at least one year of service were entitled to one week of salary for each complete year of service to March 31, 2018, to a maximum of 20 weeks. Unionized employees will not accrue severance after March 31, 2018.

Unionized employees had the option of receiving their severance entitlement prior to March 31, 2019 or deferring the receipt of their entitlement to a later date.

Severance was accounted for on an accrual basis and was calculated based upon years of service and current salary levels.

There were no severance payments to employees in 2020-21. The remaining severance liability payable to employees at March 31, 2021 is \$30,737 (2020 - \$30,737), representing severance owing to employees who deferred receiving their severance entitlement.

On May 31, 2018, the Province of Newfoundland and Labrador enacted legislation affecting severance pay for executives, managers and non-management/non-union employees. Effective June 1, 2018, these non-unionized employees with at least one year of continuous service were entitled to one week of salary for each complete year of service to a maximum of 20 weeks. The value of severance was based on an employee's rate of pay as of May 31, 2018, and no additional severance accrued beyond May 31, 2018. Employees had the option to receive all of their entitlement by March 31, 2019, or to defer receiving their entitlement to a later date. There is no remaining severance liability at March 31, 2021 for these employees.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

6. Employee future benefits (cont.)

(b) Employee future benefits (cont.)

(ii) Accumulating, non-vesting sick leave benefits

All unionized employees hired before May 4, 2004, are credited with 2 days per month and all unionized employees hired thereafter are credited with 1 day per month for use as paid absences in the year due to illness. Employees are allowed to accumulate unused sick day credits each year, up to the allowable maximum provided in their respective employment agreement. Accumulated credits may be used in future years to the extent that the employee's illness exceeds the current year's allocation of credits. The use of accumulated sick days for sick leave compensation ceases on termination of employment.

(iii) Pension contributions

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the Public Service Pensions Act, 2019 (the Act). The plan is administered by Provident¹⁰, including payment of pension benefits to employees to whom the Act applies.

The maximum contribution rate for eligible employees was 11.85% (2020 - 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, 2021 was \$350,669 (2020 - \$334,182).

Employees who do not qualify to participate in the Public Service Pension Plan (for example, part-time employees) participate in the Government Money Purchase Pension Plan (GMPP). The GMPP is a defined contribution plan which was established under the Government Money Purchase Pension Plan Act. Employees are required to contribute 5% of regular earnings which is matched by the Corporation. Employees may make additional voluntary contributions, however, the maximum amount for all contributions may not exceed the lesser of 18% of an employee's earnings and the maximum amount allowed as specified under the Income Tax Act. Total GMPP expense for the Corporation for the year ended March 31, 2021, was \$11,045 (2020 - \$21,277).

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

7. Deferred revenue

Deferred revenues are set aside for specific purposes as required either by legislation, regulation or agreement. Since the conditions relating to their use have not been met, recognition of the revenues has been deferred and the funds received are recorded as restricted cash as disclosed in Note 4. As at March 31, 2021, funds received or receivable are reported as follows:

	Balance at beginning of year	Receipts during year	Transferred to revenue	Balance at end of year
Donations	\$ 560,980	\$ 440,000	\$ (175,976)	\$ 825,004
Federal Government	-	750,000	(188,801)	561,199
Provincial Government	6,650	30,000	-	36,650
	\$ 567,630	\$1,220,000	\$ (364,777)	\$ 1,422,853

8. Tangible capital assets

Original Cost

	Balance March 31, 2020	Additions	Disposals/ Transfers	Balance March 31, 2021
Furniture	\$ 860,762	\$ -	\$ -	\$ 860,762
Equipment	1,188,493	52,318	-	1,240,811
Motor vehicles	37,430	-	-	37,430
Building improvements	15,216,458	-	236,987	15,453,445
Capital assets transferred (Note 9)	1	-	-	1
Work in progress	323,541	131,248	(236,987)	217,802
	\$ 17,626,685	\$ 183,566	\$ -	\$ 17,810,251

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

8. Tangible capital assets (cont.)

Accumulated Amortization

	Balance March 31, 2020	Amortization	Disposals	Balance March 31, 2021	Net book value March 31, 2021	Net book value March 31, 2020
Furniture	\$ 745,840	\$ 27,060	\$ -	\$ 772,900	\$ 87,862	\$ 114,922
Equipment	1,025,002	133,692	-	1,158,694	82,117	163,491
Motor vehicles	24,062	5,347	-	29,409	8,021	13,368
Building Improvements	3,660,665	664,234	-	4,324,899	11,128,546	11,555,793
Capital assets transferred (Note 9)	1	-	-	1	-	-
Work in progress	-	-	-	-	217,802	323,541
	\$ 5,455,570	\$ 830,333	\$ -	\$ 6,285,903	\$ 11,524,348	\$ 12,171,115

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

9. Capital assets transferred to the Corporation

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

10. Commercial operations

Commercial operations revenue is comprised as follows:

	2021	2020
Admission revenue	\$ 96,002	\$ 647,503
Gift shop sales	119,181	403,291
Parking revenue	12,823	70,985
Other revenue	150,886	187,860
Interest income	71,006	215,051
	\$ 449,898	\$ 1,524,690

11. Related party transactions

Province of Newfoundland and Labrador

The Corporation is a Crown Corporation of the Province of Newfoundland and Labrador reporting through the Minister of the Department of Tourism, Culture, Arts and Recreation. Expenses incurred by the Province, related to salaries and benefits totaling \$4,226,288 (2020 - \$4,787,532), are reflected in these financial statements as expenses of the Corporation and as revenue from the Province. The total of employee benefits paid during the year was \$653,086 (2020 - \$743,054), included in this total is \$653,086 (2020 - \$637,803) related to the employer's share of employee benefits, and \$0 (2020 - \$105,251) related to settlement of employee severance benefits.

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

12. Colonial Building Political History Interpretation Project

Under a Memorandum of Understanding between the Corporation and the Province signed on March 31, 2009, the Corporation, as Project sponsor, became responsible for financial administration of a Project to renovate the Colonial Building into a heritage interpretation centre. The original Memorandum of Understanding was replaced by a new Memorandum of Understanding that was signed on December 14, 2011. Under the new Memorandum of Understanding, the Corporation continued as Project sponsor until the Project's expected completion.

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

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

Since the start of the Agreement to March 31, 2021, the Corporation has received funds totaling \$22,465,112 (2020 - \$22,465,112) and incurred expenses totaling \$17,403,461 (2020 - \$17,083,016) related to the Project. During the year ended March 31, 2021, expenses of \$320,445 (2020 - \$659,778) were incurred related to the Project. The balance of funds held in trust by the Corporation as at March 31, 2021 was \$5,061,651 (2020 - \$5,382,096).

13. Contractual obligations

(a) Facility Management Contract

In October 2018, the Corporation awarded a new facility management contract to Brookfield Global Integrated Solutions Canada for an initial 5 year term with an option to renew. This contract represents commitments of approximately \$167,000 per month.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

13. Contractual obligations (cont.)

(b) Equipment Lease

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

2022	2,448
2023	2,448
2024	2,448
	<u>\$ 7,344</u>

14. Donated acquisitions

Donated acquisitions, or non-cash gifts, are gifts of art work, archival documents and historical and cultural artifacts that the Corporation has received, and for which a tax receipt has been issued to the donor based on an appraised value, and are included in the Corporation's permanent collections. Donated acquisitions are not reflected in the Corporation's financial statements. During the year, the Corporation issued receipts for non-cash donations of \$861,598 (2020 - \$757,065).

15. Budget

Budgeted figures, which have been prepared on a cash basis, are provided for comparison purposes and have been derived from the estimates approved by the Corporation's Board.

16. Financial risk management

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

Credit risk

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

The Corporation is not exposed to significant credit risk with its cash and restricted cash because this financial instrument is held with a Chartered Bank. The Corporation is not exposed to significant credit risk related to its accounts receivable as it has policies and

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

16. Financial risk management (cont.)

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

Liquidity risk

Liquidity risk is the risk that the Corporation will be unable to meet its contractual obligations and financial liabilities. The Corporation's exposure to liquidity risk relates mainly to its accounts payable and accrued liabilities, and its contractual obligations. The Corporation manages liquidity risk by monitoring its cash flows and ensuring that it has sufficient resources available to meet its contractual obligations and financial liabilities. The future minimum payments required from the Corporation in relation to its contractual obligations are outlined in Note 13.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency (foreign exchange) risk, interest rate risk and other price risk. The Corporation is not exposed to significant foreign exchange risk and other price risk. The Corporation is not exposed to significant interest rate risk related to cash or restricted cash because of its nature.

17. Non-financial assets

The recognition and measurement of non-financial assets is based on their service potential. These assets will not provide resources to discharge liabilities of the Corporation. For non-financial assets, the future economic benefit consists of their capacity to render service to further the Corporation's objectives.

18. Impact of the COVID-19 pandemic on results and operations

The COVID-19 pandemic, declared March 11, 2020, resulted in The Rooms building closing to the public on March 17, 2020. While the financial impact on the Corporation in the 2019-20 fiscal year were minimal, impacts were felt much more extensively during 2020-21. On June 29, 2020, The Rooms and the regional museums reopened to the public for the 2020 tourist season. Upon reopening there were significantly reduced visitation due to the ongoing global pandemic and almost non-existent tourism activity, which resulted in dramatically reduced revenues for the year ending March 31, 2021. A second closure announced on February 11, 2021 resulted in an additional month of lost revenue and visitation until reopening on March 16, 2021. While the facilities reopening to the public twice during the fiscal year, normalized visitation and revenues have not returned, and are not expected to return until a much later date. Due to the unpredictability and unknown duration of any future COVID-19 restrictions that may be placed on operations, it is difficult to ascertain the potential future impacts.

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
NOTES TO FINANCIAL STATEMENTS
March 31, 2021

19. Comparative figures

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

THE ROOMS CORPORATION OF NEWFOUNDLAND AND LABRADOR
REVENUES AND EXPENSES BY SECTOR
For the Year Ended March 31, 2021

SCHEDULE 1

	Corporate Services and Building Operations	Archives Division	Art Gallery Division	Museum Division and Regional Museums	Education Programs	2021 Total	2020 Total
REVENUES							
Province of Newfoundland & Labrador							
Operating grants	\$ 4,023,813	\$ 627,721	\$ 489,437	\$ 936,205	\$ 261,424	\$ 6,338,600	\$ 6,472,278
Contribution to employee benefits (Note 11)	204,770	147,881	73,256	157,001	70,178	653,086	743,054
Commercial operations (Note 10)	365,807	4,567	57,868	13,078	8,578	449,898	1,524,690
Government of Canada	188,801	90,000	250,000	-	-	528,801	414,502
Corporate sponsorship	50,000	-	-	-	125,976	175,976	433,750
External funding	3,249	-	-	403	-	3,652	5,897
	<u>4,836,440</u>	<u>870,169</u>	<u>870,561</u>	<u>1,106,687</u>	<u>466,156</u>	<u>8,150,013</u>	<u>9,594,171</u>
EXPENSES							
Advertising and promotion	88,139	-	4,610	424	-	93,173	81,332
Amortization	830,333	-	-	-	-	830,333	829,556
Appraisals and acquisitions	-	12,824	91,164	1,300	-	105,288	152,605
Bad debt expense	-	-	-	-	-	-	594
Building expenses	1,972,938	368	31,977	32,446	17,957	2,055,686	2,416,607
Conference and registration fees	5,362	650	2,435	2,543	-	10,990	15,650
Core programming	57,574	10,280	180,798	24,125	20,844	293,621	583,251
Cost of gift shop	227,766	-	-	1,079	-	228,845	384,749
Employee future benefits	235,984	156,256	83,824	136,346	58,970	671,380	635,653
Meeting expenses	548	469	-	290	-	1,307	13,129
Office equipment and supplies	31,618	6,605	1,827	4,961	6,466	51,477	130,529
Professional services	38,217	10,466	35,020	4,426	3,189	91,318	327,988
Salaries	1,227,762	662,973	437,895	886,790	357,782	3,573,202	4,044,478
Telecommunications and courier	40,443	928	1,002	10,246	948	53,567	67,858
Travel	15,163	8,350	9	1,711	-	25,233	109,307
	<u>4,771,847</u>	<u>870,169</u>	<u>870,561</u>	<u>1,106,687</u>	<u>466,156</u>	<u>8,085,420</u>	<u>9,793,286</u>
Annual surplus (deficit)	\$ 64,593	\$ -	\$ -	\$ -	\$ -	\$ 64,593	\$ (199,115)