



Roosevelt Campobello International Park

A Legacy of Friendship

CAMPOBELLO ISLAND

New Brunswick, Canada



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and Vice-chairman / 1

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On the cover

*One of the two accessible
observation decks at Liberty
Point.*

Mission

Roosevelt Campobello International Park has a mission to offer the people of both countries an understanding of what President Roosevelt's "beloved island" meant to him and Eleanor Roosevelt and to give people a sense of the feeling the Roosevelts gained from the ambiance of Campobello Island.

Roosevelt Campobello International Park will maintain the atmosphere of the Roosevelt Cottage as it was during President and Mrs. Roosevelt's lives, and will preserve and interpret the Park's natural areas that meant so much to the Roosevelt Family.

Roosevelt Campobello International Park will emphasize its unique international nature and will symbolize the legacy of friendship between the peoples of Canada and the United States of America.



Roosevelt Campobello International Park

A Legacy of Friendship

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Message from the Chairman and Vice-chairman

The Commission would like to thank the entire Roosevelt Campobello International Park team for effectively carrying out the mission of the Park during such a challenging year. While the world seemed to fall apart around us, it was reassuring to know that the Park continued to offer exceptional outdoor experiences and programming for the public, and that many Park projects forged ahead, despite the international border closure. Careful measures were undertaken to ensure the health and safety of staff and guests, and our team, led by Superintendent Michelle Landry, proved just how creatively they could respond to one of the greatest challenges our world has seen in decades.

The Park is entering year two of its five-year Strategic Plan and many initiatives are underway or have already been accomplished. From new interpretive experiences, to wayfinding and signage upgrades, to a new website, we have been very busy designing, planning, and implementing in spite of the pandemic challenges.

Also in 2020, the Commission focused on its governance procedures, working closely with a consultant to further strengthen the Commission's effectiveness. In the spirit of the Roosevelt legacy, the Commission is dedicated to growing our leadership abilities and defining how we can best govern and collaborate with the staff in carrying out the Park's mission. In October, the election of a new Chair and Vice-chair served to symbolize an exciting new future for the Park.

We look forward to sharing the Park with you in the coming years, not reimagined, but strengthened and enhanced, and focusing on what it has always done best – welcoming our international community to this “beloved island” and sharing with them an experience and a place like no other.

The Commission dedicates this annual report to the memory of Sidney Unobskey, who passed away on January 20th, 2021 after serving as a US Commissioner since 2006. Sidney had true grit, a passion for life, and was the Park's and the region's biggest promoter – he will be dearly missed and we are grateful for his service. His life is remembered on page four of this report.

Thank you and best wishes for a healthy and productive 2021,

Richard J. Warren, *Chairman, United States*
Edward L.D. McLean *Vice-Chairman, Canada*

Message from the Superintendent

In spite of an incredibly challenging year, I'm so very proud to share with you the accomplishments of the Roosevelt Campobello International Park team in 2020. Amidst the chaotic early days of the pandemic, the Park's management team and Commission collaborated to develop a safe strategy for keeping our staff employed and the Park open to the public. We of course were deeply saddened to miss a season of sharing the Park with our American visitors due to the closure of the international border, but we enthusiastically welcomed over 5,400 friends from across New Brunswick, a good portion of whom were first time visitors.

By operating an outdoor greeting station and offering engaging outdoor walking tours from July through September, our team found a way to keep the Park open and accessible despite the challenges of Covid-19.

The Park team also took advantage of a quieter season by refocusing our energies on professional development, digital programming, and tackling our maintenance “to-do list.” We also gladly used the time to dive deeply into planning for future seasons. These efforts will result in an even more outstanding guest experience when the pandemic subsides.

We were especially pleased that during these difficult times, the Park's extraordinary outdoor experiences provided respite and rejuvenation for the locals of Campobello and our visiting guests. The pandemic certainly put a spotlight on how essential it is to get closer to nature to reduce stress as well as nourish your mind, body, and soul.

I would like to thank the Park staff, management team, and the Commission for their fortitude and commitment during a roller-coaster year. Our achievements during 2020 are evidence of our resilience as an organization, as well as our dedication to preserving and sharing this special place for generations to come. I am fired up for what the future has in store for this Park – many new initiatives are underway this year regardless of the international border opening, and we look forward to sharing all the exciting news with you as we go.

Best wishes for a healthy and happy 2021,

Michelle Landry, *Superintendent*

Department Reports

FINANCE & ADMINISTRATION

The management team and Commission continued to make sound decisions to maintain the financial health of the organization through the pandemic in 2020. A revised, more conservative operating budget was presented and approved at the start of the pandemic and was then successfully implemented by the entire management team. During this time, we prioritized our spending on maintenance projects, outdoor visitor services and programming, as well as providing team training/professional development.

The Park was fortunately able to keep the entire team employed by reassigning visitor services staff to maintenance and Park improvement tasks, and refocusing interpretive guides on outdoor and digital programming initiatives. We stayed positive and supported our team through this challenging time by continuing to provide excellent group benefits, including a flexible sick leave policy, and by offering the option to work remotely to a good portion of our staff during the shut-down.

The Finance & Administration department continued to work closely with the Commission's Finance Committee to perfect the Park's internal financial reporting system. 2020 upgrades to our Sage accounting software and applications, as well as continued digitization of our information systems have strengthened the Park's overall financial procedures.

MARKETING & VISITOR SERVICES

The impact of the COVID-19 pandemic, and the resulting travel restrictions and operational adjustments on visitation to Roosevelt Campobello International Park cannot be overstated; in contrast with our total visitation in 2019 of 176,226, total visitation to the Park in 2020 through our shortened season came to a total of 5,475 visitors. The main contributing factor to the extreme drop in visitation was the ongoing closure of the U.S.-Canada border to non-essential traffic; whereas 90% of visitors in past years travelled via the Franklin Delano Roosevelt Memorial Bridge from Lubec, ME, visitation in 2020 was limited to residents of the Atlantic Canada bubble who travelled via the two car ferries from mainland New Brunswick. In spite of this incredible change in visitation, Visitor Services staff were thrilled to welcome Atlantic Canadian visitors, many of whom originated from francophone areas of New Brunswick, and introduce them to the story of Campobello Island and the Roosevelts, through programming adjusted for safe operation in 2020.

The Conference Retreats & Lodging program also saw a complete cancellation of business in 2020, which allowed Park management to continue refocusing and redefining this aspect of Park operations. Day groups and overnight groups, both from the travel trade industry and from education, public service, and non-profit sectors, will resume visits in 2022, with a renewed slate of programming.

A shortened, and quieter, 2020 season also afforded us the opportunity to focus on a number of important projects. Development of new branding guidelines were undertaken with the help of a design consultant, which will take effect in new wayfinding signage, brochure and print material, and online branding going forward. A brand-new website, and move to a new domain RooseveltCampobello.org, brought a fresh face to the online presence of Roosevelt Campobello International Park, and will offer streamlined experiences to services such as event ticketing, gift shop purchases, and communication with Park staff.



INTERPRETATION, EDUCATION, PROGRAMMING, AND EXHIBITS

The 2020 season provided a challenge to the Interpretation, Education, Programming, and Exhibits staff that was met with resiliency, teamwork, and creativity.

Operational changes due to the COVID-19 pandemic resulted in the rapid development of exclusively outdoor experiences for guests. The Interpretive staff collaboratively designed, developed, and delivered a new outdoor “Guided Walk of the Historic Grounds”, and continued delivering the popular “Guided Hikes”, making use of the new trail construction to Friar’s Head lookout as well as the “Wild Coast of Campobello” experience from Liberty Point to Sunswep Sculpture. In total, Interpretive staff delivered 240 guided experiences to the 5,475 guests who visited Roosevelt Campobello International Park during the 2020 season.

We also took the opportunity to develop brand-new virtual and online experiences, starting with virtual presentations during the initial lockdown period to several long-term care facilities as well as the University of Maine at Augusta. As a result of specialized online interpretive skill set training delivered early in the season, staff were also guided through the development of short “Guide Talks” scripts, which were then recorded and broadcast on RCIP’s social media feeds; these “Guide Talks” are now also housed on the RCIP website and YouTube channel. Due to their popularity and success, a second set of “Guide Talks” are planned for the 2021 season.

During 2020, the Collections Coordinator and Interpretation Manager created a new Collections Management Policy which was approved by the Park Commission; this policy helped foster a renewed focus on Collections Management. Achievements included Collection storage reorganization through the upgrading of the collections database software “Past Perfect”, the installation of new vertical storage, and the deployment of data loggers to track collections storage environmental conditions. This work will continue to enhance the stewardship of Roosevelt Campobello International Park’s collection.



A Collection Management Policy was developed and adopted in 2020 which enhances the stewardship of the Park’s collections.

The Interpretation, Education, Programming, and Exhibits department staff continue to research and plan throughout the off season to ensure exciting and positive visitor experiences in 2021.

OPERATIONS

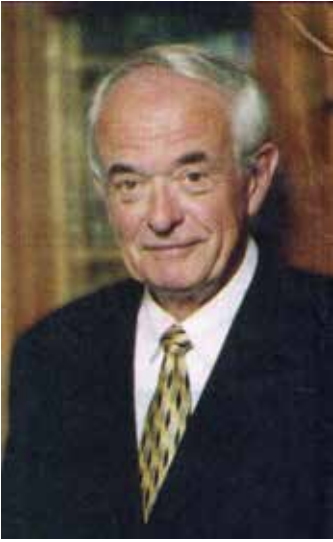
The 2020 season provided the opportunity for the Operations Department to come together and face challenges that we could not have predicted. Staff and management stayed adaptable and made significant progress on many projects, especially within a shortened season.

Due to the pandemic, the Operations team was complemented with staff from both the Interpretation and Visitor Experience Departments. This breathed new life into routine tasks and allowed us to accelerate some plans related to the gardens and grounds, as well as painting of exterior furniture, and cottages.

Highlights of the 2020 season include:

- Replacement of main sill in living room of the Roosevelt cottage.
- Increased collection of refuse from roadsides, and shorelines.
- Improvements to the gardens and grounds at the entrance and Visitor Centre.
- Work was started to improve parking and to restrict vehicle traffic at Mulholland Point Lighthouse.
- Deteriorated bog bridges were removed from the Liberty Point trail.
- A replacement walking trail bridge was installed along the same trail.

This past year saw many challenges that the Park staff rose to meet. The staff showed tremendous flexibility and commitment to the future success of this organization.



G. Fred Nicholson

Retirement

G. FRED NICHOLSON

Our respected and beloved colleague and fellow Commissioner for twenty-eight years, G. Fred Nicholson, Q.C., submitted his resignation from the Commission on April 23rd, 2020. His leadership, thoughtfulness, wisdom and good humor will be missed on the Commission. Fred was appointed to the Commission as a full Commissioner through an Order-in-Council on April 2, 1992. He replaced David H. Walker of St. Andrews, New Brunswick, who resigned from the Commission for personal reasons on March 17, 1991 (and who died on March 5, 1992).

Mr. Nicholson was born in and lives in St. Stephen, New Brunswick, attending the University of King's College, Halifax, and Dalhousie University Law School. He was admitted to the New Brunswick Bar in 1960, and was made Queen's Council in 1977. He is a past president of the Law Society of New Brunswick, a member of the Institute of Municipal Law Officers and a former member of the New Brunswick Judicial Council. Fred was married for over 60 years to his wife, Judy, who died in 2017, and together they have three children. Both Fred and Judy have been active in Christ Church, St. Stephens.

Fred served the Roosevelt Campobello International Park Commission as both Chairman and Vice Chairman over many years and is known for applying his good judgment and experience with a gentle hand, respect, diplomacy, wisdom and consistent good humor throughout his years of service. Outside of the Commission's business meetings he was known for his love of and skills in sailing and boating and the Olympic pastime/sport of Curling, in which he participated actively and enthusiastically with the regional/local club in St. Stephens. He continues to be consulted in his private capacity as a wonderful friend of the Commission.



Sidney Unobskey

SIDNEY UNOBSKEY (1937 – 2021)

Roosevelt Campobello International Park lost a great friend and advocate on January 20, 2021 when Sidney Unobskey passed away at his home in San Francisco. Sidney served as a Commissioner of the Park for 15 years between 2006 and his death. Born in St. Stephen, Canada and raised in Calais, Sidney was a local star student and athlete, often playing on sports teams against another great Roosevelt-Campobello Commissioner, Fred Nicholson. After graduating from Phillips Andover Academy and Yale University, Unobskey moved to California, where he became President of the San Francisco Planning Commission and then a successful international real estate developer and entrepreneur. He returned to his eastern Maine roots every summer with his wife, Nancy, and their children, settling in at their summer home in Robbinston.

Sidney Unobskey's fellow commissioners on both sides of the border will remember him for his tireless devotion to economic development opportunities for residents of Washington and Charlotte Counties. Sidney passionately believed the Park is a vital economic engine for the U.S.-Canada border region. His last project for the Park was his work with the Buildings & Lands Committee to develop a system of a dozen miles of hiking and biking trails, increasing access to the Park's large, beautiful undeveloped natural areas. Sidney's legacy of service at the Park will live on in this important project. His tenacity and zest for life were unmatched and his memory will continue to inspire our future work here at Roosevelt Campobello International Park.





Commissioners & Management

COMMISSIONERS

United States

Richard J. Warren
Chair
Bangor, Maine

Christopher du P. Roosevelt
Lyme, Connecticut

Senator Angus King
Brunswick, Maine

Canada

Edward L. D. McLean
Vice Chair
Saint John, New Brunswick

Vacant

Vacant

ALTERNATES

United States

Anna Eleanor Roosevelt
Embden, Maine

Vacant

Philip W. Conkling
Camden, Maine

Canada

Kathleen McNair
Calabogie, Ontario / Bouctouche,
New Brunswick

Ann McCain Evans, C.M.
Toronto, Ontario

Honourable Michael A. Meighen,
C.M.Q.C.
Toronto, Ontario

Thank You!

We gratefully acknowledge and thank the governments of the United States and Canada for their continued support of this unique Park. Our special thanks goes out to the people of both countries for preserving, supporting and funding Roosevelt Campobello International Park.

We extend our thanks to the many staff and volunteers who work so hard every day to preserve this legacy of friendship which the Park was established to honour. Most importantly we want to thank our many visitors from both countries and around the world - they are the reason this Park was created.

We hope you will join us in 2021!

MANAGEMENT STAFF

Michelle Landry
Superintendent

Jennifer Lank
Manager, Finance and
Administration

Kate Johnston
Manager, Marketing and
Visitor Services

Stephen Smart
Manager, Operations

Will Kernohan
Manager, Interpretation,
Education, Programming and
Exhibits

Foster & Company, LLC

Thomas R. Foster, Managing Member - Certified Public Accountant

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INDEPENDENT AUDITOR'S REPORT

To the Commissioners
of Roosevelt Campobello International Park Commission

Opinion

We have audited the accompanying financial statements of Roosevelt Campobello International Park Commission (a nonprofit organization), which comprise the statement of financial position as of December 31, 2020 and 2019, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Roosevelt Campobello International Park Commission as of December 31, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Roosevelt Campobello International Park Commission and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Roosevelt Campobello International Park Commission's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our 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 our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. 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. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- 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 Roosevelt Campobello International Park Commission's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Roosevelt Campobello International Park Commission's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Foster + Company LLC

Bucksport, Maine

February 5, 2021

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2020 and DECEMBER 31, 2019
(Expressed in United States Dollars)

ASSETS	<u>2020</u>	<u>2019</u>
Current Assets		
Cash and Cash Equivalents	\$302,028	\$268,839
Investments	1,053,513	1,135,707
Receivables	62,341	61,339
Inventories	38,904	76,937
Prepaid Expenses	<u>85,578</u>	<u>27,673</u>
Total Current Assets	1,542,364	1,570,495
Non-Current Assets		
Inventories	107,008	72,755
Property and equipment - Net	<u>7,267,502</u>	<u>6,798,454</u>
Total Non-Current Assets	<u>7,374,510</u>	<u>6,871,209</u>
<u>Total Assets</u>	<u><u>\$8,916,874</u></u>	<u><u>\$8,441,704</u></u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	\$90,618	\$17,264
Accrued payroll and related taxes & benefits	51,486	129,540
Accrued sick and vacation payable	<u>357,024</u>	<u>333,031</u>
Total Current Liabilities	<u>499,128</u>	<u>479,835</u>
Net Assets		
Without donor restrictions	8,417,746	7,961,869
With donor restrictions	<u>-</u>	<u>-</u>
Total Net Assets	<u>8,417,746</u>	<u>7,961,869</u>
<u>Total Liabilities and Net Assets</u>	<u><u>\$8,916,874</u></u>	<u><u>\$8,441,704</u></u>

See accompanying notes.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
STATEMENTS OF ACTIVITIES
DECEMBER 31, 2020 and DECEMBER 31, 2019
(Expressed in United States Dollars)

	<u>2020</u>	<u>2019</u>
Operating Activities		
Revenues, Gains and Other Support		
Federal grants:		
Canada - Operating	\$1,657,897	\$1,657,897
United States - Operating	1,657,897	1,657,897
New Brunswick Summer Youth Programs	2,088	2,021
New Brunswick Tourism Hub Grant	1,158	756
Visitor's and other donations	2,998	8,852
Guest Services	1,096	328,839
Other	548	1,292
Interest	<u>3,609</u>	<u>3,156</u>
Total Revenues, Gains and Other Support	<u>3,327,291</u>	<u>3,660,710</u>
Expenses and Losses:		
Park Services	2,333,181	2,765,720
Management & General	<u>596,763</u>	<u>699,191</u>
Total Expenses and Losses	<u>2,929,944</u>	<u>3,464,911</u>
Change in Net Assets from Operations	<u>397,347</u>	<u>195,799</u>
Non Operating Activities		
Investment Return - Net	35,894	29,548
Currency Exchange Gain/(Loss)	<u>22,636</u>	<u>13,284</u>
Total Non Operating Activities	58,530	42,832
Total Change in Net Assets	455,877	238,631
Net Assets at Beginning of Year	<u>7,961,869</u>	<u>7,723,238</u>
Net Assets at End of Year	<u><u>\$8,417,746</u></u>	<u><u>\$ 7,961,869</u></u>

See accompanying notes.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
STATEMENTS OF FUNCTIONAL EXPENSES
FOR THE YEARS ENDED DECEMBER 31, 2020 and DECEMBER 31, 2019
(Expressed in United States Dollars)

	<u>2020</u>			<u>2019</u>		
	<u>Park Services</u>	<u>Management & General</u>	<u>Total</u>	<u>Park Services</u>	<u>Management & General</u>	<u>Total</u>
Administrative Staff	\$63,902	\$233,143	\$297,045	\$62,065	\$324,850	\$386,915
Security Staff	232,820	-	232,820	238,374	-	238,374
Maintenance Staff	584,540	-	584,540	541,612	-	541,612
Guest Services Staff	527,262	-	527,262	713,262	-	713,262
Gardening Staff	158,234	-	158,234	150,217	-	150,217
Payroll Taxes & Benefits	320,469	121,280	441,749	377,833	78,927	456,760
<u>Total Personnel Services</u>	<u>1,887,227</u>	<u>354,423</u>	<u>2,241,650</u>	<u>2,083,363</u>	<u>403,777</u>	<u>2,487,140</u>
Guest Services Cost of Sales	1,342	-	1,342	121,027	-	121,027
Commission	-	13,788	13,788	-	19,630	19,630
Professional Services	-	145,779	145,779	3,496	174,475	177,971
Marketing & Publications	57,859	-	57,859	85,135	-	85,135
Utilities & Telephone	52,348	16,514	68,862	86,568	16,152	102,720
Insurance	58,835	21,957	80,792	57,656	19,457	77,113
Park Maintenance	73,508	10,560	84,068	147,578	5,245	152,823
Office Supplies	7	18,346	18,353	2,018	31,437	33,455
Other	32,347	7,915	40,262	24,351	20,687	45,038
Depreciation	169,708	7,481	177,189	154,528	8,331	162,859
<u>Total Other Operating Cost</u>	<u>445,954</u>	<u>242,340</u>	<u>688,294</u>	<u>682,357</u>	<u>295,414</u>	<u>977,771</u>
<u>Total Operating Cost - (Exhibit B)</u>	<u>\$2,333,181</u>	<u>\$596,763</u>	<u>\$2,929,944</u>	<u>\$2,765,720</u>	<u>\$699,191</u>	<u>\$3,464,911</u>

See accompanying notes.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
STATEMENTS OF CASH FLOWS - ALL FUNDS
FOR THE YEARS ENDED DECEMBER 31, 2020 and DECEMBER 31, 2019
(Expressed in United States Dollars)

	<u>2020</u>	<u>2019</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets - (Exhibit B)	\$455,877	\$238,631
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	177,189	162,859
(Gain)/Loss on disposal of fixed assets	-	(1,292)
Unrealized (Gain)/Loss on investments	(16,841)	(10,259)
Changes in operating assets and liabilities:		
(Increase)/Decrease in accounts receivable	(1,002)	30,606
(Increase)/Decrease in prepaid expenses	(57,903)	11,447
(Increase)/Decrease in inventory	3,780	93,210
Increase/(Decrease) in accounts payable	73,354	(16,656)
Increase/(Decrease) in accrued payroll and related taxes	(78,054)	95,133
Increase/(Decrease) in accrued sick and vacation payable	23,993	(25,426)
Net Cash Provided by Operating Activities	<u>580,393</u>	<u>578,253</u>
Cash Flows from Investing Activities		
Purchases of investments	(19,053)	(119,289)
Proceeds from sales and maturities of investments	118,088	-
Purchase of property and equipment	(646,239)	(889,293)
Proceeds from sales of equipment	-	1,292
Net Cash Used in Investing Activities	<u>(547,204)</u>	<u>(1,007,290)</u>
Increase (Decrease) in Cash and Cash Equivalents	33,189	(429,037)
Cash and Cash Equivalents at Beginning of Year	<u>268,839</u>	<u>697,876</u>
Cash and Cash Equivalents at End of Year - (Exhibit A)	<u><u>\$302,028</u></u>	<u><u>\$268,839</u></u>

See accompanying notes.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2020 AND 2019

Note 1 – Description of the Organization

The Roosevelt Campobello International Park Commission, (The Commission) was established on August 14, 1964, by the Governments of Canada and the United States of America to commemorate President Franklin D. Roosevelt and to provide a symbol of friendly relations between the people of Canada and the United States.

Note 2 – Summary of Significant Accounting Policies

Basis of presentation – The financial statements of The Commission have been prepared in accordance with U.S. generally accepted accounting principles (“US GAAP”), which require The Commission to report information regarding its financial position and activities according to the following net asset classifications:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of The Commission. These net assets may be used at the discretion of The Commission and management.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of The Commission or by the passage of time. Other donor restrictions are perpetual in nature, where by the donor has stipulated the funds be maintained in perpetuity.

Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statements of activities.

Contributions that are restricted by the donor or grantor are reported as an increase in net assets without donor restrictions if the restriction has been met or expired within the reporting period in which the contribution is recognized. During 2020 and 2019 all contributions and grants with restrictions received had their restrictions met within that same reporting period.

Measure of operations- The statements of activities reports all changes in net assets, including changes in net assets from operating and nonoperating activities. Operating activities consist of those items attributable to The Commission’s ongoing Park services. Nonoperating activities are limited to resources that generate return from investments and other activities considered to be of a more unusual or nonrecurring nature.

Cash and cash equivalents – The Commission’s cash consists of cash on deposit with banks. Cash equivalents represent money market funds or short-term investments with original maturities of three months or less from the date of purchase, except for those amounts that are held in the investment portfolio which are invested for long-term purposes.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2020 AND 2019

Note 2 – Summary of Significant Accounting Policies (Continued)

Concentration of credit risk – Financial instruments that potentially subject The Commission to concentrations of credit risk consist principally of cash and cash equivalents and investments. The Commission maintains its cash and cash equivalents in various bank accounts that, at times, may exceed federally insured limits. Funds exceeding those limits, within United States banks, have been further protected by pledged Federal Reserve securities. The Commission's cash and cash equivalent accounts have been placed with high credit quality financial institutions. The Commission has not experienced, nor does it anticipate, any losses with respect to such accounts.

Investments – Investments are reported at cost, if purchased, or fair value, if donated. Thereafter, investments are reported at their fair values in the statements of financial position, and changes in fair value are reported as investment return in the statements of activities.

Purchases and sales of securities are reflected on a trade-date basis. Gains and losses on sales of securities are based on average cost and are recorded in the statements of activities in the period in which the securities are sold. Interest is recorded when earned.

Fair value measurement – Fair value is defined as the price that would be received to sell an asset in the principals or most advantageous market for the asset in an orderly transaction between market participants on the measurement date. Fair value should be based on the assumptions market participants would use when pricing an asset. US GAAP establishes a fair value hierarchy that prioritizes investments based on those assumptions. The fair value hierarchy gives the highest priority to quoted prices in active markets (observable inputs) and the lowest priority to an entity's assumptions (unobservable inputs). The Commission groups assets at fair value in three levels, based on the markets in which the assets and liabilities are traded and the reliability of the assumptions used to determine fair value. These levels are:

- | | |
|---------|---|
| Level 1 | Unadjusted quoted market prices for identical assets or liabilities in active markets as of the measurement date. |
| Level 2 | Other observable inputs, either directly or indirectly, including: <ul style="list-style-type: none">▪ Quoted prices for similar assets/liabilities in active markets;▪ Quoted prices for identical or similar assets in non-active markets;▪ Inputs other than quoted prices that are observable for the asset/liability;
and,• Inputs that are derived principally from or corroborated by other observable market data. |
| Level 3 | Unobservable inputs that cannot be corroborated by observable market data. |

Inventories - Inventories are valued at the lower of cost or market. Cost has been determined by the first-in, first-out method.

Property and Equipment, Net - Property and equipment acquisitions, including those obtained under capital leases, with individual costs in excess of \$1,000 are capitalized. Depreciation expense is computed on the straight-line method with estimated useful lives of five to fifteen years for equipment and of forty years for buildings and improvements. Historical treasures, such as the Roosevelt Cottage and its contents, have not been depreciated. Donated assets are recorded at fair market value at the date of the gift. Original donations consist primarily of the Roosevelt Cottage. Artifact restoration is expensed as work progresses and is not capitalized or depreciated.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2020 AND 2019

Note 2 – Summary of Significant Accounting Policies (Continued)

Accrued Sick and Vacation Liability - The employees are allowed to accumulate sick and vacation time to a maximum number of hours depending upon the length of service. This liability is expected to be paid as the employees terminate their employment and has been recorded as a liability. A few employees have earned sick time beyond the amount that has been recorded as a liability. They would only be paid for that excess time at the discretion of The Commission during a documented illness. The likelihood of such payments is remote and therefore calculation of the amount is not possible.

Revenue Recognition – The Commission has analyzed the provisions of the FASB’s ASC Topic 606, *Revenue from Contracts with Customers* and has concluded that no changes are necessary to conform with the new standard. Sales do not contain a delivery element and revenue is recognized at a single point in time when ownership, risks and rewards transfer.

The Commission operates a food service program within the Park, interpretive programming, a gift shop and lodging. Revenue is recognized when food and merchandise sales occur or when programming and lodging has been provided.

Sales of food and merchandise occur at the Park. Interpretive programming and lodging can be reserved prior to Park visitation, these reservations are fulfilled during the calendar year.

Sales by Type	<u>2020</u>	<u>2019</u>
Food Service	\$371	\$174,805
Interpretive Programming	178	31,839
Gift Shop	313	42,839
Lodging	<u>234</u>	<u>79,356</u>
Totals	<u>\$1,096</u>	<u>\$328,839</u>

Operations were significantly impacted during 2020 due to the COVID-19 pandemic.

Contributions – Contributions received are recorded as net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/or nature of any donor-imposed restrictions. Contributions that are restricted by the donor are reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the contribution is recognized. All other donor restricted contributions are reported as an increase in net assets with donor restrictions, depending on the nature of restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions.

Contributed property and equipment are recorded at fair value at the date of donation. Contributions with donor-imposed stipulations regarding how long the contributed assets must be used are recorded as net assets with donor restrictions; otherwise, the contributions are recorded as net assets without donor restrictions.

Contributed Services - Contributions of services are recognized when the services received create or enhance nonfinancial assets, require specialized skills, and are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. Contributed services and promises to give services that do not meet the above criteria are not recognized.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2020 AND 2019

Note 2 – Summary of Significant Accounting Policies (Continued)

Contributed Services (Continued) - Several volunteers have made significant contributions of their time in furtherance of The Commission’s mission. These services were not reflected in the accompanying statements of activities because they do not meet the necessary criteria for recognition under US GAAP.

Functional expenses – The costs of providing program and other activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among park services and supporting services benefited. Such allocations are determined by management on an equitable basis.

The expenses that are allocated include the following:

Expense	Method of Allocation
Personnel services	Full time equivalent
Professional services	For services rendered actual expense
Utilities	Percentage by location (cost center)
Insurance	Percentage by location (cost center)
Maintenance	By location actual expense
Supplies	By location actual expense
Depreciation	Percentage by location (cost center)
Other/Commission	By location actual expense

Use of estimates - The preparation of financial statements in conformity with US GAAP requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results could differ from those estimated.

Income Tax Responsibility - The Commission established through international agreement is exempt from Federal, State and Provincial income taxes and therefore no provision for income taxes has been made.

The Commission has no uncertain tax positions that qualify for either recognition or disclosure in the financial statements. Management believes there were no activities subject to tax on unrelated business income.

Reclassifications – Certain prior year amounts have been reclassified to conform to the current year presentation.

New Accounting Pronouncements – During the year ended December 31, 2020, The Commission implemented the following accounting standards:

In May 2014, the FASB issued ASU 2014-09 *Revenue from Contracts with Customers* (Topic 606). This guidance outlines a single comprehensive model of accounting for revenue from contracts with customers. This standard was adopted in 2020. Program revenue affected by this standard consists of the sale of food, lodging and other guest services that contain no delivery element and are recognized at a single point in time when ownership risks and rewards transfer. The effects of adopting Topic 606 did not change net assets or the change in net assets for the cumulative effect on prior years of having adopted this standard.

In March 2019, the FASB issued ASU 2019-03 *Updating Definition of Collections*. This guidance enhances the disclosures related to the collections of The Commission. This standard was adopted in 2020. There was no cumulative effect adjustment to opening net assets as of January 2020.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2020 AND 2019

Note 2 – Summary of Significant Accounting Policies (Continued)

New Accounting Pronouncements (Continued) – In June 2018, the FASB issued ASU 2018-08 *Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made*. This ASU clarifies and improves guidance for contributions received and contributions made and provides guidance to organizations on how to account for certain exchange transactions. This change is preferable in that it clarifies whether to account for transactions as contributions or as exchange transactions. In addition, it clarifies whether a contribution is conditional. As a result, it enhances comparability of financial information among not-for-profit entities. The change in accounting principle was adopted on a modified prospective basis for 2020. There was no cumulative effect adjustment to opening net assets as of January 2020.

In August 2018, the FASB issued ASU 2018-13 *Fair Value Measurement (Topic 820) Disclosure Framework – Changes to the Disclosure Requirements for Fair Value Measurement*. This ASU provides information about assets measured at fair value in the statement of financial position or disclosed in the notes regarding (1) the valuation techniques and inputs used to develop fair value measurements including related judgements and assumptions made (2) the uncertainty in the fair value measurements as of the reporting date and (3) how changes in the measurements impact the performance and cash flows of the entity. This change was adopted in 2020. There was no cumulative effect adjustment to opening net assets as of January 2020.

Note 3 – Availability and Liquidity

The following represents The Commission’s financial assets at December 31, 2020 and 2019:

	<u>2020</u>	<u>2019</u>
Financial assets at year-end:		
Cash and cash equivalents	\$302,028	\$268,839
Investments	<u>1,053,513</u>	<u>1,135,707</u>
Total Financial Assets	1,355,541	1,404,546
Less amounts not available to be used within one year:		
Net assets with donor restrictions	-	-
Less net assets with purpose restriction to be met in less than a year	-	-
Funds set aside by The Commission for projects greater than a year	<u>121,000</u>	<u>257,158</u>
Financial assets available to meet general expenditures over the next twelve months.	<u>\$1,234,541</u>	<u>\$1,147,388</u>

The Commission’s goal is generally to maintain financial assets to meet targeted goals to be set by The Commission (approximately \$1 million). As part of management’s liquidity plan, excess cash is invested in short-term investments, including money market accounts and certificates of deposit.

Note 4 – Prepaid Expenses

Prepaid expenses for the years ended December 31, 2020 and 2019 were comprised of prepaid advertising costs in the amount of \$5,881 and \$10,607 respectively, and prepaid insurance in the amounts of \$79,697 and \$17,066, respectively.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2020 AND 2019

Note 5 – Investments

The following is a summary of investments at December 31, 2020 and 2019:

	2020	2019
Cash and cash equivalents	\$219,303	\$112,331
US Government notes & bonds	309,895	407,211
CDN Government notes & bonds	525,315	616,165
	\$1,053,513	\$1,135,707

As of December 31, 2020 and 2019 all investments were considered level 1. The components of total investment return from investments for December 31, 2020 and 2019 are reflected below:

	2020	2019
Dividends & Interest	\$29,275	\$32,293
Investment Fees	(10,222)	(13,004)
Unrealized Gain/(Loss)	16,841	10,259
	\$35,894	\$29,548

Note 6 – Fair Value Measurements

Fair values of assets measured at December 31, 2020 and 2019 are as follows:

Description	12/31/2020	Fair Value Measurements at the End of the Reporting Period Using			
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable inputs (Level 3)	Total Gains (Losses)
<u>Recurring fair value measurements</u>					
<u>Debt Securities</u>					
US Government Notes & Bonds	\$309,895	\$309,895	-	-	-
CDN Government Notes & Bonds	525,315	525,315	-	-	-
Total Debt Securities	\$835,210	\$835,210	-	-	-
Total Recurring Fair market measurements	\$835,210	\$835,210	-	-	-

Description	12/31/2019	Fair Value Measurements at the End of the Reporting Period Using			
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable inputs (Level 3)	Total Gains (Losses)
<u>Recurring fair value measurements</u>					
<u>Debt Securities</u>					
US Government Notes & Bonds	\$407,211	\$407,211	-	-	-
CDN Government Notes & Bonds	616,165	616,165	-	-	-
Total Debt Securities	\$1,023,376	\$1,023,376	-	-	-
Total Recurring Fair market measurements	\$1,023,376	\$1,023,376	-	-	-

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2020 AND 2019

Note 7 – Property and Equipment, Net

Property and equipment, net consisted of the following at December 31, 2020 and 2019:

	2020	2019
Property and equipment	\$10,479,404	\$9,846,158
Less: accumulated depreciation	3,211,902	3,047,704
	\$7,267,502	\$6,798,454

For the years ended December 31, 2020 and 2019, depreciation expense totaled \$177,189 and \$162,859 respectively.

Note 8 – Collections

The Commission came into being in 1964 when the Hammer family donated the Kuhn Cottage (commonly referred to as the Roosevelt Cottage), contents and environs to The Commission. The collection includes objects, photos, furniture, home furnishings and landscapes that help interpret the story of the Roosevelt family and their time spent on Campobello Island.

The Commission has the following three categories of collections:

Primary Collections – Include Roosevelt Cottage and environs, original Roosevelt furniture, home furnishings, photos, and other original objects. These items are cared for according to museum field best practices and are considered a closed collection.

Secondary Collections – Include the Hubbard Cottage, Prince Cottage, Wellshober Cottage, Johnston Cottage and their environs and select contents.

Education Collection – Include objects separate from the Primary and Secondary Collections that are used for the purposes of enhancing the learning experience during a park visit, school program outreach activity or traveling exhibition.

The Commission may transfer artifacts that are deaccessioned from the Primary Collection into the Education Collection by the curator per established deaccession guidelines. When an artifact in the Education Collection is no longer needed, useful or in poor condition it does not undergo a format deaccession process. These items are disposed of as deemed necessary by the curator. Collection items are capitalized. Primary Collection items are considered historic treasures and are not depreciated. The following methods are the preferred methods of The Commission for disposal of deaccessioned objects:

- Transfer to the Education Collection,
- Transfer to another non-profit collection,
- Sale at public auction with all proceeds to be applied to future collection for conservation of the collection,
- Return to rightful owner in case of legal violation,
- Destruction

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2020 AND 2019

Note 9 – Net Assets

Net assets without donor restrictions for the years ended December 31, 2020 and 2019 are as follows:

	<u>2020</u>	<u>2019</u>
Undesignated	\$7,374,510	\$6,871,209
Board designated	1,043,236	1,090,660
	<u>\$8,417,746</u>	<u>\$7,961,869</u>

Board Designated Net Assets is comprised of the following:

	<u>2020</u>	<u>2019</u>
Vehicle Replacement	\$50,000	\$ -
Office Equipment/Programming	16,000	-
Wayfinding & Interpretive Signage Upgrades	15,500	-
Building and Grounds	961,736	1,090,660
	<u>\$1,043,236</u>	<u>\$1,090,660</u>

Note 10 - Currency Exchange

The Commission maintains cash accounts in both the U.S. and Canada and has transactions during the year involving Canadian currency. Items of revenue and expenses involving Canadian currency are recorded in U.S. dollars and are translated to U.S. dollars as they occur, at the rate of exchange in effect at the date of transaction. Canadian cash on hand at the balance sheet date is converted to U.S. dollars at the rate of exchange in effect at that time. Any net exchange gain or (loss) for the year is recognized in the statement of activities.

Note 11 - Pension Plan

The Commission has a noncontributory pension plan that covers its U.S. employees. Pension expenses charged to operations were \$47,678 for the year ended December 31, 2020 and \$40,323 for the year ended December 31, 2019.

The Canadian employees participate in a group registered retirement savings plan. The eligible employees receive an increase in their wage base to cover the pension costs. This increase is invested on their behalf through a payroll deduction into the group registered retirement savings plan. The pension cost of \$159,718 for the year ended December 31, 2020 and \$176,638 for the year ended December 31, 2019 is reflected as part of Personnel Services Expense.

Note 12 – Effect of COVID-19

The Commission's operations and financial performance have been affected by the COVID-19 pandemic. As shown on the Statement of Activities donations and guest service revenue decreased by \$333,597. If the outbreak continues and conditions worsen, The Commission may continue to experience a disruption in operations, as well as a decline in support and revenue.

Note 13 – Evaluation of Subsequent Events

The Commission has evaluated subsequent events through February 5, 2021, the date the financial statements were available to be issued.