



Roosevelt Campobello International Park

A Legacy of Friendship

CAMPOBELLO ISLAND

New Brunswick, Canada

Annual Report of the Roosevelt
Campobello International Park
Commission

2023



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International Cooperation

Roosevelt Campobello International Park is a singular example of international cooperation jointly administered, staffed, and funded by the peoples of Canada and the United States. Franklin and Eleanor Roosevelt's magnificent summer home is preserved here in a combination indoor museum and outdoor nature park on Campobello Island, New Brunswick, Canada.

Mission

Roosevelt Campobello International Park has a mission to offer the people of both countries an understanding of what President Roosevelt's "be-loved 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 symbolize the legacy of friendship between the peoples of Canada and the United States of America.

Message from the Chair and Vice-Chair

There is never a dull day on Campobello Island. Roosevelt Campobello International Park (the "Park") was buzzing with activity this season, with plans for 2024 to be even more exciting. With COVID-19 in the rear-view mirror, the Park came roaring back!

The season began for the Commission with our Spring meeting in April, before the Park was open. Our sessions covered governance, personnel policy, anticipation of planning for the 60th Anniversary, the ongoing maintenance and stewardship of the Natural Area, including climate change challenges, and time spent with the leadership team. It was lively and interactive and included smooth video conferencing with the members who couldn't attend the meeting in person.

A few highlights from the April meeting included preparing for a strategic planning process in the Autumn and spotlighting Eleanor Roosevelt's landmark work with the Universal Declaration of Human Rights ("UDHR") and New Brunswick, Canada's John Peters Humphrey in 1948. The theme was carried throughout the Park's season, including a special exhibit in the Visitor Center, school presentations, and a particular focus in the script for our highly popular "Eleanor's Tea."

The strategic planning sessions were held during our Autumn meeting in October. They were masterfully led by Executive Director/Superintendent Jon Southern and Commission member Michel Doiron. While solid in its approach, the previous Strategic Plan was waylaid by the COVID-19 pandemic and executive vacancies. Using it as an underpinning, however, was helpful and allowed us as a group to develop themes and goals that are inspirational yet realistic. It was an excellent experience for the Commission, and we are pleased with the work the Leadership Team has done to develop a work plan around the goals and objectives.

Mother Nature wasn't kind to Campobello Island in 2023. The Executive Director/Superintendent and Park staff completed significant work on the historic core. They spent countless hours clearing debris and opening roads and trails after each violent storm so visitors could continue enjoying the grounds and access to the Natural Area's beauty despite the impact of unsettled weather.

Many Commission members went to the Park with their families mid-season to observe operations and were highly pleased. There are many reasons to return to the Park each year! The Commission would like to thank the employees and leadership team for a beautiful season.



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We are so happy that management vacancies have been filled and hope that we can attract talented individuals to fill jobs all around this beautiful Park and historic site. All share affection and respect for this wonderful place, and our commitment to growth in governance, programming, environmental care, and service to the public is substantial.

Edward L.D. McLean, Chair (Canada)

Anna Eleanor Roosevelt, Vice-Chair (United States)

Message from Executive Director/Superintendent

The 2023 Annual Report of the Roosevelt Campobello International Park Commission reflects a year of resilience, growth, and strong community engagement. Roosevelt Campobello International Park (the “Park”), nestled on the border of Canada and the United States continued its mission to preserve the legacies of President Franklin D. Roosevelt and Eleanor Roosevelt and foster international cooperation. Throughout the season, the Park honoured the 75th Anniversary of the Universal Declaration of Human Rights (“UDHR”), in which Eleanor Roosevelt and New Brunswick-born John Peters Humphrey played vital roles. Strategic initiatives and investments in infrastructure, such as fibre optic lines and new digital displays, highlighted our commitment to innovation and enhanced educational programs and exhibits; we provided enriching experiences to visitors of all ages. Collaborative efforts with local businesses further solidified our role as a pivotal contributor to the regional economy and strengthened community ties.

This season, the Park welcomed the addition of Jade Robbins in Marketing and Bruce Thomson as Visitor Services Manager to our leadership team. Both bring solid skills and a refreshed approach to marketing, programming, outreach, and exhibits. This year saw a continued emphasis on strategic planning, guiding our efforts to maintain positive momentum, ensure the highest degree of fiscal and environmental stewardship, and implement practices that promote diversity, equity, and inclusion as we broaden our visitor demographic.

Challenges for the 2023 season continued to include significantly rising costs in our remote location, the challenges of being an island not connected to mainland Canada, aging infrastructure and equipment and climate change and weather-related issues, which have taken a toll on the Park's trail infrastructure. Recent severe weather throughout the region has contributed to the equivalent of many years of erosion and trail and shoreline damage in the Natural Area. The Park is more committed than ever to ongoing environmental stewardship and

conservation initiatives and preserving the Park's natural beauty for future generations.

As we look to the future, we remain inspired by the vision of President Franklin D. Roosevelt and Eleanor Roosevelt and motivated by the enduring spirit of collaboration that defines our Park; as always, it is my honour to serve the people of the great nations of Canada and the United States in our Mission of Friendship and Unity. We thank the dedicated staff, volunteers, partners and visitors whose unwavering commitment has contributed to another year of success.

Jon Southern, Executive Director/Superintendent

Department Reports

VISITOR SERVICES

In the first truly post-COVID season, Roosevelt Campobello International Park (the “Park”) returned to pre-pandemic levels of visitorship and programming, exceeding previous years with over 225,000 experiences through the Historic Core, Natural Area, programs, and events. Visitor Center enhancements, a well-stocked gift shop, and a traditional warm welcome from Park staff gave visitors a positive first impression.

Familiar programs resumed full operations with 25,000 touring the Roosevelt Cottage, 11,500 Hubbard Cottage, 4,600 Mulholland Light, and 50,000 the Natural Area. Eleanor’s Tea was filled with waiting lists on most days and three off-site regional presentations. A strong Fall season led to an extension of the Park season for an extra week in October, and the 2nd Annual Haunted Halloween Walk was well received. Community partnerships such as FogFest, a local music festival, and the December Festival of Trees fundraiser positively used the Park facilities. The Park’s local outreach also included participation in Canada Day and 4th of July celebrations in the region, Campobello Heritage Day, and the Roosevelt Cup Golf Tournament. Tour groups, art/cuisine retreats, motor coach groups, cruise ship tours, and private events kept Programs and Events hospitality and food service very busy.

Prince Café provided tastes of local, freshly-made fare and hosted approximately 9,000 visitors. The Café also experienced the challenges facing the food service industry as a whole – recruitment and retention of staff and supply issues. A review of alternate types of service was completed, and priorities and expectations for the Café’s future were defined.

New and re-defined initiatives focused on improving the visitor experience, such as celebrating the 75th Anniversary of the Universal Declaration of Human Rights (“UDHR”) and Eleanor Roosevelt’s involvement with a banner exhibition in the Visitor Center and accompanying school programs delivered both on and off-site to local elementary students in the Spring. In the Fall, a unique partnership with the Holocaust and Human Rights Center, Augusta, ME, called Finding Your Voice brought the UDHR anniversary and the Eleanor Roosevelt story to middle and high school students from Machias, Eastport, and Lubec, Maine, as well as Campobello Island, NB.

Building on the expanding knowledge of the cottage families, the expertise of staff, and partnerships with individuals and groups, other new programs included an afternoon musical performance in Hubbard Cottage several times per week; a summer online Roosevelt Challenge initiative; piloting of the FDR Happy Hour as a companion to the Eleanor’s Tea; Participation in the Spring International Dawn Chorus Day; Presentations by Mark Borton

author of *Moondoggle, a history of the Passamaquoddy Tidal Project*; and hosting the Charlotte County Our Amazing Place day adventure for groups raising funds for local charities.

Visitor Services staff represented the Park at the John Peters Humphrey Foundation statue unveiling in Hampton, New Brunswick, and attended both the Association Heritage New Brunswick and New England Museum Association annual conferences.

In addition to the above programs, extra effort was put into exploring and answering several research questions by staff and the public to help better present and understand the story of the Park, its families, the cottages and historical collections. Research was initiated on several key objects and enhanced cataloguing standards were implemented. Thanks to colleagues at the NB Museum, Saint John, a condition assessment was completed on the Horacio Cassinelli painting of *CSS Florida*, which hung in President Franklin D. Roosevelt’s Oval Study in the White House residence the entire 12 years and 40 days he was President.

Marketing and Communication initiatives focused on a review of current plans, seeking new partners and maintaining existing relationships, and very well-received increases in social media content (see the Marketing report for more details).

As the 2023 season comes to a close, thoughts have already turned to 2024, the implementation of the new Strategic Plan and the Park’s 60th Anniversary Celebrations.

The new Manager of Visitor Services, Bruce Thomson, extends many thanks to the Park Commission and staff, and particularly the Visitor Services staff for their welcome, training, knowledge and flexibility in a swiftly moving year of change.



Familiar programs, Eleanor Tea both on and off-site, off-site schools programs in partnership with Holocaust and Human Rights Centre in Augusta, ME and day-hosts for Our Amazing Place Southwest New Brunswick also took place in the 2023 season! The 7th annual FDR Golf tournament hosted by Herring Cove Provincial Park took place summer 2023. The Park also participated in the Canada Day (Campobello Island) and Independence Day (Eastport and Lubec, ME) parades in the area.



Department Reports

MARKETING AND COMMUNICATIONS

The Roosevelt Campobello International Park (the “Park”) hosted a successful year in 2023. The Park staff helped deliver over 225,000 visitor experiences this season, the most visitor experiences we have recorded to date!

One of the first things the new Marketing and Communications Associate, Jade Robbins, did was increase the Park's digital presence through channels such as Facebook, Instagram, the Park's website, and radio. We recognize that the "Roosevelt Campobello" story is one of the Park's greatest assets. Through storytelling and captivating digital materials, we shared the Park's story like never before. From March 2023 to December 2023, the Park's story reached over 335,000 people through Facebook alone and gained almost 500 new likes. Increased social media presence was one of the first steps to continue catering to/attracting the changing demographic the Park is beginning to see. Maintaining the marketing efforts the Park has done in the past was essential, so we kept up with print advertising and partnered with local radio stations to broadcast the Park and its offerings.

In 2023, the Park continued to protect and promote the natural beauty that captivates visitors. Marketing initiatives revolved around showcasing the Park's picturesque landscapes, tranquil walking trails, and breathtaking coastal views. We inspired visitors to connect with nature, encouraging them to explore the Park's diverse ecosystems and engage in outdoor activities like hiking, biking, geocaching, and tide-pooling.

The community continues to be an essential part of Park activities. In 2023, we expanded our efforts to collaborate with local businesses, organizations, and residents to foster a sense of pride and ownership in the Park. Through joint marketing initiatives, community events, and partnerships, we involved the local community in promoting the Park's offerings, encouraging increased visitation and support.

On the communications side, this was one of the best years to keep everyone aware of what's happening at the Park. Robbins implemented bi-monthly newsletters to over 1,000 email subscribers and the Park staff to keep them informed of events. We updated the Park's Facebook page and the website daily to keep followers in the know and provide them with exciting and engaging content.

By implementing strategic marketing initiatives, we have successfully spent another season as our region's premier attraction and destination, offering a unique blend of nature, history, and culture to the people on both sides of the U.S./Canadian border. We look forward to what the 2024 season has in store for the Park!

BUILDINGS AND LANDS

The Buildings and Lands Department had a productive season in 2023. Work schedules and targets were challenged by extremely wet conditions in the Spring and several severe storms late in the Summer. Despite these challenges, staff worked to make significant improvements to both the Historic Core and Natural Area.

Several pilot projects were started in the Natural Area, including organized bird-watching events, a celebration of the Dawn Chorus, implementation of road closures to protect amphibians during the Spring migration, creation of pollinator plots throughout Park grounds and partnering with Campobello Island Consolidated School for an Outdoor Pursuits program. These activities and other uses of the Natural Area reflect our commitment to conservation and usage of the landscapes within the Park to educate and entertain visitors.

Highlights of the 2023 season include:

- New flooring runners, and mantle installed in the Visitor Center.
- New staff hired in the Natural Area, Greenhouse, and Maintenance divisions.
- Restoration work at the Hubbard cottage continues.
- Natural Area Plan under development.
- Significant repair and restoration work was completed at the Gough and Johnston cottages.

Though a challenging season due to the weather, and increases in material costs, the Buildings and The Lands Department met our maintenance targets and expanded usage of the Natural Area. This would not have been possible without the adaptability of our staff and a commitment from all partners to move the Park forward.



Restoration on the Park's historic cottages is non-stop!

Clean up crews worked tirelessly this season one natural disaster after another. In between, visitors got to enjoy the natural beauty of the Park, including but not limited to tide-pooling and catch-and-release fishing.



Trail Work and Natural Area Stewardship



Mulholland Point and Racoon Beach pollinator plots. Three of several plots where previous biologically dead lawn space will be converted into a more ecologically supportive landscape. This is part of a broader initiative to offset the global decline in pollinators and highlight their importance to the general public.



Before and after Liberty Point trail rehabilitation and construction photos. This construction is implemented to curb soil erosion due to climate change impacts.

New Staff

BRUCE THOMSON

The Park welcomes Bruce Thomson to the team as Visitor Services Manager.

Bruce brings with him a wealth of knowledge and expertise in the museum world. With deep roots in New Brunswick, going back seven generations, Bruce comes from the Wolastoq (St. John River) Valley but is very excited to join Campobello Island life. He possesses a BA Honours degree from Mount Allison University in Sackville, NB and an MA from the University of New Brunswick, Fredericton, NB, with both degrees in U.S. history. After obtaining his education, he built a career in museums, culture and heritage through the New Brunswick Museum, Saint John and Queens County Heritage, Gagetown, NB.

In 2020, Bruce was extremely honoured to receive the Association Heritage NB Founder's Award, awarded at the AHNB Board of Directors' sole discretion for outstanding contributions to New Brunswick heritage.

Bruce is excited to join the staff and program of the Roosevelt Campobello International Park and looks forward to many years of learning, collaborating, participating and educating.

We are very excited to continue to take advantage of Bruce's experience creating and delivering programs.

JADE ROBBINS

Jade Robbins, a native of Campobello Island, joined the Park team in 2016. She started her tenure at the Park as a part-time call-in interpreter, diving in quickly to all aspects of the Park – Eleanor's Tea, Roosevelt Cottage Tours, gift shop sales, greeting guests at the Adventure Center, Visitor Center, Hubbard Cottage, special events, and more!

One year after successfully securing a full-time seasonal job at the Park, Jade was promoted to Interpretation Coordinator, assisting in training, monitoring and delivering at Eleanor's Tea program and other duties as the Supervisor of Visitor Services instructed.



Bruce Thomson



Jade Robbins



Summer Hodgdon

In March of 2023, Robbins was the successful applicant for the newly posted Marketing and Communication Associate position. Her knowledge of the Park, the culture and environs of the island, willingness to take on a challenge, tech-savvy, modern approaches to marketing and experience creating and delivering programming made her a perfect fit for this leadership position.

Prior to being hired for this position in March 2023, during the off-season at the Park, Jade was an early childhood educator at Kiddie Cove Preschool, where she developed a passion for creating programs, classroom inclusion and positive communication. Jade is dedicated to the sustainability and growth of the Island and the environs, and for sharing the story of the Roosevelt family on Campobello. Jade has volunteered many hours in her community – organizing events and youth sports teams, and is thrilled to be able to share with people on a broad scale all that the Park has to offer!

We are happy to have Jade join us in a different capacity at the Park, welcome!

SUMMER HODGDON

Roosevelt Campobello International Park is pleased to welcome Summer Hodgdon to the Park team as a Natural Area Steward.

Summer attended the University of Maine at Machias where she graduated with a Marine Biology degree.

Summer brings with her extensive knowledge and a drive for conservation biology. Summer has lived in Maine her whole life, growing up in the community of Dennysville, ME. Living in the area brought Summer to Quoddy Head in Lubec, ME and frequent hiking trips to Roosevelt Campobello International Park. Hiking has been a passion of Summer's for as long as she can remember – she even hiked the entirety of the Appalachian Trail!

Summer and Supervisor Pete Colman have spent most of their season re-routing and up-keeping trails with the best ecological practices, and helping mitigate the effects of climate change in the Park's Natural Area.

Welcome, Summer!

Retiring Staff

DARLENE SAVAGE

Darlene Savage has been with the Park for 27 years. She began in guest services and has worked in the Roosevelt Cottage, the Hubbard Cottage, the Eleanor's Tea Program, and more recently has greeted our visitors at the Visitor Center upon their arrival.

Darlene is a great person to be around and always has a smile for everyone. Visitors and staff will miss her cheerful presence.

Congratulations on your retirement!



Darlene Savage

malfunctioning alarm panels and late night phone calls are behind Peter, we sincerely thank him for his service and for the pride in this Park and community that he has always exhibited. Peter is an advocate for common sense, and has always been willing to help find solutions to work issues.

Always quick with a smile, a joke and a helping hand, Peter is a dedicated, reliable member of the Park and we wish him all the best!

DEBORAH MITCHELL

Debbie Mitchell was hired as a guide on 27 June 2001, making 22 years at the Park.

She has worked in the Roosevelt Cottage, the Hubbard Cottage and when the Eleanor's Tea Program was created in May 2011, she became a Tea Guide delivering Eleanor's Tea to thousands of visitors. In Debbie's last couple of years with the Park, she greeted visitors at Mulholland Point Lighthouse.

Debbie is also known for treating her coworkers with her delicious homemade cooking!

Congratulations on your retirement!



Deborah Mitchell

PETER CASE

Peter Case started his career at the Park in March of 1980 in the security team and served the Park with distinction for the next 42 years. During the first half of Peter's career, he worked many shifts with the maintenance team. His attention to detail was evident whenever time he started a mower, every time he grabbed a broom or a flashlight.

Now that the night-shifts, double shifts,



Peter Case



Blair Tinker

BLAIR TINKER

Starting at the Park in May of 2002, Blair Tinker worked in many aspects of the Park's Maintenance team for the past 21 years. Always ready to help and apply his experience and skill set; Blair worked on many of the historic cottages, walkways, and yes, all the fences in the Historic Core.

Blair has worked many seasons in the Natural Area, caring for the picnic areas, trails and helping visitors, and occasionally catching a Red Sox game on the radio in between.

During his time here Blair has undertaken several special projects that have made the Park a better place. From the restoration of the dingy for the Roosevelt lawn, to the "secret" viewing benches at Liberty Point, to his extra attention to the Marine Mammal Center, Blair has always served the Park with pride, creativity, and a willingness to give a new idea a chance.

Thank you for your service, Blair, it is appreciated.

In Memoriam

JAMES (JAMIE) P. CARR

With great sadness, the Commission acknowledges the passing of former Superintendent, James(Jamie) P. Carr. Jamie joined the Park in May 2016 from St. Andrews, NB as Superintendent. He retired in 2020, after sharing his business, finance, management and leadership experience. Sending condolences to his family.



Jamie Carr



Management

Jon Southern
Executive Director/Superintendent

Jennifer Lank
*Manager, Finance, Administration
& Human Resources*

Stephen Smart
Manager, Buildings & Lands

Bruce Thomson
Manager, Visitor Services

Jeffrey Cline
*Manager, Information Tech-
nology*

Vania Anthony
Administrative & Finance Assistant

Donald Fletcher
Foreman of Buildings & Lands

Peter Colman
Natural Areas Supervisor

Sherry Mitchell
*Supervisor & Collections
Coordinator*

Jade Robbins
*Marketing and Communications
Associate*

Park Team

Administration

Kelley Fitzgerald
Administrative Assistant

Visitor Services

Kendra Anthony
Coordinator

Kevin Amend, Natalie Barker, Betty-Jo Brine,
Alex Cochrane, Elizabeth Fehr, Brooke
Fitzimmons, Jessica Greene, Darlene Howlett,
Connie Malloch, Laurel Matheson, Karen
Matthews, Victoria Matthews, Dennis Mitchell,
Rae Matthews, Krista Murray, Landen
Murray, Mark Mutter, Candi Phinney, Roger
Quirk, Elizabeth Sawtelle, Darlene Savage,
Cathy Schultz, Declan Seeley, Allison Smart,
Wendy Smart

Buildings & Lands

Tiffany Anthony, Bonnie Barker, Dana Barker,
Bob Barnett, Jesse Blake, Dwayne Galley,
Dana Green, Summer Hodgdon, Brent Kinney,
Robbie John Lahey, Dana Matthews, Darcy
Marzoll, Shaun McCrea, Jeremy Mills, April
Mitchell, Wayne Moores, John Morton, Allen
Newman, Betti Jo Newman, Kerry Newman,
Daphne Savage, Terry Tinker, Andrew Torres

Food Services, Lodging & Retreats

Anna Fletcher
Food Service Supervisor

Barb Alexander, Jessica
Cline, Sharon Fletcher,
Amanda Flynn, Paige
Greenlaw, Dianne Lahey,
Lori Matthews, Wendy
Newman, Gloria Rodriguez,
Citaly Tinker, Bree Williams



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 the 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 2024!

Commissioners

COMMISSIONERS

United States

Anna “Anne” Eleanor Roosevelt
Vice-Chair
Embden, Maine

Christopher du P. Roosevelt
Lyme, Connecticut

Senator Angus King
Brunswick, Maine

Canada

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

Karen Ludwig
Saint Andrews, New Brunswick

Michel Doiron
Shediac Bridge, New Brunswick

ALTERNATES

United States

Margaret “Peggy” Kravchuk
Bangor, Maine

Philip W. Conkling
Camden, Maine

Donald G. Soctomah
Motahkomikuk, Maine

Canada

Kathleen McNair
Calabogie, Ontario

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

Vacant

Image above: the view from the Living Room of the Roosevelt Cottage with the Canadian and U.S. flags proudly raised.

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 statements of financial position as of December 31, 2023 and 2022, 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, 2023 and 2022, 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 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, 2024

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2023 and DECEMBER 31, 2022
(Expressed in United States Dollars)

ASSETS	2023 \$	2022 \$
Current Assets		
Cash	2,269,744	747,179
Investments	2,651,937	2,209,963
Receivables	12,353	13,839
Inventories	53,674	45,790
Prepaid Expenses	22,012	53,700
Total Current Assets	5,009,720	3,070,471
Non-Current Assets		
Inventories	92,799	99,846
Property and equipment - Net	7,029,503	7,100,339
Total Non-Current Assets	7,122,302	7,200,185
Total Assets	12,132,022	10,270,656
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable	20,814	40,083
Accrued payroll and related taxes & benefits	35,458	61,019
Accrued sick and vacation payable	330,327	282,608
Deferred Revenue	1,845,618	357,000
Total Current Liabilities	2,232,217	740,710
Net Assets		
Without donor restrictions	9,899,805	9,529,946
With donor restrictions	-	-
Total Net Assets	9,899,805	9,529,946
Total Liabilities and Net Assets	12,132,022	10,270,656

See accompanying notes.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
 STATEMENTS OF ACTIVITIES
 DECEMBER 31, 2023 and DECEMBER 31, 2022
(Expressed in United States Dollars)

	<u>2023 \$</u>	<u>2022 \$</u>
Operating Activities		
Revenues, Gains and Other Support		
Federal grants:		
Canada - Operating	1,691,055	1,691,055
United States - Operating	1,691,055	1,691,055
New Brunswick Summer Youth Programs	5,272	4,208
Visitor's and other donations	22,541	27,433
Guest Services	317,654	229,940
Other	<u>-</u>	<u>6,422</u>
Total Revenues, Gains and Other Support	<u>3,727,577</u>	<u>3,650,113</u>
Expenses and Losses:		
Park Services	2,853,259	2,530,951
Management & General	<u>590,888</u>	<u>529,412</u>
Total Expenses and Losses	<u>3,444,147</u>	<u>3,060,363</u>
Change in Net Assets from Operations	<u>283,430</u>	<u>589,750</u>
Non Operating Activities		
Investment Return - Net	94,603	(1,699)
Currency Exchange Gain/(Loss)	<u>(8,174)</u>	<u>(38,640)</u>
Total Non Operating Activities	86,429	(40,339)
Total Change in Net Assets	369,859	549,411
Net Assets at Beginning of Year	<u>9,529,946</u>	<u>8,980,535</u>
Net Assets at End of Year	<u>9,899,805</u>	<u>9,529,946</u>

See accompanying notes.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
STATEMENTS OF FUNCTIONAL EXPENSES
FOR THE YEARS ENDED DECEMBER 31, 2023 and DECEMBER 31, 2022
(Expressed in United States Dollars)

	<u>2023</u>			<u>2022</u>		
	<u>Park</u>	<u>Management</u>	<u>Total \$</u>	<u>Park</u>	<u>Management</u>	<u>Total \$</u>
	<u>Services \$</u>	<u>& General \$</u>		<u>Services \$</u>	<u>& General \$</u>	
Administrative Staff	-	339,734	339,734	-	249,609	249,609
Security Staff	227,705	-	227,705	214,668	-	214,668
Maintenance Staff	486,259	-	486,259	376,514	-	376,514
Guest Services Staff	653,938	-	653,938	615,804	-	615,804
Gardening Staff	291,734	-	291,734	258,389	-	258,389
Payroll Taxes & Benefits	340,971	65,952	406,923	310,014	57,981	367,995
<u>Total Personnel Services</u>	<u>2,000,607</u>	<u>405,686</u>	<u>2,406,293</u>	<u>1,775,389</u>	<u>307,590</u>	<u>2,082,979</u>
Guest Services Cost of Sales	138,958	-	138,958	122,464	-	122,464
Commission	-	19,403	19,403	-	8,738	8,738
Professional Services	1,752	77,248	79,000	10,501	119,633	130,134
Marketing & Publications	76,909	-	76,909	50,186	-	50,186
Utilities & Telephone	67,056	37,782	104,838	66,277	36,536	102,813
Insurance	52,945	22,178	75,123	50,726	21,005	71,731
Park Maintenance	200,692	-	200,692	196,997	-	196,997
Office Supplies	-	6,796	6,796	-	10,866	10,866
Other	41,570	12,988	54,558	28,412	17,563	45,975
Depreciation	272,770	8,807	281,577	229,999	7,481	237,480
<u>Total Other Operating Cost</u>	<u>852,652</u>	<u>185,202</u>	<u>1,037,854</u>	<u>755,562</u>	<u>221,822</u>	<u>977,384</u>
<u>Total Operating Cost - (Exhibit B)</u>	<u>2,853,259</u>	<u>590,888</u>	<u>3,444,147</u>	<u>2,530,951</u>	<u>529,412</u>	<u>3,060,363</u>

See accompanying notes.

ROOSEVELT CAMPOBELLO INTERNATIONAL PARK COMMISSION
STATEMENTS OF CASH FLOWS – ALL FUNDS
FOR THE YEARS ENDED DECEMBER 31, 2023 and DECEMBER 31, 2022
(Expressed in United States Dollars)

	<u>2023 \$</u>	<u>2022 \$</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets - (Exhibit B)	369,859	549,411
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	281,577	237,480
(Gain)/Loss on disposal of fixed assets	-	(5,552)
Unrealized (Gain)/Loss on investments	(15,781)	21,058
Changes in operating assets and liabilities:		
(Increase)/Decrease in receivables	1,486	4,952
(Increase)/Decrease in prepaid expenses	31,688	34,903
(Increase)/Decrease in inventory	(837)	1,923
Increase/(Decrease) in accounts payable	(19,269)	33,066
Increase/(Decrease) in accrued payroll and related taxes	(25,561)	40,174
Increase/(Decrease) in accrued sick and vacation payable	47,719	(35,133)
Increase/(Decrease) in deferred revenue	<u>1,488,618</u>	<u>(283,000)</u>
Net Cash Provided by Operating Activities	<u>2,159,499</u>	<u>599,282</u>
Cash Flows from Investing Activities		
Purchases of investments	(1,656,193)	(1,783,159)
Proceeds from sales and maturities of investments	1,230,000	400,000
Purchase of property and equipment	(210,741)	(169,295)
Proceeds from sales of equipment	<u>-</u>	<u>16,795</u>
Net Cash Used in Investing Activities	<u>(636,934)</u>	<u>(1,535,659)</u>
Increase (Decrease) in Cash and Cash Equivalents	1,522,565	(936,377)
Cash and Cash Equivalents at Beginning of Year	<u>747,179</u>	<u>1,683,556</u>
Cash and Cash Equivalents at End of Year - (Exhibit A)	<u>2,269,744</u>	<u>747,179</u>

See accompanying notes.

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, whereby 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 2023 and 2022 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.

Note 2 – Summary of Significant Accounting Policies

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: ▪ 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; • 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 \$5,000 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.

Note 2 – Summary of Significant Accounting Policies

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.

Deferred Revenue – Deferred Revenue consists of US Government Grant Funds restricted to use in the subsequent year.

Revenue Recognition – 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.

<u>Sales by Type</u>	<u>2023 \$</u>	<u>2022 \$</u>
Food Service	194,399	153,156
Interpretive Programming	-	500
Gift Shop	80,864	56,113
Lodging	42,391	20,171
Totals	<u>317,654</u>	<u>229,940</u>

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 non-financial assets including 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.

Note 2 – Summary of Significant Accounting Policies

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:

<u>Expense</u>	<u>Method of Allocation</u>
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.

Note 3 – Availability and Liquidity

The following represents The Commission's financial assets at December 31, 2023 and 2022:

	<u>2023 \$</u>	<u>2022 \$</u>
Financial assets at year-end:		
Cash and cash equivalents	2,269,744	747,179
Investments	<u>2,651,937</u>	<u>2,209,963</u>
Total Financial Assets	<u>4,921,681</u>	<u>2,957,142</u>
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>762,503</u>	<u>335,000</u>
Financial assets available to meet general expenditures over the next twelve months.	<u><u>4,159,178</u></u>	<u><u>2,622,142</u></u>

Note 3 – Availability and Liquidity

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, 2023 and 2022 were comprised of the following:

	2023 \$	2022 \$
Insurances	12,139	45,039
Advertising	4,533	8,661
Professional Services	3,340	-
Equipment Deposits	2,000	-
	<u>22,012</u>	<u>53,700</u>

Note 5 – Investments

The following is a summary of investments at December 31, 2023 and 2022:

	2023 \$	2022 \$
Cash and cash equivalents	2,486,693	1,442,706
US Government notes & bonds	-	501,079
CDN Government notes & bonds	165,244	266,178
	<u>2,651,937</u>	<u>2,209,963</u>

As of December 31, 2023 and 2022 all investments were considered level 1. The components of total investment return from investments for December 31, 2022 and 2021 are reflected below:

	2023 \$	2022 \$
Interest	88,381	26,246
Investment Fees	(9,559)	(6,887)
Unrealized Gain/(Loss)	15,781	(21,058)
	<u>94,603</u>	<u>(1,699)</u>

Note 6 – Fair Value Measurements

Fair values of assets measured at December 31, 2023 and 2022 are as follows:

Description	12/31/2023	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>					
Debt Securities					
US Government Notes & Bonds	-	-	-	-	-
CDN Government Notes & Bonds	165,244	165,244	-	-	-
Total Debt Securities	165,244	165,244	-	-	-
Total Recurring Fair market measurements	165,244	165,244	-	-	-

Description	12/31/2022	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>					
Debt Securities					
US Government Notes & Bonds	501,079	501,079	-	-	-
CDN Government Notes & Bonds	266,178	266,178	-	-	-
Total Debt Securities	767,257	767,257	-	-	-
Total Recurring Fair market measurements	767,257	767,257	-	-	-

Note 7 – Property and Equipment, Net

Property and equipment, net consisted of the following at December 31, 2023 and 2022:

	2023 \$	2022 \$
Property and equipment	10,509,926	10,667,675
Less: accumulated depreciation	3,721,423	3,567,336
	<u>7,029,503</u>	<u>7,100,339</u>

For the years ended December 31, 2023, and 2022, depreciation expense totaled \$281,577 and \$237,480 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 with the approval of the Commission. 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

Note 9 – Net Assets

Net assets without donor restrictions for the years ended December 31, 2023 and 2022 are as follows:

	2023 \$	2022 \$
Undesignated	9,137,302	9,194,946
Board designated	762,503	335,000
	<u>9,899,805</u>	<u>9,529,946</u>

Board Designated Net Assets is comprised of the following:

	2023 \$	2022 \$
Building and Grounds	45,000	130,000
Vehicle Replacement	127,503	65,000
Man Lift Purchase	-	140,000
Natural Area & Trail Improvements	90,000	-
Bridges & Walkways	500,000	-
	<u>762,503</u>	<u>335,000</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 \$30,720 for the year ended December 31, 2023 and \$26,929 for the year ended December 31, 2022.

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 \$124,759 for the year ended December 31, 2023 and \$134,976 for the year ended December 31, 2022 is reflected as part of Personnel Services Expense.

Note 12 – Evaluation of Subsequent Events

The Commission has evaluated subsequent events through February 5, 2024, the date the financial statements were available to be issued.



Sunset over Liberty Point Observation Deck