

**The Heritage Canada Foundation  
Annual Report 2009-2010**



**Strengthening the  
Heritage Movement**

[www.heritagecanada.org](http://www.heritagecanada.org)



## The Coat of Arms of the Heritage Canada Foundation

The emblem of Heritage Canada, a maple leaf and keys on the shield, is surmounted by a three-turreted fort, a symbol of our built heritage. Supporting the shield are two beavers, symbols of perseverance and recognized as symbols of Canada for many generations.

The Latin motto, **Patrimonii publici propugnatores**, translates as “champions of our heritage” and alludes to the mission of the Heritage Canada Foundation in protecting and promoting heritage buildings and places for the benefit of all Canadians.



THE GOVERNOR GENERAL  
LA GOUVERNEURE  
GÉNÉRALE



**Patron**  
Her Excellency the  
Right Honourable

**Michaëlle  
Jean**

C.C., C.M.M., C.O.M., C.D.,  
Governor General of Canada

HERITAGE CANADA  
FOUNDATION



LA FONDATION  
HÉRITAGE CANADA

## Heritage Canada Foundation

5 Blackburn Avenue  
Ottawa, ON K1N 8A2  
(613) 237-1066

[heritagecanada@heritagecanada.org](mailto:heritagecanada@heritagecanada.org)  
[www.heritagecanada.org](http://www.heritagecanada.org)

# The Heritage Canada Foundation: Working with Canadians to protect and promote our built, historic and cultural heritage.

The Heritage Canada Foundation is a national, membership-based organization and registered charity established in 1973.

---

## Contents

- 1 The Board of Governors
- 2 Message from the Chair and Executive Director
- 3 About the Heritage Canada Foundation
- Accomplishments in 2009-2010**
- 4 Raising Awareness
- 6 Building Networks and Creating Opportunities
- 8 Saving Places
- 10 Getting the Word Out
- 11 Membership
- 12 Stewardship
- 13 Main Street Community Revitalization
- 14 Financial Statements
- 16 Donors and Sponsors
- 16 Saved and Lost

---

## The Board of Governors

(As of March 31, 2010)

Douglas Köchel, Chair  
David Bradley, 1<sup>st</sup> Vice-Chair  
Cindy Tugwell, 2<sup>nd</sup> Vice-Chair  
Andrew Powter  
Michael Seaman  
Ross Keith  
Henry Maisonneuve

New Brunswick  
Newfoundland and Labrador  
Manitoba  
Nova Scotia  
Ontario  
Saskatchewan  
Alberta

# A message from...

## The Chair and The Executive Director

---

**Dear members, supporters and friends,**

We are pleased to provide this summary of accomplishments from the Heritage Canada Foundation's 36th year.

During the period HCF continued to serve the heritage movement with commitment and rigour, pursuing our mission to engage and inspire the general public, share tools and resources, build coalitions and partnerships, and influence policies and laws. Our annual conference in Toronto attracted record numbers to grapple with climate change and heritage buildings—one of the most important issues of our era—and laid the groundwork for important new relationships with key organizations.

This year saw increased interest in our National Heritage Awards Program, and an inspiring encounter with HRH the Prince of Wales, who lends his title to one of HCF's awards. Through *Hēritage* magazine we celebrated Canada's sporting heritage, and told important stories like the Bell Barn restoration in Indian Head, Saskatchewan. We used the 2009 Endangered Places List to make a difference for sites like the Dominion Exhibition Display Building in Brandon, Manitoba.

With our partner, la Fondation Rues principales, we continued to revitalize communities in Quebec and New Brunswick, using the Main Street methodology introduced by HCF exactly thirty years ago.

Conservation of our heritage properties has been an important focus this year, and our thanks go out to valued local partners who play an essential role in operating our sites, including the Brantford Historical Society and the Société Louis-Joseph Papineau, and to the Annapolis Heritage Society for their support with our transfer of Runciman House into the hands of enthusiastic new owners.

Throughout the year we advanced efforts on a new Strategic Plan for the organization, responding to your input via our online survey, and anticipating trends that will shape future programs and financial strategies. We look forward to sharing that plan with you in the coming months, and finding new ways to merit your valued support.



**Douglas Köchel**

Chair, Board of Governors



**Natalie Bull**

Executive Director

# About the Heritage Canada Foundation

---



**The Heritage Canada Foundation (HCF) is recognized internationally as Canada's national trust. HCF members benefit from reciprocal agreements that allow members access to national trust properties in Australia, England, Scotland, Wales and the USA.**

The Heritage Canada Foundation (HCF) is a national, non-governmental, not-for-profit corporation established by the federal government as the National Trust for Canada in 1973. HCF was given the mandate to "preserve and demonstrate and to encourage the

preservation and demonstration of the nationally significant historic, architectural, natural and scenic heritage of Canada with a view to stimulating and promoting the interest of the people of Canada in that heritage."

# Accomplishments in 2009/2010

## Raising Awareness

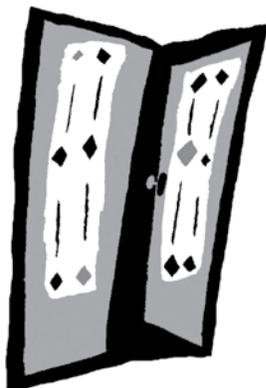
---



### Heritage Day 2010

HCF leads the nation in celebrating Heritage Day on the 3rd Monday in February each year. This year, HCF celebrated **The Heritage of Sport and Recreation**. In order to assist communities in celebrating Canada's legacy of sports and recreation facilities, ten examples

of active historic sporting centres from across Canada—from boating and swimming to hockey, curling and skiing—were made available on our website. The series included the history of the sites, images, and links to additional resources.



### Doors Open Canada

Launched in 2002, Doors Open Canada is designed to increase Canadians' understanding and enjoyment of their local architectural environment while encouraging awareness of their built heritage.

This year, many Doors Open Canada towns and cities organized successful events. HCF opened its doors for the eighth year for Doors Open Ottawa, attracting close to 500 visitors to its headquarters at 5 Blackburn Avenue.

Portes Ouvertes Doors Open  
Canada





**Past Winners of the Prince of Wales Prize for Municipal Heritage Leadership are: Markham, Ontario (2000); Victoria, British Columbia (2001); Saint John, New Brunswick (2002); Québec City, Québec (2003); Perth, Ontario (2004); Charlottetown, Prince Edward Island (2005); Annapolis Royal, Nova Scotia (2006); St. John's, Newfoundland and Labrador (2007), Aurora, Ontario (2008); and Edmonton, Alberta (2009).**



Edmonton heritage planners Robert Geldart and David Holdsworth (left) join Mayor Stephen Mandel in accepting the P.O.W. Prize from His Royal Highness The Prince of Wales last November.

## National Heritage Awards Program

The Heritage Canada Foundation's National Awards Program recognizes and celebrates excellence in heritage conservation.

For the tenth consecutive year, HCF awarded the **Prince of Wales Prize for Municipal Heritage Leadership** to a deserving municipality that has demonstrated exemplary commitment to preserving its built heritage.

This year, at a special ceremony held in Toronto in November, His Royal Highness The Prince of Wales presented the award to the City of Edmonton for demonstrating that a young city can successfully preserve its heritage through a strong commitment to developing financial incentive policies, restoring old buildings and promoting awareness of its history.

The 2009 **Gabrielle Léger Award for Lifetime Achievement in Heritage Conservation** was conferred on **Dr. Harold Kalman** of Vancouver for his momentous contribution as a practitioner, advocate and educator.

The 2009 **Lieutenant Governor's Award for Outstanding Achievement in Heritage Conservation at the Provincial/Territorial Level** went to **Stephen Otto** of Toronto for his dedication in protecting public places in the Toronto area, and educating the community about these sites.

HCF's **National Achievement Awards** honour individuals or groups for their achievement in heritage advocacy and volunteerism, and for conservation projects that demonstrate a community's commitment to heritage conservation.

**National Achievement Awards** recipients in 2009/2010:

- The Rehabilitation and Adaptive Reuse of the **Alton Mill Complex**, Caledon, Ontario by Jeremy and Jordan Grant in recognition of their vision and tenacity in taking the building from a state of dereliction to an active place for the development of creative capital.
- The **New Edinburgh Community Alliance** in Ottawa, Ontario for its leadership role in preserving the heritage fabric of the village of New Edinburgh which dates back to the 19th century.
- The **Heritage Vancouver Foundation** in recognition of the innovative programs developed to foster the undertaking, appreciation and conservation of built heritage in the City of Vancouver.

# Building Networks and Creating Opportunities



## Heritage Employment Opportunities for Young Canadians

The Heritage Canada Foundation continued its successful delivery of the Young Canada Works (YCW) program in 2009-2010, distributing funding from the Department of Canadian Heritage to heritage organizations nationwide. YCW gives students and recent graduates the opportunity to acquire valuable work skills and experience in the field of heritage, and help heritage organizations complete important projects.

In 2009-2010, the Heritage Canada Foundation delivered funding for 82 students and four graduate interns, with contributions totaling **\$220,825.00**.

## National Conference

Heritage buildings will be central actors in the “Climate Century.” This is one of the key messages emerging from HCF’s 36th annual conference held in Toronto’s Fairmont Royal York Hotel, September 23 to 26. Mounted in collaboration with the Ontario Heritage Trust and in cooperation with the Canadian Association of Heritage Professionals, the conference brought together a record 320 delegates from over 200 firms, organizations and government departments. The conference featured an exceptional range of voices—from environmental and heritage activists, to

urban designers and green building experts. Notably, a half-day workshop was delivered in collaboration with the Canada Green Building Council and Public Works and Government Services Canada detailing how the LEED rating system can be successfully applied to heritage buildings. The conference ended with a dynamic plenary discussion which underscored the shared vision of the environmental sustainability and heritage conservation movements and kindled resolve for future collaboration.

Too often heritage conferences are about preaching to the converted. This is the first time I’ve ever been to a conference where there has been this incredible diversity. I really like the way you have put the challenge out to environmental groups like Greenpeace and Pollution Probe to answer the question, “How do you see the heritage movement?” It has just been so refreshing. I’ve really learned a lot and I give you all full credit for putting on a very stimulating conference.

Steve Barber  
Heritage Planner, City of Victoria



**TORONTO**

**September 24-26, 2009 • Fairmont Royal York Hotel**

The Heritage Canada Foundation's Annual Conference in collaboration with the Ontario Heritage Trust and in cooperation with the Canadian Association of Heritage Professionals

Climate change. Green building. Economic renewal. Affordable housing. Old buildings have answers for the biggest questions of our generation.

[www.heritagecanada.org](http://www.heritagecanada.org)



Participants in the Built Heritage Leadership Forum are joined by members of HCF board of governors and staff.

## Networking

HCF supported the work of existing and new networks and working groups:

- **Fourth Annual Built Heritage Leadership Forum:** The leaders of 25 province-wide heritage organizations from across the country met at the Annual Conference in Toronto to share success stories and provide valuable input into HCF's programs and priorities.
- **Second National Roundtable on Endangered Places of Faith:** HCF collaborated with the Ontario Heritage Trust to hold a national forum on the crisis facing religious heritage at HCF's annual conference in Toronto. Numbering 120, participants heard about success stories and strategies from experts in Canada and the U.S.
- **AGORA-L—Connect and Protect:** Developed to connect built heritage advocates and conservationists from across the

country, this free email-based tool for exchanging information about conservation has had a very successful year. Almost 400 participants are active users.

- **SPERO-L—Historic Places of Faith Listserv:** SPERO-L literally means "to bring hope" in Latin. A free email-based discussion tool, SPERO-L was launched in 2009 to help heritage advocates, building owners and other stakeholders connect with peers across the country to share success stories and challenges about ensuring a viable future for historic places of faith at risk. The number of users quickly grew to over 130, with more joining weekly.

AGORA-L and SPERO-L are easily accessed through the Heritage Canada Foundation website at [www.heritagecanada.org](http://www.heritagecanada.org).

## Outreach

Heritage Canada Foundation board and staff participate in heritage conservation conferences, workshops and other events, host networking sessions, and meet with partner organizations to stay abreast of what's happening in the field.

- HCF board members or staff were speakers or panelists at the following events:
- Heritage Saskatchewan Inaugural Forum, Saskatoon, Sask.
  - Canadian Institute of Planners Annual Conference, Niagara Falls, Ont.
  - Newfoundland Historic Trust public lecture, St. John's, Nfld and Lab.
  - International National Trust Conference, Dublin, Ireland
  - Savannah College of Art & Design Preservation Week public lecture, Savannah, Georgia

- HPI Management Committee Meeting, Ottawa, Ont.
- Symposium on Incentives for Heritage, Fredericton, N.B.
- City of Ottawa Architectural Conservation Awards and Heritage Recognition Ceremony, Ottawa, Ont.

HCF had a presence at the following events:

- Minister's Roundtable on Parks Canada, Toronto, Ont.
- Canada Research Chair on Built Heritage Annual Symposium, Montreal, Que.
- Canadian Commission for UNESCO Panel on World Heritage, Montreal, Que.
- New Edinburgh Community Alliance, HCF award presentation, Ottawa, Ont.
- US National Trust Sustainability Workshop, Washington, DC

# Saving Places



David Dunlap Observatory,  
Richmond Hill, Ont.

## Endangered Places Program

The Heritage Canada Foundation takes a multi-pronged approach to helping Canadians keep historic places alive: awareness-building programs like the National Heritage Awards, Heritage Day and Doors Open are celebratory in nature. However, nowhere is our work more visceral and dramatic than in our advocacy efforts. Through the **Endangered Places and Worst Losses lists**, we bring national attention to the 10 most endangered

historic places on our Canada-wide radar screen, and to those sites needlessly lost to demolition and fire. The Top Ten list has become a powerful tool in helping advocates keep historic places alive. Since launching the program in 2005, fifty sites have received the dubious “endangered” distinction. These cases were followed and support provided throughout the year where possible.

Many thanks for the great work you’ve done on our behalf. Being on your list of Canada’s Most Endangered has (finally) brought the David Dunlap Observatory the attention it so richly deserves.

Carla vonn Woden  
Richmond Hill, Ont.

## The 2009 Top Ten Endangered Places

- Pantages Theatre, Vancouver, B.C.
- Crowsnest Pass Mining Complex and Coleman’s Historic Downtown, Alta.
- St. Mary’s Community School, Saskatoon, Sask.
- Dominion Exhibition Display Building II, Brandon, Man.
- Bellevue House, Amherstburg, Ont.
- David Dunlap Observatory and Park, Richmond Hill, Ont.
- All Heritage Conservation Districts in Ontario.
- Franciscan Sisters Missionaries of Mary Monastery and Chapel, Quebec City, Que.
- Grenville Canal, Village of Grenville, Que.
- Moncton High School, Moncton, N.B.



The Violet Clark Building, Halifax, N.S.

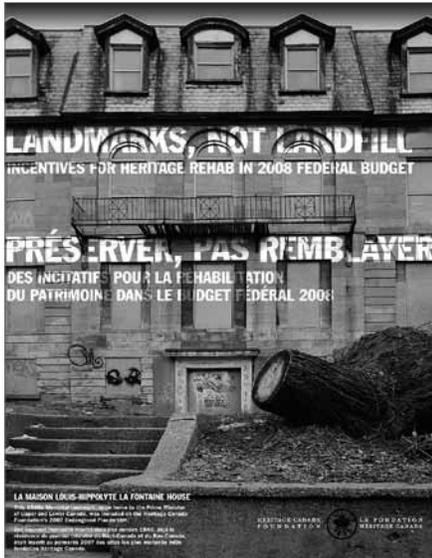
## The 2008 Worst Losses List

- Alma College, St. Thomas, Ont.
- Arlington Apartments, Edmonton, Alta.
- Bens Deli Restaurant, Montreal, Que.
- Erie Street United Church, Ridgetown, Ont.
- Marygrove Resort, Muskoka, Ont.
- The Violet Clark Building, Halifax, N.S.

## Saving Places TV Series—Companion Website

HCF collaborated with PTV Productions to create **www.savingplaces.ca**, a companion website for **Saving Places**, a new Canadian TV series that will feature the restoration of significant historic sites, two of which were previously included on HCF’s Top Ten Endangered Places List. Viewers of the TV series will be directed to the website where they can make tax-deductible donations to the featured heritage buildings,

and support other HCF programs that save places across Canada. People can also bring attention to endangered places in their communities by organizing a screening of **Saving Places** to kick off a local fundraising campaign.



Heritage Canada Foundation's campaign continues to encourage fiscal incentives for heritage in the federal budget.

## Advocacy Action

### Federal Financial Incentives for Historic Places

Since January 2007, a growing number of city councils have passed HCF's resolution requesting that the federal government introduce financial incentives which would encourage private sector investment in the rehabilitation of historic places. In 2009, the Royal Architectural Institute of Canada and eight more Canadian municipalities passed resolutions —a solid endorsement that will be useful in future advocacy efforts. HCF appeared before the House of Commons of Standing Committee on Finance during its 2009 Pre-Budget Consultations to encourage the implementation of financial incentives. It also facilitated presentations before the Committee from heritage developers and other partners across the country.

### An Act to Protect Historic Lighthouses

HCF continued to work with Senator Pat Carney, key advocate Barry MacDonald of the Nova Scotia Lighthouse Preservation Society, and with federal officials to get the word out and monitor the process leading up to the implementation of the Act.

### Local Advocacy

HCF uses resources like the Endangered Places List to bring national attention to selected local heritage battles, and in some cases become involved on the ground—often when an important precedent is at stake. For example, this past year HCF played a central role in advocating for the preservation and reuse of 41 heritage buildings slated for demolition on Colborne Street in Brantford, Ontario. These city-owned properties were to receive federal funding to cover the cost of demolition. HCF also played a key public role in advocating for the reuse of two World War II hangars owned by the Department of National Defence on former CFB Downsview in Toronto.

HCF's material gives us good quick "elevator time" language to use when discussing the sustainability argument for heritage conservation. Thank you.

Diane Switzer  
Vancouver Heritage  
Foundation

## Landmarks Preservation Program

Designed to provide an opportunity for heritage groups to raise funds for approved projects involving the acquisition, restoration or rehabilitation of heritage properties, the Landmarks Preservation Program highlighted the following sites this year:

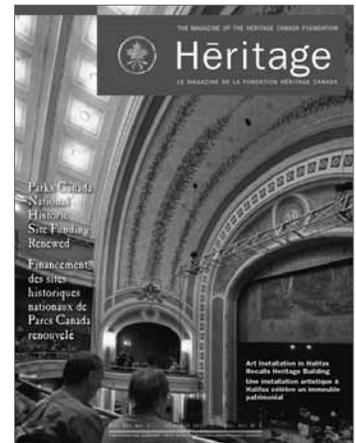
- Pemberton Memorial Operating Room National Historic Site of Canada, Victoria, B.C.
- McAdam Railway Station National Historic Site, McAdam, N.B.
- Montreal Memorial Masonic Temple, Montreal, Que.

# Getting the Word Out

## Héritage Magazine

This bilingual quarterly publication features stories, reports and commentaries on the country's historic buildings and places.

It explores ways to preserve the best from the past and improve the livability of Canadian communities. It also publishes articles on HCF's principles and policies.



This issue looks at how communities are trying to reconcile the pressure for intensification with good heritage conservation practice. “Adding Without Subtracting—New Development in Historic Districts,” by award-winning journalist Charles Mandel, features a development proposal in Halifax’s Historic Properties area as a case in point. On the fire prevention front, the issue reviews the effectiveness of misting sprinkler systems—designed to be less damaging to historic fabric—that were installed in some of Scandanavia’s distinctive historic wooden churches. Our Nuts and Bolts department focuses on the maintenance and repair of verandas, the architectural feature that give many Victorian homes their character.

“Barn Raisers—Heritage and the Art of Fundraising” celebrates the preservation of Saskatchewan’s iconic Bell Barn, the historic round stone barn that once topped HCF’s endangered places list. It tells how a community of only a few thousand people successfully fundraised over \$1 million by developing a solid and credible campaign. Another feature looks at the positive results of an extensive academic study of the effectiveness of 32 heritage conservation districts in Ontario, and the news is good: “Heritage Conservation Districts Work: Proof at Last” reports on the findings. The issue also reports on church-related advocacy issues in “Deconstruction or Demolition: Maritime Churches Under the Gun.”

With 2010 being our Olympic year, this issue celebrates examples of historic sporting and recreation facilities across the country that have been bringing Canadians together for decades. From the grandeur of Maple Leaf Gardens to the humble ski lodge at Red Mountain Resort in Rossland, B.C., “Canada’s Sporting Heritage: Keeping Old Venues Fit” highlights some of our best. The Up Close article, “Social Housing Pressures Meet Heritage Conservation District,” tackles the sensitive issue of balancing social housing needs with heritage conservation in the Village of Barriefield, Ontario.

“Up and Running Again! Parks Canada Cost-Sharing Program is Helping National Historic Sites” celebrates the federal government’s re-investment in the National Historic Sites of Canada Cost-Sharing Program. The funds target the over 700 privately-owned designated sites in Canada to help ensure their conservation into the future. “Resurrection: Kelly Building” is an example of how the arts and heritage can come together on questions of urban culture. It tells the story of how the demolished Kelly Building reappeared in downtown Halifax as a street-level art installation, causing a sensation.



www.heritagecanada.org



www.doorsopencanada.org



www.advocacyaction.org

Our group has been trying to sort out the legal liability issues of doing rehab work in our former church for some time and even the town's solicitor couldn't offer any suggestions. Bravo to your organization and its online connections for helping!

Catherine King  
Treasurer, Friends  
of our Lady of  
Southwood Church  
Gravenhurst, Ont.

## Websites

The Heritage Canada Foundation bilingual website **www.heritagecanada.org** saw another year of increased usage. The site continues to expand as new features and information related to HCF initiatives are developed. This year, two new sections were added: Endangered Places, with a special focus on the annual Top Ten

Endangered Places lists and Places of Faith, featuring case studies of successful adaptations of religious buildings.

HCF administers two other well-visited bilingual websites: The Doors Open Canada website **www.doorsopencanada.org** and The Advocacy Action website **www.advocacyaction.org**.

## Communications

HCF continues to keep members and the wider public—both inside and outside the heritage sector—informed through regular communiqués and media releases dealing with advocacy related issues, and organizational activities and programs.

HCF continues to be consulted by the media on issues related to advocacy, endangered places, awards, annual conference, and more.

A new online communications tool, SPERO-L, was launched along with a comprehensive archive of all related communications.

## Membership

HCF has introduced new online options for members to join and renew their membership, or to make a donation. An online system was launched in the fall of 2009, and has simplified the way HCF

processes, manages and updates the membership database. An increasing number of members have been using this new tool to renew or join.

# Stewardship

---

HCF's headquarters: The Fraser Building (1905) at 5 Blackburn Avenue, Ottawa, Ont.



This year, HCF had Runciman House in Annapolis Royal, Nova Scotia, protected in perpetuity with a heritage covenant registered on title before transferring it into private ownership. HCF held the property since 1978 and made it available for public viewing from that time. The new owners, thrilled to be the stewards of such a fine house, have already done much to restore interior finishes and floors.

HCF donated the contents of the house to the Annapolis Heritage Society, which expressed interest in retaining the material legacy of the Runciman Family in the community.

HCF also worked closely with the Ontario Heritage Trust (OHT) to develop a heritage easement for 5 Blackburn Avenue, its Ottawa headquarters. The easement will be managed by the OHT for the new owners who took possession in August. HCF continues to lease its office space at this location.

The Brant Historical Society has completed its second successful year as the new managing partner of Myrtleville House Museum in Brantford, Ontario.



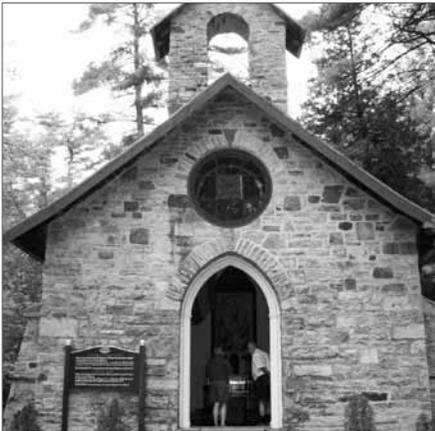
## Main Street Community Revitalization

La Fondation Rues principales continued to provide leadership in community revitalization and heritage conservation throughout 2009/2010, leading 23 municipalities through the Main Street process; offering à la carte services to 28 municipalities or organizations; working with a network of 65 Main Street towns in Quebec and New Brunswick; offering 15 training courses on

heritage revitalization; organizing an annual conference that attracted over 440 delegates; and preparing some 110 drawings that encouraged heritage building restoration and which depicted some \$100 million in building and road work.

For more information, see the complete Annual Report of La Fondation Rues principales at [www.fondationruesprincipales.qc.ca/en/review/annual](http://www.fondationruesprincipales.qc.ca/en/review/annual).

**HCF holds other historic properties and collections open to the public.**



Papineau Chapel (1851), Montebello, Que.



Myrtleville House (1837-38), Brantford, Ont.



11, rue l'Ancien-Chantier (1670) - the offices of HCF's subsidiary, Fondation Rues principales, Quebec City, Que.

# The Heritage Canada Foundation

## Financial Statements

### Summarized Consolidated Statement of Financial Position

#### Auditors' Report on Summarized Financial Statements

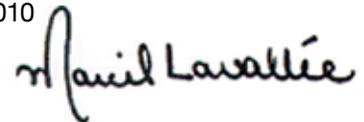
To the members of the Heritage Canada Foundation:

The accompanying summarized consolidated balance sheet and statements of operations and changes in net assets are derived from the complete financial statements of the Heritage Canada Foundation as at March 31, 2010. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of the Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Ottawa, Canada  
May 7, 2010



Chartered Accountants  
Licensed Public Accountants

	2010	2009
<b>ASSETS</b>		
Current	\$ 599	\$ 715
Investments	17,700	14,418
Capital Assets	48	48
Heritage Properties	115	1,397
	<b>\$18,462</b>	<b>\$16,578</b>
<b>LIABILITIES</b>		
Current	229	333
	<b>\$ 229</b>	<b>\$ 333</b>
<b>NET ASSETS</b>		
Endowment	16,180	16,180
Non-endowment	2,053	65
	<b>18,233</b>	<b>16,245</b>
	<b>\$18,462</b>	<b>\$16,578</b>

as of March 31, 2010 (In thousands of dollars)

# The Heritage Canada Foundation

## Financial Statements

### Summarized Consolidated Statements of Operations and Changes in Net Assets

	2010	2009
<b>REVENUE</b>		
Operations		
Contracts	\$ 895	\$ 808
YCW contribution	274	281
Memberships	63	57
Conference and symposiums	123	90
Grants	168	151
Property	16	16
Donations and bequests	20	15
Publications	1	1
Gain on sale of properties	393	
Other	18	14
	1,971	1,433
Investment revenue (Losses)	2,710	(2,624)
<b>Total revenue</b>	<b>\$4,681</b>	<b>\$(1,191)</b>
<b>EXPENSES</b>		
Community heritage development and networking	1,143	1,132
Management and administration	388	431
YCW	274	281
Policy and programs	293	316
Publications	167	178
Property	230	176
Board	106	116
Communications	92	169
<b>Total Expenses</b>	<b>\$ 2,693</b>	<b>\$ 2,799</b>
<b>Excess (Deficiency) of revenue over expenses</b>	<b>\$ 1,988</b>	<b>\$(3,990)</b>
<b>NET ASSETS</b>		
Non-endowment, beginning of year	65	4,055
Non-endowment, end of year	2,053	65
Endowment	16,180	16,180
<b>Total net assets</b>	<b>\$ 18,233</b>	<b>\$ 16,245</b>

year ended March 31, 2010  
(In thousands of dollars)