

**Heritage Foundation of  
Newfoundland and Labrador**  
Annual Report 2024-25



Heritage NL



# Message from the Chair

This report outlines the work and accomplishments of the Heritage Foundation of Newfoundland and Labrador for the fiscal year 2024-25. This report is submitted in accordance with the obligation as a Category III entity under the **Transparency and Accountability Act** and was prepared under the direction of the Board, which is accountable for the actual results reported.

The Heritage Foundation of Newfoundland and Labrador had a busy and productive reporting period and was particularly active in our various municipal outreach activities, and with our technical workshops promoting the conservation and reuse of wooden windows. For the first time, materials for our annual poster contest were translated into French. This was just in time for the 20th anniversary of the contest, which saw over 1,000 young Newfoundlanders and Labradorians get creative and colourful in celebrating our built heritage.

It was an exciting 40th anniversary for the organization and we are excited about our plans to commemorate the 100th anniversary of women achieving the right to vote and hold public office in the year to come.

Sincerely,

A handwritten signature in black ink, appearing to read "Lisa M. Daly", enclosed within a large, loopy oval scribble.

Dr. Lisa M. Daly  
Chairperson

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## **Entity Overview**

### **Organizational Structure**

The Heritage Foundation of Newfoundland and Labrador (Heritage NL) is a Crown Agency established by the Government of Newfoundland and Labrador in 1984 to stimulate an understanding of and an appreciation for the architectural heritage of Newfoundland and Labrador. The Foundation is the sole organization in the province mandated by the provincial government to preserve one of the most visible dimensions of Newfoundland and Labrador culture - its architectural heritage.

Heritage NL, an invaluable source of information for historic restoration, supports and contributes to the preservation and restoration of buildings of architectural or historical significance. Heritage NL designates buildings and other structures as Registered Heritage Structures and may provide grants for the purpose of preservation and/or restoration of such structures. Heritage NL also has an educational role and undertakes or sponsors events, publications and other projects designed to promote the value of our built heritage. In 2008, Heritage NL was chosen to lead and implement the province's Intangible Cultural Heritage Strategy. This strategy's goals are achieved through initiatives that celebrate, record, disseminate, and promote our living heritage and help to build bridges between diverse cultural groups within and outside Newfoundland and Labrador.

### **Staff and Budget**

As of March 31, 2025, Heritage NL employed three full time staff, one part time staff, and two full time contractual employees. In 2024-25, Heritage NL's total budget was \$693,456.50.

Additional information about Heritage NL, including its mandate, vision and lines of business, can be found in the 2023-26 Activity Plan, found here:

<https://www.gov.nl.ca/tcar/files/Heritage-NLActivityPlan2023-2026.pdf>

## **Board of Directors**

As of March 31, 2025, the members of the Board of Directors are:

Dr. Lisa Daly (Chair)

Jim Miller (Vice Chair)

Philip Wood (Treasurer)

David Lough (Past Chair)

Elizabeth Ann Murphy

Matt C. Reynolds

Dr. Roza Tchoukaleyska

Colleen Soulliere (TCAR Representative)

## **Physical Location**

1 Springdale Street

St. John's, NL A1C 5V5

[info@heritagenl.ca](mailto:info@heritagenl.ca)

[www.heritagenl.ca](http://www.heritagenl.ca)

[www.ichblog.ca](http://www.ichblog.ca)

1-888-739-1892

# Highlights and Partnerships

## Highlights

In 2024-25, Heritage NL:

- disbursed \$122,717.81 in grants for the restoration of historic places;
- designated four historic places as Registered Heritage Structures;
- coordinated the fourth Newfoundland and Labrador [Youth Heritage Forum](#), drawing in 75 students, youth, and emerging professionals from across the province;
- received over 1,000 artwork entries in celebration of the 20th anniversary of the student Heritage Poster Contest;
- unveiled seven new heritage plaques for Registered Heritage Structures;
- delivered five technical workshops on the conservation of wooden windows for carpenters and contractors; and,
- hosted 500 participants in various community workshops, sessions, and training opportunities.

## Partnerships

On April 17, 2024, Heritage NL staff presented at an open house in the Town of St. Mary's, hosted by Legendary Coasts of Eastern Newfoundland, the destination management organization for the eastern region. Staff discussed how heritage assets define communities and how they play a role in tourism offerings.

Heritage NL partnered with the Canada Agriculture and Food Museum and Ingenium in Ottawa to develop content for an exhibition that explores relationships between food, memories, and culture. Heritage NL hired Tin Bird Productions to film a local tradition-bearer making fish stew and explaining its history and importance. This material, along with a second interview and archival photos collected by Heritage NL, was shared with the Museum. In addition, a handmade shim (carved spoon for eating fish stew) and three fire starter shavings were sent to Ottawa and will be on display in "Memories Are Made in the Kitchen" which is set to open in September 2025.

On May 26, 2024, Heritage NL partnered with the Sheep Producers Association of Newfoundland and Labrador (SPANL), and O'Brien Farm Foundation on the first "Sheep to Sock" event. This event saw hundreds of people come through O'Brien Farm including Thimble Cottage Registered Heritage Structure to see the process of producing socks from sheep. It included several sheep shearing demonstrations by SPANL, as well as ten craftspeople showcasing knitting, carding, spinning, felting, tanning, and darning. It was an incredibly popular event – particularly with young families.

On the evening of Thursday, September 26, 2024, Heritage NL and the Town of Paradise co-hosted a "People, Places, and Culture" workshop at St. Thomas Community Centre in Paradise. These workshops help communities identify, protect, and develop local heritage and cultural resources. The participation of residents is key to the success of these workshops, and there was a great turnout of people who grew up in the places that now make up the Town of Paradise. The following day, Heritage NL staff met with town employees and representatives to discuss the themes that had emerged and possible paths forward to highlight Paradise's unique heritage. A draft report has been submitted to the Town of Paradise for review.

Heritage NL celebrated National Heritage Week, held from February 17-23, 2025, with the unveiling of the winners of our 20th annual Heritage Places Poster Contest on Monday, February 17, 2025. Over 1,000 entries were received from over 50 schools across the province. This included students from the Newfoundland and Labrador English School District, Le Conseil scolaire francophone provincial de Terre-Neuve-et-Labrador, Indigenous schools, private schools, and home-schooled students.

For the first time, Heritage NL translated all poster contest promotional and entry materials into French, thanks to help from Chair Dr. Lisa Daley and Renee Keough. The Senior High and overall winning submission by Mariell Sánchez, a Grade 11 home-schooled from Conception Bay South, was featured on Heritage NL's 2025 Heritage Day poster. See <https://heritagenl.ca/news-events/heritage-week-2025/> for winning artwork from Primary, Elementary, and Junior High levels, along with Avalon, Eastern, Central,

Western, and Labrador regional winners. Provincial Historic Sites partnered with Heritage NL by presenting all winners with a season pass to their sites across the province.

During National Heritage Week, Heritage NL challenged municipalities around the province to highlight their own unique heritage on their social media platforms. Many municipalities took up the challenge by highlighting local heritage designations, museums, heritage groups, heritage champions, tradition-bearers, and digital heritage collections, and by signing Heritage Day/Week proclamations. Heritage NL also partnered with NL municipalities to participate in the “Tomorrow’s Towns” program, a new placemaking program designed to help communities become more sustainable, resilient and vibrant.

The reporting period marked 75 years since the abolishment of the Newfoundland Chinese Head Tax. To commemorate this, Heritage NL partnered with the Chinese Association of Newfoundland and Labrador, the Chinese Canadian Museum, and the Newfoundland and Labrador Public Libraries to host a scanning session to assist in digitizing and safeguarding Newfoundland Chinese head tax certificates, photographs, and other historical documents related to the Chinese community.

## **Report on Performance**

### **Strategic Issue: Support Historic Places and Living Heritage of the Province**

Support for the cultural heritage of the province by Heritage NL has a number of different facets, all of which are intertwined and build on one another. These include: 1) plaquing historic places and commemorating the people, events, and unique cultural traditions important to Newfoundlanders and Labradorians; 2) documenting and celebrating cultural heritage and the intangible values of historic places; and 3) safeguarding skills and traditional knowledge required for the conservation of crafts at risk and trades knowledge required for the maintenance and repair of historic places.

## 2024-25 Objective

By March 31, 2025, Heritage NL will have supported and promoted heritage; safeguarded and developed the province's built and intangible heritage assets; and, educated the public on the subject of cultural heritage.

**Indicator 1: Heritage NL will have funded initiatives to support the cultural heritage of the province.**

In 2024-25, Heritage NL designated four historic places as Registered Heritage Structures, including:

- [Terra Nova Sulphite Company Pulp Mill](#), Glovertown
- [Our Lady of Mercy Museum](#), Port au Port West
- [Parsons/Collis Building](#), Harbour Grace
- [Aitken Property](#), Deer Lake

During the reporting period, Heritage NL disbursed \$122,717.81 in restoration and maintenance grants in the fiscal year. The following amounts were disbursed in grants under these programs:

- Restoration Grants - \$85,746.08
- Maintenance Grants - \$36,971.73

**Indicator 2: Heritage NL will have undertaken research projects on Registered Heritage Structures, Districts, and/or Crafts at Risk, and shared these with the public.**

Heritage NL completed detailed oral history and documentation projects on the following historic places and made them freely accessible online:

- [S.O. Steele Building, 100 Water Street, St. John's](#) (May 2024)
- [Cable Superintendent's House, Heart's Content](#) (June 2024)
- [Samuel Garrett: St. John's Stonemason](#) (October 2024)
- [The House that Uncle John Built: Holloway Property, Lethbridge, NL](#) (January 2025)

Heritage NL partnered with community researchers to share their documentation projects on the following historic places and made them freely accessible online:

- [Restoring an 1882 Stone Foundation](#) (May 2024) By Tyler Stapleton
- [205 Water Street, St John's, NL](#) (May 2024) By James J. Maddigan
- [John A. Pearson, Architect and Adventurer: The Newfoundland Years with Greene & Pearson, Architects](#) (September 2024) By James J. Maddigan

Heritage NL curated the Craft at Risk Exhibition displayed at the Craft Council NL Gallery from October 4, 2024, to November 8, 2024. This exhibition featured the work of 18 participants of the Heritage NL Mentor-Apprentice Program. The [exhibition catalogue](#) was created and published by the Craft Council of Newfoundland and Labrador in collaboration with Heritage NL. The goal was that by showcasing traditional crafts in a gallery setting, visitors would consider the connections between craft and art; view the beauty in everyday objects including the time, effort, and materials that went into each object; and consider why these crafts continue to be at risk. The exhibition showcased traditional craft from across the island portion of the province and Labrador, including a wriggle fence installation and a full size komatik.

**Indicator 3: Heritage NL will have added to its plaquing program for Registered Heritage Structures across the province.**

During the reporting period, seven plaques were completed for the following properties:

- [Winterholme](#) in St. John's
- [Greenspond Courthouse](#)
- [St. Luke's Anglican Church](#) in Newtown
- [International Pulp and Paper Company Staff House](#) in Deer Lake
- [Crow's Nest Officer's Club](#) in St. John's
- [Ross Property](#) in Burin
- [Lakeview](#) in Brigus.

Several in-person plaque presentations were made in the reporting period. During a trip to the West Coast and Central Newfoundland during July of 2024, several plaques were presented to property owners. The International Pulp and Paper Company Staff House plaque in Deer Lake was presented to the Lodge Humber 1475 Masons, the Greenspond Courthouse plaque was presented to Greenspond mayor Herbert Burry and heritage society members Linda White and Joy Barfoot, and the St. Luke's Anglican Church in Newtown plaque was presented to church committee members as part of a quilt show and open house. In August, the Crow's Nest Officer's Club in St. John's was presented a new plaque, followed by a tour of the building. On September 4, 2024, Heritage NL plaque coordinator Juliet Lanphear and board member Dave Lough presented a plaque to Ross Property, Burin, owner Dr. Tom Gordon.



[l-r: Past Chair Dave Lough and Heritage NL staffer Juliet Lanphear present the plaque for the Ross Property, Burin, to owner Dr. Tom Gordon.]

**Indicator 4: Heritage NL will have commemorated and documented important aspects of the province's 75th Anniversary.**

Celebrate 75 is a project to recognize, record, celebrate, and promote the meaning and evolution of designated Registered Heritage Structures since Newfoundland and Labrador's Confederation with Canada in 1949. The project engaged communities

through a series of digital vignettes filmed in cooperation with a selection of these historic places. The vignettes address three key themes: what was happening at each site in 1949; what Confederation has meant to the community over time; and, how each site is poised to carry our shared history into the future. To date, 12 vignettes have been prepared for the following historic places:

- Port Union Registered Heritage District, Port Union
- Canada House Registered Heritage Structure, St. John's
- Green Family Forge Registered Heritage Structure, Trinity
- Drake House Registered Heritage Structure, Arnold's Cove
- Lane/Heffern House (Salvage Fisherman's Museum), Salvage
- Bell Island No. 2 Mine Registered Heritage Structure, Wabana
- Alphaeus Barbour House Registered Heritage Structure, Newtown
- Benjamin Barbour House Registered Heritage Structure, Newtown
- Clarenville Railway Station Registered Heritage Structure, Clarenville
- Government of Canada Building Registered Heritage Structure, Bonavista
- Our Lady of Mercy Roman Catholic Church Registered Heritage Structure, Port au Port West
- Society of United Fishermen Lodge SUF #1 Registered Heritage Structure, Heart's Content

**Indicator 5: Heritage NL will have facilitated training opportunities around the conservation of built heritage and traditional architectural skills, particularly concerning wooden windows and doors.**

Heritage NL was approved for funding under the Labour Market Partnerships program of the Department of Immigration, Population Growth and Skills for the project "Wood Window Repair and Fabrication Training." Under this two-year project, and during the reporting period, Heritage NL has been promoting the restoration and repair of wooden windows, addressing a labour shortage in the sector, the shortage of year-round job opportunities for heritage carpentry, and the lack of community and organizational capacity around proper heritage conservation.

Window repair and restoration workshops were held in Cape Broyle, Port au Port West, both with instructor John Duchow, and English Harbour West, with carpenter Michael Paterson. The Cape Broyle workshop was delivered to local parish committees and managers of historic churches, on the general care and maintenance of wooden windows, and included an overview of general window maintenance, material sourcing and treatments, glazing and re-glazing techniques, and included a site visit to the [Immaculate Conception](#) Roman Catholic Church and Grounds Municipal Heritage Site. The Port of Port workshop was held in partnership with the [Our Lady of Mercy Complex](#), and was delivered to more experienced carpenters, focusing on best practices for rot repair and painting, with a specific focus on the restoration of existing wood windows for the church and presbytery.

The English Harbour workshop was held in partnership with the English Harbour Arts Centre and the Discovery UNESCO Global Geopark at the former [All Saints Anglican Church](#) Registered Heritage Structure, and was designed for the owners or managers of historic homes. Two additional workshops were held with instructor Rex Passion as part of the ongoing maintenance grant work at [Howard House Registered Heritage Structure](#), 9 Garrison Hill in St. John's.

In January 2025, heritage carpentry trainer Chris Hogan and Heritage NL trainees Sarah Roberts and Serhii Yarosh visited [St. George's Heritage Church](#) in Brigus to assess their historic wooden storm windows. Many of these were in poor condition and in need of repair. Three were selected for removal based on condition and ease of removal. These were brought back to a workshop set up in partnership with [Thimble Cottage Registered Heritage Structure](#) at O'Brien Farm in St. John's, where Chris instructed Serhii on the repair and restoration of those windows. All three of the windows will be completely restored and re-installed in Brigus.

## 2025-26 Objective

By March 31, 2026, Heritage NL will have supported and promoted heritage; safeguarded and developed the province's built and intangible heritage assets; and educated the public on the subject of cultural heritage.

### Indicators:

1. Heritage NL will have funded initiatives to support the cultural heritage of the province;
2. Heritage NL will have undertaken research projects on Registered Heritage Structures, Districts, and historic places, and shared these with the public;
3. Heritage NL will have added to its plaquing program for Registered Heritage Structures across the province;
4. Heritage NL will have celebrated and documented important aspects of the Province's Intangible Cultural Heritage, Crafts at Risk; and, the 100th anniversary of women achieving the right to vote and hold public office; and;
5. Heritage NL will have facilitated training opportunities around the conservation of built heritage and traditional architectural skills, particularly concerning wooden windows and doors.

## Opportunities & Challenges

### Opportunities

Heritage NL visited communities across the province to host photo scanning events to document, preserve and share old photographs for the communities. Community members came out to share images of their families, friends, and other members of the community, along with the many places and buildings that played an important role in growing up in rural Newfoundland and Labrador. The public events provided locals with the opportunity to meet with each other and share memories that were evoked by seeing each other's images. Events were held in: St. Patrick's Parish, Brigus; Greenspond; Heart's Content; Stephenville; New Bonaventure; Grates Cove; Pouch Cove; and Bay de Verde. "Memory Mug Up" community oral history sessions were also

facilitated in Greenspond, Port Blandford, Stephenville, and Cow Head. This work has demonstrated an opportunity for future community outreach, and Heritage NL will continue to explore scanning events in 2025-26.

2025-26 will mark the 100th anniversary of women achieving the right to vote and hold public office. To commemorate this occasion, Heritage NL has started a partnership with the Newfoundland and Labrador Historical Society to hire a women's history researcher. Two nominations related to women's history were made to Heritage NL's Provincial Historic Commemorations Program in 2024-25, which will be considered for the celebrations in November 2025.

## Challenges

### **Building a Professional Heritage Sector**

Participants in the 4th Youth Heritage Forum noted several concerns and needs with regards to building a more professional heritage sector.

- 1. Youth are seeking professional employment opportunities.** Participants noted a need for more professional-level employment opportunities in the heritage industry, especially for people over 30 and others ineligible under current summer funding programs. Young workers are seeking year-round opportunities outside the summer and longer contracts. Some contracts do not provide enough hours for employees to be EI-eligible once the contract is finished, or do not provide living wages and access to employment benefits like pensions and healthcare.
- 2. Professional development and accredited educational opportunities are lacking.** Participants felt there is currently a lack of accredited and non-accredited professional development and heritage-related educational opportunities. They want professional development courses to be affordable for students and other young professionals. Youth are interested in courses on public programming, information on applying to grants, communication skills, archives, conservation, collections management, exhibit creation, and community outreach and more.

- 3. There are limited opportunities for networking and mentorship.** Participants noted the current lack of opportunities for networking and for professional mentorship. Emerging professionals want more opportunities for networking between disciplines in the heritage industry, chances to meet industry professionals and existing heritage groups, and networking to access employment, volunteer, and board opportunities with heritage groups. Opportunities for professional networking are also lacking, with young professionals requesting more training and the chance to shadow heritage industry professionals.
- 4. Perceived Lack of Advocacy for Youth in the Sector.** Participants felt that more advocacy was needed for supporting youth in the heritage sector. They wanted more effort to show the government the value of the heritage industry in the province and to encourage more funding, especially for professional-level employment.

### **2024 Craft at Risk List**

The Heritage NL [Craft at Risk List was updated in 2024](#). It features 76 crafts, 16 of which are listed as critically endangered. These include things such as coopering, spruce root basketry, and making black bottomed sealskin boots. An additional 42 crafts are listed as endangered, while 15 crafts are listed as currently viable. While there are clearly several skilled craft producers in the province, many are working at a hobbyist level. There are gaps in the professionalization of craft as an industry, and a disconnect between some of the surveyed crafters and potential markets. Based on identified key issues, the 2024 Craft at Risk List prioritizes the following challenges:

- Subsidy for mentor/apprentice training projects
- Support for documenting traditional craft techniques and the production of training films and documents
- Design assistance for developing new products using traditional techniques
- Introduction to Standards of Quality Guidelines from the Craft Council of NL
- Regional marketing/networking opportunities, entrepreneurship training and development of social media skills

## **Threats to Historic Places**

In addition to threats for traditional crafts, heritage resources such as historic buildings and structures across the province continue to be at risk from a variety of factors:

- demolition in order to redevelop the land on which they are situated (e.g., historic houses on large properties);
- failure to appreciate or understand their historic value and potential for redevelopment (e.g., historic industrial buildings);
- oceanside fisheries heritage structure such as stages and stores are at risk to damage due to increasing storm surge because of climate change; and,
- under-utilization or impending redundancy.

Other challenges include a dramatic cost-rise in materials and labour related to the conservation of historic properties, compared with the amount of funding available through Heritage NL to fund conservation projects. In 2024-25, property owners continued to report challenges related to acquiring insurance for historic properties, an issue which seems to be growing nationwide.

## **Gender-Based Analysis Plus**

Gender-Based Analysis Plus (GBA+) is an analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. Heritage NL recognizes the importance of taking a gender and diversity-sensitive approach to our work, reflecting the province's commitment to an "all of government" approach to GBA+ and is committed to exploring a diverse range of factors in the development of programs and projects.

In 2024, Heritage NL and Memorial University's Digital Archives Initiative partnered with the Newfoundland and Labrador Occupational Therapy Association ([www.nlaot.ca](http://www.nlaot.ca)) to develop a new online exhibit that shares the personal stories and memories attached to the development of the profession of Occupational Therapy in Newfoundland and Labrador. The [exhibit](#) includes stories of pioneer occupational therapists who worked in Newfoundland and Labrador from 1900-1960, the majority of them women, as well as audio interviews from a sample of occupational therapists who worked in Newfoundland

and Labrador from 1960-2022. The project includes the story of Labrador's [Annie Baikie Watts](#), who was both the first locally-born, and first person of Indigenous heritage, to work as an occupational therapist in Newfoundland and Labrador.

Heritage NL also started a partnership with the Newfoundland and Labrador Historical Society to hire a women's history researcher, to commemorate the 100th anniversary of women achieving the right to vote and hold public office. Two nominations related to women's history were made to Heritage NL's Provincial Historic Commemorations Program in 2024-25, which will be considered for the celebrations in November 2025.

# Financial Information

HERITAGE FOUNDATION OF  
NEWFOUNDLAND AND LABRADOR

FINANCIAL STATEMENTS

MARCH 31, 2025

Office of the Auditor General

## **Management's Report**

### **Management's Responsibility for the Heritage Foundation of Newfoundland and Labrador Financial Statements**

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

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

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

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

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

On behalf of the Heritage Foundation of Newfoundland and Labrador.



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Dale Jarvis  
Executive Director

## INDEPENDENT AUDITOR'S REPORT

To the Chairperson and Members  
Heritage Foundation of Newfoundland and Labrador  
St. John's, Newfoundland and Labrador

### Opinion

I have audited the financial statements of the Heritage Foundation of Newfoundland and Labrador (the Foundation), which comprise the statement of financial position as at March 31, 2025, and the statement of operations, statement of change in net financial assets, and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as at March 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

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

### Other Information

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

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

In connection with my audit of the financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the

## **Independent Auditor's Report (cont.)**

other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance.

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

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

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

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

### **Auditor's Responsibilities for the Audit of the Financial Statements**

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

### **Independent Auditor's Report (cont.)**

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

**DENISE HANRAHAN, CPA, MBA, ICD.D**  
**Auditor General**

September 3, 2025  
St. John's, Newfoundland and Labrador

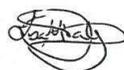
**HERITAGE FOUNDATION OF NEWFOUNDLAND AND LABRADOR**  
**STATEMENT OF FINANCIAL POSITION**  
**As at March 31**

	2025	2024
<b>FINANCIAL ASSETS</b>		
Cash	\$ -	\$ 137,005
Portfolio investments (Note 3)	800,122	700,122
Accounts receivable (Note 4)	41,414	34,652
	<u>841,536</u>	<u>871,779</u>
<b>LIABILITIES</b>		
Bank overdraft	9,371	-
Accrued salaries and employee benefits	22,586	24,896
Deferred revenue (Note 6)	718,091	762,993
	<u>750,048</u>	<u>787,889</u>
<b>Net financial assets</b>	<u>91,488</u>	<u>83,890</u>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (Note 7)	-	-
Prepaid expenses	217	1,026
	<u>217</u>	<u>1,026</u>
<b>Accumulated surplus (Note 8)</b>	<u>\$ 91,705</u>	<u>\$ 84,916</u>

Contractual obligations (Note 12)

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

Signed on behalf of the Foundation:



Chairperson



Member



Office of the Auditor General

**HERITAGE FOUNDATION OF NEWFOUNDLAND AND LABRADOR**  
**STATEMENT OF OPERATIONS**  
For the Year Ended 31 March

	2025 Budget	2025 Actual	2024 Actual
	(Note 14)		
<b>REVENUES</b>			
Province of Newfoundland and Labrador (Note 15)	\$ 517,800	\$ 622,907	\$ 597,928
Government of Canada	-	25,315	60,610
Income from portfolio investments	11,000	38,717	20,194
Miscellaneous	-	6,089	7,385
Interest revenue	-	378	846
Conference and event fees	1,000	50	756
	<b>529,800</b>	<b>693,456</b>	<b>687,719</b>
<b>EXPENSES (Note 9)</b>			
Heritage grants	150,000	134,423	232,089
Fisheries Heritage Preservation	-	-	500
Registered Heritage Districts	-	1,226	3,335
Other initiatives	-	752	5,823
Administration	286,051	323,219	329,733
Labour Market Partnership Program (Note 10)	-	99,678	-
Intangible Cultural Heritage Strategy (Note 11)	87,000	127,369	114,216
	<b>523,051</b>	<b>686,667</b>	<b>685,696</b>
<b>Annual surplus</b>	<b>6,749</b>	<b>6,789</b>	<b>2,023</b>
<b>Accumulated surplus, beginning of year</b>	<b>84,916</b>	<b>84,916</b>	<b>82,893</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 91,665</b>	<b>\$ 91,705</b>	<b>\$ 84,916</b>

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



Office of the Auditor General

**HERITAGE FOUNDATION OF NEWFOUNDLAND AND LABRADOR**  
**STATEMENT OF CHANGE IN NET FINANCIAL ASSETS**  
For the Year Ended March 31

	2025 Budget	2025 Actual	2024 Actual
(Note 14)			
Annual surplus	\$ 6,749	\$ 6,789	\$ 2,023
<b>Prepaid expenses</b>			
Acquisition of prepaid expense	-	(217)	(1,026)
Use of prepaid expense	-	1,026	1,500
	-	809	474
<b>Increase in net financial assets</b>	<b>6,749</b>	<b>7,598</b>	<b>2,497</b>
<b>Net financial assets, beginning of year</b>	<b>83,890</b>	<b>83,890</b>	<b>81,393</b>
<b>Net financial assets, end of year</b>	<b>\$ 90,639</b>	<b>\$ 91,488</b>	<b>\$ 83,890</b>

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



Office of the Auditor General

**HERITAGE FOUNDATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2025**

**7. Tangible capital assets**

<b>Cost</b>	<b>Office and computer equipment</b>	<b>Total</b>
Balance, March 31, 2024	\$ 78,224	\$ 78,224
Disposals	-	-
<b>Balance, March 31, 2025</b>	<b>78,224</b>	<b>78,224</b>
<b>Accumulated amortization</b>		
Balance, March 31, 2024	78,224	78,224
Amortization expense	-	-
Disposals	-	-
<b>Balance, March 31, 2025</b>	<b>78,224</b>	<b>78,224</b>
<b>Net book value, March 31, 2025</b>	<b>-</b>	<b>-</b>
Net book value, March 31, 2024	\$ -	\$ -

**8. Accumulated surplus**

Section 25 of the Historic Resources Act requires the Foundation to maintain a Fund of monies voted to it by the Legislature and of other monies received by way of gift, bequest, donation or otherwise. Disbursements from the Fund may be made by the Foundation for the purposes set out in the Legislation. The Fund consists of the accumulated surplus of the Foundation. As at March 31, 2025, the Fund balance was \$91,705 (2024 - \$84,916).

**9. Expenses by object**

The following is a summary of expenses by object:

	<u>2025</u>	<u>2024</u>
Communications	\$ 7,693	\$ 7,133
Grants	174,744	261,528
Professional services	8,969	2,654
Property, furnishings, and equipment	7,686	800
Purchased services	79,134	14,801
Salaries and benefits	395,617	395,847
Travel	12,824	2,933
	<b>\$ 686,667</b>	<b>\$ 685,696</b>



Office of the Auditor General

**HERITAGE FOUNDATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2025**

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**10. Labour Market Partnership Program**

On March 1, 2024, a new Agreement (the Agreement) respecting a project called “Labour Market Partnerships” was signed between the Foundation and the Province. The Agreement provides funding for training to address a labour shortage in the building restoration sector related to the restoration and repair of wooden windows. The maximum amount to be contributed is \$207,862.

The Foundation received funds totaling \$207,862, up to March 31, 2025. Expenses incurred during the year were \$99,678, resulting in revenue of \$99,678 being recognized.

**11. Intangible Cultural Heritage Strategy**

In 2008, the Province appointed the Foundation to lead and implement the Province’s Intangible Cultural Heritage Strategy. The mission of the Strategy is to safeguard and sustain the Intangible Cultural Heritage of Newfoundland and Labrador for present and future generations, as a vital part of the identities of Newfoundlanders and Labradorians, and as a valuable collection of unique knowledge and customs. During the year ended March 31, 2025, the Foundation recognized \$114,962 (2024 – \$112,756) in revenue and incurred expenses of \$127,369 (2024 – \$114,216) related to the Strategy.

**12. Contractual obligations**

As at March 31, 2025, the Foundation had committed \$206,910 (2024 – \$201,796) in the form of heritage grants approved but not yet disbursed or rescinded. Future disbursements related to these heritage grants will be recorded as reductions to deferred revenue. The Foundation adopted a policy with respect to heritage grant commitments requiring that all grants approved be available for a period of two years from the date of grant approval. Clients not utilizing the heritage grants within this timeframe will forfeit their right to these heritage grants, unless an extension is granted.

**13. Financial risk management**

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

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Foundation’s main credit risk relates to cash, portfolio investments and accounts receivable. The Foundation’s maximum exposure to credit risk is the carrying amounts of these financial instruments. The Foundation is not exposed to significant credit risk with its cash or portfolio investments because these financial

Office of the Auditor General

**HERITAGE FOUNDATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2025**

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instruments are held with a Credit Union. The Foundation is not exposed to significant credit risk related to its accounts receivable as these amounts are due primarily from a Credit Union or the Government of Canada. Accordingly, there is no allowance for doubtful accounts as all amounts are considered collectible.

Liquidity risk

Liquidity risk is the risk that the Foundation will be unable to meet its financial liabilities and contractual obligations. The Foundation's exposure to liquidity risk relates mainly to its accrued employee benefits and its contractual obligations as disclosed in Note 12. The Foundation manages liquidity risk by monitoring its cash flows and ensuring that it has sufficient resources available to meet its financial liabilities and contractual obligations.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency (foreign exchange) risk, interest rate risk and other price risk. The Foundation is not exposed to significant foreign exchange or other price risk. The Foundation is not exposed to significant interest rate risk related to its portfolio investments because these investments have fixed interest rates and fixed values at maturity.

**14. Budgeted figures**

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

**15. Related party transactions**

- (a) The Foundation receives grant funding from the Province of Newfoundland and Labrador. During the year, the Foundation received grants totaling \$588,320 (2024 - \$702,051). The Foundation recognized \$622,907 (2024 - \$597,928) in revenue from the Province of Newfoundland and Labrador, including deferred revenue recognized in the fiscal year in which it is spent.
- (b) The Foundation leases office space from the Province of Newfoundland and Labrador at an annual rate of \$1.
- (c) The Foundation receives tangible capital assets from the Province of Newfoundland and Labrador at no cost. As these tangible capital assets have a nominal value, they are not recorded in these financial statements.

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Office of the Auditor General

**HERITAGE FOUNDATION OF NEWFOUNDLAND AND LABRADOR**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2025**

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**16. Non-financial assets**

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

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OFFICE OF THE AUDITOR GENERAL  
NEWFOUNDLAND AND LABRADOR

September 3, 2025

Ref: DP52-F2725

Dr. Lisa Daly  
Chairperson  
Heritage Foundation of  
Newfoundland and Labrador  
P.O. Box 5171  
St. John's, Newfoundland and Labrador  
A1C 5V5

Dear Dr. Daly:

We enclose three copies of the audited financial statements of the Heritage Foundation of Newfoundland and Labrador for the year ended March 31, 2025. After signing, please return a copy to us.

The Comptroller General, Treasury Board Secretariat, has indicated that a signed copy of the audited financial statements should also be forwarded to that Office.

Regards,

**DENISE HANRAHAN, CPA, MBA, ICD.D**  
**Auditor General**

Enclosure

c.c. Honourable Fred Hutton  
Minister of Tourism, Culture, Arts and Recreation

Mr. Brendan Hanlon, CPA  
Comptroller General

*Independence. Credibility. Integrity.*

P.O. Box 8700  
St. John's, NL  
A1B 4J6  
(709) 729-2700

**STATEMENT OF RESPONSIBILITY**

The attached financial statements of the Heritage Foundation of Newfoundland and Labrador (the Foundation) for the year ended March 31, 2025, have been prepared by the Foundation's management in accordance with Canadian public sector accounting standards. The financial statements include the statements of financial position, the statement of operations, the statement of change in net financial assets and the statement of cash flows, along with a summary of significant accounting policies and other explanatory information which form an integral part of these statements.

Responsibility for the integrity, objectivity and fair presentation of these financial statements rests with the Board. The Board is also responsible for ensuring that a system of internal controls is maintained to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



3 September 2025

Member

Date



4 September 2025

Member

Date

