

**THE NATIONAL
BATTLEFIELDS COMMISSION**

2004–2005

Departmental Performance Report

HONOURABLE LIZA FRULLA, P.C., M.P.
MINISTER OF CANADIAN HERITAGE

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Minister of Canadian Heritage and
Minister responsible for Status of Women



Ministre du Patrimoine canadien et
ministre responsable de la Condition féminine

Ottawa, Canada K1A 0M5

As Minister of Canadian Heritage and Minister responsible for Status of Women, I am proud to present this Departmental Performance Report (2004-2005) for the National Battlefields Commission to Parliament and to all Canadians. This report details how the National Battlefields Commission has worked toward its goals and objectives over the past year, and indicates how it has contributed to a more cohesive and creative Canada.



An essential part of the Canadian Heritage Portfolio, the National Battlefields Commission has been committed, for almost a century, to preserving the Plains of Abraham, one of Canada's most important historic sites. Moreover, it has given Canadians access to one of the most impressive urban parks in the world. Through its varied activities and events, the Commission provides Canadians with the opportunity to discover more about their country's rich heritage, and to learn more about Canada's history.

I am pleased to be able to count on the support and commitment of Crown corporations and Agencies, like the National Battlefields Commission, to help carry out the many responsibilities of this Portfolio. These organizations contribute to increasing the cultural vitality of our communities, preserving our multicultural heritage, promoting our official languages, ensuring equal opportunity, and strengthening Canada's cultural sovereignty.

Together, we ensure that citizens of all ages can make the most of their creativity, talent and skills, so that our entire society can benefit. Together, we work to make Canada a prosperous country, distinguished by its diversity, cultural vitality, and spirit of innovation.

Liza Frulla

1.2 Management Representation Statement

I submit for tabling in Parliament, the **2004–2005** Departmental Performance Report (DPR) for **THE NATIONAL BATTLEFIELDS COMMISSION**.

This document has been prepared based on the reporting principles set out in the Treasury Board of Canada Secretariat's *Guide for the Preparation of 2004-2005 Departmental Performance Reports*:

- It adheres to the specific reporting requirements;
- It uses an approved Program Activity Architecture;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

André Juneau
Chairman

1.3 Summary Information

The Commission's raison d'être

The National Battlefields Commission (NBC), as manager of Battlefields Park, enables Canadians to enjoy the first national historic park in Canada and one of the most prestigious parks in the world.

The mandate

The NBC has a mandate to acquire and conserve the great historical battlefields in Quebec City and turn them into a national park. The NBC is responsible for the acquisition, administration, governance and development of the battlefields and for managing the funds allocated to them.

The mission

The grounds of the NBC constitute one of the most important historic sites in Canada; they are the cradle of Canadian history. The Plains of Abraham site is also the largest urban park in Quebec City. It was created at a time when major urban parks were appearing throughout the world and is one of the most prestigious. Its historic, cultural, recreational, natural and scientific aspects make it unique. The NBC must thus reconcile the Plains of Abraham's historic significance with its mission as an urban park. The NBC must preserve this historic Canadian legacy for future generations and develop it so that the public fully benefits from these treasures and learns more about the history of Canada and the Park's site.

Through its initiatives and responsibilities, the NBC helps enhance pride in our country, encouraging participation in, and contributing to, our society; ensure access to Canadian voices and spaces; and protects our heritage.

Total Financial Resources (\$ thousands)

| Planned Spending | Authorities | Actual Spending |
|-------------------------|--------------------|------------------------|
| \$9,004 | \$9,004 | \$8,855 |

Total Human Resources

| Planned | Actual | Difference |
|----------------|---------------|-------------------|
| 50 | 50 | 0 |

Summary Table

Summary of Performance in Relationship to Departmental Strategic Outcomes, Priorities and Commitments

| Strategic Outcomes | 2004–2005 Priorities/ Commitments | Type | Planned Spending | Actual Spending | Expected Results and Current Status |
|---|--|-----------------------------------|------------------|--------------------|-------------------------------------|
| One of the most prestigious parks in the world | Continue maintaining and enhancing the park | permanent | \$689,000 | \$689,000 | attained |
| | Publish a book on horticulture | new | | | not attained – project replaced |
| | Stage a natural science interpretation activity | permanent | | | attained |
| The opportunity to safely enjoy and use a historic park in an urban setting | Continue maintaining movable and immobile property, vehicles and infrastructure | permanent | \$1,957,000 | \$1,957,000 | attained |
| | Ensure safety on the site at all times | permanent | | | attained |
| High quality activities and services to increase awareness of the area's assets, as well as its history and the history of the country | Offer first-rate reception services | permanent | \$1,557,000 | \$1,557,000 | attained |
| | Improve signage for tourists and visitors | previously committed | | | attained |
| | Maintain interpretation activities and stage a large-scale activity | permanent new | | | attained |
| | Put on shows that promote and publicize Canadian artists and the country's cultural diversity | permanent | | | attained |
| | Maintain communication efforts and carry out a second phase in the development of the NBC's Web site | permanent previously committed | | | attained |

1.4 Overall Departmental Performance

Priorities and Commitments:

Priorities and commitments for 2004–2005 mainly stemmed from the permanent objectives of continuing with maintenance, conservation and development activities so as to give visitors an opportunity to safely enjoy prestigious historical and urban sites that are both accessible and educational. This is the expected strategic outcome in line with the new Program Activity Architecture (PAA). By and large, the NBC has met its priorities and fulfilled its commitments. For each of these, the situation is as follows (the order is the same as in the Summary Table):

- According to comments received, the quality of horticultural maintenance has stayed the same and has even improved in some areas.
- A book on the horticultural features of the Park, intended as part of a series featuring other gardens, has been cancelled, as publication of the series came to an end. However, this project was replaced by a floral information terminal.
- A football/rugby field on the Park's sports grounds was restored.
- The annual natural science interpretation activity was successfully held.
- The quality of regular basic maintenance on movable and immovable property, vehicles and facilities was maintained and minor repairs were carried out. Nevertheless, some of these assets require major restoration work, which was not done.
- The level of security remained unchanged on the site throughout the year, and winter patrolling of the cross-country ski trails was stepped up.
- Groomed snow trails were extended to enable visitors to get to Old Quebec City.
- The quality of reception services in both official languages was maintained.
- New technology used in audiovisual displays at the Interpretation Centre improved the quality of presentations.
- The tourist signage project embarked upon in previous years was completed.
- The number and quality of interpretation activities were maintained.
- A large-scale historical re-enactment, Take the Capital by Storm, was successfully carried out with the co-operation of partners.
- Thirty-eight outdoor shows were scheduled at the Edwin-Bélanger Bandstand. Canadian musicians from several provinces entertained visitors. The performers put on shows with diverse themes, including world music.
- The quantity and quality of efforts to promote activities and services were maintained, but changes had to be made to planning.
- Phase II of the Internet site's development was undertaken as planned.
- Development of the Virtual Museum continued. An interactive game set during the Battle of the Plains of Abraham in 1759, the museum will be launched on-line in September 2005.

In its 2004–2005 RPP, the NBC indicated that 2004–2005 would be a crucial year in terms of planning for 2008, the 100th anniversary of the Battlefields Park and Quebec City's 400th anniversary, and for 2009–2010, marking the 250th anniversary of Quebec City's historic battles. The NBC has drawn up a planning calendar for activities on the site in 2008 so as to avoid scheduling conflicts among the various organizations. A number of partnerships have been established for festivities in 2008 and commemorative activities in 2009. However, the NBC has been unable to obtain confirmation that it will receive financial assistance or a special budget for these activities. Since these events will attract more visitors and given that the facilities are starting to show many signs of deterioration and of becoming hazardous, and that the safety of visitors is at stake, the NBC hopes to be able to rectify the situation by then.

Operating Environment:

The NBC is a small government organization, which means that it has difficulty coping with various organizational changes. Although these changes are intended to improve operations, they put pressure on our organization, as the NBC has a limited number of employees and resources that give it little room to manoeuvre.

In a time of constant budget cuts, the NBC must generate as much revenue as it can to meet its conservation and development obligations. In 2004–2005, it generated and spent \$1,544,000. An envelope of \$145,000 was carried forward to 2005–2006 to pay for a major planned expense. Revenue represented 17% of the total budget. In addition, \$3,695,000, or 41% of the budget, was used for payment in lieu of taxes. If this amount is taken out of the equation, revenue represented 29% of the total budget.

Internal and External Factors:

A number of factors have an impact on the NBC's operations, workload and priorities.

Over the years, the Park has undoubtedly maintained its ability to attract, and its popularity with, visitors. There are about four million users and visitors every year. The Park is a rallying point and must be accessible to the public. Over 80 activities and events were held in 2004–2005, requiring co-ordination, monitoring and follow-up by administrative and security services. The major events site, where such events as the Quebec City Summer Festival and the Quebec Winter Carnival are held, gets a great deal of media exposure, which is beneficial to the Park in terms of both visibility and revenue. High attendance numbers inevitably make demands in terms of maintenance and conservation of the site.

Since the Park is in the heart of Quebec City, the NBC must keep abreast of political, economic and social developments in the city so as to meet expectations of the community and public, stay dynamic, represent the Government of Canada well, maintain its cachet and fulfill its mandate. As was the case in 2004–2005, this may lead the NBC to carry out impact analyses of some projects to be put on in the Park by other institutions.

It is important to keep in mind that Quebec City is already looking ahead to 2008, the year of its 400th anniversary. That year marks the 100th anniversary of the NBC and Battlefields Park. Therefore, 2004–2005 was a busy year in terms of planning festivities with the Société du 400e de Québec and other organizers, including those of the Eucharistic Congress for the Papal mass. Owing to the major increase in attendance forecast for 2008, the NBC must plan renovation work on several facilities to ensure the safety of visitors and users.

In terms of development, these upcoming important anniversaries, which are opportunities to commemorate and publicize Canada's history, require careful planning. To remain true to its mandate, the NBC cannot overlook the 250th anniversary in 2009 and 2010 of Quebec's historic battles. Planning for commemorative activities therefore began in the previous fiscal year. These are one-of-a-kind, major events.

In addition, the NBC must maintain partnerships with various museums and horticultural organizations to offer package deals and thus showcase activities and services for Canadians and foreigners as well as assume its role as a major player in the tourism industry in the Quebec City area. The NBC continued to do this in 2004–2005 as well as striking up partnerships with the media to ensure visibility and promote its services, activities and shows.

With regard to conservation, the City of Quebec's co-operation is vital for the completion of maintenance and restoration work. The NBC receives \$100,000 a year for this component. In 2004, the football/rugby field was restored thanks to a financial commitment from the City of Quebec. This partner also provides the NBC with support in ensuring the safety of users, protecting NBC assets and enforcing the Criminal Code, mainly with regard to offences and accidents that occur in the Park and during large-scale events.

Risks and challenges:

There are a number of risk factors that may result in a drop in the number of visitors to the Park: bad weather, a drop in the number of tourists visiting the region and other circumstances beyond the NBC's control. A drop in the number of visitors could cause a substantial loss of revenue, which could have an impact on the quality and quantity of services on offer to the public as the NBC would have no alternative but to reduce its conservation and development activities. Moreover, this could have been the scenario in 2004–2005, had the NBC not negotiated parking contracts that made up for losses.

Lastly, the aging infrastructure, maintenance work left undone due to a lack of adequate funding, and weather conditions increase the risk of breakdowns, equipment failure and other situations that could cause unexpected and sometimes considerable expenses. With its limited financial flexibility, the NBC could be obliged to reallocate funds, which could have an impact on services to the public.

Links with Canada's Performance:

As a result of its activities, the NBC can boast strategic outcomes that help meet the following Canada's Performance objectives:

- Society, Culture and Democracy: a vibrant Canadian culture and heritage.
- The Canadian environment: Canada's Environment is protected and restored from pollution.

Program Activity Architecture Crosswalk Table

There are few differences between the structure of strategic outcomes and business lines featured in the 2004-2005 RPP and the new program activity architecture. The three strategic outcomes have been merged together and presented as a single result and the business lines have remained unchanged. However, the *Landscaping* sub-activity, formerly included under *Conservation*, has been put under *Development*, since the purpose of the work covered under this item is to enhance the beauty and attractiveness of the area; it is a new initiative rather than a maintenance activity. Furthermore, depending on its value, landscaping can be accounted for under the *Capital Assets* sub-activity under *Administration*. This explains the difference between the totals for each line of the table.

Supplementary explanation about the Crosswalk Table:

Explanations of the difference between main estimates and planned spending – \$317,000

| | |
|--|----------------|
| • Carry-over from 2003-2004 to 2004-2005 | \$106,000 |
| • Increase in revenue | \$144,000 |
| • Severance benefits | \$64,000 |
| • Increase in employee benefits | <u>\$3,000</u> |
| | \$317,000 |

Explanations of the difference between authorities and actual spending – \$149,000

| | |
|--|----------------|
| • Transfer from 2004-2005 to 2005-2006 for a special project | \$145,000 |
| • Provisional cost recovery plan (Justice) | <u>\$4,000</u> |
| | \$149,000 |

Crosswalk Table: Strategic outcomes and business lines according to the 2004–2005 RPP and PAA

| Business Lines | Strategic Outcomes | | | General | Total | Total according to PAA |
|-----------------------|--|---|--|-----------|-----------|------------------------|
| | One of the most prestigious parks in the world | The opportunity to safely enjoy and use a historic park in an urban setting | High quality activities and services to increase awareness of the area's assets, as well as its history and the history of the country | | | |
| CONSERVATION | | | | | | |
| Main Estimates | 689,000 | 1,894,000 | | | 2,583,000 | 2,398,000 |
| Planned Spending | 689,000 | 1,957,000 | | | 2,646,000 | 2,461,000 |
| Authorities | 689,000 | 1,957,000 | | | 2,646,000 | 2,461,000 |
| Actual Spending | 689,000 | 1,957,000 | | | 2,646,000 | 2,461,000 |
| | | | | | | |
| DEVELOPMENT | | | | | | |
| Main Estimates | | | 1,500,000 | | 1,500,000 | 1,500,000 |
| Planned Spending | | | 1,557,000 | | 1,557,000 | 1,558,000 |
| Authorities | | | 1,557,000 | | 1,557,000 | 1,558,000 |
| Actual Spending | | | 1,557,000 | | 1,557,000 | 1,558,000 |
| | | | | | | |
| ADMINISTRATION | | | | | | |
| Main Estimates | | | | 4,604,000 | 4,604,000 | 4,789,000 |
| Planned Spending | | | | 4,801,000 | 4,801,000 | 4,985,000 |
| Authorities | | | | 4,801,000 | 4,801,000 | 4,985,000 |
| Actual Spending | | | | 4,652,000 | 4,652,000 | 4,836,000 |
| | | | | | | |
| TOTAL: | | | | | | |
| Main Estimates | 689,000 | 1,894,000 | 1,500,000 | 4,604,000 | 8,687,000 | 8,687,000 |
| Planned Spending | 689,000 | 1,957,000 | 1,557,000 | 4,801,000 | 9,004,000 | 9,004,000 |
| Authorities | 689,000 | 1,957,000 | 1,557,000 | 4,801,000 | 9,004,000 | 9,004,000 |
| Actual Spending | 689,000 | 1,957,000 | 1,557,000 | 4,652,000 | 8,855,000 | 8,855,000 |

SECTION II – ANALYSIS OF PERFORMANCE BY STRATEGIC OUTCOME AND PROGRAM ACTIVITIES

Strategic Outcome:

Prestigious, accessible, safe and educational historic and urban sites.

2.1 Program Activities

1. Conservation

As part of this activity, the NBC preserves the legacy of the Battlefields Park for future generations by maintaining infrastructure, the horticultural landscape and a protected site for Canadian and foreign users and visitors.

This activity allows the NBC to achieve the following strategic outcomes from the former structure: one of the most prestigious parks in the world and the opportunity to safely enjoy and use a historic park in an urban setting.

Context:

The NBC has an obligation to uphold the development plan drawn up for the Park in the early 20th century by Canada's first landscape architect, Frederick G Todd, at a time when the world's great urban parks were being created. It is charged with preserving natural areas, carrying out development in some spots to address 21st century needs, and restoring some sections of the Park to maintain their aesthetic appeal. Ongoing horticultural and arboricultural work must be kept up to protect the vegetation cover and conserve the countryside character and its reputation as a heritage jewel.

All these actions help maintain the quality and preserve the standing of the Park and provide Canadians with one of the most prestigious parks in the world.

One challenge facing the NBC is maintaining the balance between the historical and urban vocations of the Park, its role in interpreting history and its use for popular public activities.

It also has to maintain the Park's tranquil ambience while making it a dynamic space accessible to the public.

Financial Resources (\$ thousands)

| Planned Spending | Authorities | Actual Spending |
|-------------------------|--------------------|------------------------|
| \$2,461 | \$2,461 | \$2,461 |

Human Resources

| Planned | Actual | Difference |
|----------------|---------------|-------------------|
| 19 | 19 | 0 |

Expected Outcomes:

As set out in the summary table, the NBC's priorities and commitments for 2004–2005 focused mainly on continuity, namely continuing its efforts regarding maintenance and safety.

Furthermore, it was essential that it continue co-operating with the City of Quebec with regard to maintenance work, capital works and equipment loans, which saves about \$100,000 annually.

The NBC planned to continue enhancing the Park's main attractions and improving landscaping adjacent to the Plains of Abraham and some playing fields and sport facilities. Under its contract with Celebrations Canada, the NBC also continued to maintain the Canada Garden, located on National Defence grounds.

The NBC also planned to maintain floral displays longer in the fall, given the trend of warmer weather and increased tourism in Quebec City at that time of year.

The NBC intended to improve the dissemination of information and promotion of horticulture with the publication of a book on the subject and hold a horticultural activity that raised awareness of nature and the environment.

The NBC also hoped to begin progressively refurbishing its infrastructure and making up for major shortcomings by installing public washrooms in the middle of the Park.

Actual Outcomes:

The outcomes achieved with respect to main priorities and commitments are set out in detail in the Department's overall performance report, which may be used as a reference, given the information it includes.

In terms of achievements, it is important to note that:

- The NBC maintained its partnership with the City of Quebec, obtaining maintenance services estimated at \$100,000. A football/rugby field was also restored thanks to a financial commitment on its part.
- Some improvement work was carried out, notably to the entrance to the Joan of Arc Garden, with the installation of a floral information terminal. The terminal replaced the book publication project, which ended up being cancelled (the publication of the series having come to an end).
- The NBC maintained the Canada Garden in accordance with high quality standards.
- The NBC was able to maintain floral displays for a longer period, depending on flower production, for the enjoyment of users and visitors. The horticultural attraction is highly prized by visitors and garners great praise.

- The NBC successfully staged the horticultural activity it had planned, thereby helping to raise awareness of nature and the importance of protecting the environment and promoting the fact that the Battlefields Park is one of the most prestigious parks in the world.
- Except for the few repairs that it can itself undertake, such as to the ornamental fences and hotbeds, the NBC was unable to continue work on its major infrastructure, notably roads and sidewalks, owing to insufficient resources allocated in its base budget. Such work will remain a priority in the years to come, but will only be able to be carried out through the allocation of additional resources.
- In terms of safety, the level of surveillance was maintained and a weekend cross-country ski patrol was established. The trail of beaten snow was extended to Old Quebec, offering a magnificent view of the St. Lawrence River and contributing to Quebec City's tourism services sector.

Statistics:

It is noteworthy that the Park covers 108 hectares and has over 6,000 trees, 4,000 of them inventoried, representing more than 80 species. The NBC also cultivates all of the flowers needed to adorn the Park. Some 70,000 annuals, biennials and perennials have been produced for 2004.

To gauge the scale of the task, it is interesting to note that the Park's 108 hectares take in 17 km of roads and trails, 16 buildings, 50 cannons, 15 interpretation panels and 22 commemorative plaques, 6 monuments, 42 vehicles, 4 parking lots, in addition to over 221 parking meters on some of the roads, as well as many benches, picnic tables, lamp standards, etc.

Year after year, the Battlefields Park provides a choice location for a host of activities and events (some 80 in 2004-2005), all with significant economic, social and cultural spin-offs for Quebec City and its surrounding areas. Indeed, the Battlefields Park, commonly known as the Plains of Abraham, is unrivalled as a venue for large-scale public gatherings such as the Quebec's National Day (over 250,000 spectators on the Plains in 2004), the Quebec City Summer Festival (over \$25 million in economic spin-offs and about 875,000 participants in Quebec City and nearly 300,000 on the Plains), Canada Day (over 140,000 people on the Plains in 2004 and more than 300 participating artists from the Quebec City area) and the Quebec Winter Carnival (the world's largest winter carnival, with direct economic spin-offs of \$35 million and nearly 1 million participants).

Battlefields Park is also a choice location for many movie and television productions and has been used for such productions on more than fifteen occasions.

At all times, the NBC strives to allow Canadians of all ages to visit the Park in complete safety, whether on foot, bicycle or skis or by car, as and where these activities are available and permitted. Accordingly, the NBC has established a Security Service comprising a Chief of Security and eight members of the Canadian Corps of Commissioners.

In the course of their duties, Security Service members established 175 traffic violations and provided assistance and other services on 6,689 occasions. Their interventions included incident reports (complaints from users, theft and vandalism), requests for help and assistance from other police forces, enforcing the *By-Law respecting the National Battlefields Park* and assisting people and internal services. As the reports were modified from those of the previous year, it is impossible to make comparisons.

Partners:

Over the years, many partnerships have been forged and maintained. In terms of horticulture, partners play a role in promoting the site's Park, since the NBC is a member of associations such as the *Association des Jardins du Québec*. They also help to promote activities, publicizing various aspects of nature studies and raising public awareness of the importance of protecting the environment. Regular partners for the Celebration of Nature include the Department of Natural Resources Canada, the *Société de l'arbre du Québec*, the *Conseil des monuments et sites du Québec*, the daily newspaper *Le Soleil* and a dozen exhibitors.

In addition to its partnership with the City of Quebec, the NBC has a co-operative arrangement with the Department of National Defence for power supply, an exchange of services and the use of a parking lot. The City of Quebec also supports the NBC with regards to various legal offences or accidents that occur on its grounds or when large-scale events are staged, keeping users safe, protecting NBC property and enforcing the *Criminal Code*.

2. Development

The purpose of this activity is to showcase the history of the site and its cultural, recreational and natural treasures so as to emphasize its dual role as a historical and urban park. In support of this activity, the NBC carries out improvements, welcomes visitors, puts on exhibits and activities, provides public services, and disseminates information to users and visitors from both Canada and abroad.

This activity allows the NBC to achieve the strategic outcome in keeping with the previous structure: "High quality activities and services to increase awareness of the area's assets, as well as its history and the history of the country".

Context:

As part of enhancing its grounds, the NBC needs to promote its history and become a reference in historic battles and the Conquest. It therefore needs to be dynamic and ensure the delivery of quality services and activities to raise awareness of the area's assets, as well as its history and the history of the country.

To do so, it adopts the following means: exhibits, interpretation activities, guided tours, the presentation of shows, promotional activities and the dissemination of information through various media.

Financial Resources (\$ thousands)

| Planned Spending | Authorities | Actual Spending |
|-------------------------|--------------------|------------------------|
| \$1,558 | \$1,558 | \$1,558 |

Human Resources

| Planned | Actual | Difference |
|----------------|---------------|-------------------|
| 22 | 22 | 0 |

Expected Outcomes:

As indicated in the summary table, the NBC's development priorities and commitments in 2004–2005 focused mainly on continuity, namely maintaining its efforts regarding reception services, interpretation activities, communications and culture.

More specifically, the NBC sought to:

- Improve signage for tourists and visitors on its grounds, thereby making it easier to get to various points of interest and the reception area, where it provides a variety of services;
- Offer quality reception services in both official languages;
- Maintain interpretation activities as part of school programs, daycare services, playing fields, etc, and activities for the general public (in 2004, the NBC planned to stage a large-scale re-enactment with the help of partners);
- Offer some 30 shows at the Edwin–Bélanger Bandstand, thereby promoting and encouraging artists from different provinces and promoting the country's cultural diversity;
- Maintain communication efforts so as to adequately promote its activities and services to Canadians;
- Take on a second phase in the development of its Web site;
- Continue to seek additional partnerships with a view to improving client services.

Actual Outcomes:

- The quality of reception services in both official languages was maintained, with a degree of satisfaction of 96% among people polled; 97% of respondents were satisfied or very satisfied with the quality of service.
- So as to improve reception services, the NBC completed the final phase of its signage project for different points of interest in the Park. The project was launched a few years ago and was carried out in stages.
- New technology used in audiovisual displays at the Interpretation Centre greatly improved the quality of presentations.

- The NBC continued its interpretation activities, which have been a resounding success. Visitors are very satisfied, and statistics indicate that the number of visitors continues to grow. The activities have clearly contributed to progress made in the last few years.
- The NBC successfully staged the “Take the Capital By Storm” activity, a re-enactment of the 1775 American invasion. The event was made possible with the help of various partners, notably Parks Canada, the Quebec City National Capital Commission, the Quebec Historical Corps, the Quebec City Tourism Office and the Friends of the Plains of Abraham. An estimated 70,000 people took part in the event, despite the fact that the re-enactment of the battle had to be cancelled once because of heavy rain.
- In terms of culture, the NBC had scheduled 38 shows at the Edwin-Bélanger Bandstand over a 10-week period in the summer; 33 shows were held, attracting a total of 47,310 spectators. As five of the shows had to be cancelled because of bad weather, which lasted most of the summer, attendance in 2004 dropped significantly from the previous year, as shown by statistics.
- In order to meet performance objectives and objectives related to participation in activities and service use, the NBC must continuously deploy communication efforts, especially as the summer season approaches. However, the moratorium imposed in June 2004 during the election campaign delayed the publication of advertisements for summer activities. An activity for the general public had to be cancelled because it had not been able to be publicized. Although it is impossible to quantify the impact, it is reasonable to believe that the lack of publicity at the beginning of the season could have impacted attendance, notably at the Edwin-Bélanger Bandstand.
- The Web site’s redesign was initially undertaken the previous year (www.ccbn-nbc.gc.ca); the second phase was carried out in 2004–2005. The NBC educational project regarding the historic battle of 1759 in Quebec City was accepted by the Virtual Museum of Canada. Significant effort was made with regard to that ambitious project, which will be launched on-line in September 2005.
- In this current context, the search for partners remains challenging. The NBC has nevertheless maintained its usual partnerships, as subsequently listed. The partnerships represent a value of approximately \$150,000.

Statistics:

During 2004-2005, the NBC:

- Welcomed many visitors to the Interpretation Centre, the Louis S. St. Laurent Heritage House, the Martello towers, the “Council of War” activity, the guided bus tour, the “Canada Odyssey” exhibit, with a total attendance of some 55,686,* a 37% increase over the previous year;
- Put on educational interpretation activities for various school and adult groups. Attendance was about 67,070* participants, representing a 54% increase over the previous year;
- Organized thematic events such as Spring Break, the Great Celebration of Nature and Halloween. These activities drew some 4,540* visitors, 3,460 fewer than in 2003–2004. The decrease is attributable to one activity having to be cancelled because it could not be publicized, as explained above, and to another activity having to be cancelled as a result of bad weather.

In 2004–2005, attendance at the Edwin-Bélanger Bandstand dropped to 36% to 47,310** spectators, because of bad weather during the summer and the fact that some shows had to be cancelled. Some 33 free concerts were staged during the summer, and a variety of artists introduced Canadians to the music of different traditions in an exceptional outdoor setting.

* *Statistic established based on attendance numbers and the number of reservations.*

** *Statistic established based on an attendance estimate.*

Partners:

Each year, the NBC can rely on a number of partnerships that help make its activities a success. In particular, these are sponsorships, whether by *Le Journal de Québec*, CITF Rock Détente, TQS, the daily newspaper *Le Soleil* and CFOM that enhance the visibility of services, activities and shows in the media.

In 2004–2005, the value of these partnerships was about \$150,000. Some partners provided the NBC with free advertising, others gave discounts or offered door prizes at special activities organized by the NBC.

There is also an exchange of services with the *Musée national des beaux-arts du Québec*, which lends space for the Interpretation Centre. In addition, partners from various tourism associations have developed tour packages, notably the Quebec Citadel, Parks Canada, the *Observatoire de la Capitale* and certain hotels, such as *Les Chalets Mont Sainte-Anne*.

For 15 years now, the NBC has maintained a privileged partnership with the Friends of the Plains of Abraham. A new agreement with this organization allows it to have a sales counter at Cap aux Diamants, which translates into income for the NBC (a total of \$5,000 in 2004–2005). Through its social and public activities, the organization helps promote the Park and its services and raises public awareness of the treasures of the Plains of Abraham.

In 2004–2005, the NBC also entered into a commercial agreement with a company to offer food and beverage services in the Park. It also reached an agreement for rollerblade rentals. The agreements earned the NBC \$15,713 in 2004–2005.

Client satisfaction:

As for client satisfaction, attendance of faithful clients is a revealing indicator; and such has been the case with the teaching interpretation activities, as many schools come back each year with groups from various grades, and with the Edwin-Bélanger Bandstand, where many public shows are staged during a given season. Attendance at shows also generally points to increase client satisfaction. The sustained, indeed slightly higher attendance, is indicative of satisfaction among return users and visitors and of the good publicity and promotion done with respect to activities and services.

A small-scale survey conducted among visitors to the Discovery Pavilion revealed the following levels of satisfaction (the percentages listed include the “very satisfied” and “satisfied” ratings, with the former being significantly greater):

| | | |
|-----------|---|-----|
| Reception | - quality of service: | 97% |
| | - pertinence of information: | 97% |
| | - services offered in the language of choice: | 96% |
| | - entrance fees/rates: | 85% |
| | - souvenir shop: | 50% |

It should be noted that the souvenir shop is very small.

| | | |
|--|--|-----|
| Exhibition – Canada Odyssey | | |
| Level 3 – shows | | 85% |
| Level 2 – interactive activities/video | | 65% |

3. Administration (Administrative Services)

This activity is used to manage the Park in accordance with its mandate and the NBC’s vision. In addition to management of all the services covered by other program activities, this activity includes all administrative services, revenue generation and property management.

Financial Resources (\$ thousands)

| Planned Spending | Authorities | Actual Spending |
|-------------------------|--------------------|------------------------|
| \$4,985 | \$4,985 | \$4,836 |

Human Resources

| Planned | Actual | Difference |
|----------------|---------------|-------------------|
| 9 | 9 | 0 |

It should be noted that financial resources include payments in lieu of taxes.

Expected Outcomes:

- Provide sound management of physical, financial and human resources in accordance with the government’s administrative rules;
- Ensure that conservation and enhancement objectives are met;
- Generate sufficient revenue to attain a fiscal balance and meet needs with respect to the delivery of quality services and activities;
- Meet government requirements and adapt to government organizational changes, while being conscious of the challenge that doing so represents.

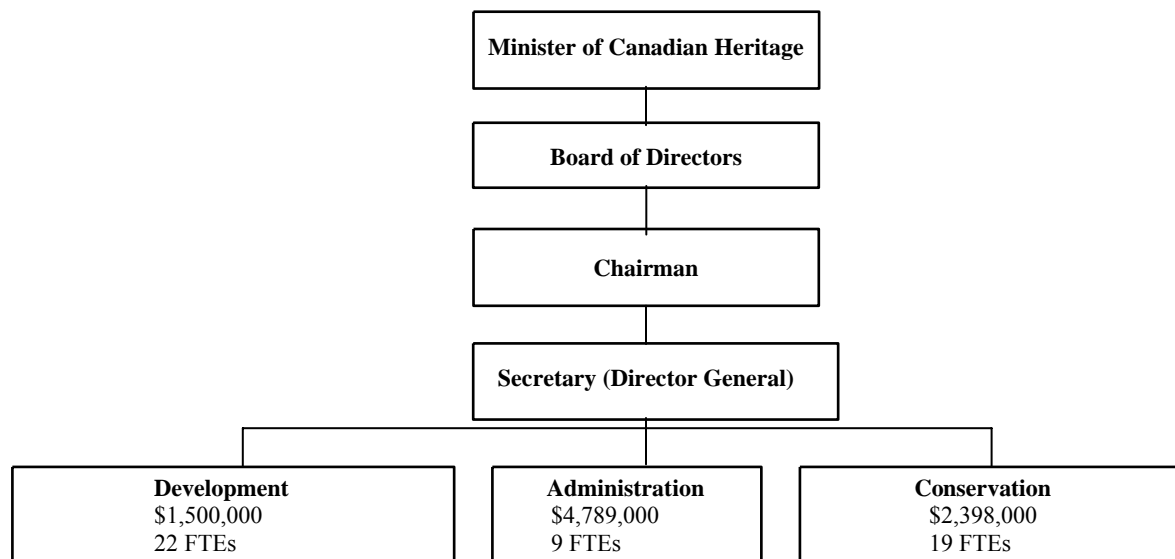
Actual Outcomes:

- The NBC's accounting operations were audited by the Office of the Auditor General of Canada. No specified comments were raised, as shown in the report appended hereto.
- The NBC generated \$1,544,000 in revenue in 2004–2005 through parking fees, entrance and admission fees, services, interpretation activities, Internet access stations, the souvenir shop, room rentals, etc.
- The NBC met the main applicable requirements of government organizational changes; however, the additional workload was not managed without difficulty, given the limited workforce.

SECTION III – SUPPLEMENTARY INFORMATION

3.1 Organizational Information

The NBC reports to Parliament through the Minister of Canadian Heritage. It is governed by a board, which includes seven Commissioners appointed by the Governor General in Council. The Secretary, who acts as Director General, is responsible for the day-to-day management of all of the NBC's activities, in accordance with its incorporating Act.



Its structure is divided in accordance with its main activities—development, administration and conservation—and is representative of the new Program Activities Architecture (PAA). The financial resources indicated correspond to the Main Estimates.

3.1.1 Financial Tables

**Table 1: Comparison of Planned to Actual Spending
(Full-Time Equivalents included)**

| (\$ thousands) | 2002–2003 Actual | 2003–2004 Actual | 2004–2005 | | | |
|--|---------------------|---------------------|-------------------|---------------------|----------------------|--------------|
| | | | Main Estimates | Planned Spending | Total Authorities | Actual |
| The National Battlefields Commission | | | | | | |
| Conservation | 2,569 | 2,380 | 2,398 | 2,461 | 2,461 | 2,461 |
| Development | 1,419 | 1,460 | 1,500 | 1,558 | 1,558 | 1,558 |
| Administration | 4,859 | 5,071 | 4,789 | 4,985 | 4,985 | 4,836 |
| Total | 8,847 | 8,911 | 8,687 | 9,004 | 9,004 | 8,855 |

| | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| Total | 8,847 | 8,911 | 8,687 | 9,004 | 9,004 | 8,855 |
| Less: Non-respendable revenue | | | | | | |
| Plus: Cost of services received without charge * | 58 | 60 | 63 | 63 | 63 | 63 |
| Net cost of Department | 8,905 | 8,971 | 8,750 | 9,067 | 9,067 | 8,918 |

| | | | |
|------------------------------|-----------|-----------|--|
| Full Time Equivalents | 50 | 50 | |
|------------------------------|-----------|-----------|--|

Note: - Includes Operating contributions to employee benefit plans and ministers' allowances.

- Includes Operating Revenues pursuant to section 29.1(1) of the *Financial Administration Act*.

Table 2: Use of Resources by Business Lines (or Program Activities) (\$thousand)

| 2004–2005 | | | | | | | | |
|--|-----------|---------|--------------------------------|---|---------------------------------|---|--|-------|
| The National Battlefields Commission | Budgetary | | | | | | Plus: Non- Budgetary | |
| | Operating | Capital | Grants and Contributions | Total: Gross Budgetary Expenditures | Less: Respendable Revenue | Total: Net Budgetary Expenditures | Loans, Investments and Advances | Total |
| Conservation | | | | | | | | |
| Main Estimates | 2,398 | | | 2,398 | | 2,398 | | 2,398 |
| <i>Planned Spending</i> | 2,461 | | | 2,461 | | 2,461 | | 2,461 |
| Total Authorities | 2,461 | | | 2,461 | | 2,461 | | 2,461 |
| <i>Actual Spending</i> | 2,461 | | | 2,461 | | 2,461 | | 2,461 |
| Development | | | | | | | | |
| Main Estimates | 1,500 | | | 1,500 | | 1,500 | | 1,500 |
| <i>Planned Spending</i> | 1,558 | | | 1,558 | | 1,558 | | 1,558 |
| Total Authorities | 1,558 | | | 1,558 | | 1,558 | | 1,558 |
| <i>Actual Spending</i> | 1,558 | | | 1,558 | | 1,558 | | 1,558 |
| Administration | | | | | | | | |
| Main Estimates | 4,789 | | | 4,789 | | 4,789 | | 4,789 |
| <i>Planned Spending</i> | 4,985 | | | 4,985 | | 4,985 | | 4,985 |
| Total Authorities | 4,985 | | | 4,985 | | 4,985 | | 4,985 |
| <i>Actual Spending</i> | 4,836 | | | 4,836 | | 4,836 | | 4,836 |

Table 3: Voted and Statutory Items (\$ thousands)

| Vote or Statutory Item | Truncated Vote or Statutory Wording | 2004–2005 | | | |
|------------------------|--|----------------|------------------|-------------------|--------------|
| | | Main Estimates | Planned Spending | Total Authorities | Actual |
| 60 | Program expenditures | 6,864 | 6,864 | 6,864 | 6,885 |
| 60 A | Program expenditures | | 106 | 106 | |
| | Program expenditures | | 64 | 64 | |
| (S) | Spending pursuant to section 29.1 (1) of the <i>Financial Administration Act</i> | 1,400 | 1,544 | 1,544 | 1,544 |
| (S) | Contributions to employee benefit plans | 423 | 426 | 426 | 426 |
| | Total | 8,687 | 9,004 | 9,004 | 8,855 |

Note: See the additional explanations regarding the Crosswalk Table on page 10 of this report accounting for the differences.

Table 4: Sources of Respendable Revenue**Respendable Revenue**

| (\$ thousands) | Actual 2002-2003 | Actual 2003-2004 | 2004-2005 | | | |
|---|---------------------|---------------------|-------------------|--------------------|----------------------|--------------|
| | | | Main Estimates | Planned Revenue | Total Authorities | Actual |
| The National Battlefields Commission | | | | | | |
| Parking lots | 942 | 856 | 840 | 946 | 946 | 946 |
| Educational activities and visitors welcoming | 230 | 279 | 317 | 324 | 324 | 324 |
| Rental of premises | 179 | 196 | 183 | 200 | 200 | 200 |
| Other revenues | 72 | 87 | 60 | 74 | 74 | 74 |
| Total Respendable Revenue | 1,423 | 1,418 | 1,400 | 1,544 | 1,544 | 1,544 |

Parking fees along with other revenue generated by the souvenir shop, Internet access stations and vending machines accounted for the increase in revenue in 2004–2005 over 2003–2004.

Table 5: Revolving Fund
Statement of Operations

| (\$ thousands) | Actual 2002-2003 | Actual 2003-2004 | 2004-2005 | | | |
|-----------------------------------|---------------------|---------------------|-------------------|---------------------|------------|--------|
| | | | Main Estimates | Planned Spending | Authorized | Actual |
| Respendable Revenue | 8,847 | 8,911 | 8,687 | 9,004 | 9,004 | 8,855 |
| Expenses | | | | | | |
| Operating: | | | | | | |
| Grants in lieu of taxes | 3,606 | 3,636 | 3,695 | 3,695 | 3,695 | 3,695 |
| Salaries and employee benefits | 2,911 | 2,975 | 2,971 | 2,971 | 2,971 | 2,971 |
| Depreciation | 726 | 793 | 828 | 828 | 828 | 828 |
| Repairs and maintenance | 394 | 386 | 464 | 464 | 464 | 464 |
| Utilities, materials and supplies | 1,804 | 1,754 | 1,580 | 1,580 | 1,580 | 1,556 |
| Marketing | 132 | 160 | 145 | 145 | 145 | 145 |
| Service offered | 58 | 60 | 63 | 63 | 63 | 63 |
| Surplus (Deficit) | (784) | (853) | (1,059) | (742) | (742) | (867) |

Statement of Cash Flows

| (\$ thousands) | Actual 2002–2003 | Actual 2003–2004 | 2004–2005 | | | |
|---|---------------------|---------------------|-------------------|---------------------|------------|------------|
| | | | Main Estimates | Planned Spending | Authorized | Actual |
| Surplus (Deficit) | (784) | (853) | (1,059) | (742) | (742) | (867) |
| Add non-cash items: | | | | | | |
| Depreciation/amortisation and deferred charges | 726 | 793 | 785 | 828 | 828 | 828 |
| Others (defined): | | | | | | |
| 1. Services provided without charge by a Government department: | 58 | 60 | 63 | 63 | 63 | 63 |
| 2. 2004–2005 transfer to 2005–2006: | | | | (145) | (145) | |
| 3. Interim cost recovery regime – Department of Justice Canada: | | | | (4) | (4) | |
| 4. Revenue program increase: | | | 144 | | | |
| 5. Severance benefits transfer: | | | 64 | | | |
| 6. Benefits increase: | | | 3 | | | |
| Investing activities: | | | | | | |
| Acquisition of depreciable assets | | | | | | |
| Cash surplus (requirement) | 0 | 0 | 0 | 0 | 0 | 24* |

* Net change in non-cash

Table 6: Resource Requirements by Branch/Sector level (\$ thousand)

| 2004-2005 | | | | |
|---|--------------|--------------|----------------|--------------|
| Organization | Conservation | Development | Administration | Total |
| The National Battlefields Commission | | | | |
| Main Estimates | 2,398 | 1,500 | 4,789 | 8,687 |
| Planned Spending | 2,461 | 1,558 | 4,985 | 9,004 |
| <i>Total Authorities</i> | <i>2,461</i> | <i>1,558</i> | <i>4,985</i> | <i>9,004</i> |
| Actual Spending | 2,461 | 1,558 | 4,836 | 8,855 |

Table 7-A: 2004–2005 User Fee Reporting Template – User Fees Act (\$ thousands)

| A. User Fee | Fee Type | Fee Setting Authority | Date Last Modified | 2004-2005 | | | | | Planning Years | | |
|--|----------|--|-----------------------|--------------------------|------------------------|-------------------|---|---|-------------------------------------|--------------------------|-----------------------------|
| | | | | Forecast Revenue (\$000) | Actual Revenue (\$000) | Full Cost (\$000) | Performance Standard | Performance Results | Fiscal Year | Forecast Revenue (\$000) | Estimated Full Cost (\$000) |
| Parking lots | (O) | Contractual authority | Before March 31, 2004 | 840 | 946 | 129 | Standard will be established in 2005-2006 | N/A | 2005-2006 2006-2007 2007-2008 | 920 920 920 | 140 140 140 |
| Educational Activities and visitors reception | (R) | Contractual authority | Before March 31, 2004 | 317 | 324 | 507 | Standard will be established in 2005-2006 | N/A | 2005-2006 2006-2007 2007-2008 | 314 314 314 | 500 500 500 |
| Other revenues | (O) | Ministerial authority to set fees for provision of products and services | Before March 31, 2004 | 60 | 74 | 14 | Standard will be established in 2005-2006 | N/A | 2005-2006 2006-2007 2007-2008 | 40 40 40 | 10 10 10 |
| Fees charged for the processing of access requests filed under the <i>Access to Information Act</i> | (O) | <i>Access to Information Act</i> | 1992 | 0 | 0 | 0 | Framework under development by the TBS. More Info: http://laws.justice.gc.ca/en/A-1/8.html | No request was received in fiscal 2004–2005 | 2005-2006 2006-2007 2007-2008 | 0 0 0 | 0 0 0 |
| Total: | | | | 1,217 | 1,344 | 650 | | | 2005-2006 2006-2007 2007-2008 | 1,274 1,274 1,274 | 650 650 650 |
| B. Date Last Modified: Before March 31, 2004 | | | | | | | | | | | |
| C. Other Information: <i>Other revenues: include souvenir shop, Internet access stations and other services, and vending machines. In fiscal 2005–2006, the management of vending machines was entrusted to a company.</i> | | | | | | | | | | | |

(R) Regulatory fees

(O) Other Products and Services

Table 7-B: 2004–2005 User Fee Reporting Template – Policy on Service Standards for External Fees

| A. External Fee | Service Standard | Performance Result | Stakeholder Consultation |
|---|--|--|---|
| Parking lots: | <ul style="list-style-type: none"> - 221 parking meters on the site, 3 parking lots representing close to 400 pay-per-use spaces and more than 200 free spaces in some areas in the Park – limited time of 60 minutes | <ul style="list-style-type: none"> - 100% use in summer and 80% use in winter – some areas closed to traffic - Is the NBC's main source of revenue | Public consultation through the press and notices published in the Canada Gazette |
| Educational activities and visitors reception: | <ul style="list-style-type: none"> - 40 Educational activities and more than 8 attractions – exhibitions offered - Capacity between 20 and 100 people per hour depending on the activity - Reservations only for certain activities | <ul style="list-style-type: none"> - More than 96% of beneficiaries are very satisfied or satisfied of the reception and exhibition services - Overall increase of 5% in the number of clients participating in organized activities – see page 46 | Public consultation through the press and notices published in the Canada Gazette |
| Other revenues: | <ul style="list-style-type: none"> - Include vending machines, souvenir shop, Internet access stations and other services - Competitive price comparable to other tourist attractions in the area | <ul style="list-style-type: none"> - Revenues exceeded expectations | Public consultation through the press and notices published in the Canada Gazette |
| Fees charged for the processing of access requests filed under the <i>Access to Information Act</i> : | <ul style="list-style-type: none"> - Framework under development by TBS - More info: http://lois.justice.gc.ca/en/a-1/8.html | <ul style="list-style-type: none"> - No request was received in fiscal 2004–2005 | The service standard is established by the <i>Access to Information Act</i> and the <i>Access to Information Regulations</i> . Consultations with stakeholders were undertaken for amendments done in 1986 and 1992 |
| B. Other Information: | | | |

Table 8: Financial Statements of Departmental Corporations and Agents of Parliament

| |
|--|
| <p>THE NATIONAL BATTLEFIELDS COMMISSION</p> <p>FINANCIAL STATEMENTS</p> <p>March 31, 2005</p> |
|--|

Management Responsibility for Financial Statements

Management of the National Battlefields Commission is responsible for the preparation of the accompanying financial statements. The financial statements have been prepared in accordance with the accounting standards issued by Treasury Board Secretariat of Canada, which are consistent with Canadian generally accepted accounting principles for the public sector. Where alternative accounting methods exist, management has chosen methods that it believes to be appropriate in the circumstances. Where estimates or judgements have been required, management has determined such amounts on a reasonable basis.

In meeting its reporting responsibility, management has established and followed policies and procedures and systems of internal control designed to provide reasonable assurance that assets were safeguarded from loss or unauthorised use, operations are in compliance with governing authorities and financial information is reliable. Management recognises the limits inherent in all systems of internal control but believes the Commission has established effective and responsive systems of internal control.

The members of the Commission carry out their responsibility for the financial statements principally by overseeing management's preparation of the financial statements and ultimately approves them.

The Auditor General of Canada conducts an independent audit, in accordance with generally accepted auditing standards, and expresses her opinion on the financial statements. Her report is presented on the following page.

Secretary



Chairman



Quebec, Canada
June 17, 2005



Bureau du vérificateur général du Canada
Office of the Auditor General of Canada

AUDITOR'S REPORT

To the Minister of Canadian Heritage

I have audited the statement of financial position of the National Battlefields Commission as at March 31, 2005 and the statements of operations and net assets and cash flows for the year then ended. These financial statements are the responsibility of the Commission's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at March 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Micheline Ethier Massicotte, CA
Principal
for the Auditor General of Canada

Montréal, Canada
June 17, 2005

THE NATIONAL BATTLEFIELDS COMMISSION

Statement of Financial Position

As at March 31

| ASSETS | 2005 | 2004 |
|--|----------------------|----------------------|
| Financial Assets | | |
| Due from the Consolidated Revenue Fund | \$ 346,315 | \$ 378,240 |
| Accounts receivable from other government departments | 5,325 | 8,592 |
| | 351,640 | 386,832 |
| Non-financial assets | | |
| Capital assets (note 4) | 12,756,171 | 13,465,131 |
| Deferred charges | 161,650 | 184,514 |
| | 12,917,821 | 13,649,645 |
| | \$ 13,269,461 | \$ 14,036,477 |
| LIABILITIES | | |
| Accounts payable and accrued liabilities | \$ 282,649 | \$ 311,744 |
| Accounts payable and accrued liabilities to other Government departments | 18,999 | 33,742 |
| Employee severance benefits (note 7) | 442,926 | 462,246 |
| Salary and vacation payable | 123,252 | 107,774 |
| | 867,826 | 915,506 |
| NET ASSETS | 12,401,635 | 13,120,971 |
| | \$ 13,269,461 | \$ 14,036,477 |

Commitment (note 8) and Contingencies (note 9)

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

Approved by Management

Secretary



Approved by the Commission

Chairman



THE NATIONAL BATTLEFIELDS COMMISSION

Statement of Operations and Net Assets

For the year ended March 31

| | 2005 | 2004 |
|---|----------------------|----------------------|
| COST OF OPERATIONS (note 6) | | |
| Grants in lieu of taxes | \$ 3,694,643 | \$ 3,635,992 |
| Conservation and landscaping of the Plains | 2,308,698 | 2,242,742 |
| Corporate services | 1,733,772 | 1,921,708 |
| Development of the Plains | 1,157,234 | 1,013,094 |
| Amortization of capital assets | 787,221 | 783,530 |
| Amortization of deferred charges | 40,412 | 9,711 |
| | 9,721,980 | 9,606,777 |
| REVENUES | | |
| Parking | 945,792 | 855,532 |
| Educational activities and welcoming of visitors | 324,060 | 307,524 |
| Rent | 200,046 | 196,854 |
| Funding from Canadian Heritage Information Network (note 10) | 80,411 | - |
| Other revenues | 73,938 | 58,289 |
| | 1,624,247 | 1,418,199 |
| NET COST OF OPERATIONS | 8,097,733 | 8,188,578 |
| Total cost (income) from the trust fund (note 5) | 139,916 | (13,074) |
| NET RESULTS | \$ 8,237,649 | \$ 8,175,504 |
| NET ASSETS, BEGINNING BALANCE | \$ 13,120,971 | \$ 13,756,452 |
| Net results | (8,237,649) | (8,175,504) |
| Net cash provided by Government | 7,487,238 | 7,668,312 |
| Change in due from Consolidated Revenue Fund | (31,925) | (188,289) |
| Services provided without charge | 63,000 | 60,000 |
| NET ASSETS, ENDING BALANCE | \$ 12,401,635 | \$ 13,120,971 |

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

THE NATIONAL BATTLEFIELDS COMMISSION

Statement of Cash Flows

For the year ended March 31

| | 2005 | 2004 |
|--|---------------------|---------------------|
| Operating Activities | | |
| Net Results | \$ 8,237,649 | \$ 8,175,504 |
| Non-Cash items included in net results | | |
| Amortization of capital assets | (787,221) | (783,530) |
| Amortization of deferred charges | (40,412) | (9,711) |
| Services provided without charge | (63,000) | (60,000) |
| Statement of Financial Position Adjustments | | |
| Net change in non-cash working capital balances | 31,925 | 188,289 |
| Change in liability for employee severance benefits, vacation and overtime | 12,488 | (48,103) |
| Deferred charges | 17,548 | 194,225 |
| Cash used for operating activities | 7,408,977 | 7,656,674 |
| Investing Activities | | |
| Acquisition of capital assets | 78,261 | 11,638 |
| Cash used for investing activities | 78,261 | 11,638 |
| Net cash provided by government | \$ 7,487,238 | \$ 7,668,312 |

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

THE NATIONAL BATTLEFIELDS COMMISSION

Notes to the Financial Statements

For the year ended March 31, 2005

1. *Authority and Objectives*

The Commission was established in 1908 under an *Act respecting the National Battlefields at Quebec*.

The Commission is a departmental corporation named in Schedule II of the *Financial Administration Act*.

The Commission's mandate is to ensure that all the cultural, recreational, natural and scientific resources of the Park are developed in the best interest of Canadians and that the image of the Government of Canada is strengthened without compromising the historic character of the site. To achieve that goal, the Commission will acquire, preserve and develop the great historic battlefields at Quebec.

The land administered by the National Battlefields Commission includes:

The Plains of Abraham, site of the Battle of 1759 between Wolfe and Montcalm;
Des Braves Park, marking the Battle of St-Foy in 1760;
St-Denis Park, east of the Quebec Citadel, overlooking Cap-aux-Diamants;
The Plains of Abraham Discovery Pavilion on Wilfrid Laurier Avenue;
The Maison St-Laurent situated at 201, 203 Grande-Allée Est in Quebec City;
The adjoining thoroughfares, two Martello Towers on the site and a tower in Quebec City.

2. *Significant Accounting Policies*

The financial statements have been prepared in accordance with accounting standards issued by the Treasury Board of Canada Secretariat which are consistent with Canadian generally accepted accounting principles for the public sector. The most significant accounting policies are as follows:

a) Parliamentary appropriations

The Government of Canada finances the Commission through Parliamentary appropriations. Appropriations provided to the Commission do not parallel financial reporting according to Canadian generally accepted accounting principles. They are based in a large part on cash flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high-level reconciliation between the two bases of reporting.

b) Due from the Consolidated Revenue Fund

The Commission operates within the Consolidated Revenue Fund (CRF). The CRF is administered by the Receiver General for Canada. All cash received by the Commission is deposited to the CRF and all cash disbursements made by the Commission are paid from the CRF. Due from the CRF represents the amount of cash that the Commission is entitled to draw from the Consolidated Revenue Fund, without further appropriations, in order to discharge its liabilities.

c) Revenues

Revenues are accounted for in the period in which the underlying transaction or event occurred.

2. Significant Accounting Policies (continued)

d) Vacation pay and overtime

Vacation pay and overtime are expensed in the year that the entitlement occurs.

e) Employee future benefits

i) Pension benefits

All eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Commission's contributions reflect the full cost as employer. This amount is currently based on a multiple of an employee's required contributions and may change over time depending on the experience of the Plan. The Commission's contributions are expensed during the year in which the services are rendered and represent the total pension obligation of the Commission. The Commission is not currently required to make contributions with respect to any actuarial deficiencies of the Public Service Pension Plan.

ii) Severance benefits

Employees are entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits is accrued as employees render the services necessary to earn them. Management determined the accrued benefit obligation using a method based upon assumptions and its best estimates; such as, years of service and employees' status.

f) Services provided without charge by other Government Departments

Services provided without charge by other government departments are recorded as operating expenses by the Commission at their estimated cost. A corresponding amount is credited to Net assets.

g) Accounts Receivable

These are stated at amounts expected to be ultimately realized. A provision is made for receivables where recovery is considered uncertain.

h) Capital Assets

Capital assets are recorded at their acquisition cost and amortized over their estimated useful lives, using the straight-line method as follows:

| Asset Class | Amortization period |
|---------------------------|----------------------------|
| Buildings | 15 to 35 years |
| Works and infrastructure | 5 to 40 years |
| Material and tools | 3 to 15 years |
| Motor vehicles and others | 5 to 15 years |

i) Deferred charges

Restoration charges related to assets that are not the property of the Commission are recorded at cost and amortized on a straight-line basis over the term of the contract.

2. Significant Accounting Policies (continued)

j) Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities at the date of the financial statements and the reported amounts of income and cost of operations during the reporting period. The employee severance benefits payable and the estimated useful lives of capital assets are the most significant item where estimates are used.

3. Parliamentary appropriations

The Commission is funded through annual Parliamentary appropriations. These appropriations are recorded when used and any amount not used lapses. Items recognised in the Statement of Operations in one year may be funded through Parliamentary appropriations in a different year. Accordingly, the Commission's net cost of operations for the year based on Canadian generally accepted accounting principles is different that total Parliamentary appropriations used for the year. These differences are reconciled below:

a) Reconciliation of net results to Parliamentary appropriations used:

| | 2005 | 2004 |
|--|---------------------|---------------------|
| Net results | \$ 8,237,649 | \$ 8,175,504 |
| <i>Adjustments for items not affecting appropriations</i> | | |
| Less: | | |
| Amortization of capital assets | 787,221 | 783,530 |
| Amortization of deferred charges | 40,412 | 9,711 |
| Services provided without charge by a Government department | 63,000 | 60,000 |
| Interim cost recovery regime- Department of Justice Canada | 4,294 | - |
| Liability for employee severance benefits, vacation and overtime | (12,488) | 48,103 |
| Cost related to National Battlefields Trust Fund | 149,380 | - |
| Add: | | |
| Non-tax income | 1,543,836 | 1,418,199 |
| Income from National Battlefields Trust Fund | 9,464 | 13,074 |
| | 8,759,130 | 8,705,433 |
| <i>Adjustments for items affecting appropriations</i> | | |
| Add: | | |
| Acquisition of capital assets | 78,261 | 11,638 |
| Deferred charges | 17,548 | 194,225 |
| Total appropriations used | \$ 8,854,939 | \$ 8,911,296 |

3. *Parliamentary appropriations (continued)*

b) Reconciliation of Parliamentary appropriations voted to Parliamentary appropriations used:

| | 2005 | 2004 |
|--|---------------------|---------------------|
| Parliamentary appropriation voted | | |
| Canadian Heritage: | | |
| Operating and capital expenditures | \$ 7,034,235 | \$ 7,186,000 |
| Lapsed appropriation | (145,034) | (106,263) |
| | 6,889,201 | 7,079,737 |
| Statutory-Contributions to employee benefit plans | 426,196 | 413,360 |
| Expenditures pursuant to sub-section 29.1(1) of the FAA | 1,543,836 | 1,418,199 |
| Interim cost recovery regime- Department of Justice Canada | (4,294) | - |
| Total appropriations used | \$ 8,854,939 | \$ 8,911,296 |

4. *Capital assets*

The cost of capital assets under the responsibility of the Commission is as follows:

| Capital asset class | Opening balance | Net additions for the year | Accumulated amortization | Net book value 2005 | Net book value 2004 |
|--------------------------|----------------------|-------------------------------------|-----------------------------|---------------------------|---------------------------|
| Land | \$ 724,710 | \$ - | \$ - | \$ 724,710 | \$ 724,710 |
| Buildings | 11,697,422 | - | 3,687,568 | 8,009,854 | 8,447,641 |
| Works and infrastructure | 5,577,776 | - | 1,982,885 | 3,594,891 | 3,781,023 |
| Material and tools | 997,839 | 29,425 | 893,941 | 133,323 | 172,585 |
| Motor vehicles and other | 925,819 | 48,836 | 681,262 | 293,393 | 339,172 |
| | \$ 19,923,566 | \$ 78,261 | \$ 7,245,656 | \$ 12,756,171 | \$ 13,465,131 |

Amortization expense for the year ended March 31, 2005 is \$ 787,221 (\$ 783,530 in 2004).

5. *National Battlefields Trust Fund*

When the National Battlefields Commission was created, a Trust fund was established for the receipt of moneys from individuals, municipal corporations, provincial governments and others, for the purpose of acquiring and preserving the great historic battlefields at Quebec. Since September 1984, the Trust fund has been governed by subsection 9.1 of the *Act respecting the National Battlefields at Quebec*, which authorizes such amounts to be spent for the purpose for which they were given to the Commission. The income and cost are included in the Statement of Operations of the Commission and are detailed as follow:

| | 2005 | 2004 |
|---|-------------------|--------------------|
| Cost | | |
| Professional services | \$ 149,380 | - |
| | 149,380 | - |
| Income | | |
| Interest | 9,464 | 13,074 |
| | 9,464 | 13,074 |
| Excess of cost on income (excess of income on costs) | \$ 139,916 | \$ (13,074) |
| Balance at beginning of the year | 529,938 | 516,864 |
| Balance at year-end deposited with the Receiver General for Canada | \$ 390,022 | \$ 529,938 |

6. *Information on cost of operations*

The activities of the Commission are organized into three activities related to its mandate.

The **conservation of the Plains** comprising the following services:

- The service of maintenance, which sees to maintenance of the site, its furnishings, buildings and infrastructure, provides for a safe and stable environment, minimizes the effects of wear and tear and deterioration and slows down or prevents damage;
- The service of landscaping which is responsible for the scenery, horticultural and arboricultural activities;
- The service of surveillance and security, which sees to it that regulations regarding peace and public order are respected; enforces traffic and parking and regulations; ensures the safety of site users; and provides for surveillance of the Commission's premises and properties.

The **development of the Plains** comprising the following services:

- Client Services, which includes welcoming visitors and users to the Park, the dissemination of information to the public and reservations for educational interpretation activities for school and the general public;
- Communication Services, which includes promotion and advertising for the activities and services provided by the Commission and ensuring the visibility of the Commission and the federal government.

The **Corporate Services** includes the provision of management, administration and financial services.

6. Information on cost of operations (continued)

SUMMARY OF COST OF OPERATIONS BY MAJOR TYPE

| | 2005 | 2004 |
|-----------------------------------|---------------------|---------------------|
| Grants in lieu of taxes | \$ 3,694,643 | \$ 3,635,992 |
| Salaries and benefits | 2,971,005 | 2,975,036 |
| Professional services | 792,098 | 782,620 |
| Amortization of capital assets | 787,221 | 783,530 |
| Utilities, materials and supplies | 630,482 | 710,447 |
| Maintenance | 464,066 | 385,549 |
| Publicity | 144,594 | 159,669 |
| Transportation and communication | 95,373 | 84,643 |
| Services provided without charge | 63,000 | 60,000 |
| Amortization of deferred charges | 40,412 | 9,711 |
| Rental | 39,086 | 19,580 |
| | \$ 9,721,980 | \$ 9,606,777 |

7. Employee future benefits

i) Pension benefits

The Commission and all eligible employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of service and average earnings at retirement. The benefits are fully indexed to the increase in the Consumer Price Index. The contributions of the Commission and employees to the Public Service Pension Plan for the year were as follows:

| | 2005 | 2004 |
|----------------------------|------------|------------|
| Commission's contributions | \$ 312,402 | \$ 294,313 |
| Employees' contributions | \$ 145,982 | \$ 137,529 |

ii) Severance benefits

The Commission provides severance benefits to its employees based on years of service and final salary. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from future appropriations. Information about the plan, measured as at the balance sheet date, is as follows:

| | 2005 | 2004 |
|---|-------------------|-------------------|
| Allowance for employee severance benefits, beginning of year | \$ 462,246 | \$ 418,877 |
| Cost for the year | 43,971 | 51,360 |
| Benefits paid during the year | (63,291) | (7,991) |
| Allowance for employee severance benefits, end of year | \$ 442,926 | \$ 462,246 |

8. *Commitment*

The Commission is committed, pursuant to a lease agreement, to provide horticultural, operational and security services in exchange for space used for its Interpretation Centre at the Musée du Québec. The initial basic rent value, subject to annual revision, is \$ 87,522. The lease is for 15 years, beginning on April 1, 1991.

9. *Contingencies*

Claims have been made against the Commission totalling \$ 398,000 for alleged damaged mainly regarding the flood of the Cap aux Diamants in 2000. The final outcome of these claims is not determinable and, accordingly, these items are not recorded in the accounts. In the opinion of management, the position of the Commission is defensible. Settlements, if any resulting from the resolution of these claims will be accounted for in the year in which the liability is determined.

10. *Related party transactions*

The Commission is related in terms of common ownership to all Government of Canada departments, and Crown Corporations. The Commission enters into transactions with these entities in the normal course of business and on normal trade terms applicable to all individuals and enterprises except that certain services, as defined previously, are provided without charge. The most significant types of services provided without charge are accommodation and banking services provided by Public Works and Government Services Canada; contributions covering employer's share of employee's insurance premiums and costs paid by Treasury Board Secretariat; workmen's compensation coverage provided by Human Resources and Skills Development Canada and audit services provided by the Office of the Auditor General.

During the year, the Commission has signed an agreement with Canadian Heritage Information Network. The 10 years agreement is for the development and maintenance of an interactive game in the context of the Virtual Museum of Canada. The funding is received according to the expenses engaged by the Commission on a period of two years for a maximum amount of \$ 178,690. In 2004-2005, the Commission has spent \$ 80,411 and has received an equivalent amount.

Table 9: Response to Parliamentary Committees, Audits and Evaluations for FY2004–2005

| |
|--|
| Response to Parliamentary Committees |
| The NBC has received no recommendations or comments by the Parliamentary Committees. |
| Response to the Auditor General |
| The NBC has received no recommendations or comments by the Auditor General. |
| External Audits or Evaluations |
| No external audit or evaluation was conducted with respect to the NBC. |
| Internal Audits or Evaluations |
| No internal audit or evaluation was conducted with respect to the NBC. |

Table 10: Sustainable Development Strategies (SDS)

| The National Battlefields Commission: | |
|--|---|
| Points to address: | Departmental Input |
| 1. What are the key goals, objectives, and/or long-term targets of the SDS? | <ul style="list-style-type: none"> - Renewing the tree population - Safeguarding the integrity of the site and its natural resources - Taking steps to protect the environment in the course of ongoing maintenance and conservation activities (ecological vision) |
| 2. How do your key goals, objectives and/or long-term targets help achieve your department's/agencies' strategic outcomes? | <ul style="list-style-type: none"> - Maintain the preservation and conservation of a park and offer one of the most prestigious parks in a world - Maintain the use of the park in complete safety |
| 3. What were your targets for the reporting period? | <ul style="list-style-type: none"> - Restore balance between the planted and downed trees and make up time lost in the last few years - Develop a project for recovering recyclable materials; first phase to be launched in 2005–2006 - Make compost with the leaves collected in the Park |
| 4. What is your progress (this includes outcomes achieved in relation to objectives and progress on targets) to date? | <ul style="list-style-type: none"> - Planting of trees (72) to replace trees that were cut down (45) because they had become dangerous or weak - Significant decrease in the use of plant pesticides in accordance with environmental protection measures - Make compost with leaves collected in the Park |
| 5. What adjustments have you made, if any? (To better set the context for this information discuss how lessons learned have influenced your adjustments) | <ul style="list-style-type: none"> - Reallocation among Green Spaces Service budgetary items: decrease in the use of pesticides and increase in the number of trees planted to make up time lost |

Table 11: Alternative Service Delivery (ASD)

| | 2000-2001 | 2001-2002 | 2002-2003 | 2003-2004 | 2004-2005 |
|--|--|---------------------------|---|---|---|
| Statistics (1): | | | | | |
| - KEB:* (number of spectators) | 23,630 = ↑ 40% | 47,250 = ↑ 100% | 65,000 = ↑ 38% | 74,300 = ↑ 14% | 47,310 = ↓ 36% (2) |
| - Welcoming visitors to attractions: | N/A | 26,320 | 36,160 = ↑ 37% | 40,549 = ↑ 12% | 55,686 = ↑ 37% |
| - Participants to interpretation activities | 26,950 = ↑ 15% | 33,013 = ↑ 22% | 39,208 = ↑ 19% | 43,422 = ↑ 11% | 67,070 = ↑ 54% |
| - Other activities: (Celebration of nature, Halloween) | N/A | 3,974 visitors (3) | 14,000 visitors (4) | 8,000 visitors (5) | 4,540 visitors (5) |
| - Total attendance to activities – NBC | N/A | More than 110,000 persons | More than 150,000 persons = ↑ 36% | About 166,000 persons = ↑ 11% | More than 174,000 persons = ↑ 5% |
| Survey results: | | | | | |
| - Attractions: (Quality of services and services offered) | N/A | N/A | N/A | N/A | More than 96% satisfied or very satisfied |
| - Interpretation activities: (Running of the activity and the program) | N/A | N/A | More than 94% satisfied or very satisfied | More than 97% satisfied or very satisfied | More than 97% satisfied or very satisfied |
| Satisfaction: | A professional survey was conducted in 1998. It indicated a high level of satisfaction (98%) with services offered by the NBC and site maintenance. Since then, client satisfaction levels appear to have been maintained. Because the NBC does not have the resources to carry out a professional survey to gauge client satisfaction, it conducted its own surveys to measure clients' satisfaction with the quality of services and the services offered. Furthermore, total attendance to attractions and interpretation activities has increased over the years. The NBC also noted a faithful clientele with respect to the activities and services offered, which is a good indicator of client satisfaction. | | | | |
| Establishment of a base level and progress made | The NBC has not yet established a base level; however, based on the surveys it conducted itself, the level of satisfaction remains very high. | | | | |
| Service standards and performance review | The NBC has not established specific service standards during the fiscal years indicated, as explained in the process for establishing service standards. However, some criteria and directives were established and have to be applied by NBC staff so as to ensure high-quality services (eg, a ratio of one guide per 30 students). Any information requests or complaints received from the public or clients are addressed quickly to ensure quality service. | | | | |
| Extension of service improvement | The NBC intends to maintain the level of satisfaction, which is already very high, and will make the required efforts to do so. It has not developed a service improvement plan, but remains aware of service quality and intends to improve service quality based on the budget available. | | | | |

* KEB: Edwin-Bélanger Bandstand – shows presented during the summer season

↑ Increase

↓ Decrease

(1) Statistics were compiled manually.

(2) The decrease results from poor weather during the 2004–2005 summer season and the need to cancel certain shows as a result.

(3) Includes the Celebration of Nature, Family Rally, Halloween and the magic of a traditional Christmas.

(4) Include the Celebration of Nature, Abraham's Big Picnic, the Plains of Abraham on the qui vive, Halloween and the magic of a traditional Christmas.

(5) Includes Spring Break, the Celebration of Nature and Halloween.

Main achievements:

The main achievements in improving service from a citizen-centred perspective are:

- Restoration of the football/rugby field to minimizing any risks when practising these highly popular sports and make the field safe for users;
- Addition of a ski patrol in winter on trails and extended trails of beaten snow;
- Addition of the Info-plant terminal at the Joan of Arc Garden opened in September 2004 and allowing users and visitors to consult fact sheets on plants in the garden;
- The Virtual Museum project that is currently being developed and that will be launched in September 2005;
- Floral displays that are maintained longer in the fall, depending on flower production;
- Signage for tourists and visitors was improved, thereby making it easier to find the various points of interest and the reception area in the Park;
- The second phase in the development of its Web site was launched in 2004–2005.

Table 12: Fuel Storage Tanks

Status of Fuel Storage Tanks on **The National Battlefields Commission**-owned Land

Annual Report for April 30, 2005

As required under the CEPA, Part IV, *Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Regulations*, this report provides the information set out in Schedule II of the aforementioned regulation, updated to December 31, 2004.

The following number of above-ground storage tank systems:

No storage tank system are registered with The National Battlefields Commission.

The following number of underground storage tank systems:

Four storage systems, three (gas, fuel oil and diesel) at the shops located at 701 Chemin St Louis, Quebec City and one (fuel oil) at the greenhouses at 1230 Briand Avenue, Quebec City are registered with The National Battlefields Commission and comply with the *Federal Underground Storage Tank Technical Guidelines*.

SECTION IV – OTHER ITEMS OF INTEREST

4.1 Other Information

Listing of Statutes and Regulations

| | |
|---|--|
| Act respecting the National Battlefields at Quebec | 1908, 7-8 Edward VII, ch 57 and amendments |
| By-law Amending the National Battlefields Park By-law | SOR/2002-186, 9 May, 2002 |

Web Site

Web site: www.ccbn-nbc.gc.ca

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