

THE NATIONAL BATTLEFIELDS COMMISSION

2010-11

Departmental Performance Report

THE HONOURABLE JAMES MOORE, P.C., M.P.
MINISTER OF CANADIAN HERITAGE AND OFFICIAL
LANGUAGES

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Minister's Message

The Department of Canadian Heritage and its portfolio organizations play an important role in our cultural, social, and economic lives. Together, they promote the creation of an environment where all Canadians can enjoy cultural experiences, celebrate their heritage, and take part in building stronger communities. As a Canadian Heritage portfolio organization, the National Battlefields Commission implements programs and offers services that help us achieve these objectives.



In 2010-11, the National Battlefields Commission (NBC) continued its mission to maintain the conservation and development of the National Battlefields Park and provide public education and services, which contributed to an increase in the number of participants and visitors. The users and visitors were able to enjoy the park safely and increase their knowledge about the park's history and historical events tied to the park. Over the year, the NBC conducted a variety of repairs and infrastructure work, offered new activities and launched a sustainable development action plan.

As Minister of Canadian Heritage and Official Languages, I am pleased to present the *2010-11 Departmental Performance Report* for the National Battlefields Commission. I invite you to take a look at it for an overview of the activities that this organization has undertaken over the past year to fulfill its mandate and contribute to the vitality of Canadian society.

The original version was signed by
The Honourable James Moore, P.C., M.P.

Section I – Overview

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 urban parks in the world.

Responsibilities

The NBC is responsible for the administration, management, conservation and development of National Battlefields Park (located in the city of Québec) and manages the funding allocated for this purpose.

The Commission's mandate derives from the *Act Respecting the National Battlefields at Québec*, 7-8 Edward VII, c. 57, passed on March 17, 1908, and its amendments. It reports to Parliament through the Minister of Canadian Heritage and Official Languages. The Commission is administered by a nine-member Board of Directors. Seven members are appointed by the Governor in Council and the NBC's enabling legislation authorizes the provinces of Quebec and Ontario to each appoint a member in recognition of their contribution at that time of the creation of the Commission.

The Board of Directors decides on general orientations aiming at the achievement of the strategic outcome to make the Battlefields Park in Québec a prestigious, accessible, safe and educational historic and urban site and assumes the general surveillance.

The Secretary, who acts as Director General, is appointed by the Governor in Council and is responsible for implementation of policy and for day-to-day management of all NBC operations. He therefore strives for attainment of both strategic outcome and program targets.

The grounds of the NBC constitute one of the most important historic sites in Canada. Commonly called the Plains of Abraham, the site is the largest urban park in Québec and ranks among the prestigious parks in the world. 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 Canadians learn more about the major events in Canadian history associated with this important site.

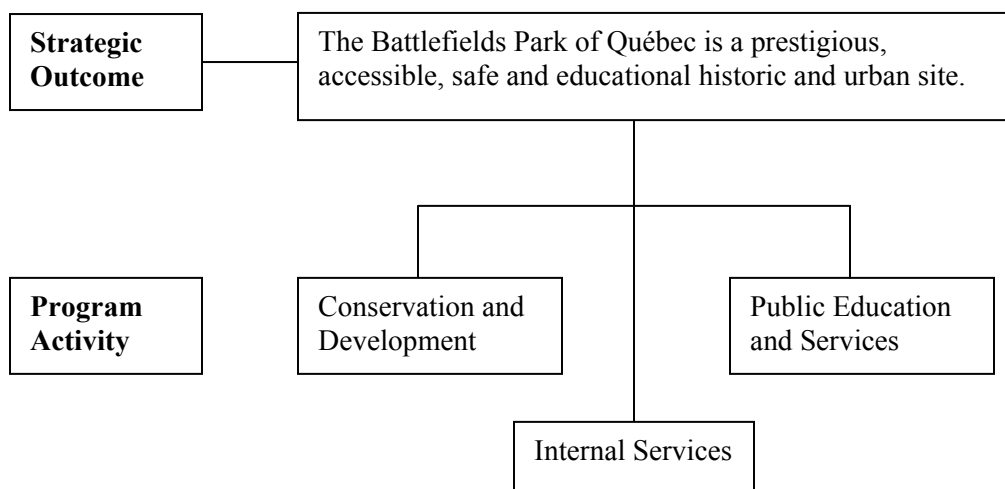
Strategic Outcome

The NBC works to achieve the following strategic outcome:

The Battlefields Park of Québec is a prestigious, accessible, safe and educational historic and urban site.

The role of the National Battlefields Commission is to make Battlefields Park a prestigious national site, maintain its historic integrity and ensure that its urban mission receives equal consideration, allow for its safe use, and provide activities and relevant services in line with historic, cultural, recreational and natural aspects.

Program Activity Architecture (PAA)



Organizational Priorities

Priorities	Type	Performance Status	Linkage to Strategic Outcome
Ensure high-quality general maintenance and carry out planned infrastructure repairs.	Ongoing	<i>Fully met</i> according to planned renovations. The NBC continued to carry out regular maintenance of the site and improved some areas of the park for users and visitors.	Strategic Outcome 1 This priority is in line with the <i>Conservation and Development</i> program activity: results attained under this priority contribute to preserving and improving the site's infrastructure and amenities for future generations.
Provide a healthy environment by adopting sustainable development principles.	New	<i>Fully met.</i> The NBC identified measures to adopt to further expand its work in the spirit of sustainable development and prepare a suitable plan.	Strategic Outcome 1 This priority is in line with the <i>Conservation and Development</i> program activity: results attained under this priority contribute to preserving and improving the site's infrastructure and amenities for future generations.
Provide the public with quality services on aspects of education, culture and nature.	Ongoing	<i>Fully met.</i> The NBC continued to deliver services such as exhibitions, shows and interpretative activities while taking users' and visitors' expectations into consideration and ensuring that high quality was maintained and the diversification of activities offered.	Strategic Outcome 1 This priority is in line with the <i>Public Education and Services</i> program activity: results attained under this priority contribute to preserving and raising awareness of the history of Canada's first national historic park and its cultural, recreational and natural assets.
Provide information about the park's history and the context and events of 1760 in Québec, and increase visitor services.	Previously committed	<i>Fully met.</i> The NBC organized activities and events, marked the 250 th anniversary of the Battle of Sainte-Foy, and conducted archaeological digs.	Strategic Outcome 1 This priority is in line with the <i>Public Education and Services</i> program activity: results attained under this priority contribute to preserving and raising awareness of the history of Canada's first national historic park.

Priorities	Type	Performance Status	Linkage to Strategic Outcome
Internal Management	Ongoing	<p><i>Partially met.</i> Review of the Land Use Policy is still under way. However, in order to protect the park, all agreements with event organizers include special measures and a functional and operational framework.</p> <p>The guide on prevention of workplace accidents was developed and measures were taken to ensure a safe work environment in all workplaces.</p>	<p>Strategic Outcome 1 This priority is in line with the <i>Conservation and Development</i> program activity: results attained under this priority contribute to the preservation and improvement of site infrastructure and amenities for future generations.</p> <p>This measure is in line with the above result. This guide will be used as a reference to ensure safe work conditions for employees and prevent injuries.</p>
Human Resources Renewal	Previously committed	<p><i>Fully met.</i> The NBC hired new employees to replace those going on maternity leave and retiring. It also amended the organizational structure of customer service.</p>	<p>Strategic Outcome 1 This priority is in line with <i>internal services</i>, but it also concerns other programs and allows for the retention and hiring of a qualified workforce so as to pursue the NBC's objectives.</p>
Disposal of Archives	Previously committed	<p><i>Partially met.</i> The NBC started to update the document filing plan and the archival document disposal process in accordance with the <i>Library and Archives of Canada Act</i>.</p>	<p>Strategic Outcome 1 This priority is in line with <i>internal services</i>, but it also concerns other programs. The update of the document filing system will allow for the preservation and disposal of documents consistent with the agreement signed with Library and Archives Canada.</p>

Risk Analysis

In 2010-11, the National Battlefields Commission did not encounter any specific risks that might have had a major impact on achieving these objectives. The majority of planned projects in its Report on Plans and Priorities were carried out without too many constraints.

The federal budget had an impact on the NBC's budget. Budget 2010 included cost-containment measures for the next three years for government departments and agencies. For 2010-11, these measures represented a shortfall of \$14,104.

The projected revenue exceeded its target by \$631,000. This is explained by the increase in parking fees and profitable activities. The NBC allocated the surplus revenue to special projects, such as updating the entire NBC computer system, building a garage at the Pavilion, and various repair or improvement work.

Contrary to what was planned in the 2010-11 RPP, the anticipated appointments (succession planning) within the Board of Directors were not realized.

According to the Management Accountability Framework – Round VII evaluation report, the NBC has management accountability practices in place that support its performance and given its size, makes an effort to continue to improve itself in various management areas by: ensuring that the results listed in the RPP correspond with the expected results in the DPR; completing the health and safety prevention guide; establishing internal policies on procuring professional services and high-risk payments; and by fully complying with the *Info Source* criteria in accordance with the *Privacy Act*.

Over the year, the NBC had to re-evaluate the priority of some projects and consult its Board of Directors. Two projects involved some financial risk for the NBC and a major impact on other infrastructure projects: the transfer of the Commander's House and the *Plaines Lunes* show.

For some time, the NBC has been negotiating with the Department of National Defence to procure the Commander's House. The NBC would like to house its administrative offices, given the lack of office space, and group together employees from other administration areas. Additional costs, which were not originally expected, considerably changed the initial project and a cost-effective transfer could no longer be completed by the NBC. After evaluating the situation, it decided to abandon the project and maintain the status quo on the short-term.

The *Plaines Lunes* show was not as successful as anticipated despite the promotion efforts made. After an analysis, the NBC decided to not renew the project in 2011-12 and eventually evaluate the possibility of putting on another type of event, while benefiting from the investments and gains, by using the costumes, decorations and accessories.

Given the city of Québec's expectations with regard to the opening of Gilmour Hill during the winter, the NBC has mandated Public Works and Government Services Canada to study the impact and challenges of such an acceptance.

Summary of Performance

2010-11 Financial Resources (\$ thousands)

Planned Spending	Total Authorities	Actual Spending
9,472	10,602	9,889

2010-11 Human Resources

Planned	Actual	Difference
55 FTEs	60 FTEs	5 FTEs*

*The increase in salaries costs was absorbed by revenues: this increase came from the Public Services and Education program activity.

Strategic Outcome: The Battlefields Park of Québec is a prestigious, accessible, safe and educational historic and urban site.

Performance Indicators	Targets	2010-11 Performance
<p>- General state and integrity of the park and its facilities.</p> <p>- The quality level of public and educational services.</p>	<p>- Maintain the general state of the park and make improvements to its infrastructure between now and 2013.</p> <p>- Maintain the quality of services, increase education about the park's history and historical events tied to the park, and improve services for visitors.</p>	<p>- The general condition of the park has been maintained and some work has been carried out to ensure the safety of employees and users, such as installing a depressurization system to eliminate the radon in the administrative building and implementing standards and structural reinforcements for the workshop. Other work, such as the repair of the Braves monument and the construction of a permanent structure above the Pavilion's garage entrance, was required. In addition, some trees need pruning in order to support the NBC's efforts to ensure the safety of users and the sustainability of the urban forest. Concrete measures that target the objectives of the NBC's sustainable development policy were adopted and have already resulted in gains.</p> <p>- The quality of public educational services rose slightly. Client satisfaction was 93% according to an in-house survey (in comparison with 90% in 2009-10).</p> <p>- The number of visitors to exhibitions was 40,444, while the number of participants in activities was 91,085. These statistics represent an increase of 12% and 7% respectively, in comparison with the previous year.</p> <p>- In 2010-11, the <i>Plaines Lunes</i> show was put on with some changes to the tables compared to the 2008-09 version. However, attendance was lower for this 2nd edition.</p> <p>- Free shows at the Edwin-Bélanger Bandstand drew 28,650 spectators to 31 shows, an increase in attendance in comparison with the previous year, despite a decrease in the number of shows.</p> <p>- The projects carried out as part of the 250th anniversary of the battle of 1760, including the addition of busts of Lévis and Murray in Des Braves Park and a heritage day with discovery workshops, conferences and activities.</p>

Program Activity	2009-10 Actual Spending	2010-11 (\$ thousands)				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Conservation and Development	2,170	2,749	2,749	3,074	2,321	A vibrant Canadian culture and heritage ¹
Public Education and Services	1,005	822	822	822	1,085	
Internal Services	6,279	5,901	5,901	6,706	6,483	
Total	9,454	9,472	9,472	10,602*	9,889**	

*The difference of \$1,130,000 (\$10,602,000 – \$9,472,000) between Total Authorities and Planned Spending is explained by the following:

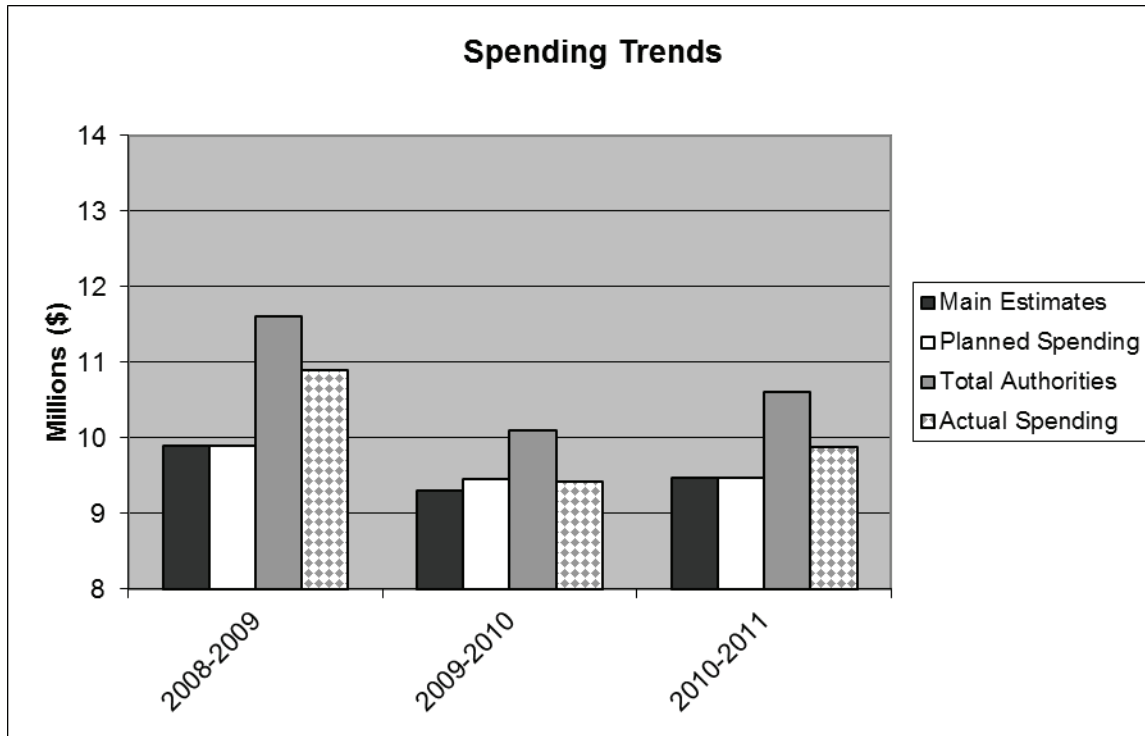
- Report from previous year \$367,716
 - Revenue increase versus previous budget \$631,337
 - Benefits and salaries \$130,574
- \$1,129,627

**As for the difference between Total Authorities and Actual Spending, it is explained by:

- Transfer to the following year \$374,278
 - Postponement of renovation work on administrative offices \$325,000
 - Cost containment measure – budget 2010 \$14,104
- \$713,382

¹ The NBC's program activities are aligned with the Government of Canada's outcome *A vibrant Canadian culture and heritage*. The role of NBC is to provide an accessible and educational historic site. The NBC helps to raise awareness of Canada's history and the battles fought on its park grounds and provides a pleasant entertainment venue. It also encourages the public to take part in various interpretive activities, to visit exhibitions and other attractions featuring the history of the park and of Canada, and to attend concerts supporting artists from the cultural milieu.

Expenditure Profile



The fluctuations can be explained as follows:

- In 2008-09, supplementary funding was obtained to organize celebrations for the NBC's 100th anniversary, and a budget carry-over was authorized to complete the construction of public restrooms and renovations to the administrative offices.
- In 2009-10, supplementary funding was allocated for salaries and employee benefit plans (EBP). A budget carry-over was authorized for renovations to its administrative offices.
- In 2010-11, there was no such budget carry-over. The NBC exceeded its estimated revenues by \$631,000. This is a result of the increase in fees for some services on April 1, 2010 (i.e. parking) and the revenue generated by a new exhibition at Brown Basin and *Plaines Lunes* show in summer 2010. A budget re-profiling was done for the next financial year.

Voted and Statutory Items

For information on our organizational Votes and/or statutory expenditures, please see the 2010-11 Public Accounts of Canada (Volume II). An electronic version of the Public Accounts is available at Public Works and Government Services Canada's Web page, Public Accounts of Canada 2010².

² <http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html>.

SECTION II – Analysis by Program Activities

Strategic Outcome:

The Battlefields Park of Québec is a prestigious, accessible, safe and educational historic and urban site.

The role of the National Battlefields Commission is to make Battlefields Park a prestigious national site, maintain its historic integrity and ensure that its urban mission receives equal consideration, allow for its safe use, and provide activities and relevant services in line with historic, cultural, recreational and natural aspects.

Program Activities:

Conservation and Development

Description of Program Activity:

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

This program activity makes it possible for the NBC to offer people one of the world's most prestigious historic parks in an urban setting and the opportunity to safely use and enjoy it.

Canadians and foreign visitors were able to enjoy, in complete safety, amenities, infrastructure and services provided, such as pedestrian pathways, cross-country ski trails, historic buildings, flower gardens, green spaces and monuments.

2010-11 Financial Resources (\$ thousands)			2010-11 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
2,749	3,074	2,321	23	23	0

Expected Results	Performance Indicators	Targets	Performance Status
Improve park infrastructure to ensure its long-term preservation and maintain landscapes in good condition.	The satisfaction of general state and the overall integrity of the park and quality of its landscapes.	Maintain the general state and make improvements to the infrastructure between now and 2013.	Very satisfying – evaluation of 9/10 Projects realised as planned, such as the construction of a new permanent structure for the Pavilion's garage, and work on the administrative building and workshop.

Performance Summary and Analysis of Program Activity

The NBC achieved its expected outcomes related to regular work and planned projects for the maintenance of buildings, infrastructure, furniture and land use planning. The evaluation of the quality of various work completed was rated as 9/10 by management based on an internal measurement scale. Only the work involving strengthening the cliff had to be deferred to next year since it could not be carried out as planned.

A few projects were added to the initial list because more revenues were generated than expected.

The work planned to ensure the health and safety of employees was carried out according to the standards. A depressurization system was installed in the administrative building to eliminate a radon concentration level that exceeded standards. The NBC's experience served as a reference for Health Canada in the preparation of a technical guide on the installation of such a system. Also, because of significant humidity, the installation of a foundation drain and waterproofing of the administrative building's walls was carried out. The expected outcomes were quickly noticed in the building's basement.

In order to improve some infrastructure, the NBC constructed a permanent structure above the entrance of the Pavilion's garage that aligns with the existing building. This space now allows for equipment storage. The NBC also repaired the Braves monument (sanding and painting) and consolidated the Blockhouse remains (drainage and stowing).

In order to improve the horticultural landscapes, the NBC conducted many interventions to ensure the safety of users and visitors and the sustainability of its urban forest, particularly by maintaining a clear view within some wooded areas, collecting dead wood and controlling invasive plant species. To maintain the good condition of the amenities, planning in terms of the scope and schedule for maintenance the many shrubs was established everywhere.

Actions were also taken regarding arboriculture; in particular, the work method was reviewed to ensure better control of arboricultural work. All the elm trees in the Joan of Arc Garden were inspected. In 2010, no Dutch Elm disease cases were reported. Because of bad weather, 24 trees had to be felled. However, 30 trees were planted, 6 of which were new species. The park now has 108 different species.

The NBC is satisfied with the results achieved in the Great Celebration of Nature. This activity allowed visitors to learn about the horticultural and arboricultural know-how required to beautify the park. Attendance was higher than last year (4000 people); over 5000 visitors and clients were satisfied with the diversity of the kiosks presented.

To preserve the legacy and integrity of the Battlefields Park, the NBC established its sustainable development action plan in collaboration with an environmental consulting firm. There were 7 priorities identified and for each of them, specific objectives were established with an imposed schedule for 2011, 2012 and 2013. Various concrete actions were taken in 2010, particularly regarding the development and implementation of a communications, information and employees and partners awareness strategy for sustainable development. Some measures have already been applied to current operations (i.e. decrease of total fuel used, 7% compared to last year).

In 2010, there were special site usage conditions for some event organizers (i.e. *Festival d'été de Québec* and *Fête nationale*) since these activities are getting increasingly larger and require greater oversight to ensure user safety and the protection of NBC property.

Lastly, the NBC received a special commendation for the promotion of cultural heritage in the *Special Attractions* category of the 2010 Edition of the *Communities in Bloom Competition*.

Lessons Learned

The 2010-11 year confirmed that generating revenues is essential for the park's regular maintenance.

Public Education and Services

Description of Program Activity:

The purpose of this activity is to raise awareness about the history of the site and its cultural, recreational and natural assets in a manner that emphasizes its dual purpose as a historical site and an urban park. In support of this activity, the NBC is committed to continuous improvements, welcomes visitors, provides quality exhibitions, activities and public services, and disseminates information to Canadian and foreign users and visitors.

More particularly, the programs offered to clientele in schools provide students with an enhanced experience of the various social and historical aspects, which promotes better understanding of Canadian culture.

Through the activities and events organized, the NBC will also contribute to the dynamism of the region and the vitality of this rallying site in the heart of the city of Québec, while adding tourism appeal. This program activity is in line with the Government of Canada's strategic outcome for a vibrant Canadian culture and heritage.

2010-11 Financial Resources (\$ thousands)			2010-11 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
822	822	1,085	17	22*	5

* The Pirates, Privateers and Freebooters exhibition was presented at Brown Basin for the first time in summer 2010. This exhibition required more FTEs.

Expected Results	Performance Indicators	Targets	Performance Status
Promote the history of Canada's first national historic park and its cultural, recreational and natural assets.	The level of quality public and educational services.	Maintain the quality of services.	93% of users and visitors were satisfied, according to an in-house survey. This result demonstrates a percentage increase in satisfaction compared to last year (90% in 2009-10). Exhibition: 40,444 visitors – increase of 12% Activities offers: 91,085 participants – increase of 7% 31 shows offers – 28,650 spectators – increase of 40%
		Increase the dissemination of information by marking the events of 1760 in 2010-11.	Public interpretative activities on living conditions during the 18th Century. Special day commemorating the Battle of Sainte-Foy, including historical stations with discovery workshops, conferences and interpretative activities. Unveiling of the busts of Lévis and Murray in Des Braves Park.

Performance Summary and Analysis of Program Activity

In 2010-11, the NBC offered various services, including shows at the Edwin Bélanger Bandstand (31 shows in the program) and sports facilities (football/rugby field). Close to fifty different interpretative activities were offered to the general public and school clientele. According to the data compiled, 131,529 people (in 2009-10, 110,751 people) visited the exhibitions or took part in the interpretative activities offered during this period. The NBC is satisfied with the performance it achieved in the Public Education and Services program activity. According to an in-house client survey, 93% of the users and visitors said they were satisfied or very satisfied with the quality of the public and educational services. This represents an increase of 3% compared to last year.

As planned, in order to augment client services, new interpretative activities primarily geared towards students were created, including Action Stations!, All Aboard! and Pirate Academy. These activities will be presented next year along with the new Pirates, Privateers and Freebooters exhibition at Brown Basin, which was well-received by visitors; it will be presented for at least the next two years.

The NBC commemorated the 250th anniversary of the Battle of Sainte-Foy (1760). At Des Braves Park, site of the battle, an unveiling ceremony was held for the busts of the commanders of both armies, Chevalier Lévis and James Murray. There was also a special day that included historical stations with discovery workshops, conferences and various interpretative activities.

In terms of archaeology, subsequent research to the archaeological digs in 2009-10 revealed that the Blockhouse remains on Cap Diamant have proven to be those from the Citadel Blockhouse (1782 period rather than Murray's – 1760). Protection and consolidation measures for the remains were also taken.

In 2010-11, the archaeological digs were held in Des Braves Park on the site of the Battle of Sainte-Foy and the Dumont windmill.

The artefacts from the various dig sites were sorted, catalogued and processed in order to eventually be presented in an exhibition.

The result of the *Plaines Lunes* show, while satisfactory in terms of quality, did not attract the expected number of spectators despite the promotion budget invested. Since the expectations were not met, the NBC decided not to renew on the short term this type of show.

Lessons Learned

The experience gained from the *Plaines Lunes* show enables the NBC to recognize the great benefit of having many volunteers involved. However, it would be better to ensure beforehand that the context was favourable to this type of large-scale show (presented on an outdoor stage) that also encountered challenges in other regions.

Internal Services

Description of Program Activity:

The NBC administers the Battlefields Park site and the budget allocated for that purpose in accordance with government policies and the NBC's mandate, vision and enabling legislation. Internal services include administrative services, financial services such as revenue generation (specifically parking lots), property management and communications services.

2010-11 Financial Resources (\$ thousands)			2010-11 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
5,901	6,706	6,483	15	15	0

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

Performance Summary and Analysis of Program Activity

In 2010-11, the NBC's priorities for action were effective in meeting the objectives in line with the strategic outcome.

Close tracking of the budgets enabled the NBC to carry out its planned projects. More revenues were generated than expected, \$631,000 over budget estimates (\$1,600,000). This is due to the introduction of a new fee structure for services and activities (parking and interpretative activities). Thanks to this surplus, other projects were completed or initiated for next year.

A five-year long-term investment plan was developed and submitted to the Treasury Board Secretariat. It includes regular maintenance, safety and public service operations as well as investments or projects to be carried out over the next five years to meet the objectives and fulfill the mandate of the conservation and development of National Battlefields Park.

In order to properly address information technology needs, NBC's entire computer system was replaced.

In terms of human resources, such as hiring new employees to replace those who are on maternity leave and retiring, the NBC analyzed the Client Services operation. It concluded that an assistant position is required for the welcome area.

The general promotion of services offered to the public was focused on Public Education and Services, with a special regard for the Pirates, Privateers and Freebooters exhibition and the *Plaines Lunas* show. The planning for sustainable development promotion was undertaken.

Press events decreased (6 in 2010 compared to 8 in 2009) as well as the number of press releases issued (37 in 2009 compared to 33 in 2010). There was significant media attention on the Pirates, Privateers and Freebooters exhibition, the *Plaines Lunas* show, the archaeological digs and Gilmour Hill.

Following Quebec City's intervention in the opening of Gilmour Hill all year, the NBC took steps with Public Works and Government Services Canada to have experts conduct a study on the impact and challenges of a possible opening. The first phase of this study was completed and showed that further analyses and interventions are necessary to make an informed decision regarding this project.

Review of the Land Use Policy is still under way. However, it should be completed next year.

As planned, updating of the document filing plan was started and the archival document disposal process continues in accordance with the *Library and Archives of Canada Act*.

SECTION III – Supplementary Information

Financial Outline

Unlike previous years that were heavily marked by the 2008 festivities and 2009 commemorations, the 2010-11 fiscal year was a regular year for the NBC (no supplementary funding was required) that included various conservation, development, and public service projects and communication activities.

This performance report reflects the key interventions and achievements of 2010-11 with regard to the plans and priorities during the same year. The revenues generated were higher than budget estimates and were invested mainly in conservation and development projects.

It is the only item impacting the year's financial outcomes that ought to be emphasized. The net cost of operations is \$8,330,000, as indicated below in the financial highlights table.

Financial Highlights Table

Condensed Statement of Financial Position As at March 31, 2011 (\$ thousands)	% Change	2010-11	2009-10
Total Assets	-0,2%	14,693	14,726
Total Liabilities*	28,8%	1,536	1,192
Total Equity of Canada	-2,8%	13,157	13,534
Total	-0,2%	14,693	14,726

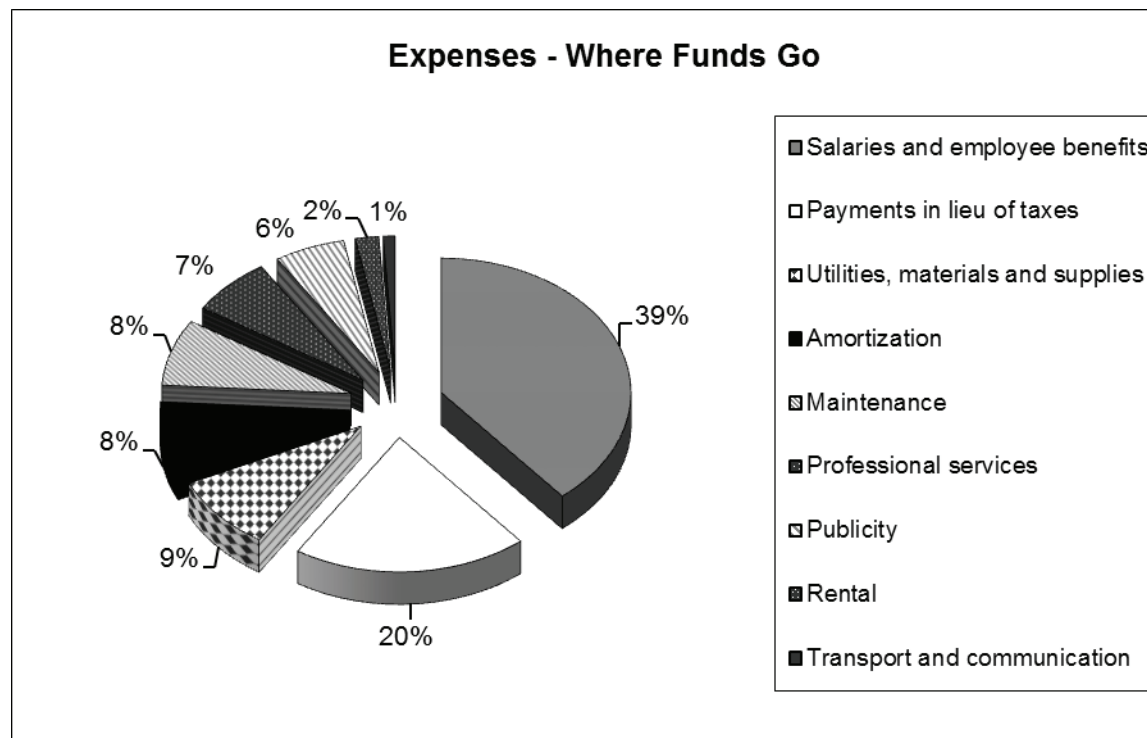
* In 2010-11, the accounts payable at year-end were higher because of projects finalized on March 31, 2011.

Condensed Statement of Operations For the year ended March 31, 2011 (\$ thousands)	% Change	2010-11	2009-10
Total Expenses	3,9%	10,672	10,267
Total Revenue **	25,8%	2,331	1,853
(Income from the trust fund) Spending surplus over trust income ***	173%	(11)	15
Net cost of operations	-1,2%	8,330	8,429

** Higher revenues in 2010-11, because of the new fee structure effective April 1, 2010.

*** The NBC has had a trust fund since 1984 for receiving donations from individuals, municipal corporations, and provincial and other governments. The fund is managed according to the provisions of section 9.1 of the *National Battlefields at Québec Act*.

Financial Highlights Graph



Financial Statements

Summary results of the annual risk-based – System of internal control

The NBC's system of internal control is proportional to its size and the budget to be managed. While simple, it is effective and applied carefully at various phases of the process and by various hierarchical levels. Monthly financial statements are submitted to the Board of Directors as well as follow-up reports on various special projects.

These controls and procedures provide reasonable assurance regarding risks that may be incurred, the reliability of the financial information and that financial statements have been prepared for the purposes of publication of financial information, in accordance with Treasury Board accounting policies which are consistent with Canadian generally accepted accounting principles for the public sector.

Financial Statements can be obtained by clicking on the following Internet link:

<http://www.ccbn-nbc.gc.ca/en/rappports.php?section=8>

List of supplementary Tables

The following tables are posted on the Treasury Board Secretariat Web site at <http://www.tbs-sct.gc.ca/est-pre/estime.asp>:

- Green Procurement
- Source of Respendable Revenue
- Travel and Hospitality Expenses

SECTION IV – Other Items of Interest

List of Statutes and Regulations

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

Web site

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