

THE NATIONAL BATTLEFIELDS COMMISSION

2011-12

Report on Plans and Priorities

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MINISTER OF CANADIAN HERITAGE AND
OFFICIAL LANGUAGES

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The organizations in the Canadian Heritage portfolio work closely with partners all across the country to fulfill their mandate and achieve the Government of Canada's objectives regarding arts, culture, heritage, and citizen participation. I am pleased to present the 2011-2012 *Report on Plans and Priorities* prepared by the National Battlefields Commission.

This year, the National Battlefields Commission will continue to offer its services and its activities centred on the historic and urban character of our battlefields, for the benefit of all Canadians and visitors. It will concentrate its efforts on the preservation and development of Battlefields Park in Québec, primarily through infrastructure upgrades and the implementation of an action plan for sustainable development to ensure safety on the site and promote the well-being of park's users and visitors.

I am proud that the National Battlefields Commission is committed to pursuing its efforts to improve Canadian's quality of life and increase our country's cultural, social, and economic vitality. I invite everyone who wishes to have a better understanding of the responsibilities and activities of the National Battlefields Commission to get to know this report.

The Honourable James Moore, P.C., M.P.

Section I – Overview

1.1 Summary Information

Raison d’être

| |
|---|
| <p>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.</p> |
|---|

Responsibilities

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

The NBC takes its mandate 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. It is administered by a nine-member board of directors. 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 outcomes 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 outcomes 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.

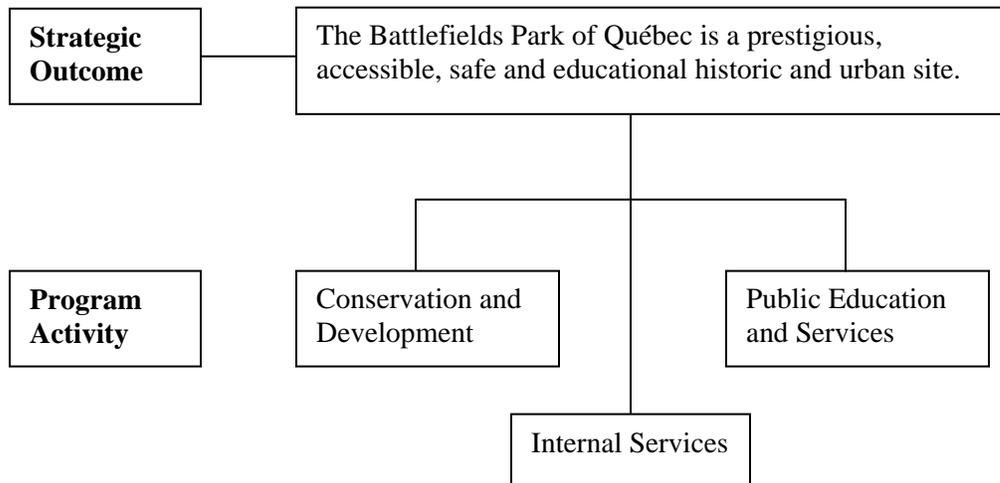
Strategic Outcome

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.

Its role 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)



1.2 Planning Summary

Financial Resources (\$ thousands)

| 2011-12 | 2012-13 | 2013-14 |
|---------|---------|---------|
| 9,254 | 9,254 | 9,254 |

The Financial Resources table presents the organization's total financial resources (total planned spending) over the next three fiscal years.

Human Resources (FTEs = full-time equivalents)

| 2011-12 | 2012-13 | 2013-14 |
|---------|---------|---------|
| 60 FTEs | 60 FTEs | 60 FTEs |

The Human Resources table presents the organization's total planned human resources over the next three fiscal years.

Planning Summary Table

| Strategic Outcome: The Battlefields Park of Québec is a prestigious, accessible, safe and educational historic and urban site. | | | | | | |
|--|--|----------------------------------|---|--------------|--------------|--|
| Performance Indicators | | | Targets | | | |
| General state and integrity of the park and its facilities | | | Maintain the general state of the park, make improvements to infrastructure each year and implement 100% of the 2011 planned sustainable development action plan. | | | |
| The quality level of public and educational services | | | Maintain and improve the level of quality of services and of the dissemination of the park's history (in-house surveys). | | | |
| Program Activities | | Forecast Spending (\$ thousands) | Planned Spending (\$ thousands) | | | Alignment to Government of Canada Outcomes |
| | | 2010-11 | 2011-12 | 2012-13 | 2013-14 | |
| Conservation and Development | | 2,749 | 2,424 | 2,424 | 2,424 | A vibrant Canadian culture and heritage |
| Public Education and Services | | 822 | 922 | 922 | 922 | A vibrant Canadian culture and heritage |
| Total Planned Spending | | 3,571 | 3,346 | 3,346 | 3,346 | |

| Internal Services | | Forecast Spending (\$ thousands) | Planned Spending (\$ thousands) | | |
|-------------------|--|----------------------------------|---------------------------------|---------|---------|
| | | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
| | | 6,252 | 5,908 | 5,908 | 5,908 |

Contribution of Priorities to Strategic Outcome

| Operational Priorities | Type | Links to Strategic Outcome | Description |
|---|----------------------|--|--|
| Ensure first-rate general maintenance and carry out certain infrastructure repairs | Permanent | SO 1 This priority is in line with the “Conservation and Development” program activity | The NBC will continue to do general maintenance of its grounds and make repairs to infrastructure to ensure the safety and preservation of the site. |
| Provide a healthy environment by adopting sustainable development principles | Permanent | SO 1 This priority is in line with the “Conservation and Development” program activity | The NBC will implement its three-year sustainable development action plan adopted in 2010 to ensure a healthy environment. |
| Offer quality services related to the park’s educational, sociocultural and natural aspects | Permanent | SO 1 This priority is in line with the “Public Education and Services” program activity | The NBC will continue to provide services, such as exhibits and interpretive activities, while maintaining their quality and renewing them (if necessary), taking into account the expectations of visitors and users. This priority is essential for a historic urban park. |
| Provide information about the park’s history and the historical events connected with it | Previously committed | SO 1 This priority is in line with “Public Education and Services” program activity | The NBC will organize commemorative activities, improve information on the Web site and plan events related to the history of the Martello towers; this is intrinsic to its mandate. |
| Management Priorities | Type | Links to Strategic Outcome | Description |
| Internal Management | Permanent | SO 1 This priority is in line with “Internal Services” program activity | The NBC will set up an intranet system to improve internal communication. |
| Human Resources Management | Previously committed | SO 1 This priority is in line with the “Internal Services” program activity | The NBC will foster staff development through training to improve productivity. |
| Management of Documents | Previously committed | SO 1 This priority is in line with the “Internal Services” program activity | The NBC will introduce a single classification system with a view to integrating all the documents from various units and dispose of archival records in accordance with the <i>Library and Archives of Canada Act</i> . This process will help to improve efficiency. |

Risk Analysis

The National Battlefields Park is a historic, natural and recreational site located in the heart of the city of Québec that is visited by several million users and visitors annually. In order to preserve the century-old site, the NBC is required to undertake certain measures to fulfil its mandate and achieve its strategic outcome, which is namely to ensure that the **Battlefields Park of Québec is a prestigious, accessible, safe and educational historic and urban site.**

Following years of celebrations (2008) and historical commemorations (2009 and 2010), the NBC intends in 2011-2012 to continue its conservation and development initiatives while planning to offer high-quality public and educational services. In order to do this, it will maintain some public activities, undertake a period of consolidation of its assets according to a multi-year plan and develop its information technology.

In order to maintain the quality of its services and of the dissemination of the Park's history, the NBC will continue to deliver services (exhibits, interpretive activities), organize activities (Great Celebration of Nature), plan history-related events (exhibit and activity on the history of the Martello towers) and refresh the content of its Web site.

It will continue to repair infrastructure (such as road), and carry out general maintenance of the grounds (eg, by doing various repairs and renewing equipment). These measures are necessary to preserve the site and ensure the safety of users and visitors.

At the same time, the NBC will implement its three-year sustainable development action plan, with the participation of employees, users and sub-contractors, in order to better protect and develop the park. Initiatives will be carried out gradually according to the steps set out in the plan (information, awareness, better waste management, responsible consumption, etc.).

However, some external factors outside the NBC's control could affect its plans and priorities.

One major factor that could alter the NBC's plans and priorities for the slated repairs and general maintenance of the park is the risk of increased contract prices. If they were to rise, the NBC would be required to reduce the scope of the work and postpone part of it to the following year, which would affect the overall plan. Any delays could result in greater deterioration and an increased risk of accidents.

A drop in anticipated revenues could also affect some repairs projects, or even regular operations. This would require the NBC to review its priorities. Revenues could decline if adverse weather or economic conditions lead to a drop in attendance of tourists or school groups.

To avoid having to amend its plans and priorities, the NBC will rigorously monitor the management of its operations. In addition to leaving itself room to manoeuvre in the event of contingencies, it will undertake its project commitments step by step, meet regularly with unit chiefs to stay on track and, if need be, go to the Board of Directors if any changes to the initial plan are required. The NBC will also take into account the government spending cutbacks announced in the budget for 2010-2011 and the following years.

The NBC will pursue its objectives in a responsible manner. It is well aware of the risks, but is confident that it will achieve these objectives, because it has the financial, material and human resources to succeed.

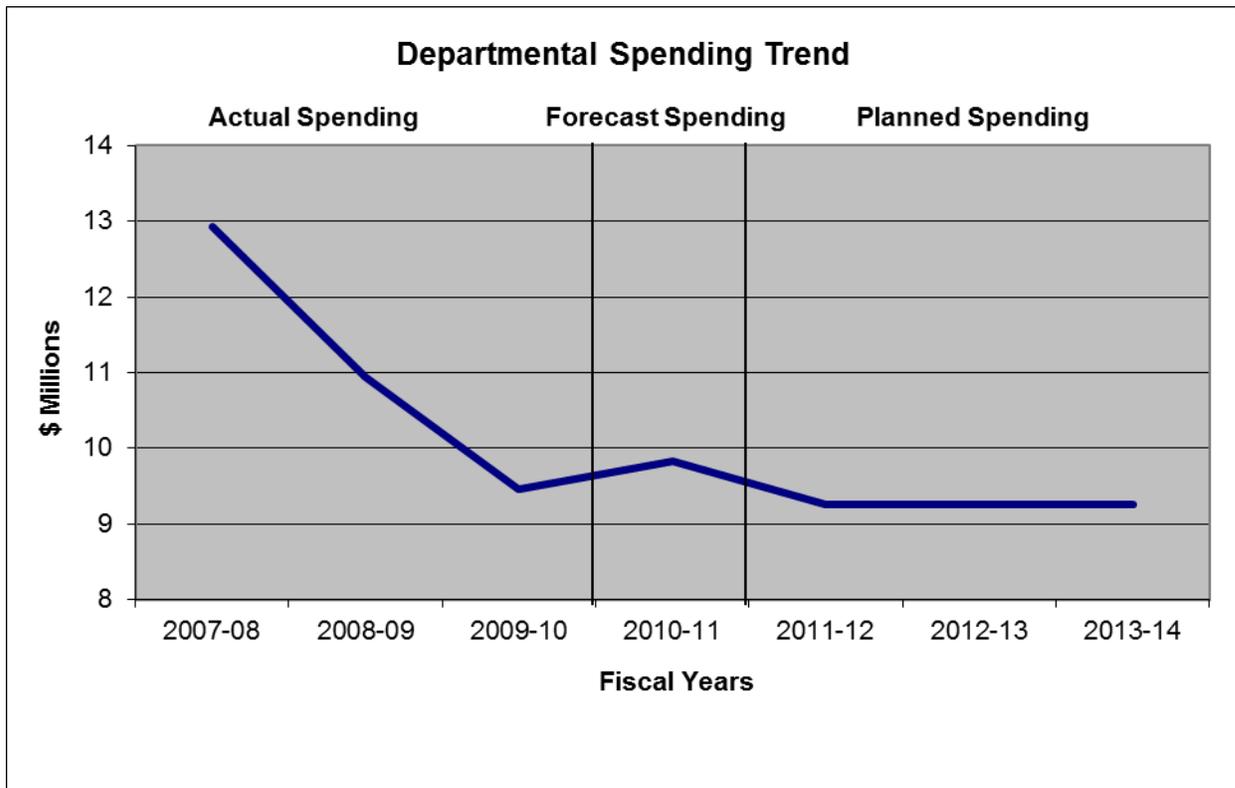
In terms of internal management, the NBC intends to move forward in information management and information technology management.

Over the next few years, it will focus its efforts as follows. First, it will put in place an intranet system to better disseminate information within the organization. Employees will be able to access at all times policies, directives, notices, etc. that the organization wants to share and make available, thereby enhancing efficiency at work, communication and the feeling of belonging. Content will be added and refreshed by Communications. This communication tool will be in addition to the means currently used to disseminate information.

The NBC will also foster employee development by offering training (eg, occupational health and safety), thereby contributing to a healthier workplace.

Finally, the NBC will create a single classification system with a view to integrating all the documents from the various units and will dispose of archival records in accordance with the *Library and Archives of Canada Act*.

Expenditure Profile



The fluctuation can be explained as follows:

- In 2007-08, supplementary funding was obtained to prepare activities as part of the 100th anniversary of the NBC and to make major infrastructure repairs.
- In 2008-09, supplementary funding was obtained to organize activities as part of the NBC's 100th anniversary.
- In 2009-10 and in 2010-11, a funding carry-over was approved for the relocation and renovation of the Commission's administrative offices and an operating budget carry-over was transferred.
- In 2011-12 and subsequent years, no supplementary funding or funding carry-overs are anticipated.

Estimates by Vote

For information on our organizational votes and/or statutory expenditures, please see the 2011-12 Main Estimates publication. An electronic version of the Main Estimates is available at <http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp>.

SECTION II: Analysis of Program Activities by Strategic Outcome

Strategic Outcome:

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

The role of the NBC 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.

This section presents the NBC’s program activities, expected results, performance indicators and related objectives. It also set out the financial and human resources that will be allocated to each program activity.

Two program activities support the strategic outcome: “Conservation and Development” and “Public Education and Services”.

Program Activities by Strategic Outcome:

2.1 Conservation and Development

| Program Activity: Conservation and Development | | | | | |
|--|------------------|---------|------------------|---------|------------------|
| Human Resources (FTEs) and Planned Spending (\$ thousands) | | | | | |
| 2011-12 | | 2012-13 | | 2013-14 | |
| FTEs | Planned Spending | FTEs | Planned Spending | FTEs | Planned Spending |
| 23 | 2,424 | 23 | 2,424 | 23 | 2,424 |

| Program Activity Expected Result | Performance Indicator | Target |
|---|--|---|
| Improve park infrastructure to ensure its long-term preservation and maintain facilities in good condition. | Satisfactory general condition, quality facilities and integrity of the grounds. | Maintain general condition of the park, make infrastructure repairs each year and implement the sustainable development action plan (75% users satisfaction – online survey). |

Program Activity Summary:

Through this activity, the NBC preserves the integrity of Battlefields Park for future generations by maintaining and improving, when required, infrastructure, landscaping and horticulture, and offering a safe site for Canadians and foreign users and visitors.

Planning Highlights:

The NBC's objective remains to maintain the general condition of the park, and to do so in 2011-2012, it will endeavour to carry out various repairs and implement its new sustainable development policy.

In order to achieve the expected result, the NBC will take the following measures:

- continue the infrastructure repair program, making repairs to roads, paths and sidewalks; the planned repairs have been prioritized based on the extent of the deterioration and amount of use;
- continue maintenance of buildings, furniture and grounds and monitor the site, making sure it remains safe for users and visitors; some work is required because of the condition, wear or age of the items in question (eg, cliff consolidation work, repairing pipes, replacing vehicles with electric or hybrid vehicles, replacing lampposts, renewing the population of trees and shrubs);
- carry out concrete actions in the Battlefields Park's sustainable development action plan in order of priority to comply with government policy; for more information on this matter, consult the table (Green Procurement) on this page: <http://www.tbs-sct.gc.ca/rpp/2011-2012/index-eng.asp>.

Benefits for Canadians:

The NBC's efforts will allow Canadians to benefit from the park's many aspects (historic, recreational, natural and urban) as well as to preserve its integrity so users gain a good understanding of the importance of the relics and historical symbols. For the NBC, it is important that users and visitors are able to walk safely around the park, have fun, play sports and take part in other activities, and enjoy the nature and the beautiful grounds. Battlefields Park is a healthy and accessible environment for everyone and it must remain a heritage site in perfect condition for future generation.

2.2 Public Education and Services

| Program Activity: Public Education and Services | | | | | |
|---|-------------------------|----------------|-------------------------|----------------|-------------------------|
| Human Resources (FTEs) and Planned Spending (\$ thousands) | | | | | |
| 2011-12 | | 2012-13 | | 2013-14 | |
| FTEs | Planned Spending | FTEs | Planned Spending | FTEs | Planned Spending |
| 17 | 922 | 17 | 922 | 17 | 922 |

| Program Activity Expected Result | Performance Indicator | Target |
|--|---|--|
| Promote the history of Canada's first national historic park and its cultural, recreational and natural aspects. | The quality of public and educational services; client satisfaction and number of users of public and educational services. | Maintain and improve the quality of services (75% user satisfaction – in-house survey), and provide more information about the park's history (number of Web site users) and events connected with the grounds (attendance). |

Program Activity Summary:

The purpose of this program activity is to showcase the history of the site and its sociocultural, recreational and natural aspects so as to emphasize its dual role as a historic and an urban park. In support of this activity, the NBC welcomes visitors, presents exhibits and educational activities and provides high-quality public services.

Planning Highlights:

In order to achieve the expected result, the NBC will take the following measures:

- offer high-quality public services (cross-country ski trails, sports and washroom facilities);
- create and produce on a regular basis a cultural event related to the history of the Plains of Abraham;
- develop an action plan for the conservation and development of artifacts;
- plan activities on the history of the Martello towers related to the historical events of 1812;
- put a database of soldiers from the battles of 1759 and 1760 online;
- develop the Blockhaus archaeological site at Cap aux Diamants (identification on the ground; interpretive panel, etc.) and continue the archaeological dig at the Moulin Dumont site (Battle of Sainte-Foy).

Benefits for Canadians:

This program activity permits Canadians to increase their knowledge of this key episode in the history of our country and of the Americas. It will also inform them about the assets and heritage value of the Plains of Abraham site. 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.

The primary objectives are to maintain the quality of services and increase knowledge of history. The NBC will encourage Canadians to participate during interpretive activities and the presentation of sociocultural and historical events, and will survey their satisfaction.

The school programs provide enriching experiences for students, deepening their understanding of Canadian culture as they are exposed to various aspects of society and history.

These efforts are in line with the Government of Canada's strategic outcome for a vibrant Canadian culture and heritage

2.3 Internal Services

| Program Activity: Internal Services | | | | | |
|--|------------------|---------|------------------|---------|------------------|
| Human Resources (FTEs) and Planned Spending (\$ thousands) | | | | | |
| 2011-12 | | 2012-13 | | 2013-14 | |
| FTEs | Planned Spending | FTEs | Planned Spending | FTEs | Planned Spending |
| 20 | 5,908 | 20 | 5,908 | 20 | 5,908 |

Program activity summary:

Internal Services support the achievement of the NBC's strategic outcome and program activities in keeping with the NBC's mandate and vision within the budget allocated and in accordance with government policies.

Internal Services are groups of related activities and resources that are administered to support the needs of the program activities and other obligations the NBC is subject to. These services are indispensable for the sound and responsible management of the NBC's program activities. These groups consist of administrative services, financial services, communications services, legal services, management and oversight services, information technology services, information management services, real property services, materiel services, acquisition services and payments in lieu of property taxes.

Planning Highlights:

In order to achieve the expected result, the NBC will take the following measures:

- rigorously manage the budget (particularly travel-related spending);
- generally promote services offered to the public and new initiatives;
- internally manage certain plans or policies, such as the artifact conservation and development action plan;
- create a single classification system in order to integrate all the documents from the various units and dispose of archival records in accordance with the *Library and Archives of Canada Act*;
- manage human resources, including employee development, by offering training.

SECTION III: Supplementary Information

3.1 Financial Highlights

The data presented in the following report provide a general and future-oriented overview of the NBC's position and financial operations. These data are presented on an accrual basis in order to strengthen accountability and improve transparency and financial management.

All **Future-Oriented Financial Statements** may be viewed by clicking on that title on the following Internet page: <http://www.ccbn-nbc.gc.ca/en/rapports.php?section=8>

Future-Oriented Financial Statements (Summary)

(\$ thousands)

| Condensed Statement of Operations For the Year (ended March 31) | % Change | Future-Oriented 2011-12 | Future-Oriented 2010-11 |
|--|-------------|----------------------------|----------------------------|
| Expenses | | | |
| Total Expenses | -12.2% | 9,459 | 10,772 |
| Revenue (including income from the trust fund)* | | | |
| Total Revenue | -15% | 1,776 | 2,090 |
| Net Cost of Operations | -11.5% | 7,683 | 8,682 |

(\$ thousands)

| Condensed Statement of Financial Position For the Year (ended March 31) | % Change | Future-Oriented 2011-12 | Future-Oriented 2010-11 |
|--|-------------|----------------------------|----------------------------|
| Assets | | | |
| Total Assets | 1.1% | 14,097 | 13,945 |
| Liabilities | | | |
| Total Liabilities | -6.6% | 1,137 | 1,218 |
| Equity of Canada | 1.8% | 12,960 | 12,727 |
| Total | 1.1% | 14,097 | 13,945 |

*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 Commission at Québec Act*.

3.2 Supplementary Information Tables

The tables below are presented on the Treasury Board Secretary Web site:

- Green Procurement
- Source of Respendable Revenue

<http://www.tbs-sct.gc.ca/rpp/2011-2012/index-eng.asp>.

SECTION IV: Other Items of Interest

Listing 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, 9 May 2002 |

Web Site:

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