

# **THE NATIONAL BATTLEFIELDS COMMISSION**

**2006-2007**

**Report on Plans and Priorities**

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MINISTER OF CANADIAN HERITAGE AND  
STATUS OF WOMEN

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Minister of Canadian Heritage  
and Status of Women



Ministre du Patrimoine canadien  
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**R**apid technological advances are challenging many of our traditional approaches. At the same time, they provide unprecedented access to our culture and heritage. By encouraging innovation, equality, linguistic duality and cultural diversity, the Canadian Heritage Portfolio will meet the challenges of the 21<sup>st</sup> century and contribute to building a country in which all Canadians can express and share their diverse cultural experiences with each other and the world.

**T**he National Battlefields Commission manages the first national historic park in Canada: the Battlefields Park. Located in the heart of Québec, it comprises the Plains of Abraham and Des Braves Park. Covering 108 hectares, this site is one of the world's largest and most well-known city parks. The Commission offers a wide variety of interpretation and educational activities, which allow Canadians to increase their knowledge of the rich heritage that this space holds and to discover the crucial role it has played in the history of our country.

**T**he *Report on Plans and Priorities* for 2006–2007 details the National Battlefields Commission's vision and goals for the year. It demonstrates the important role the Commission plays with other members of the Canadian Heritage Portfolio to ensure the development and promotion of Canadian culture, heritage and inclusion.

Beverley J. Oda

Canada

## 1.2 Management Representation Statement

I submit for tabling in Parliament, the **2006-2007** Report on Plans and Priorities (RPP) for **THE NATIONAL BATTLEFIELDS COMMISSION**.

This document has been prepared based on the reporting principles contained in *Guide for the Preparation of Part III of the 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the TBS guidance;
- It is based on the department's approved Program Activity Architecture structure as reflected in its MRRS;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.

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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 urban 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. Commonly called the Plains of Abraham, the site is 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.

### **Financial Resources** (in thousands of dollars)

<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
\$8,907	\$8,935	\$8,935

### **Human Resources**

<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
50 FTEs	50 FTEs	50 FTEs

## 1.4 Commission Priorities

	Type	Planned Spending (in thousands of dollars)			
			2006-2007	2007-2008	2008-2009
<b>Strategic Outcome : Prestigious, accessible, safe and educational historic and urban sites</b>					
<b>Program Activity : Conservation</b>					
Priority #1 Provide a prestigious and safe site	permanent	Expected Result : Sustain maintenance and safety on the park by having proceeded with some infrastructure rehabilitations among the most urgent ones.	50	50	50
<b>Program Activity : Development</b>					
Priority #2 Increase the dissemination of history	permanent	Expected Result: Improve information quality and means of dissemination as well.	100	50	50
Priority #3 Undertake the organization of the celebration marking the 100 <sup>th</sup> anniversary of the NBC and of the park in 2008 *	previously committed	Expected Result: Establish the significant milestones for the celebration marking the 100 <sup>th</sup> anniversary of the first national historic park in order to increase knowledge of the history of this site.	50	Not confirmed	Not confirmed
Priority #4 Plan for and organize the commemoration of the 250 <sup>th</sup> anniversary of the 1759 and 1760 historic battles *	previously committed	Expected Result: Establish an event schedule and recruit partners in order to increase knowledge of history and what life was like during that period, demystify the Quebec City battles and explain world events at the time	10	Not confirmed	Not confirmed
<b>Program Activity : Administration</b>					
Priority #5 Demonstrate transparency and accountability	permanent	Expected Result: Demonstrate a sound management of its conservation, preservation, and development activities and ensure adequate public information relating to them.	-	-	-
Priority #6 Increase revenue	permanent	Expected Result: Generate revenue required for a balanced budget and to meet requirements and offer high-quality activities and services			

\* Supplementary budget required

## **Commission Plans and Priorities**

In 2006-2007, the NBC intends to pursue its efforts to ensure the conservation and development of the site it administers, not only through its current activities but also by the achievement of objectives in these areas, while at the same contributing to government objectives and respecting the commitments set forth in the Speech from the Throne that apply to its area of activity, and in particular those relating to accountability and transparency.

Since the NBC operates solely in Quebec City, the establishment of the organization's priorities is dictated by the current context. The following points are of particular significance:

- 2008 marks Quebec City's 400th anniversary, as well as the 100th anniversary of the NBC and the creation of the National Battlefields Park, the first national historic site in Canada. These events will result in a considerable increase in the number of visitors to the Park.
- The 250th anniversaries of historic Quebec City battles—the Battle of the Plains of Abraham (1759) and the Battle of St Foy (1760)—will take place in 2009 and 2010. These two anniversaries will provide an excellent opportunity to raise awareness about this important page in Canada's history, which changed the fate of America and the face of the world.

The following is an explanation of the NBC's priorities, which are dictated by deadlines and the fact that action must be taken.

Priority No 1 – Given that some of the infrastructure is showing signs of deterioration and poses a risk to the health and safety of users, as well as the fact that there will be a considerable increase in the number of visitors to the Park in 2008, major repair, restoration and upgrading work needs to be carried out to ensure adequate service delivery. The NBC is doing everything possible to find a permanent solution to these problems, and even hopes to be able to spend more on infrastructure repair work than had been forecast for 2006-2007, and to be able to continue in 2007-2008.

Priority No 2 – Given the NBC's specific mandate with respect to the site commemorating historic battles in Quebec City, which make up an important page in Canada's history, the NBC believes it has a duty to be THE reference in this regard and to make available accurate and high-quality information to a wide audience and to adapt this information to different age groups. In 2006-2007, therefore, the NBC plans to pursue activities undertaken in recent years, raise the level of information and broaden learning methods through the use of information technology.

Priority No 3 – With two years to go until its 100th anniversary, the NBC must start organizing the activities it plans to offer to visitors to mark this event. The activity schedule has already been established and the site has been reserved for activities to be carried out by various groups in 2008, including activities planned as part of the celebration of the 400th anniversary of Quebec City, such as the Papal mass. In 2006-2007, the NBC will organize available human and financial resources, pursue its efforts to obtain additional funding, and ensure the visibility of the upcoming event.

Priority No 4 – The anniversaries to take place in 2009 and 2010 have aroused much interest among historians, particularly those who re-enact events that took place in the XVIII century. Considering the importance in Canada's history of the historic battles in Quebec City, and given the NBC's mandate, these anniversaries cannot be ignored. The NBC must take advantage of these events to raise the public's awareness of the history of this period and what it was like to live then, to demystify these famous Quebec City battles and to explain the worldwide issues of the time. The NBC has already undertaken to draft an action plan; however, in 2006-2007, the Commission intends to work on the details of the planning of this event and develop a network of partners. Eventually, the NBC hopes to be able to count on additional financial resources in order to successfully carry out this project.

Priority No 5 – The aim of this priority is to take into consideration government priorities that may apply to the NBC, namely accountability and transparency. To achieve this priority, the NBC intends to focus specifically on ensuring the sound management of its site conservation, preservation and development activities and providing timely and transparent public information regarding its activities and the on-site projects it will be carrying out, such as infrastructure repair work.

Priority No 6 – The NBC expected to generate \$1,450,000 in revenue in 2005-2006. This revenue is essential in order to ensure the same level of service, in terms of both quantity and quality. As it is used to pay operating expenses relating to conservation and development, as well as salaries, the NBC must also keep up with increases resulting from inflation. Consequently, the Commission aims to generate \$1,600,000 in revenue in 2006-2007.

### **Operational environment**

The NBC operates with limited resources and thus has very little flexibility. This limits the organization's ability to take advantage of opportunities that require a financial contribution. In addition, the NBC's administrative structure is small, which means that any unforeseen events or government files or processes requiring changes, even if they are intended to bring about improvements, create pressure and a work overload.

As was mentioned previously, in order to meet its obligations, the NBC must generate revenue that will be spent during the same year. However, the historic character of the Park and its inherent identity as a source of prestige for the Government of Canada limit its opportunities.

When analysing the NBC's budget, it is important to note that the revenue of \$1,600,000 accounts for 18% of the total budget and that payments in lieu of taxes amounting to \$3,676,000 represent 42% of the budget. If this amount is not included, revenue accounts for 31% of the total budget.

## **External factors**

Although the external factors that influence the NBC's operations have not changed in recent years, they remain just as important because they can either have a major negative impact or dictate unusual actions, or offer highly positive development opportunities. In all of these situations, the financial aspect is at stake. Specifically, the following points should be noted:

- The number of visitors to the Park has increased in recent years (up to 4,000,000 users and visitors annually). This creates pressure in terms of maintenance, administrative services and security, given the need to co-ordinate the various activities that take place on the site.
- Climatic, economic, political and social conditions may have an impact on revenue generation. A major drop in revenue could mean that drastic measures affecting services may have to be taken during the year.
- The administration of a busy public park involves a risk of user injury or accidents, along with the fact that the cliff (or part of it) could pose a risk to public safety should it become unstable as a result of climatic conditions or other factors. Given the current state of the site, major work needs to be carried out and additional resources are needed. The NBC hopes to be able to do some of this work in 2006-2007.
- Important anniversaries will be taking place in Quebec City in 2008: the 400th anniversary of Quebec City, as well as the 100th anniversary of the NBC and the creation of the first national historic site in Canada. The NBC will be involved, hosting major events for the 400th anniversary, a number of which will be taking place in the National Battlefields Park (eg, the Papal mass), and organizing activities for the 100th anniversary. The planning and co-ordination of these events add to the duties and workload of the NBC for 2006 and 2007.
- The above-mentioned events will result in an increase in the number of visitors and the NBC must act swiftly to repair its infrastructure in order to minimize risks to the health and safety of visitors and users.
- The 250th anniversaries of historic battles in Quebec City provide the NBC with a unique opportunity to raise awareness of Canada's history, enhance the level of historic information and disseminate this information on a broader scale. To do so, more funding will be needed.

## **Partnerships**

In 2006-2007, the NBC will once again be able to count on the support of a number of partners to achieve its strategic objective.

Quebec City provides generous assistance—approximately \$100,000 a year—for maintenance work such as the cleaning of streets and catch basins. The City also provides the NBC with support for user safety, the protection of NBC property and the enforcement of the Criminal Code, primarily regarding on-site infractions or accidents.

In terms of development, the NBC can count on the support of the Friends of the Plains of Abraham corporation and will maintain partnerships with various museums and horticultural institutions to ensure the joint promotion of activities and services of a similar nature, both within Canada and abroad. Partnerships with various media will ensure the visibility and promotion of certain NBC services, activities or shows.

In anticipation of 2008 and 2009, certain partners have been identified and have informed the NBC of their contribution to specific projects. They include the Friends of the Plains of Abraham corporation, the Quebec Historical Corps and the Musée national des beaux-arts du Québec. The NBC will pursue its efforts along these lines in 2006-2007.

### **Risks and challenges**

As was mentioned in the section dealing with external factors, the risks facing the NBC include all of the factors that could lead to a decrease in the number of visitors to the Park: bad weather, a decline in tourism, as well as other situations beyond the Commission's control. Such a decrease could result in a drop in revenue or the failure to achieve the set objective, which in turn could lead to cuts in the services offered to the public during the year. The challenge, therefore, is to closely track revenue over the year and take timely corrective measures, while constantly being on the lookout for compensatory revenue opportunities.

Lastly, the age of the infrastructure and the weather conditions increase the risk of power outages, breakdowns, accidents, legal action and other situations that could result in unexpected, and sometimes substantial, expenses. Given its limited financial flexibility, the NBC could be forced to make budget reallocations that may have an impact on services to the public. However, the NBC hopes to be able to carry out the most urgent infrastructure repairs in 2006-2007 in order to mitigate the risks.

### **Links with Canada's Performance**

As a result of its activities, the NBC can boast strategic outcome 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.

## Section II: Analysis by Program Activity

### Strategic Outcome:

Make the great historical battlefields in Quebec City a national park numbered among the most prestigious parks in the world where the use of historic park in an urban setting is balance and safe and where the awareness of the assets of the area, as well as its history and the history of the country is assured.

### Program Activities:

#### 2.1 Conservation

##### Description:

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.

##### Financial Resources (in thousands of dollars)

2006-2007	2007-2008	2008-2009
\$2,393	\$2,409	\$2,409

##### Human Resources

2006-2007	2007-2008	2008-2009
19 FTEs	19 FTEs	19 FTEs

##### Expected Results:

The NBC plans to:

- sustain an easy access to the site, its cleanliness and aestheticism so visitors enjoy themselves;
- proceed with some urgent rehabilitation works for roads and a few installations, as fences and buildings.

All sub-activities, i.e. maintenance of facilities, horticultural maintenance and security, contribute to attainment of the strategic result. These activities will enable the NBC to accomplish Priority 1 for 2006-2007. However, the works required to counteract obsolescence condition of the overall infrastructure will require additional resources as soon as 2006-2007 and for which efforts will be provided. In addition, the site will have to meet appropriate standards for 2008. Furthermore, the NBC is aware of various sustainable development strategies (Table 9) and applies some of these principles in management of the Park.

Performance measurements and indicators with regard to conservation include:

- use of the site;
- number of events held on the site;
- number of accidents and incidents;
- operations and supervision on the site;
- comments and answers to the survey of visitors and users with regard to the quality of facilities, services and equipment and satisfaction towards achieved works.

## **2.2 Development**

### **Description:**

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 a 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.

### **Financial Resources** (in thousands of dollars)

<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
\$1,436	\$1,441	\$1,441

### **Human Resources**

<b>2006-2007</b>	<b>2007-2008</b>	<b>2008-2009</b>
22 FTEs	22 FTEs	22 FTEs

### **Expected Results:**

To ensure a balance between the Park's historical and urban vocations and provide quality activities and services to increase awareness of its treasures and history and the history of the country, the NBC ensures that:

- visitors have access to exhibitions and educational and cultural activities year-round;
- the public and visitors are properly informed about activities and services offered at the site;
- visitors are warmly welcomed and find the information they need;
- attractions (terraces, monuments, etc.) are showcased through new facilities.

More specifically, in 2006-2007, the NBC will have:

- clearly made progress in the improvement of the quality of information by using adequate means of dissemination;
- established the important milestones for the celebration of the 100<sup>th</sup> anniversary of the creation of the first national historic park in Canada (Battlefields Park);
- planned for and elaborated a schedule of the events marking the 250<sup>th</sup> anniversary of Quebec historic battles and recruited partners disposed to be involved in this commemoration project.

The activities and initiatives undertaken and the human resources assigned to the Development activity contribute to the accomplishment of Priorities 2, 3, and 4. The events of 2008 and 2009 provide unique and essential opportunities to carry out the NBC’s mandate and objectives. Their importance calls for more than ordinary resources. If these events are to be as successful as hoped, concrete action must be taken in 2006-2007.

In terms of development in general, performance measurements and indicators are:

- number of activities offered;
- attendance at activities and services;
- revenue generated by activities and services;
- comments from users.

More specific to 2006-2007, it will be:

- information activities revised to ensure accuracy of the conveyed information and its dissemination improved;
- projects confirmed and on-going;
- number of recruited partners and event schedule availability.

### 2.3 Administration

**Description:**

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** (in thousands of dollars)

2006-2007	2007-2008	2008-2009
\$5,078	\$5,085	\$5,085

## Human Resources

2006-2007	2007-2008	2008-2009
9 FTEs	9 FTEs	9 FTEs

It should be noted that financial resources include the amounts for Payments in lieu of taxes.

### Expected Results:

- public adequately informed of public actions and projects;
- sound management of material, financial and human resources conducted according to government administrative rules;
- revenues required for a balance budget and to meet needs and deliver activities and services are generated.

This activity will have an impact on all priorities and will contribute more specifically to the accomplishment of Priorities 5 and 6, i.e., aiming to sound management and transparency, and to increase revenue.

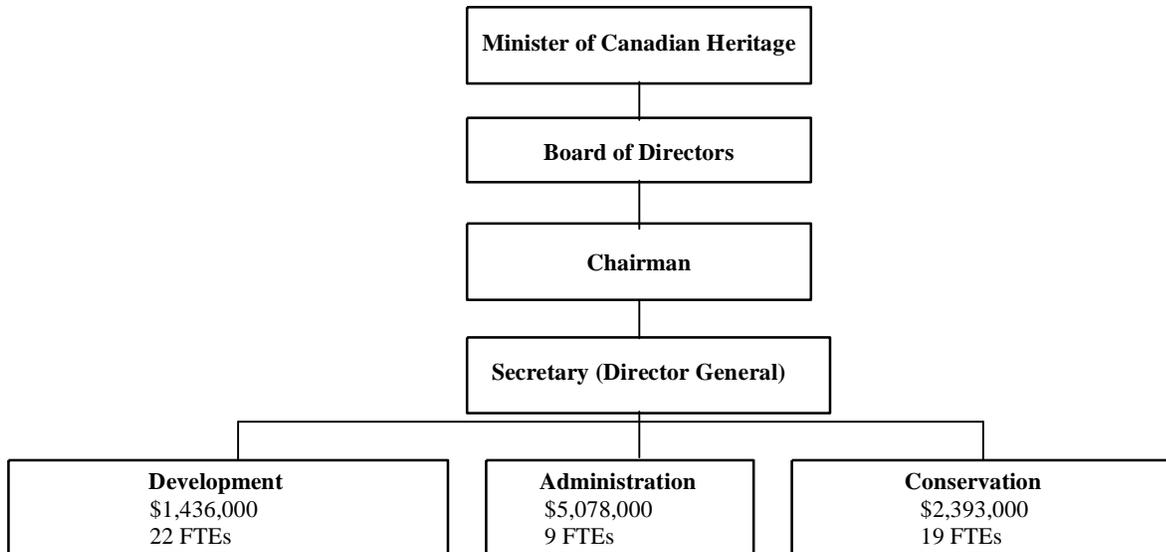
Performance measurements and indicators in this regard are:

- revenue generated;
- comments received regarding management, especially from the Auditor General of Canada, if required;
- compliance with allocated budget;
- press releases and public notices issued.

## 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 Commission's activities, in accordance with its incorporating Act.



Its structure is divided in accordance with its main activities—development, administration and conservation.

## 3.2 Financial Tables

**Table 1: Commission Planned Spending and Full Time Equivalents**

(in thousands of dollars)	Forecast Spending 2005-2006	<b>Planned Spending 2006-2007</b>	Planned Spending 2007-2008	Planned Spending 2008-2009
<b>The National Battlefields Commission</b>				
Program Activities				
Conservation	2,314	<b>2,393</b>	2,409	2,409
Development	1,361	<b>1,436</b>	1,441	1,441
Administration	5,036	<b>5,078</b>	5,085	5,085
<b>Total Main Estimates</b>	8,711	<b>8,907</b>	8,935	8,935
<i>Adjustments **</i>				
Supplementary Estimates:				
- Operating budget carry forward	145			
- Spending pursuant to section 29.1 (1) of the <i>Financial Administration Act</i>	150	<b>100</b>	100	100
Budget Announcement:				
- ERC procurement saving ***	(10)	<b>(10)</b>	(10)	(10)
Other:				
TB Vote 15				
Salaries Adjustments	175			
Employee Benefit Plan (EBP)	35			
<i>Total Adjustments</i>	495	<b>90</b>	90	90
<b>Total Planned Spending</b>	9,206	<b>8,997</b>	9,025	9,025

Total Planned Spending	9,206	<b>8,997</b>	9,025	9,025
Less: Respendable revenue	1,600	<b>1,600</b>	1,600	1,600
Plus: Cost of services received without charge****	63	<b>65</b>	65	65
<b>Net cost of Program</b>	7,669*	<b>7,462</b>	7,490	7,490

<b>Full Time Equivalents</b>	50	<b>50</b>	50	50
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\* Reflects best forecast of total planned spending to the end of the fiscal year.

\*\* Adjustments are to accommodate approvals obtained since the Main Estimates and include Budget initiatives, Supplementary Estimates, etc.

\*\*\* Procurement savings amount is not reflected in any other table.

\*\*\*\*See Table 4.

**Table 2: Program Activities**

2006-2007											
In thousands of dollars	Budgetary							Non-Budgetary	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
	Operating	Capital	Grants	Contributions and Other Transfer Payments	Gross	Respendable Revenue	Net	Loans, Investments and Advances			
Conservation	1,865					528			2,393	75	<b>2,468</b>
Development	632					804			1,436	25	<b>1,461</b>
Administration	4,910					168			5,078	(10)	<b>5,068</b>
<b>Total</b>	<b>7,407</b>					<b>1,500</b>			<b>8,907</b>	<b>90</b>	<b>8,997</b>

It is important to note that the amount indicated under “Administration” includes Payments in lieu of taxes in the order of \$3,676,000.

**Table 3: Voted and Statutory Items listed in Main Estimates**

(in thousands of dollars)

<b>2006-2007</b>			
<b>Vote or Statutory Item</b>	<b>Truncated Vote or Statutory Wording</b>	<b>Current Main Estimates</b>	<b>Previous Main Estimates</b>
60	Program expenditures	<b>7,006</b>	<b>6,867</b>
(S)	Expenditures pursuant to paragraph 29.1(1) of the <i>Financial Administration Act</i>	<b>1,500</b>	<b>1,450</b>
(S)	Contributions to employee benefit plans	<b>401</b>	<b>394</b>
	<b>Total</b>	<b>8,907</b>	<b>8,711</b>

**Table 4: Services Received Without Charge**

(in thousands of dollars)	<b>2006-2007</b>
Services received by Public Works and Government Services Canada (Compensation Sector)	
Office of the Auditor General of Canada	
<b>2006-2007 Services received without charge</b>	<b>65</b>

**Table 5: Sources of Respendable Revenue**

(in thousands of dollars)	Forecast Revenue 2005-2006	<b>Planned Revenue 2006-2007</b>	Planned Revenue 2007-2008	Planned Revenue 2008-2009
<i>The National Battlefields Commission</i>				
Parking lots	970	<b>970</b>	970	970
Educational activities and visitors welcoming	387	<b>387</b>	387	387
Rental of premises	203	<b>203</b>	203	203
Other revenues	40	<b>40</b>	40	40
<b>Total Respendable Revenue</b>	1,600	<b>1,600</b>	1,600	1,600

**Table 6: Revolving Fund – Statement of Operations**

(in thousands of dollars)	Forecast 2005-2006	<b>Planned 2006-2007</b>	Planned 2007-2008	Planned 2008-2009
<b>Respendable Revenue</b>	9,206	<b>8,907</b>	8,935	8,935
Expenses				
Operating:				
Grant in lieu of taxes	3,776	<b>3,776</b>	3,776	3,776
Salaries and benefits	3,114	<b>3,103</b>	3,131	3,131
Materials and supplies	829	<b>700</b>	700	700
Professional services	842	<b>721</b>	721	721
Maintenance and repairs	366	<b>350</b>	350	350
Publicity	145	<b>150</b>	150	150
Transport and communication	95	<b>87</b>	87	87
Location	39	<b>20</b>	20	20
Services provided without charge	63	<b>65</b>	65	65
Amortization of capital assets	828	<b>828</b>	828	828
<b>Surplus (Deficit)</b>	(891)	<b>(893)</b>	(893)	(893)

**Statement of Cash Flows**

(in thousands of dollars)	Forecast 2005-2006	<b>Planned 2006-2007</b>	Planned 2007-2008	Planned 2008-2009
<b>Surplus (Deficit)</b>	(891)	<b>(893)</b>	(893)	(893)
Add non-cash items:				
Depreciation/amortisation	828	<b>828</b>	828	828
Services provided without charge	63	<b>65</b>	65	65
<b>Cash surplus (requirement)</b>	0	<b>0</b>	0	0

**Projected Use of Authority**

(in thousands of dollars)	Forecast 2005-2006	<b>Planned 2006-2007</b>	Planned 2007-2008	Planned 2008-2009
Authority				
Drawdown:				
Balance as at April 1				
Projected surplus (Drawdown)				
<b>Projected Balance at March 31</b>	0	<b>0</b>	0	0

**Table 7: Resource Requirement by Program Activities**

<b>2006-2007</b>				
(in thousands of dollars)	<b>Conservation</b>	<b>Development</b>	<b>Administration</b>	<b>Total Planned Spending</b>
<b>The National Battlefields Commission</b>	2,393	1,436	5,078	8,907
<b>Total</b>	<b>2,393</b>	<b>1,436</b>	<b>5,078</b>	<b>8,907</b>

**Table 8: Sustainable Development Strategy**

<b>The National Battlefields Commission</b>	
<b>Points to Address:</b>	<b>Departmental Input</b>
<p>1. <i>How does your department/agency plan to incorporate SD principles and values into your mission, vision, policy and day-to-day operations?</i></p>	<ul style="list-style-type: none"> <li>- Part of the Commission’s mandate is to conserve the site. The NBC’s day-to-day activities take into account sustainable development principles and values applicable to a park, particularly considering the need to preserve and protect the site.</li> </ul>
<p>2. <i>What Goals, Objectives and Targets from your most recent SDS will you be focusing on this coming year? How will you measure your success?</i></p>	<ul style="list-style-type: none"> <li>- Generally, maintain the preservation and conservation of a park and offer the use in complete safety of one of the most prestigious parks in a world;</li> <li>- More specifically, restore balance between planted and downed trees, make up time lost in the last few years and develop a plan for tree donation in which interested clients can participate and to mark an event;</li> <li>- Continue developing the project to recover recyclable materials;</li> <li>- Make compost with the leaves collected in the Park;</li> <li>- Help raise visitors’ awareness through a public activity on nature, the environment, preservation and sustainable development actions.</li> </ul> <p>The results are measured through an audit of the measures established, the number of actions taken and recording of attendance at public activities.</p>
<p>3. <i>Identify any sustainable Development tools, such as Strategic Environmental Assessments of Environmental Management Systems that will be applied over the next year.</i></p>	<p>The Commission has not developed any specific sustainable development tools or framework, but it is fully aware of the issues because of its situation, and through its management framework, it:</p> <ul style="list-style-type: none"> <li>- minimizes use of pesticides on plants, trees and grass in accordance with environmental protection measures;</li> <li>- applies the tree management system to carefully monitor the health of its tree population;</li> <li>- maintains and improves its expertise in site conservation and preservation through training of the staff concerned;</li> <li>- encourages all users to be more vigilant to protect one of the most prestigious parks in the world.</li> </ul>

## 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, 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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