



The National Battlefields  
Commission

Commission des champs  
de bataille nationaux

# National Battlefields Commission

## 2022–23 Departmental Results Report

The Honourable Pascale St-Onge, P.C., M.P.  
Minister of Canadian Heritage

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## From the Minister

In Canada, people from all regions make their talent, excellence and spirit of innovation known in countless ways. In their respective mandates, the organizations of the Canadian Heritage Portfolio, including the National Battlefields Commission (NBC), reflect these rich values. They carry out their activities in areas as diverse and lively as the arts, culture, heritage and communications. They also help contribute to the Government of Canada’s efforts in promoting an inclusive and respectful society, with eyes set on the path to reconciliation.



With its mission of conserving and developing Battlefields Park always at the heart of its priorities, the NBC has continued to be the guardian of a historic urban park with a unique heritage. The NBC has provided park users with access to sites and services in this prestigious setting. It has worked to make the park a welcoming and inclusive space that is a source of inspiration for all.

The year 2022–2023 was marked by several major projects. The NBC was the host site for an activity organized for the papal visit. In addition, it launched a temporary exhibition, *Aeria*, featuring contemporary works of art representing eight figures from the history of the Plains of Abraham. Finally, the NBC carried out major infrastructure work.

As Minister of Canadian Heritage, I invite you to have a look at the 2022–2023 Departmental Results Report for the National Battlefields Commission to get a better idea of its accomplishments over the past year.

The Honourable Pascale St-Onge



## Results at a glance

<p style="text-align: center;"><b>Funds used</b> \$13,860,115 Actual spending</p>	<p style="text-align: center;"><b>Main results achieved</b></p> <ul style="list-style-type: none"><li>• The NBC inaugurated a temporary exhibition entitled Aeria, featuring contemporary artworks that represent eight figures from the history of the Plains of Abraham;</li><li>• The NBC hosted a major event involving the welcoming of Pope Francis to the Plains of Abraham as part of the Papal Visit to Canada, and provided operational and security assistance for the occasion;</li><li>• Major infrastructure work was undertaken on the cliff and the re-roofing of the Plains of Abraham Museum;</li><li>• The winter experience for park users was greatly enhanced by the creation of a welcoming station, snowmaking that extended the winter sports season, improved trail grooming with new equipment, and new signage for cross-country ski trails and slides.</li></ul>
<p style="text-align: center;"><b>Employees</b> 122 positions 59 Full-time equivalents (FTEs)</p>	

For more information on the National Battlefields Commission’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.



## **Results: what we achieved**

### **Core responsibilities**

#### **Conservation**

##### **Description**

Ensure the conservation and protection of the natural, cultural and heritage assets of the National Battlefields Park through the maintenance and upkeep of the grounds and infrastructure. Ensure safe public access to the Park.

##### **Results**

The NBC has exercised its conservation responsibilities in terms of maintenance, development and safety on its territory. Among other projects, it has refurbished the Wolfe monument, restored three cannons and installed 12 new drinking fountains. The NBC has also worked to protect cultural property, including by adding a French cannon to its collection. The NBC has drawn up a development plan for the canopy. The NBC created an ephemeral work of art on the site of major events, representing the Cove Fields dwellings present on this site in the mid-20th century. Preventive felling and treatment of elm and ash trees continued to be carried out to mitigate the effects of Dutch disease and emerald ash borer. The NBC also took part in the "May without a lawnmower" initiative and in various arboricultural and related disease prevention research projects.

##### **Gender-based analysis plus**

For the essential responsibility of Conservation, the NBC has, through its actions aimed at protecting natural, cultural and heritage assets, been able to offer users, regardless of their income, gender or age, etc., free and safe access to Battlefields Park. All repair and restoration work on real estate and heritage assets has been carried out with universal design in mind, to meet the needs of all individuals, regardless of age, size or physical ability.

##### **United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals**

The NBC has contributed to the achievement of objective 12 aiming to "establish sustainable modes of consumption and production" by taking environmental considerations into account in its purchasing process for plastic bags (biodegradable), leaflet printing (on recycled paper), distribution methods (digital terminals) and vehicle purchases (hybrid and electric). These choices have helped minimize our ecological footprint. Finally, the purchase of digital kiosks is also in line with the objective of modernizing signage and contributes to minimizing the impact on the environment by reducing the printing of Coroplast posters.



The NBC has also implemented Sustainable Development Goal (SDG) 13, which consists of "taking urgent action to combat climate change and its impacts", by converting the majority of its streetlights to LED, continuing to replace standard bulbs with LED bulbs for all NBC buildings when repairs are carried out, replacing taps with low-flow devices (the vast majority of which have been replaced) and substituting the use of ordinary vehicles with alternative modes of transport such as cycling, walking and the use of electric carts, totalling 411.5 hours of patrol by the security service.

### Key risks

The NBC has had to address the risk of deterioration in the condition of certain facilities, including the greenhouse building, where nets were installed as a preventive measure prior to its renovation. The NBC is also at risk as regards diseases affecting the health of its arboricultural heritage.

### Results achieved

The following table shows, for Conservation, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
The National Battlefields Park is a well-maintained and safe site	Percentage of visitors that are "satisfied" with the Park's condition	80 %	March 31, 2023	Not available*	Not available*	Not available**
	Percentage of visitors who say they feel safe in the park	80 %	March 31, 2023	Not available*	Not available*	Not available**

\*Actual result is not available because in the context of the COVID-19 pandemic, data collection could not be done in 2020-21 and in 2021-22.

\*\* The actual result is not available in 2022-2023 either, as no data has been collected.

Financial, human resources and performance information for the National Battlefields Commission's program inventory is available in [GC InfoBase](#).<sup>1</sup>

## Budgetary financial resources (dollars)

The following table shows, for Conservation, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
3,332,410	3,332,410	5,896,626	2,979,469	(352,941)

Financial, human resources and performance information for the National Battlefields Commission’s program inventory is available in [GC InfoBase](#).<sup>ii</sup>

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
22	23	1

Financial, human resources and performance information for the National Battlefields Commission’s program inventory is available in [GC InfoBase](#).<sup>iii</sup>

## Promotion of Heritage

### Description

Showcase the history of the National Battlefields Park and enable the discovery of its heritage and natural resources by organizing, through the visitor centre of the Plains of Abraham Museum, exhibitions, educational and recreational activities, and guided tours.

### Results

Most museum activities have returned to their normal schedule. Nevertheless, given the persistent pandemic situation, some activities had their programming modified or cancelled, as was the case for *The Tormentor* and *The Convict's Last Drink*. Educational activities also suffered from the slow return to normal, especially in spring 2022, when the NBC only reached 50% of its usual capacity (the reference year is 2018-2019 (no strike, no pandemic)). Fall 2022, however, saw a return to normal in terms of individual customer traffic, so that between November and March, the NBC surpassed its expectations in terms of educational activities offered to groups, with a 27% increase and a 46% rise in individual visitors.

As planned, the NBC inaugurated a new temporary exhibition entitled *AERIA*. This exhibition, by contemporary artist Jérôme Trudelle, features eight figures from the history of the Plains of Abraham, including Generals Wolfe and Montcalm. The NBC's internal surveys reveal that this exhibition enjoys an exemplary satisfaction rate. Finally, Halloween programming was enhanced by the return of almost all of its normal programming.

The relaunch of show programming at the Edwin-Bélanger Bandstand after a two-year interruption was an opportunity to offer a total of 22 free outdoor shows in the summer of 2022. In January 2023, the NBC received the recommendations of the (external) advisory committee it had set up in December 2022 to reflect on ways of making the Bandstand a cultural space for the benefit of communities. For the coming seasons, the NBC plans to offer a cultural space focused on welcoming multidisciplinary and a diverse public, and on improving the complementary offer.

The 25th anniversary of the Great Celebration of Nature in May 2022 was marked by the honorary presidency of the Mayor of Quebec City, Bruno Marchand. The traditional planting of a tree in the presence of the President and members of the Commission's Board of Directors, the event's partners (Ville de Québec, AF2R, Ministère Forêt Faune Parcs, etc.) and the distribution of echinacea plants to the media and visitors promoted the natural heritage of the Plains of Abraham. The new two-day format of the Historic Days (Battlefields) was also appreciated by users of the Plains. These public events were promoted primarily via the NBC's social networks, through press relations and by sending newsletters to our subscribers.

## **Gender-based analysis plus**

The NBC continued to offer adapted educational activities for newcomers, immersion students in one of the two official languages, people living with a physical or mental disability and groups with learning difficulties. The NBC promoted and disseminated activities for special education groups (website and social media) and maintained free access to the Plains of Abraham Museum for francization groups, holders of the cultural pass for new immigrants and companions of disabled persons. In addition, the NBC continued to offer two free activities for deaf or hard-of-hearing students from a specialized school in the Quebec City area and continued to offer certain activities free of charge to economically disadvantaged groups to improve accessibility. The NBC holds Kéroul accessibility certification (a non-profit organization whose actions aim to make tourism and culture accessible to people with restricted physical ability). The NBC has taken a number of initiatives to enhance the experience of the general public at the Edwin-Bélanger Bandstand, including improving universal accessibility by creating a section dedicated to people with reduced mobility, and has continued to highlight the role of women and Aboriginal peoples in Canada in the NBC's activities, development projects and historical publications, in order to promote gender equality and the equality of peoples (e.g. integration of the Aboriginal warrior Atiatonharongwen in a historical activity).

## **United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals**

The NBC has supported the achievement of Sustainable Development Goal (SDG) 12 aiming to "establish sustainable patterns of consumption and production" notably through its eco-design practice whereby it develops the resources needed for its museum from in-house materials, recycled materials, etc. thanks to eco-responsible solutions.

## Key risks

Risks associated with climatic, social and economic conditions and the post-pandemic context continued to exist. Finally, the NBC also faced a risk associated with the difficulty of recruiting staff.

## Results achieved

The following table shows, for Promotion of Heritage, the results achieved, the performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
People visit the National Battlefields Park Number of visitors	People visit the National Battlefields Park Number of visitors	4,000,000	March 31, 2023	4,000,000	4,000,000	4,000,000
Visitors benefit from a heritage and educational experience	Percentage of visitors satisfied with the reception and services offered	80 %	March 31, 2023	99,26 %	97,7 %	97 %
	Number of cultural, educational and heritage events offered by the NBC	Entre 40 et 60	March 31, 2023	28*	39*	56

\*The target could not be reached because of the COVID-19 pandemic, which forced the cancellation of several cultural, educational and heritage events offered by the NBC.

Financial, human resources and performance information for the National Battlefields Commission's program inventory is available in [GC InfoBase](#).<sup>iv</sup>

## Budgetary financial resources (dollars)

The following table shows, for Promotion of Heritage, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
1,544,240	1,544,240	1,544,240	1,885,534	341,294

Financial, human resources and performance information for the National Battlefields Commission’s program inventory is available in [GC InfoBase](#).<sup>v</sup>

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
19	23	4

Financial, human resources and performance information for the National Battlefields Commission’s program inventory is available in [GC InfoBase](#).<sup>vi</sup>

## Internal services

### Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

General management continued the work begun to restore financial equilibrium. The NBC also carried out a number of actions set out in its action plan for 2022-2023. These included the implementation of phase 2 of the organizational restructuring, the fact that the NBC has equipped itself with a training management tool for its staff, the introduction of activities with staff members to encourage the sharing of NBC values on a daily basis, etc. In addition, after setting up an internal accessibility committee, the NBC began working with Kéroul, an organization specializing in accessibility consulting, certification and training, to develop its accessibility plan.

Similarly, the NBC took steps in the process of negotiating a new collective agreement, given that the previous one was in effect until October 31, 2022.

The NBC continued to modernize its technologies, in particular by preparing the migration of its financial system to a more efficient solution. Concrete measures aimed at improving the work environment for its employees were deployed, including the adaptation of workstations for hybrid mode and ergonomic adaptations. Learning and training activities have been offered to staff in this area in particular.

Within the Marketing and Development department, the Assistant Director of Communications pursued her communications initiatives to highlight the priorities of the Commission's 2022-2025

strategic plan, while drawing on the actions of Destination Québec cité to raise the profile of the Plains of Abraham in Québec City, Québec and Canada.

The new "Plaines d'Abraham/Plains of Abraham" brand image was officially deployed for the first time on the opening night of the Festival d'été de Québec on July 6, 2022, with the broadcast of a 30-second video on the giant screens. Deployment continued with new signage in the park and new uniforms for staff members. At the same time, the NBC began upgrading its fleet of vehicles and signage at the park's main locations.

Several advertising campaigns were carried out to promote the Commission's various programs and activities: group activities, summer activities, winter activities, the AERIA exhibition, treasure hunts, the Great Celebration of Nature, fall programming (Halloween), Historical Days (Battlefields), programming at the Edwin-Bélanger Bandstand, exhibitions at the Plains of Abraham Museum, escape rallies and school break activities. Mixed-media tourism campaigns, insertions in specialized history magazines and the distribution of flyers presenting programming by season in the main Quebec networks are among the actions carried out. The majority of campaigns remained digital and involved placement in regional media (Radio-Canada, Le Soleil, Chronicle Telegraph, etc.). Organic publications and advertisements on the NBC's social media platforms also helped invite communities to participate in its activities or inform them of its initiatives (eco-design, Lawnmower-Free May, partnerships, etc.). The NBC's public events were promoted primarily through its social networks, press relations and by sending newsletters to subscribers.

In 2022-2023, the NBC processed 126 requests for land use. In the summer of 2022, in addition to the return of events such as the Festival d'été de Québec, the Fête nationale, Canada Day, the Grand prix cycliste de Québec and various other activities, the Plains were the site of a major event involving the welcome of Pope Francis. The event was part of the papal visit to Canada and focused on reconciliation with aboriginal peoples.

A mandate was awarded to Public Services and Supply Canada to produce a property boundary plan for the NBC.



## Contracts awarded to Indigenous businesses

The National Battlefields Commission is a Phase 3 organization aiming to achieve the minimum target of 5% by the end of fiscal 2024 2025.

- ▶ Consider all Aboriginal businesses in calls for tenders;
- ▶ Build partnerships to carry out projects;
- ▶ Percentage of staff trained by Tourisme autochtone Québec;
- ▶ Percentage of staff who have taken the mandatory "Aboriginal Considerations in Procurement" course (COR409) offered by the Canada School of Public Service.

## Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
6,984,436	6,984,436	8,984,436	8,995,112	2,010,676

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2022–23.

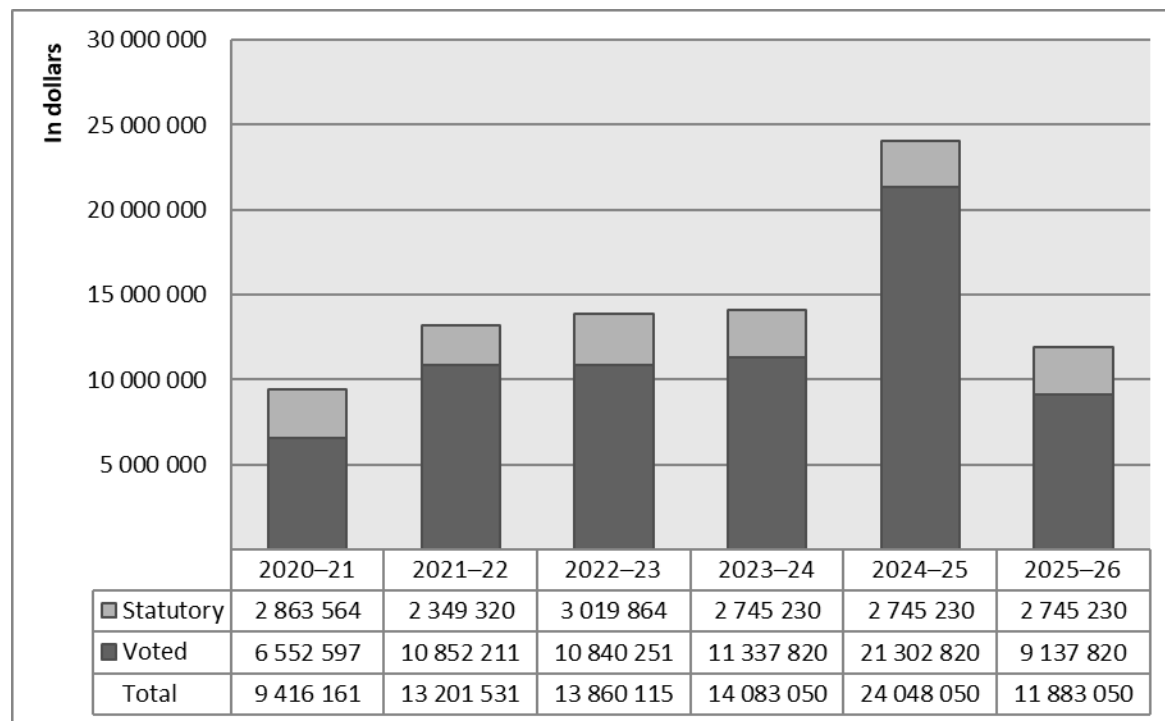
2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
18	19	1

## Spending and human resources

### Spending

#### Spending 2020–21 to 2025–26

The following graph presents planned (voted and statutory spending) over time.



Fluctuations can be explained as follows:

In 2020-2021, NBC operations were affected by the pandemic, which impacted visitor attendance. For almost the entire fiscal year, the closure of the Plains of Abraham Museum, the interruption of activities offered to the public, the cancellation of events and the reduced use of parking lots greatly reduced NBC revenues. To counter the impact of this reduction in the revenues that finance its operations, the NBC was granted one-time emergency assistance in the order of \$1.1 million, from the "Supporting Canada's National Museums during COVID19 " budget measure of the Act respecting payments for public health events of national interest.

In 2021-2022, the NBC was able to take advantage of temporary additional budget authorizations. Funds of \$2 million helped to alleviate financial pressures related to the pandemic, to compensate for the effects of health-related restrictions that affected its revenues. It also received \$4.1 million, including \$3.2 million permanently allocated in NBC budgets, to address salary and program

integrity issues, including retroactive pay expenses, salary increases applied as a result of collective agreement negotiations, and position reclassifications.

In 2022-2023, 2023-2024 and 2024-2025, temporary budget authorizations of \$2.2 million have been granted. These funds are intended for critical operational needs and conservation activities, including major work on the cliff along the territory under NBC responsibility, and to cover the ever-increasing expenses of the Payments in Lieu of Taxes (PILT) program.

For 2025-2026 and beyond, the NBC will no longer have any additional funding, which will put significant financial stress on all the organization's program activities and on its ability to ensure its medium-term mission, and therefore its responsibility as a guardian of heritage assets.

## Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the National Battlefields Commission’s core responsibilities and for internal services.

Core responsibilities and internal services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Conservation	3,332,410	3,332,410	6,958,940	18,123,940	5,896,626	2,420,626	2,671,223	2,979,469
Promotion of Heritage	1,544,240	1,544,240	4,234,979	3,234,979	1,544,240	1,115,538	1,565,576	1,885,534
<b>Subtotal</b>	<b>4,876,650</b>	<b>4,876,650</b>	<b>11,193,919</b>	<b>21,358,919</b>	<b>7,440,866</b>	<b>3,536,164</b>	<b>4,236,799</b>	<b>4,865,003</b>
Internal services	6,984,436	6,984,436	2,889,131	2,689,131	8,984,436	5,879,997	8,964,732	8,995,112
<b>Total</b>	<b>11,861,086</b>	<b>11,861,086</b>	<b>14,083,050</b>	<b>24,048,050</b>	<b>16,425,302</b>	<b>9,416,161</b>	<b>13,201,531</b>	<b>13,860,115</b>

The variance of \$4,564,216 between authorities available for use in 2022-2023 of \$16,425,302 and planned spending of \$11,861,086 is explained as follows:

Compensatory adjustments for salary expenses and adjustments for the Employee Benefit Plan (EBP)	(69,557)
Increase in operating authorities in Supplementary Estimates B - Funds for critical operational needs and conservation activities	3,907,300
Operating budget carry forward 2021-2022	331,133
Difference between revenues and estimated revenues in Main Estimates	395,340
<b>Total</b>	<b>4,564,216</b>

## Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the National Battlefields Commission’s core responsibilities and to internal services.

### Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Conservation	19	22	22	23	22	22
Promotion of Heritage	17	19	19	23	19	19
<b>Subtotal</b>	<b>36</b>	<b>41</b>	<b>41</b>	<b>46</b>	<b>41</b>	<b>41</b>
Internal services	17	18	18	19	18	18
<b>Total</b>	<b>53</b>	<b>59</b>	<b>59</b>	<b>65</b>	<b>59</b>	<b>59</b>

## Expenditures by vote

For information on the National Battlefields Commission’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).<sup>vii</sup>

## Government of Canada spending and activities

Information on the alignment of the National Battlefields Commission’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).<sup>viii</sup>

## Financial statements and financial statements highlights

### Financial statements

The National Battlefields Commission's financial statements (audited) for the year ended March 31, 2023, are available on the [National Battlefields Commission's website](#)<sup>ix</sup>.

### Financial statement highlights

Condensed Statement of Operations (audited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	13,984,516	15,643,361	13,495,720	1,658,845	2,147,641
Total revenues	2,050,000	2,435,523	1,735,871	385,523	699,652
Surplus trust expenditures over revenues	(159,000)	(28,758)	(19,610)	130,242	(9,148)
Net cost of operations before government funding and transfers	11,775,516	13,179,080	11,740,239	1,403,564	1,438,841

Compared with fiscal 2021-2022, total expenses rose by \$2,147,641, or 16%, mainly due to a \$1,159,785 change in amortization expense, a \$715,482 change in program expenses due to the post-pandemic economic recovery, and a \$273,374 increase in PILT.

This variance was mainly financed by an increase in revenues of \$699,652, representing an increase of 40%.

Since 1984, the NBC has maintained a trust account to receive donations from individuals, municipal corporations, provincial governments and others. This account is governed by the provisions of section 9.1 of the Act respecting the National Battlefields at Quebec. In 2022-2023, there were no receipts related to easements and other compensation as anticipated. The excess of revenues over expenses is explained by donations paid in excess of trust expenses.

## Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	1,125,260	1,735,887	(610,627)
Total net financial assets	732,286	1,355,816	(623,530)
Departmental net debt	392,974	380,071	12,903
Total non-financial assets	13,142,276	14,524,089	(1,381,813)
Departmental net financial position	12,749,302	14,144,018	(1,394,716)

The NBC's total net liabilities consist mainly of accounts payable and accrued liabilities as at March 31, to which are added provisions for vacation pay, employee future benefits and contingent liabilities, which will affect authorizations when they are remitted.

Total net financial assets consist mainly of an amount receivable from the Consolidated Revenue Fund, plus receivables from other government departments and external parties.

Net debt fluctuates from year to year according to the level of expenses and revenues, and the timing of payments of accounts payable and receipts of accounts receivable. In 2022–2023, net debt varied by only 0.03%, as total net liabilities and total net assets showed roughly the same decrease of \$0.6 million.

The NBC's total non-financial assets represent tangible fixed assets, recorded at cost, mainly buildings, works and infrastructure. The archaeological collections and sites held by the NBC have heritage value and are not capitalized, in the same way as other priceless cultural assets.

The NBC's net financial position corresponds to the difference between total non-financial assets and departmental net debt. It stood at \$12.7 million at the end of 2022–2023, \$1.4 million less than the previous year, due to the clean-up of fixed assets that were revalued, including accelerated depreciation of \$1.2 million.

The 2022–23 planned results information is provided in the National Battlefields Commission's [Future-Oriented Statement of Operations and Notes 2022–23 \(unaudited\)](#).

## Corporate information

### Organizational profile

**Appropriate minister[s]:** The Honourable Pascale St-Onge, Minister of Canadian Heritage

**Institutional head:** Annie Talbot, Secretary

**Ministerial portfolio:** Canadian Heritage

**Enabling instrument[s]:** [\*An Act respecting the National Battlefields at Quebec\*](#)<sup>x</sup>

**Year of incorporation / commencement:** 1908

**Other:** N/A

### Raison d'être, mandate and role: who we are and what we do

“Raison d'être, mandate and role: who we are and what we do” is available on [the National Battlefields Commission's website](#).<sup>xi</sup>

### Operating context

Information on the operating context is available on [the National Battlefields Commission's website](#).<sup>xii</sup>



## Reporting framework

The National Battlefields Commission’s departmental results framework and program inventory of record for 2022–23 are shown below.

	Core Responsibility 1: Conservation	Core Responsibility 2: Promotion of Heritage	
Departmental Results Framework	Departmental Results: <b>National Battlefields Park is a well-maintained and safe site</b>	Indicator: <b>Percentage of visitors that are “satisfied” with the park’s condition</b>	Internal Services
		Indicator: <b>Percentage of visitors who say they feel safe in the Park</b>	
		Departmental Results: <b>People visit the National Battlefields Park</b>	Indicator: <b>Number of visitors</b>
		Departmental Results: <b>Visitors benefit from a heritage and educational experience</b>	Indicator: <b>Percentage of visitors satisfied with the reception and services offered</b>  Indicator: <b>Number of cultural, educational and heritage events offered by the NBC</b>
Program Inventory	Program: <b>Maintenance of infrastructure and security</b>	Program: <b>Educational, cultural and heritage activities</b>	

## Supporting information on the program inventory

Financial, human resources and performance information for the National Battlefields Commission's program inventory is available in [GC InfoBase](#).<sup>xiii</sup>

## Supplementary information tables

The following supplementary information tables are available on the National Battlefields Commission's website:

- ▶ [Reporting on Green Procurement](#)<sup>xiv</sup>
- ▶ [Gender-based analysis plus](#)<sup>xv</sup>

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>xvi</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

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## Appendix: definitions

### **appropriation** (*crédit*)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

### **budgetary expenditures** (*dépenses budgétaires*)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

### **core responsibility** (*responsabilité essentielle*)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

### **Departmental Plan** (*plan ministériel*)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

### **departmental priority** (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

### **departmental result** (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

### **departmental result indicator** (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

### **Departmental Results Report** (*rapport sur les résultats ministériels*)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **full-time equivalent** (*équivalent temps plein*)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number

of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

**gender-based analysis plus (GBA Plus)** (*analyse comparative entre les sexes plus [ACS Plus]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**government-wide priorities** (*priorités pangouvernementales*)

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

**horizontal initiative** (*initiative horizontale*)

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**non-budgetary expenditures** (*dépenses non budgétaires*)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance** (*rendement*)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator** (*indicateur de rendement*)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting** (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**plan** (*plan*)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead to the expected result.

**planned spending** (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**program** (*programme*)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

**program inventory** (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (*résultat*)

A consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**Indigenous business** (*enterprise autochtones*)

For the purpose of the *Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses* and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, an organization that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

**statutory expenditures** (*dépenses législatives*)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**target** (*cible*)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures** (*dépenses votées*)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.

## Endnotes

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- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. NBC's financial statements, [https://www.ccbn-nbc.gc.ca/media/upload/Rapports et politiques/Etats financiers/National Battlefields Commission The AUD Anglais 2023-03-31-couleur.pdf](https://www.ccbn-nbc.gc.ca/media/upload/Rapports_et_politiques/Etats_financiers/National_Battlefields_Commission_The_AUD_Anglais_2023-03-31-couleur.pdf)
- x. NBC's enabling instrument, <https://laws-lois.justice.gc.ca/eng/acts/N-3.4/>
- xi. Raison d'être, mandate and role, <https://www.canada.ca/en/national-battlefields-commission/corporate/publications/plans-reports/departmental-results-reports/departmental-results-report-2022-2023/raison-detre-mandate-and-role.html>
- xii. Operating context, <https://www.canada.ca/en/national-battlefields-commission/corporate/publications/plans-reports/departmental-results-reports/departmental-results-report-2022-2023/operating-context.html>
- xiii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv. Reporting green procurement, <https://www.canada.ca/en/national-battlefields-commission/corporate/publications/plans-reports/departmental-results-reports/departmental-results-report-2022-2023/reporting-green-procurement.html>
- xv. Gender based analysis Plus, <https://www.canada.ca/en/national-battlefields-commission/corporate/publications/plans-reports/departmental-results-reports/departmental-results-report-2022-2023/gender-based-analysis-plus.html>
- xvi. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xvii. NBC's website, <https://www.ccbn-nbc.gc.ca/>