

Statement outlining results, risks and significant changes in operations, personnel and programs

Introduction

The National Battlefields Commission Mandate

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

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

The Commission's mandate is to ensure that all the cultural, recreational and natural resources of the Battlefields Park are developed in the best interest of Canadians and that the image of the Government of Canada is strengthened without compromising the historic character of the site. To achieve that goal, the Commission will acquire, preserve and develop the great historic battlefields in Quebec. In addition to Internal Services, the National Battlefields Commission has two program activities: « Conservation and Development » and « Public Education and Services ».

Further information on the mandate, roles, responsibilities and programs of The National Battlefields Commission can be found in the National Battlefields Commission *2012-2013 Main Estimates*, available on the following website: <http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/me-bpd-eng.pdf> page 77.

This quarterly financial report:

- should be read in conjunction with the *2012-2013 Main Estimates* and *Canada's Economic Action Plan 2012*;
- has been prepared by management of The National Battlefields Commission as required by section 65.1 of the *Financial Administration Act* and in the form and manner prescribed by the Treasury Board;
- has not been subject to an external audit or review.

Basis of Presentation

This quarterly report has been prepared by management using an expenditure basis of accounting. The accompanying Statement of Authorities includes the Commission's spending authorities granted by Parliament and used by the Commission consistent with the Main Estimates for the 2012-2013 fiscal year. This quarterly report has been prepared using a special purpose financial reporting framework designed to meet financial information needs with respect to the use of spending authorities.

The authority of Parliament is required before moneys can be spent by the Government. Approvals are given in the form of annually approved limits through appropriation acts or through legislation in the form of statutory spending authority for specific purposes.

When Parliament is dissolved for the purposes of a general election, section 30 of the Financial Administration Act authorizes the Governor General, under certain conditions, to issue a special warrant authorizing the Government to withdraw funds from the Consolidated Revenue Fund. A special warrant is deemed to be an appropriation for the fiscal year in which it is issued.

The Commission uses the full accrual method of accounting to prepare and present its annual departmental financial statements that are part of the departmental performance reporting process. However, the spending authorities voted by Parliament remain on an expenditure basis.

Basis of Presentation (continued)

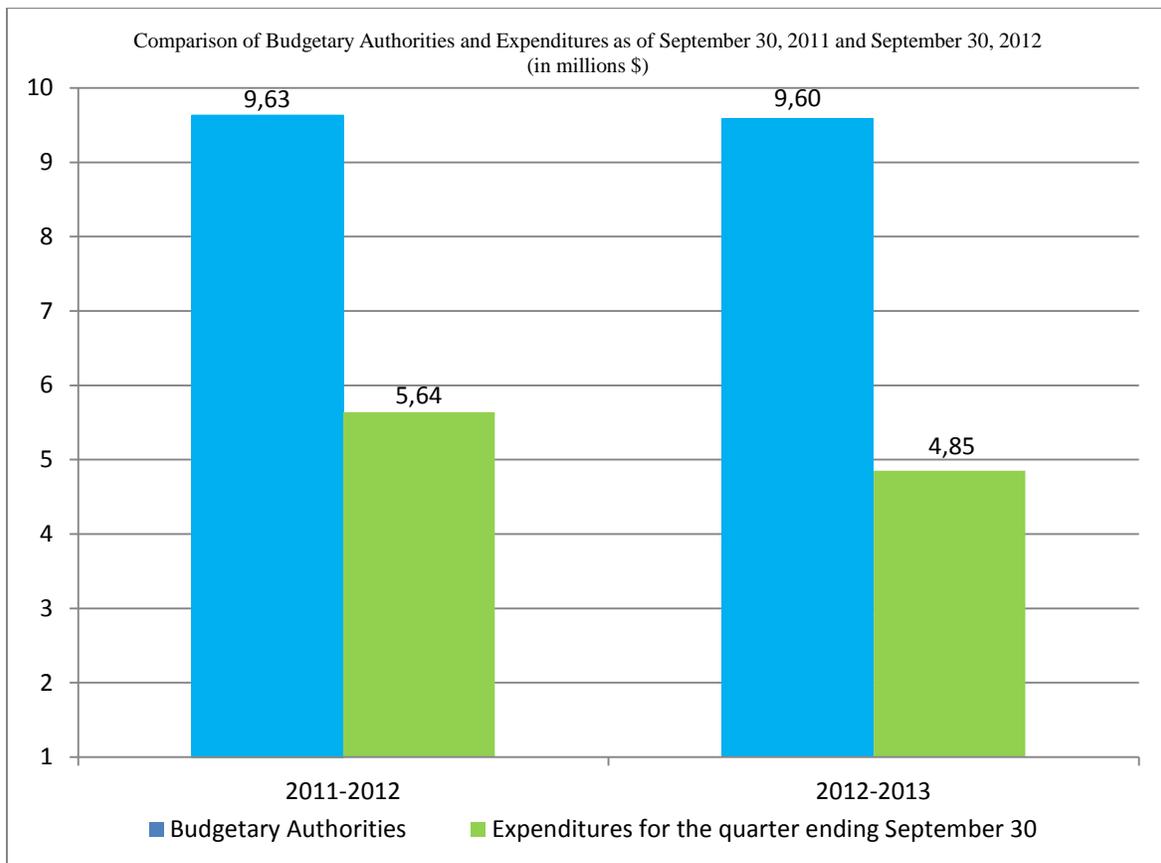
As part of the Parliamentary business of supply, the Main Estimates must be tabled in Parliament on or before March 1 preceding the new fiscal year. Budget 2012 was tabled in Parliament on March 29, after the tabling of the Main Estimates on February 28, 2012. As a result the measures announced in the Budget 2012 could not be reflected in the 2012-13 Main Estimates.

In fiscal year 2012-2013, frozen allotments will be established by Treasury Board authority in departmental votes to prohibit the spending of funds already identified as savings measures in Budget 2012. In future years, the changes to departmental authorities will be implemented through the Annual Reference Level Update, as approved by Treasury Board, and reflected in the subsequent Main Estimates tabled in Parliament.

Highlights of fiscal quarter and fiscal year to date (YTD) results

This section highlights the significant items that contributed to the net decrease in resources available for the year and actual expenditures for the quarter ended September 30, 2012.

Graph 1 :



Graph 1 outlines the budgetary authorities which represent the resources available for use for the year as of September 30.

Authorities' analysis

As at September 30, 2012, total authorities available for the year were down \$0.03 million from the same quarter of the prior year, from \$9.63 million to \$9.60 million. This decrease was mainly due to a reduction in the employee benefit plan (EBP) as well as a reduction in the operating budget carry forward.

Budgetary expenditures analysis

Compared to the previous year, total budgetary expenditures recorded at the end of the quarter, ending September 30, 2012 fell from \$5.64 million to \$4.85 million as per the Table of departmental budgetary expenditures by Standard Object. This \$0.79 million decrease represents a reduction of 14%.

The most important declines relate to *Acquisition of land, buildings and works* (\$542, 195), mainly because of road repairing carried out in 2011-2012 and *Purchased repair and maintenance* due mainly to expenses related to the strengthening of the cliff (\$161, 493) and to the lawn contract (\$76, 149).

Risks and Uncertainties

This Departmental Quarterly Financial Report reflects the results of the current fiscal period in relation to the Main Estimates for which full supply was released on June 29, 2012.

Budget 2010 announced that the operating budgets of departments would be frozen at their 2010-11 levels for the fiscal years 2011-12 and 2012-13 and that departments would not be funded for salary increases for those years. The National Battlefields Commission should be able to accommodate the reduction in funding without significantly impacting its ongoing operations.

The National Battlefields Commission may not achieve its objective of \$1.7 million as statutory funding if, for example, there is a drop in tourist traffic in 2012-2013 in comparison with 2011-2012. Most of revenues come from parking lot fees and activities on the park.

In order to manage this risk, the Commission will perform an ongoing assessment of its expenses with relation to collected revenue and take appropriate measures in a timely manner.

Significant changes in relation to operations, personnel and programs

At its meeting last June 13, the board of directors adopted a motion to provide the organization with a new administrative structure, in the wake of the assistant secretary's retirement.

Budget 2012 Implementation

This section provides an overview of the savings measures announced in Budget 2012 that will be implemented in order to refocus government and programs; make it easier for Canadians and businesses to deal with their government; and, modernize and reduce the back office.

Budget 2012 announced that the National Battlefields Commission would save \$800,000 (rounded) by 2014-2015, under government initiatives to reduce the deficit.

Here, more specifically, is how the Commission plans to achieve the reduction objective and cut its budget by 10% over two fiscal years for a total saving of \$755,000. It is important to note that the Commission will not decrease the services it offers the public. Instead, it will draw from its capital budget and use the current reorganization to rationalize its workforce.

The recent decision by the Québec Port Authority to terminate the agreement to operate and run Brown Basin (unrelated to the budget) will allow the Commission to shrink its human resources investment there. The position of development and environment advisor will not be maintained with the incumbent's departure. The

currently vacant mason position will not be filled either. Including benefits, about \$156,000 will be saved, beginning in 2012-2013.

A review of certain operating budget items indicates that there is very little flexibility, allowing only for a possible reduction in long-term investment in non-recurring special projects. About \$599,000 will be cut, starting in fiscal 2013-2014.

It goes without saying that these budget cuts are significant. The Commission wished to limit the impact on employees and the public as much as possible, but various projects, including infrastructure renewal, will have to be spread over a greater number of years. Be that as it may, the Commission is maintaining its objectives with regard to conserving and enhancing its territory. Urgent priority work will go on and an effort will be made to minimize safety risks to users and keep facilities in compliance.

Approval by Senior Officials

Approved by:

The original version was signed by :
André Beaudet, Secretary – Director General

The original version was signed by :
Paule Veilleux, Director of administration

Québec, Canada
November 21, 2012

The National Battlefields Commission
 Quarterly Financial Report
 For the quarter ended September 30, 2012

| <i>(In thousands of dollars)</i> | Fiscal year 2012-2013 | | | Fiscal year 2011-2012 | | |
|---|---|--|----------------------------------|--|--|----------------------------------|
| | Total available for use for the year ending March 31, 2013 * ** | Used during the quarter ended September 30, 2012 | Year to date used at quarter end | Total available for use for the year ending March 31, 2012 | Used during the quarter ended September 30, 2011 | Year to date used at quarter end |
| Program expenditures | 7 504 | 2 920 | 3 784 | 7 521 | 3 613 | 4 533 |
| Contributions to employee benefit plans | 398 | 100 | 199 | 407 | 101 | 203 |
| Expenditures pursuant to subsection 29.1(1) of the Financial Administration Act | 1 700 | 466 | 870 | 1 700 | 490 | 901 |
| Total authorities | 9 602 | 3 486 | 4 853 | 9 628 | 4 204 | 5 637 |

* Includes only Authorities available for use and granted by Parliament at quarter end.

** Total available for use does not reflect measures announced in Budget 2012.

The National Battlefields Commission
Quarterly Financial Report
For the quarter ended September 30, 2012

| <i>(In thousands of dollars)</i> | Fiscal year 2012-2013 | | | Fiscal year 2011-2012 | | |
|--|---|--|----------------------------------|---|--|----------------------------------|
| | Planned expenditures for the year ending March 31, 2013 * | Expended during the quarter ended September 30, 2012 | Year to date used at quarter end | Planned expenditures for the year ending March 31, 2012 | Expended during the quarter ended September 30, 2011 | Year to date used at quarter end |
| Expenditures: | | | | | | |
| Personnel | 2 659 | 1 130 | 2 112 | 2 669 | 1 131 | 2 129 |
| Transportation and communications | 147 | 40 | 49 | 185 | 33 | 56 |
| Information | 350 | 74 | 94 | 350 | 107 | 149 |
| Professional and special services | 700 | 226 | 316 | 650 | 188 | 252 |
| Rentals | 218 | 19 | 40 | 70 | 16 | 39 |
| Purchased repair and maintenance | 900 | 100 | 170 | 929 | 390 | 484 |
| Utilities, materials and supplies | 1 000 | 172 | 344 | 800 | 155 | 332 |
| Acquisition of land, buildings and works | 795 | - | - | 975 | 534 | 542 |
| Acquisition of machinery and equipment | 233 | 28 | 31 | - | 23 | 27 |
| Transfer payments | - | - | - | - | - | - |
| Public debt charges | - | - | - | - | - | - |
| Other subsidies and payments | 2 600 | 1 697 | 1 697 | 3 000 | 1 627 | 1 627 |
| Total Expenditures | 9 602 | 3 486 | 4 853 | 9 628 | 4 204 | 5 637 |

* Planned expenditures do not reflect measures announced in Budget 2012.