



National Battlefields Commission

Performance Report

For the period ending
March 31, 1999

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Results - Volumes 1 and 2*.

This *Departmental Performance Report*, covering the period ending March 31, 1999, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site:
<http://www.tbs-sct.gc.ca/tb/key.html>

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NATIONAL BATTLEFIELDS

COMMISSION

Performance Report

**For the period
ending on
March 31, 1999**

**HONOURABLE SHEILA COPPS, P.C., M.P
MINISTER OF CANADIAN HERITAGE**

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Summary

The Report of the National Battlefields Commission for the period ending on March 31, 1999 comes at a key point in a number of regards. It covers a period that has seen an increase in the number of visitors to the Plains, the conclusion of a first-rate financial agreement with the City of Quebec and the opening of the Plains of Abraham Discovery Pavilion. In financial terms, the Commission's income program has reached previously unattained levels, but the organization still has long-term financial problems which must be remedied to ensure that basic operations are not too dependent on revenues, that is, on such uncontrollable factors such as use of services and visits to the site.

The National Battlefields Commission has, nevertheless, responded more than ever to government priorities, particularly in terms of strengthening Canadian unity and taking an interest in youth, by increasing educational and recreational activities in the National Battlefields Park.

Table of primary commitments in terms of results

National Battlefields Commission

to provide Canadians with	indicated by:	accomplishments shown on:
assurance that the Quebec Battlefields Park and its surroundings will be conserved, enhanced and used		Page 20, Part III
one of the most beautiful parks in the world	maintenance, restoration and compliance with the development plan and beautification of the Park through landscaping	Page 21, Part III
the opportunity to safely enjoy and use an historic park in an urban setting, while maintaining a balance between its two roles	regular supervision and maintenance of the Park and its assets the choice of activities provided and held on the site	Page 21, Part III Page 14, Part II
high quality activities and services to increase awareness of the assets of the area, as well as its history and the history of the country	educational and service activities in the fields of history, culture, recreation, nature and science for a varied clientele financial partnership projects maintenance of universal access to sites and activities by setting minimal fees (and, in some cases, not charging a fee) public satisfaction	Pages 9 and 22, Parts I and III Page 12, Part II Pages 9 and 22, Parts I and III Pages 9 and 22, Parts I and III

Part I: Messages

Message from the Minister of Canadian Heritage

Message from the President of the National Battlefields Commission

For many years, the National Battlefields Commission has been working to ensure a balance between the historic and urban roles of National Battlefields Park and to enable as many Canadians as possible to enjoy the site. This showcase of our history must not be static, but a living entity, where the future is shaped by the past.

To attain this basic objective, the Commission has forged closer ties with the cultural, tourism and economic communities of the Quebec City region. An assessment indicates a substantial increase in the number of visitors—now about four million—and enhanced Government of Canada visibility. A survey conducted in 1998 shows that 99% of respondents said they had visited the Park at least once in the past 10 years.

During the 1998-1999 fiscal year, regular conservation and enhancement operations continued at a strong pace. However, the period was especially notable for the following activities: the opening of the Plains of Abraham Discovery Pavillon, a competition to develop permanent exhibitions for the Pavillon; the joint organization of the "Take the Capital by Storm" event, administrative reorganization, consolidation of the cliffs south of the Park, work on the job description process so that the new government classification standards could be used for Commission personnel, implementation of the financial information strategy (FIS) through the use of the common Departmental Financial System (CDFS), and a review of interpretation programs for school groups and other clients.

Future Commission objectives will have to take into consideration the long-term consolidation of the National Battlefields Commission's budget for day-to-day operations.

Notwithstanding this constraint, the National Battlefields Commission is ready to face the challenges of the new millennium and plans to respond to government priorities.

André Juneau
President

Part II: Departmental Overview

MANDATE, VISION AND MISSION

The National Battlefields Commission takes its mandate from the Act respecting The National Battlefields at Quebec, 7-8 Edward VII, ch. 57 and its amendments, passed on March 17, 1908.

The Commission is designated as a departmental corporation, listed in Schedule II of the Financial Administration Act, and comes under the portfolio of the Minister of Canadian Heritage.

Land administered by the National Battlefields Commission includes:

- the Plains of Abraham, site of the battle of 1759 between Wolfe and Montcalm;
- Des Braves Park, marking the Battle of St Foy in 1760;
- St Denis Park, east of the Quebec Citadel, overlooking Cape Diamond;
- the Plains of Abraham Discovery Pavilion on Wilfrid Laurier Avenue;
- the adjoining thoroughfares, two Martello Towers on the site and a tower in Quebec City;

The mandate of the Commission is :

to acquire and conserve Quebec City's great historic battlefields;
turn them into a national park;
preserve this historic Canadian legacy for future generations;
and develop the sites so that the public can benefit from these riches.

VISION

To make this historic park a national showcase, where all Canadians can identify with and gain a better understanding of the history of Canada, and to help strengthen Canadian unity.

MISSION

To ensure that all the cultural, recreational, natural and scientific resources of the 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.

OPERATING FRAMEWORK

The National Battlefields Commission is a federal government agency included in the portfolio of the Minister of Canadian Heritage, through whom it reports to Parliament. The Commission is made up of seven commissioners appointed by Governor General in Council. In addition, its enabling legislation authorizes a representative of the Provinces of Quebec and Ontario to sit on the Commission, representing the major partners in the creation of the Commission in 1908. Its head office is located at 390 de Bernières Avenue, Quebec City, on the Plains of Abraham.

The Commission is affected by a number of factors that could compromise accomplishment of its mission and attainment of its objectives:

- Increasing competition and the need to make its services better known compel the Commission to step up its publicity and promotional efforts and ensure its visibility and that of the federal government.
- The very nature of our activities means that they are affected by economic factors such as regional tourist activities and by prevailing weather conditions.

- Meteorological factors and increased use of the site can have a serious impact on operations and maintenance budgets and eliminate any margin for manoeuvre.
- The state of our infrastructure will mean more extensive work in the next few years. A plan will be submitted in this regard.

Partnership

Well established in its community, the National Battlefields Commission is creating more partnerships to carry out its mandate:

Partners	Type of partnership and accomplishments
City of Quebec	Financial contribution to capital projects under bipartite agreements Service loans Studies by City professionals Participation in shared-cost studies
Department of National Defence	Service exchanges Loan of parking area Agreement on provision of energy
Canada Information Office	Funding of communications tools Funding of public activities Sponsorship of events on the Plains in support of Government of Canada visibility

Partners**Type of partnership and accomplishments**

Friends of the Plains of Abraham	Memorandum of understanding for management of parking and sale of goods and services on the site Loan of space and equipment Joint organization of cultural activities Joint funding of group activities
City of Sillery	Agreement on maintenance of Gilmour hill
Laval University	Agreement on maintenance of sundial
Musée du Québec	Exchange of services; use of premises for interpretation centre in return for landscape maintenance Various co-operative ventures and packages for clients
Private tourism firms	Loan of space and supplies Packages for clients Land use agreements
Parks Canada	Memorandum of understanding on use of governors' kiosk and the holding of the "Take the Capital by Storm" event
Natural Resources	Loan of geo-radar services and equipment for archaeological detection on the site Financial contribution for organization of a joint activity

Use of Site

The mandate of the National Battlefields Commission also includes development of the site to project a positive image of the federal government in the Quebec City region, where Battlefields Park is located. Opening the site to a variety of community organizations helps the Commission to attain this objective.

Organization	Use of site	Loan of premises	Loan of equipment	Provision of services
<i>Société nationale des Québécois et des Québécoises (Saint-Jean-Baptiste Day)</i>	❖	❖		
Canada Day Committee	❖	❖	❖	❖
<i>Quebec Horse Show</i>	❖			
<i>Quebec Winter Carnival</i>	❖	❖	❖	
<i>Fêtes de la Nouvelle-France</i>	❖			❖
<i>Bureau du film de Québec and other producers (26)</i>	❖			
<i>Société française de Québec</i>	❖			❖
Natural Resources	❖	❖	❖	❖
Quebec Gay and Lesbian Coalition	❖		❖	
Various cultural organizations	❖			
National Defence (various military activities)	❖			❖

The above list includes only the main events. About 30 other social, sporting and cultural activities are also held.

Objectives

- conservation of the site;
- development of historic, cultural, recreational, natural and scientific resources;
- delivery of high quality services;
- federal government visibility;

Strategic priorities

- To establish the Plains of Abraham Discovery Pavilion and create exhibits and interpretative activities;
- To ensure satisfactory maintenance and security for the site;
- To develop partnerships with other levels of government and with the private sector;

Challenges

- To ensure a quality presence and high and positive visibility for the federal government in the capital of Quebec;
- To improve the revenue program
- To integrate operation of the Discovery Pavilion into the Commission's regular activities;
- To create new partnerships to improve the customers services

ORGANIZATION OF THE NATIONAL BATTLEFIELDS COMMISSION

National Battlefields Commission operations are organized into three activities and seven sub-activities:

Conservation, which covers the following services:

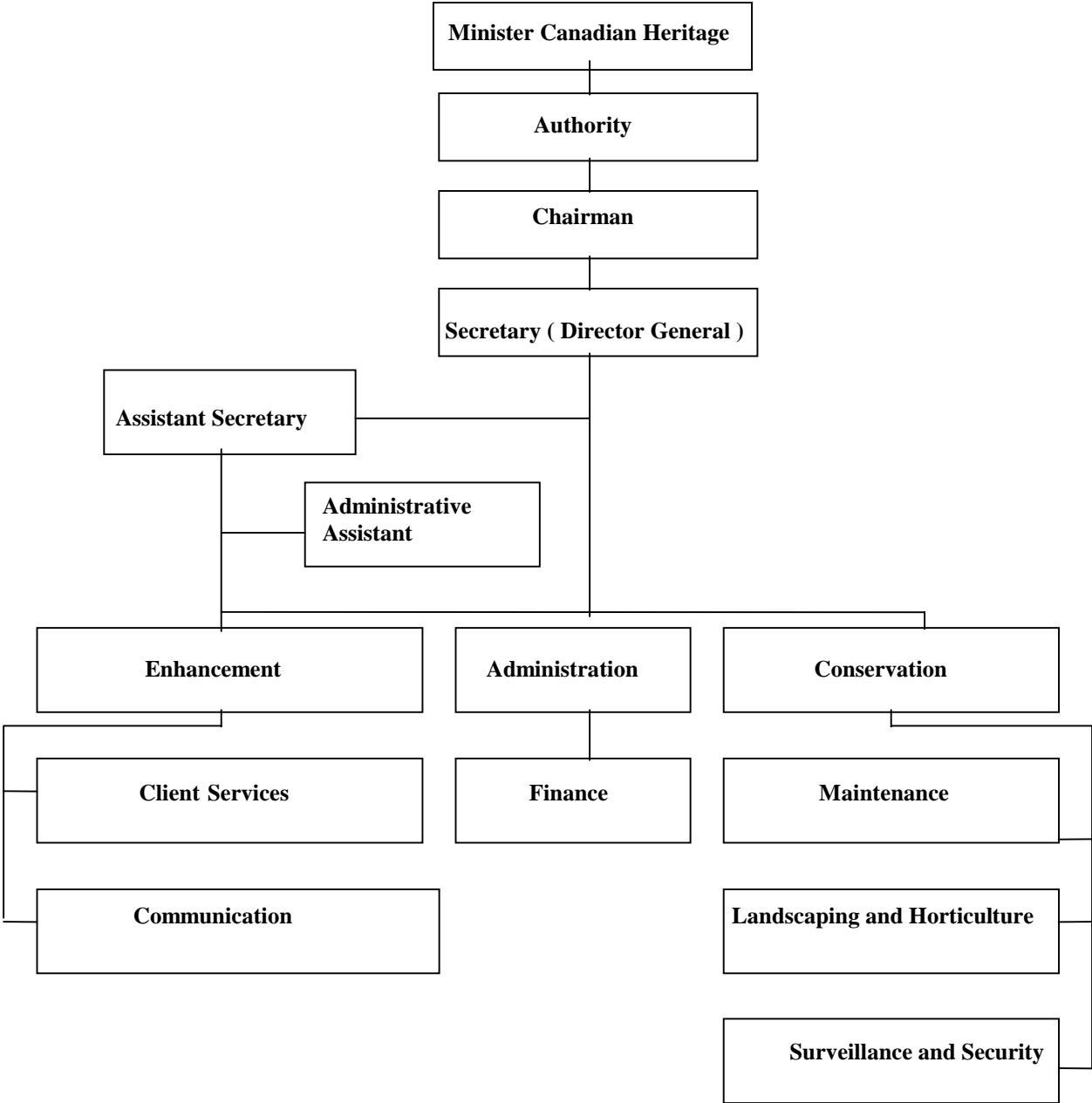
- Maintenance, which ensures maintenance of the site, its furnishings, buildings and infrastructure, provides for a safe and stable environment, minimizes the effects of wear and deterioration and slows or prevents damage;
- Landscaping, which is responsible for landscaping, horticultural and tree cultivation activities;
- Surveillance and Security, which ensures compliance with regulations on peace and public order, traffic and parking and provides for the safety of site users and surveillance of the Commission's premises and property.

Development, which covers the following services :

- Client Services, which includes welcoming visitors and users to the Park, the dissemination of information to the public and reservations for educational interpretation activities for school and day camp clientele and the general public;
- Communications, which is responsible for promoting activities and services and ensuring the visibility of the Commission and the federal government.

Administration, which comprises management and administrative services and financial services.

ORGANIZATIONAL STRUCTURE



Comparison with the former structure

In order to better attain its objectives and successfully meet the challenges facing it, the Commission has changed its structure by:

combining the "reception and information" and "education interpretation" sub-activities in "client services" sub-activities;

creating an administrative assistant position reporting to the Assistant Secretary.

Part III: Departmental Performance

Anticipated performance:

Based on the Commission's objectives, as stated earlier, performance expectations may be summarized as follows:

a) Service for Canadians

- To complete the Plains of Abraham Discovery Pavilion project;
- To ensure that site conservation, maintenance and security is maintained at the same level as in previous years;
- To maintain the same level of services for the public and, where possible, improve them;
- To enhance the profile of the site, its history and this important aspect of Canadian history;
- To foster learning and discovery through exhibits and interpretation activities;
- To develop a greater sense of belonging and pride on the part of the public with regard to the park and, consequently, Canadian identity;

b) Internal performance:

- To increase use of services;
- To develop an interpretation program for seniors;
- To again ensure a program of activities focussed on cultural and artistic expression;
- To develop a communications program to ensure greater visibility for the Government of Canada and the Commission;
- To carry out a number of development projects, notably tourist signs and improvement of park entrances;
- To generate revenue;

- To create effective partnerships with businesses and other government organizations.

Accomplishments in terms of performance

In its 91st year, the National Battlefields Commission is proud of what it has accomplished in recent years and of its success in maintaining and improving services to Canadians despite a difficult financial situation.

All the services of the Commission were used to carry out its mission:

To ensure that all the cultural, recreational, natural and scientific resources of the 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.

Under its stewardship, National Battlefields Park has become an educational and recreational as well as an historic site, a prestigious symbol of the federal government's presence and a park that is increasingly accessible to Canadians of all ages.

In reviewing the major objective of the Commission, we note the following:

◆ Conservation and development of the Battlefields at Quebec and the surrounding area

Conservation of an historic site of this calibre means more than ensuring that it is maintained—which is already a considerable task. For facilities that are decades old, the time has come for major repairs, so as to ensure safe use of the site and to ensure that it continues to be one of the most beautiful urban parks in the world.

Enhancement of its land remains a primary objective of the Commission, which wants to make the public aware of the important place the Park occupies in the history of our country and the City of Quebec. It is the foundation of Canada's history and the centre of major events in Quebec City. This means that Canadians have the right to expect high quality activities and services and the dissemination of information about the site.

This role is vested in and formally carried out by the board of directors and management. The result has been the safeguarding of a prestigious park, year after year, for over 91 years.

In terms of development, the Commission has been able to count on partnerships, including financial agreements with the City of Quebec to carry out strategic capital projects and develop a greater number of higher profile cultural activities. This enabled it to open the Plains of Abraham Discovery Pavilion in 1998, rent one floor of the building to the Quebec Urban Community's tourism information centre and organize the "Take the Capital by Storm" event.

◆ **One of the world's most beautiful parks**

This is the particular accomplishment of the Landscaping and Horticulture and Maintenance Service who, through their everyday activities, help to ensure compliance with the basic landscaping plan, beautify the site with much appreciated floral arrangements, carry out regular maintenance of the site and its building and equipment and look after the trees. This year, they had to plant more trees than in previous years to offset recent losses.

The approach of the Commission in the field of horticulture is to serve as a reference with regard to mosaic planting and to dare to test new colours and species. The result is impressive, judging by the interest of the public—who ask local landscape gardeners for our species—and the many expressions of appreciation we receive. The Commission was among the first organizations to have a program for the care of trees, particularly with regard to combating Dutch elm disease, and our trees are remarkably healthy. The comments we receive emphasize the cleanliness of the site in general.

◆ **The safe enjoyment and use of an historic urban park**

The Park's discrete and efficient security service has developed methods that fit in with the nature of the site. Enforcement measures are limited and dialogue is encouraged. The result is that the Park remains a safe place, which Canadians of all ages can visit in complete security.

For the safety of visitors, people living near the Park and users of Champlain Blvd to the south, major work to consolidate the cliffs was carried out in 1998. This involved cleaning of the rock face and the installation of safety fence, wire mesh and granite blocks to hold back any debris.

With regard to the enjoyment and use of the site, the Commission must ensure a balance between the Park's historic and urban roles and make certain that the site is respected, which means a careful selection of events and activities, the enforcement of specific limitations and the use of management philosophy that rejects at the outset the generation of revenue as the only factor in decision-making.

◆ **The delivery of quality activities and services to increase awareness of the assets of the site, as well as its history and that of the country**

The more than 70 concerts presented at the Edwin Bélanger bandstand, and the significant increase in its clientele (33%), the "Take the Capital by Storm" event organized in co-operation with Parks Canada and the National Capital Commission attracted more than 100,000 people, the increasing popularity of group reservations, as shown by the annual increase in reservations (10%), confirm that interest in the Park is on the rise and that it has become more open to Canadians. In addition, more than 26 producers chose the Plains of Abraham as a backdrop for their films and videos, 51 community non-profit organizations used the site for their activities and the interpretation program welcomed ±20,000 young Canadians.

The principle of free access to the site is being maintained. However, in order to reach our objective of generating revenue and maintaining the quality of services despite increasing costs, there is now a charge for some parking spaces. In addition, the Commission has negotiated a 20-year lease to rent one floor of the Discovery Pavilion to the Quebec Urban Community, an additional income of \$97,123 annually.

The messages we are receiving from park users and citizens is one of general satisfaction with regard to the quality of the park and the activities and services provided. We are, however, aware of the need to improve services for seniors, persons with reduced mobility and disabled persons. An internal study based on attendance at a variety of activities, students in the interpretation program and the inflow of tourist buses leads us to state that the park is used by ± 4,000,000 persons annually.

Presentation of Financial Information

Organization (thousands of dollars)	Total
The National Battlefields Commission	
Planned Spending	6,157
<i>Total Authorities</i>	<i>7,156</i>
1998-1999 Actual	7,155
<p>Note : Figures for planned spending appear in normal font. . Figures for total authorities are italics. Figures for actual spending are bolded. See Table 3 for explanations of the discrepancies between forecast expenditures, authorizations and actual spending in 1998-1999.</p>	

Other points to note with regard to performance

The Standing Joint Committee for the Scrutiny of Regulations, mandated to review existing regulations, has raised legal questions with regard to some parts of the National Battlefields Park Regulations. Corrective measures to remedy the situation are being studied.

Part IV: Consolidation of Reports

State of Preparedness for the Year 2000

As part of its preparations, the National Battlefields Commission has carried out the audits required to make certain that all the systems essential to its mission are in compliance and ensure a problem-free transition to the Year 2000.

In addition, the Commission's operations are conducted so that the structures and systems for which it is responsible have very little direct impact on Canadians.

The main Commission concerns likely to create major problems and affect services to Canadians are electricity and telephone outages lasting for long periods of time, that is, more than eight hours.

During the transition to the Year 2000, the Commission's security officers will be on hand on the site at all times. If the need arises, and depending upon the situation, alternative emergency measures will be undertaken and all the equipment likely to be used in case of outages, such as tested generators, will be operational and quickly available.

Procedures and plans for this period have been approved by the Commission's Director General and Board of Directors.

Statutory Annual Reports

This Departmental Performance Report on the National Battlefields Commission replaces the annual report provided for under the Commission's incorporating instrument.

However, the Minister submits an annual report to Parliament on access to information and the protection of personal information.

Part V: Financial Performance

Financial Performance Overview

The financial tables provided below present the Commission's financial performance. It should be noted that there is little discrepancy between total authorities and actual spending. The discrepancy between forecast expenditures and actual spending is explained by the fact that special budget votes were obtained for the work to consolidate in the cliff at the southern limit of the area and for retroactive pay for Commission's staff.

Financial Table applicable to the Commission

1. Summary of Voted Appropriations
2. Comparison of Total Planned Spending to Actual Spending
3. Historical Comparison of Total Planned Spending to Actual Spending
5. Resource Requirements by Organization and Business Line
7. Non-Respendable Revenues
10. Capital Spending by Business Line

Financial Summary Tables

Financial Table 1

Summary of Voted Appropriations

Authorities for 1998-1999 - Part 11 of the Estimates				
Financial Requirements by Authority (Thousands of dollars)				
Vote		1998-1999 Planned Spending	1998-1999 Total Authorities	1998-1999 Actual
The National Battlefields Commission				
85	Operating Expenditures	5,228	5,228	5,227
85 b	Operating Expenditures		870	870
85 c	Operating Expenditures		41	41
(S)	Expenditures pursuant to Section 29.1 (1) of the Financial Administration Act.	700	788	788
(S)	Contributions to Employee Benefit plans	229	229	229
Total Department		6,157	7,156	7,155
1.1-Main Estimates, Supplementary Estimates and other authorities.				

Financial Table 2

Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual spending by Business Line (thousands of dollars)									
Business Lines	FTE	Operating	Capital	Voted Grants & Contributions	Subtotal Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less : Respendable Revenues*	Total Net Expenditures
Conservation and development	31,5	6,052	105		6,157		6,157		6,157
	<i>31,5</i>	<i>7,033</i>	<i>123</i>		<i>7,156</i>		<i>7,156</i>		<i>7,156</i>
	31,5	7,032	123		7,155		7,155		7,155
Total	31,5	6,052	105		6,157		6,157		6,157
	<i>31,5</i>	<i>7,033</i>	<i>123</i>		<i>7,156</i>		<i>7,156</i>		<i>7,156</i>
	31,5	7,032	123		7,155		7,155		7,155
Other Revenues and Expenditures									
									(700)
									<i>(788)</i>
									(788)
									27
									27
									27
Net Cost of the Program									5,484
									6,395
									6,394
<p>Note :Figures for planned spending appear in normal font. Figures for total authorities are italics. Figures for actual spending are bolded.</p> <p>*Respendable Revenues: These revenues were formerly called "Revenues Credited to the Vote"</p> <p>*Non-Respendable Revenues: These revenues were formerly called "Revenues Credited to the (CRF)"</p> <p>Operating includes contributions to employee benefit plans and ministers' allowances.</p>									

Financial Table 3

Historical Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line (thousand of dollars)					
	Actual 1996-1997	Actual 1997-1998	Planned Spending 1998-1999	Total Authorities 1998-1999	Actual 1998-1999
National Battlefields Commission	2,874	8,224	6,157	7,156	7,155
Total	2,874	8,224	6,157	7,156	7,155

Financial Table 5

Resource Requirements by Organization and Business Line

Comparison of 1998-1999 Planned Spending, and Total Authorities to Actual Expenditures by Organization and Business Line (thousands of dollars)					
Business Lines					
Organization	FTE	Conservation	Development	Administration	Total
The National Battlefields	31,5	1,139	773	4,245	6,393
	<i>31,5</i>	<i>1,139</i>	<i>1,772</i>	<i>4,245</i>	<i>8,224</i>
	31,5	1,139	1,772	4,244	8,224
Total	31,5	1,139	773	4,245	6,393
	<i>31,5</i>	<i>1,139</i>	<i>1,772</i>	<i>4,245</i>	<i>8,224</i>
	31,5	1,139	1,772	4,244	8,224
% of TOTAL		15.9	24.8	59.3	100,0

Note : Figures for planned spending appear in normal font.
 Figures for total authorities are italics.
 Figures for actual spending are bolded.
 Ex gratia payments 3,676,000\$.
 Operating includes contributions to employee benefit plans and ministers' allowances.

1. Special budget allowed of \$870,000\$.
2. Transfer to Treasury Board Vote 5 - \$41,969.
3. Increase of \$84,898 in expenditures pursuant to section 29.1 (1) of the Financial Administration Act

Financial Table 7

Non-Respendable Revenues*

Non-Respendable Revenues* by Business Line					
(thousands of dollars)					
Business Lines	Actual 1996-97	Actual 1997-98	Planned Spending 1998-99	Total Authorities 1998-99	Actual 1998-99
Fines and penalties	18	35	46	46	46
Total non-tax revenues	18	35	46	46	46
<u>Section 29.1 (1) of the Financial Administration Act.</u>					
-Parking lots :					
-Laurier	127	136	135	174	174
-Montcalm	032	042	045	052	052
-Street parking + Cap-aux -Diamants	079	096	100	163	163
-Discovery Pavilion	037	064	145	171	171
-Entrance and user fees :					
-Exhibits : Interpretation Centre and Martello Towers	023	022	023	029	029
-Guided bus tours	003	003	003	006	006
-Interpretive activities	010	015	015	022	022
-Various uses (sites, buildings)	032	064	083	033	033
-Rental of premises			151	138	138
Total non-tax revenues	343	442	700	788	788
Total Non-Respendable Revenues*	361	477	746	834	834

*Note: Non-Respendable Revenues: *These revenues were formerly called "Revenues Credited to the (CRF)"*

Financial Table 10

Capital Spending by Business Line

Capital Spending by Business Line (thousands of dollars)					
Business Lines	Actual 1996-1997	Actual 1997-1998	Planned Spending 1998-1999	Total Authorities 1998-1999	Actual 1998-1999
Conservation and Development	722	1,961	105	123	123
Total Capital Spending	722	1,961	105	123	123
In addition, an amount of \$163,455 in capital was funded by the Trust Account.					

Part VI: Other Information

Resource people:

Michel Leullier, Commission Secretary
Louise Germain, Assistant Secretary
Anne Chouinard, Administrative Assistant
G rard Boulianne, Financial Officer

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Acts and related regulations

Act respecting The National Battlefields at Quebec, 7-8 Edward VII, ch. 57 and its amendments.

National Battlefields Park By-Law, SOR/91-519, September 5, 1991.

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