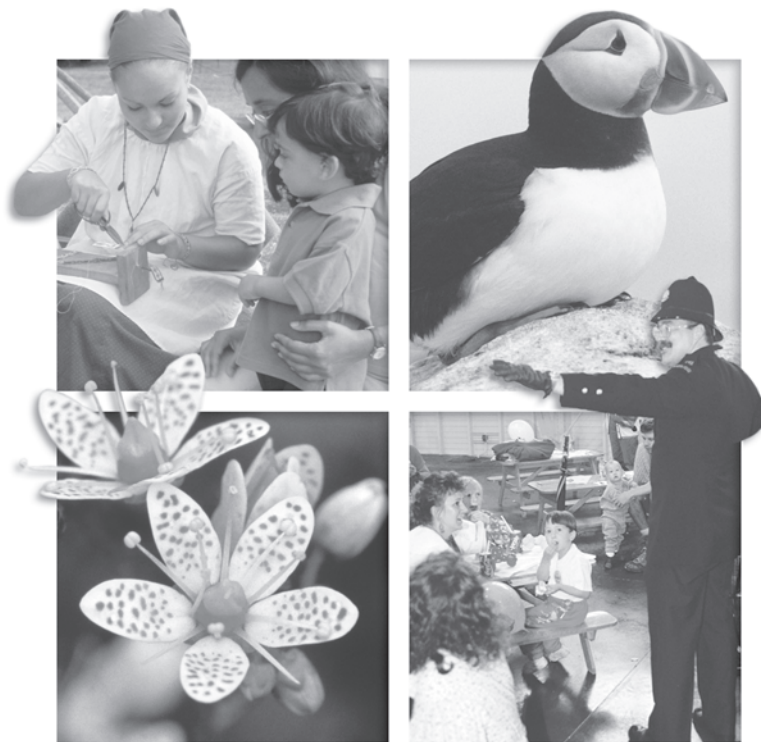




PARKS CANADA AGENCY

2006-2007 ESTIMATES

*A Report on Plans
and Priorities*



Parks
Canada

Parcs
Canada

Canada

Serving Canadians

THE PARKS CANADA CHARTER

OUR MANDATE

On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

OUR ROLE

We are guardians of the national parks, the national historic sites and the national marine conservation areas of Canada.

We are guides to visitors from around the world, opening doors to places of discovery and learning, reflection and recreation.

We are partners, building on the rich traditions of our Aboriginal people, the strength of our diverse cultures and our commitments to the international community.

We are storytellers, recounting the history of our land and our people — the stories of Canada.

OUR COMMITMENTS

To protect, as a first priority, the natural and cultural heritage of our special places and ensure that they remain healthy and whole.

To present the beauty and significance of our natural world and to chronicle the human determination and ingenuity which have shaped our nation.

To celebrate the legacy of visionary Canadians whose passion and knowledge have inspired the character and values of our country.

To serve Canadians, working together to achieve excellence guided by values of competence, respect and fairness.



PARKS CANADA AGENCY

2006-2007 ESTIMATES

*A Report on Plans
and Priorities*

Bottom Landscape

Snowy Mountain, Mount Revelstoke National Park of Canada (Parks Canada)

Lake and mountains (Parks Canada)

Motherwell Homestead National Historic Site of Canada (Parks Canada)

Fortress of Louisbourg National Historic Site of Canada (Parks Canada)

Château Frontenac National Historic Site of Canada (P. St.-Jacques, 1994)

Fall foliage (Parks Canada, Michael Wood, 1997)

Waves (Parks Canada, André Cornellier, 1991)

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Section I

AGENCY OVERVIEW

Minister's Message



*The Honourable Rona Ambrose
Minister of the Environment*

As Canadians, finding reasons to celebrate and commemorate our shared history should come naturally. The history of our country is full of heroes and heroines, accomplishing remarkable things in exceptional places. It is a history in which dreams became reality, marked by incredible

adventures and enlightening experiences, the dawning of the industrial age, and an exceptional human spirit that gave our forebears the strength to persevere.

The course of our history, and the men and women who made it, have left an indelible mark on contemporary Canada. They have enriched our everyday lives and Canadian society in a myriad of ways. Working together, we must safeguard and preserve the countless historic treasures they left us. It is the job of each and every one of us to celebrate and protect the precious legacy they forged for us through their ardour, their courage and their determination. We hold Canada's national historic sites in trust. It is our responsibility to ensure that these special places that our ancestors left us are preserved forever, so that Canadians can always experience, enjoy and learn from this rich heritage.

We Canadians are doubly blessed. If our rich history and wonderful national historic sites make us proud, we can only marvel at our country's wealth of natural treasures. National parks capture the soul and the spirit of Canada. They are places of learning, wonder and recreation. They play an important role in the environmental, economic, social and cultural life of our country – a role that benefits all Canadians. These exceptional natural areas protect a wide diversity of wildlife, sustain sources of clean water and air, and are an unparalleled repository of nature's bounty. As Canadians, we also hold stewardship over millions of square kilometres of marine waters and coastal areas, covering three oceans and our Great Lakes.

The protection and enjoyment of this incredible natural and cultural heritage are at the heart of the vision expressed in this Corporate Plan. To bring this vision to life, we must involve all Canadians from all parts of the country and from all walks of life. Partnerships among a growing and diverse number of Canadians are the hallmark of all of Parks Canada's recent successes. Heartfelt consensus among Parliamentarians, different levels of government, local communities, Aboriginal peoples, landowners, the tourism industry, environmentalists, educators, young people and countless others has achieved some extremely positive results.

Together, Canada's federal, provincial and territorial governments have created and implemented the Historic Places Initiative, a powerful partnership to reverse the trend that has seen our country lose so many of its precious historic buildings in a single

For further information visit our website www.pc.gc.ca

generation. With the private sector, governments are working to encourage the restoration of heritage properties, and to give them vibrant, new commercial lives. Rather than seeing our historic places fall to the wrecking ball, we are preserving them in ways that contribute directly to the well-being of our cities and towns, and to our understanding of Canada. Many other Canadians are spearheading efforts to commemorate the historic achievements of ethnocultural communities, women and Aboriginal peoples.

This same spirit of cooperation and collective energy, on the part of countless Canadians, played a significant part in the establishment of our beautiful Gulf Islands National Park Reserve of Canada, which is next door to millions of urban residents. It also led to the creation of Ukkusiksalik National Park of Canada and the protection of caribou, musk ox and polar bear across vast stretches of Nunavut. Breathtaking Arctic fjords in Labrador are part of the new Torngat Mountains National Park Reserve of Canada, which will open to visitors this year. We doubled the size of what was our smallest national park – St. Lawrence Islands National Park of Canada – a jewel in the heart of the Thousand

Islands tourism area. In the Northwest Territories, farsighted and fair-minded people have expanded Tuktu Nogait National Park of Canada to preserve both the ancient imprint of the Sahtu Dene and Métis people, and to promote economic opportunities for their young people of today and tomorrow.

The Parks Canada Agency has its work cut out for it if it is to remain successful in the coming years. It has to encourage more and more Canadians to become involved, to become responsible and active stewards of our extraordinary natural and cultural heritage. I am very grateful to the people at Parks Canada for their dedication and their leadership in protecting Canada's special places. It is up to all of us to join them, and to do our part to protect Canada's wonderful natural and cultural heritage. I encourage you to become engaged in this work. Each local partnership can resonate with national success. Each act of care for our heritage can nurture the health and prosperity of the country, and the understanding and dynamism of Canadians. Working together, we can achieve these goals of true national significance. Working together, we will achieve these goals.



The Honourable Rona Ambrose
Minister of the Environment

Management Representation Statement

I am pleased to submit for tabling in Parliament, the 2006/2007–2010/2011 Report on Plans and Priorities (RPP) for Parks Canada.

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.



Alan Latourelle
Chief Executive Officer
Parks Canada

Message from the Chief Executive Officer



Alan Latourelle
Chief Executive Officer
Parks Canada Agency

The Way Ahead – Acting In Partnership With Canadians

Our success at Parks Canada in protecting and presenting Canada's cultural and natural heritage depends fundamentally on the

engagement of Canadians. In every key strategy we implement, and for every national and local action we take over the years ahead, we must focus on involving and inspiring more and more partners across the broadest possible range of Canadian society. To expand our horizon, we need to think and act horizontally. In the same vein, to move forward, we need to reach outward. This is how we will fully respect our mandate to protect and present places and sites of great national significance.

We have already seen accomplishments flow from Parks Canada's partnerships with Aboriginal peoples, elected officials, community residents, environmental groups, the tourism industry, teachers, and provinces, territories and municipalities. By working in harmony with Canadians and by welcoming Canadians to be central to our decision-making, we have succeeded in designating new national historic sites, establishing new national parks, developing more effective management plans, maximizing environmental and economic benefits, and encouraging more support for the goals of Parks Canada.

Those achievements are just the beginning. We have far more work to do.

A rapidly growing number of visible minority citizens have made Canada their home. They need to see their experiences reflected in the spirit and presentation of our national historic sites. Canada is also an increasingly urban country, where most Canadians live some distance from the stunning

beauty and ecological richness of our national parks. Young Canadians now live in a world of text messaging, MP3 players and advanced technological skills, and we need to reach them in ways that appeal to them. The coming retirement of the baby boom generation means we need to rethink and reshape our facilities and programs to meet the needs of more seniors. In taking all of these essential steps, we must respect the public's desire for more accountability from government agencies and more input from citizens.

As the number-one provider of Canadian tourism destinations, Parks Canada has an overarching obligation to work closely with the people and communities whose livelihood depends on spending by Canadian and foreign visitors alike. If we are to offer the right opportunities, services and programs to Canadians, we must rely on Canadians to guide us and work with us to meet their expectations.

Expanding the System

Canadians are the guardians of many truly remarkable heritage sites. We have a collective responsibility to ensure that these places will exist for our children and grandchildren. The difficulties and pressures we face to achieve this are very real: more than 20 per cent of the country's historic places were lost over the past generation; increasing the number of national parks requires large investments and extremely complex negotiations; and the development of national marine conservation areas will be a significant challenge. But the stakes are even higher: once a heritage building is destroyed, it is gone forever; once wilderness disappears, it cannot be replicated; once marine ecosystems are impaired, they are difficult or impossible to restore.

Parks Canada, with the support of an extensive range of partners, will act to meet the challenges and expand the number of Canadian protected places.

Over the life of this Corporate Plan, the Agency will place ever more emphasis on encouraging national recognition and celebration of the historic accomplishments of Aboriginal peoples, ethnocultural communities and women.

Parks Canada will work with other levels of government and a host of stakeholders to create new national parks in unrepresented regions. The Agency is currently in the midst of a five-year plan to increase the number of Canada's 39 distinctive natural regions represented in the national parks system from 25 to 34.

Over the same period, the number of Canada's 29 marine regions represented in our new system of national marine conservation areas (NMCAs) will quadruple from two to eight. National marine conservation areas will take on increasing importance in the decades ahead. These areas are new in concept and practice, but their potential is extraordinary. There will be major issues to address in fitting NMCAs into a broader oceans strategy for Canada and we will undoubtedly face difficult sustainable use issues. That said, we are involved at the very beginning of historic measures to create potentially amazing national marine conservation areas in Canada's Pacific, Arctic, Atlantic and Great Lakes waters.

The progress we expect to achieve is considerable, viewed in the light of Canada's reality. Our Aboriginal peoples have more than 10,000 years of history. Canada is the world's second largest country geographically. The nation has the globe's longest coastline and the largest amount of fresh water of any country. Against this backdrop is the fact that we are a country of only 32 million people. Achieving our corporate goals and objectives is clearly a very big job. We must actively seek out and encourage far more Canadians to join us in the building of a national will for establishing new heritage places.

Conserving Heritage Resources

Parks Canada must be a leading edge knowledge organization. That requires targeted research, effective databases and the sharing of best practices to make the most informed decisions on conserving national

historic sites, national parks and national marine conservation areas. Given the exceptional role that Aboriginal peoples play in the establishment and management of our heritage sites, we also need to ensure that we draw on their traditional and contemporary knowledge.

Five years ago, the Panel on the Ecological Integrity of Canada's National Parks painted a troubling picture of the health of our parks. Its report was a call to action that led to both significant new funding for Parks Canada and progress on the ground. The 2005 Audit Report of the Commissioner of the Environment and Sustainable Development pointed out the major progress that Parks Canada has made in restoring ecological integrity. Action is still taking place across the country: from the reintroduction of plains bison in Grasslands National Park to measures to protect grizzly bear habitat and enhance the heritage experiences of visitors in mountain parks, and to the restoration of bird habitat in Point Pelee, to name but a few initiatives.

The Agency has acted but we will do far more. We respect and will implement the Commissioner's call to update our national park management plans. The Agency will also introduce a system-wide ecological integrity monitoring and reporting program.

It is quite stunning to realize that Parks Canada houses over 30 million archaeological objects. On top of that, the Agency manages assets with a replacement value of over \$7 billion plus cultural riches of incalculable value. Just over two years ago, the Auditor General found that two-thirds of Parks Canada's heritage assets were in fair to poor condition. We took a hard look at all our expenditures and placed priority on protecting historic resources. Given the good will and reputation built up over the years by the people of Parks Canada, we were able to work effectively with Parliamentarians to secure funds, including user fee increases, for asset reinvestment.

The next five years will require Parks Canada to address a myriad of conservation issues. We are beginning to test evaluation tools for historic sites comparable to those we use to assess ecological

integrity in national parks. Interest in cost-sharing for national historic sites continues to grow, which reflects the fact that two-thirds of non-Parks Canada national historic sites have no sustainable source of support for conservation measures. The Commercial Heritage Properties Incentive Fund, designed to encourage private sector rehabilitation of historic buildings, is up for review and reconsideration. It should also be noted that the Auditor General has expressed concern that Canada has yet to provide statutory protection for federal heritage sites. In this regard, we lag behind the provinces, territories and other G8 countries.

The Historic Places Initiative

An extremely positive shared nationwide effort is underway to put time, energy and resources into protecting built heritage. The Historic Places Initiative (HPI) is a model of federal-provincial-territorial cooperation, common purpose and tangible results. It is also the country's most important conservation undertaking ever. HPI has received unanimous support from the Federation of Canadian Municipalities and the Caucus of Big City Mayors.

The partners in HPI have jointly established the Canadian Register of Historic Places, a rapidly expanding, online source of valuable information on historic sites. We have also agreed to comprehensive Standards and Guidelines for the Conservation of Historic Places in Canada. This new 'building code' for the rehabilitation of historic places has already been adopted by Parks Canada as well as by all provinces and territories. We have also implemented a new certification process for heritage conservation projects. However, the Historic Places Initiative is just in its infancy

The Parks Canada team has its work cut out on a number of fronts. We will seek to achieve appropriate measures to help Aboriginal communities celebrate their unique historic places. We will work collegially with other agencies and departments to make certain that the federal government is a model custodian of

its own historic places. We will strengthen our efforts to further include the private and non-profit sectors in the Historic Places Initiative. Most importantly, we will encourage all Canadians to become champions of heritage conservation.

Visitor Experiences and External Relations

Every two years, the Minister's Round Table on Parks Canada brings together a wide range of Canadians with proven commitment to protecting the country's heritage areas. The 2005 Round Table placed special focus on facilitating memorable visitor experiences. We will act on the Round Table's recommendations on outreach, communications, research, improved facilities, and the extraordinary potential of Aboriginal languages and traditions to bring Canada's past to life.

Parks Canada has set educational objectives for its national heritage places. During the course of the next five years, the goal is to ensure that 80 per cent of visitors to national historic sites participate in a learning experience. We have set similar targets for visitors' appreciation of the national significance of our heritage places, the challenges facing national historic sites and national parks, and what visitors, as individuals, can contribute to the protection and presentation of Canada's cultural and natural heritage.

Both the Minister's Round Table and the Commissioner of the Environment and Sustainable Development called for Parks Canada to adopt a more integrated approach to visitor experiences and public education. We have responded organizationally by creating a new Directorate of External Relations and Visitor Experience. This will help us to serve the interests of Canadians, offer opportunities for them to enjoy relevant interpretive experiences, coordinate outreach efforts more effectively, and foster personal relationships between Canadians and their heritage places.

There are a number of ways in which Parks Canada will reach out to young Canadians, new citizens and urban residents. We will work with the provinces and territories on the provision of interesting and interactive school curricula. We will advance partnerships with the tourism industry and in specialized magazines, Internet materials and television programming. Negotiations are in progress with *Canadian Geographic* for a hands-on learning centre in Victoria. We are pursuing a youth-based action plan to turn the e-generation into a generation of heritage advocates. Imagine an archaeologist talking from beneath the ocean off Prince Edward Island to school classes in Quebec, or a woodland caribou expert in Jasper answering questions from children at a school in Beauséjour.

Aboriginal Peoples

The creation and management of a vast number of national historic sites, most of the emerging national marine conservation areas and the majority of national parks have depended, and will always depend, on the extraordinary sense of sharing, the pragmatic wisdom and the deeply cooperative spirit of Aboriginal peoples. In return, far more must rightly be done to meet the aspirations of Aboriginal peoples for tourism benefits, youth opportunity, and Aboriginal heritage protection and presentation.

With Aboriginal Elders and communities across the country, Parks Canada is pursuing five key objectives. First, we want to bring about a significant increase in Aboriginal interpretation and presentations at national historic sites. Second, we would like to see the building of relationships between all senior officials of Parks Canada and Aboriginal communities. Third, we need to improve employment opportunities for Aboriginal young people, both regionally and nationally. Fourth, in tandem with that objective comes the need for more creativity in fostering Aboriginal economic opportunities in and in proximity to our heritage places. Finally, the system of national historic sites needs to be more representative of Aboriginal heritage.

Townsites and Throughways

National park communities are home to Canadians who provide a wide variety of services to visitors. These townsites are also part of our country's history – places that need to be managed in a sustainable way that ensures their unique heritage characteristics are preserved. Parks Canada and town residents will continue to work together over the next five years to meet the high performance expectations set out in community plans. There is consensus on the need for responsible environmental stewardship, heritage conservation, and efficient and affordable administration.

Sections of the highways that traverse Canada's national parks have yearly traffic volumes of over five million vehicles. That flow provides an enormous boost to the economy and the highways we manage link hundreds of rural communities with the rest of the country. Parks Canada will continue its international leadership in the management of highways within sensitive natural spaces. Such globally advanced work includes: ecological initiatives on road salt in Cape Breton Islands National Park of Canada; the construction of wildlife crossings in Banff; and innovative bridges and overpasses in eight provinces.

Canada's historic canals and waterways are famous for their locks and the opportunities they provide for pleasure boating. They also play an extremely important role in flood control, protection of wetlands and the provision of water for power generation. Parks Canada will increase its inspections and will seek additional funding for the restoration of the canals and waterways in order to enhance those important services to Canadians.

Parks Canada's Team Includes

All Canadians

All of us at Parks Canada understand that we are responsible for preserving and building on the legacy of the Canadians who established the first national parks service in the world. We appreciate the enormous trust conferred in us by Canadians and the tremendous responsibility conferred by Parliament.

Parks Canada's success over the decades has come from the contributions of people who share a love for their work, and a willingness both to change and to lead change. Success will flow in the future from our determination to build an ever wider circle of Canadians eager to be guardians of heritage, guides to historic and natural wonders, and partners in preserving the past for the future. Parks Canada must do more and more every year to reach out and include more and more Canadians every step of the way in all of its major initiatives.

It is not about what the Government can achieve or what Parks Canada can achieve, it is about what we as Canadians can achieve. It is up to all Canadians to join in stewardship of Canada's wonderful historic and natural treasures. The responsibilities are daunting but the possibilities are nearly limitless.

A handwritten signature in black ink, appearing to read 'Alan Latourelle', with a stylized, cursive script.

Alan Latourelle
Chief Executive Officer
Parks Canada Agency

Planning Overview and Agency Priorities

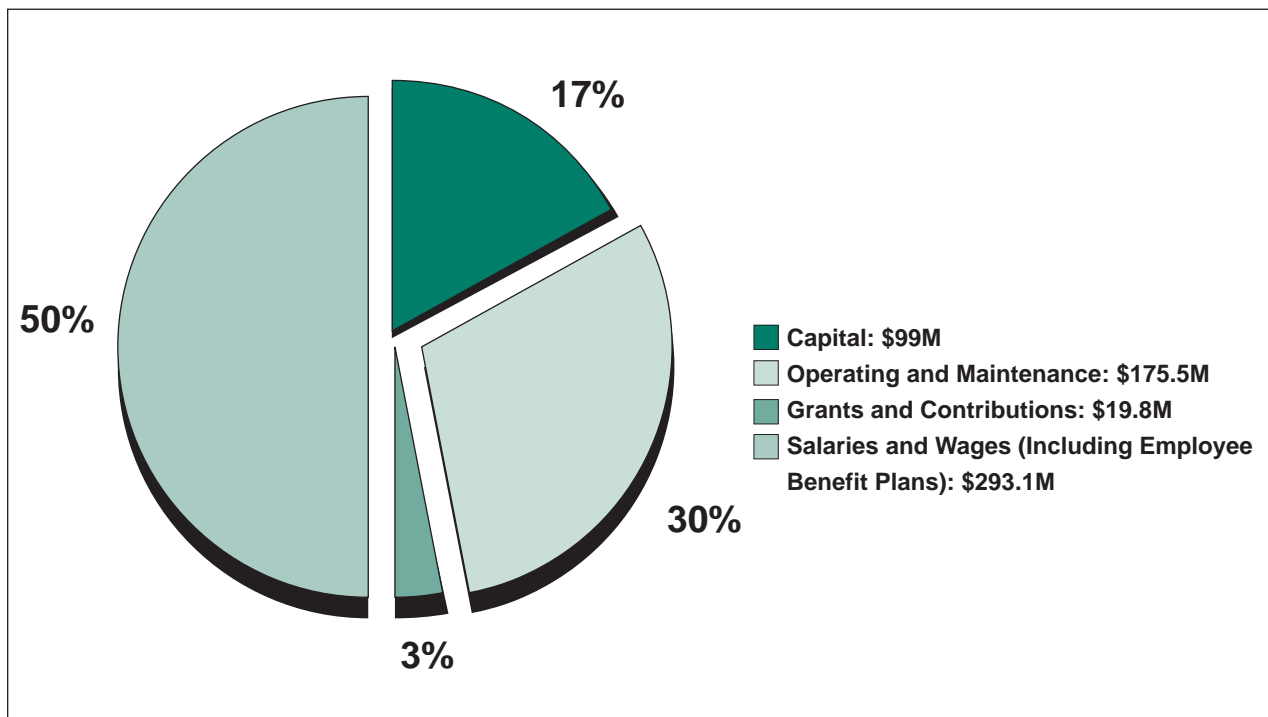
Agency Budget

Planned Spending and Full Time Equivalents

	Forecast Spending	Planned Spending				
	2005-2006*	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
\$ Thousands	544,602	587,435	593,606	590,547	608,147	608,147
FTE	4,120	4,127	4,127	4,125	4,125	4,125

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

Figure 2: Parks Canada Budget 2006-2007



Roles and Responsibilities

The Parks Canada Agency is responsible for the implementation of policies and programs that relate to Canada's national parks, national historic sites, national marine conservation areas, other protected heritage areas, and heritage protection programs. The Agency's actions to establish, protect, and promote Canada's special heritage places flow from the System of National Historic Sites of Canada (Figure 7), the System of National Parks of Canada (Figure 5), and the System of National Marine Conservation Areas of Canada (Figure 6).

The Agency's work is guided by the Parks Canada Charter (Figure 1, inside front cover), which states the Agency's mandate and role, as well as its commitments to Canadians. Parks Canada strives to apply the Charter when carrying out its responsibilities under the program activities outlined in Figure 4.

Parks Canada derives its mandate from several pieces of legislation, notably the 1998 *Parks Canada Agency Act*, which established it as a separate Government of Canada Agency. Parks Canada also has responsibilities under the *Historic Sites and Monuments Act*, the *Canada National Parks Act*, and the *Canada National Marine Conservation Areas Act*. The *Historic Sites and Monuments Act* of 1953 provides for the designation of national historic sites – regardless of ownership – as well as a legislative basis for acquiring and for contributing directly to the care and preservation of these sites. The *Canada National Parks Act*, passed in 2000, modernized Parks Canada's historic role and affirmed ecological integrity as the Agency priority when considering all aspects of national park management. The *Canada National Marine Conservation Areas Act*, passed in 2002, provides for the creation of national marine conservation areas representative of the country's oceans and Great Lakes.

The Government announced a reorganization of the public service on December 12, 2003, that included the transfer of the Parks Canada Agency responsibility to the Minister of the Environment. Also included in this announcement were additional Parks Canada responsibilities for historic places in Canada and for the design and implementation of

programs that relate to built heritage. Parks Canada will assume the lead role for developing policy and implementing the Historic Places Initiative – one of the most significant collaborative conservation efforts related to built heritage in the nation's history.

Parks Canada, together with the Department of Fisheries and Oceans and the Department of the Environment, has responsibility to implement the *Species at Risk Act*. This Act is an important tool for the conservation of Canada's species at risk and it fulfills a major component under the United Nations Convention on Biological Diversity. Parks Canada is also responsible for administering other legislation, including the *Heritage Railway Stations Protection Act* and the Historic Canals Regulations pursuant to the *Department of Transport Act*. Parks Canada is also responsible, with the Department of Transport, to jointly develop and implement Heritage Wreck Regulations under the *Canada Shipping Act*. For a complete list of the legislation governing the Parks Canada Agency, see Annex 4.

There were 912 sites designated as being of national historic significance as of March 31, 2005. Of these, 153 are directly administered by Parks Canada. Designations have been made for 587 persons of national historic significance and 360 historically significant events. There are 42 national parks representing 28 of Canada's 39 distinct natural regions, and there are two operating sites in the national marine conservation areas system representing two of Canada's 29 marine regions.

Parks Canada is leading programs related to the commemoration and protection of grave sites of former Prime Ministers, federal heritage buildings, heritage railway stations, heritage rivers, federal archaeology, other built heritage programs such as the Historic Places Initiative, and for the United Nations Educational Scientific and Cultural Organization's (UNESCO) Man and the Biosphere Initiative.

Parks Canada leads the implementation of Canada's obligations under the World Heritage Convention; works in cooperation with Environment Canada to help coordinate national implementation of the

Convention on Biological Diversity Programme of Work on Protected Areas; and provides leadership on other international heritage conservation agreements.

Together, the national heritage areas under the care of Parks Canada will welcome more than 22 million visitors each year and will support some 38,000 direct jobs to Canadians in more than 460 communities. The Parks Canada Web site is visited nearly five million times each year.

Minister's Round Table on Parks Canada

The *Parks Canada Agency Act* requires that the Minister convene, at least every two years, a round table of persons interested in matters for which the Agency is responsible and who will advise the Minister on the performance of the Agency. The Minister's Round Table on Parks Canada brings together a wide range of people who are passionate about Canada's national heritage areas. The last Minister's Round Table took place in February 2005. Significant actions being taken on recommendations from this forum are addressed in this plan.

The 2005 Minister's Round Table focussed on two important themes: (1) Towards a Culture of Conservation; and (2) Facilitating Memorable Visitor Experiences. Participants responded with several recommendations in support of building a culture of conservation, including ones designed to strengthen education and outreach; improve communication; and make use of best practices and the traditional approaches and knowledge of Canada's indigenous peoples. Memorable Visitor experience recommendations included a call to recapitalize assets and strengthen research, as well as to improve how the Agency is organized to deliver results and enrich the visitor experience. Special focus was placed on the continued engagement of Aboriginal peoples to augment Parks Canada's ability to manage national parks and national marine conservation areas, and to support Aboriginal languages and traditions, as well as to tell the story of Canada's past. For more information please visit http://www.pc.gc.ca/agen/trm-mrt/2005/index_e.asp.

Strategic Planning Framework Challenges and Opportunities

The challenges facing Parks Canada in achieving its outcomes are numerous but not impossible to overcome. This section highlights several key themes and issues important to the Agency, including: the challenges of involving a complex array of stakeholders in the establishment and protection of heritage places; opportunities found by reaching new audiences and meeting changing visitor expectations; and the ongoing challenge of protecting park ecology through the use of science, traditional knowledge and building a culture of conservation.

Parks Canada supports the commemoration of places, persons and events of national historical significance. **Parks Canada cannot act unilaterally to establish heritage places**, but rather facilitates public submissions to the Historic Sites and Monuments Board of Canada for its consideration and its recommendations to the Minister of the Environment. The fundamental challenge for the program is to ensure the high quality of research and analysis required to support the Board in its assessment of the national significance of subjects brought to its attention. An equally important challenge is to ensure that the national commemoration program is representative of Canada and reflective of Canadians. The National Historic Sites of Canada System Plan, released in 2000, envisions a system that mirrors the breadth and diversity of Canada's history. To this end the System Plan sets out three strategic priorities for the national commemoration program: the history of Aboriginal peoples, of ethnocultural communities and of women. Parks Canada's challenge is to work with Canadians to bring forward nominations related to these three strategic priorities to the Board. While progress towards a system that reflects Canada's diverse history is limited by the number and subject matter of the nominations, Parks Canada continues to seek opportunities to offer tools and assistance, as well as to strengthen relationships with interested parties.

Progress in establishing national parks and national marine conservation areas as directed in the 2002 Federal Action Plan, is moving ahead, but not without challenges. **A complex set of factors tends to affect progress in establishing national parks and marine conservation areas.** These include competing land use pressures, lack of support for feasibility studies by some territorial or provincial governments or local communities, and limited capacity of local communities to participate in a timely fashion in feasibility studies. Increased and accelerated threats to ecosystems require swift actions by all concerned in order to safeguard representative examples of Canada's natural terrestrial heritage.

National marine conservation area establishment under the Action Plan presents further challenges:

there are few examples of national marine conservation areas to serve as models; the founding premise of marine conservation area sustainability is not widely understood, and capacity (complete data, knowledge and skills) remains an issue for both Parks Canada and its many collaborators. Still, once these natural marine ecosystems are impaired, it is difficult to reverse the damage and restore sustainability. It is crucial, therefore, to act decisively and collectively at this time to save what is still within reach.

However, there are also important opportunities that Parks Canada must act on in order to make progress. For example, **the negotiation and settlement of Aboriginal land claims and related processes present a forum in which to advance site proposals.** The recent *Labrador Inuit Land Claim Agreement* has as a central component the establishment of the Torngat Mountains National Park Reserve of Canada. Thus, Parks Canada seeks to advance proposals such as the Mealy Mountains through the Innu Nation land claim negotiations, and the expansion of Nahanni National Park Reserve of Canada through the Dehcho Process. In addition, a number of local communities have approached Parks Canada in support of new site initiatives and this support must be acted upon.

Evidence provided by the Panel on the Ecological Integrity of Canada's National Parks, (2000) and recent Parks Canada State of Protected Heritage Areas reports, demonstrates that **native biodiversity and habitat are under considerable stress and have suffered progressive loss** in Canada's national parks. The 2005 Audit Report of the Commissioner of the Environment and Sustainable Development indicated, however, that Parks Canada is making progress on protecting ecological integrity in Canada's national parks. (The Audit report can be found at http://www.oag-bvg.gc.ca/dominio/reports.nsf/html/c2005menu_e.html)

The Audit went on to suggest that more could be done and added a voice of urgency to the Agency's work, as well as making specific recommendations.

Much of Canada's most ecologically sensitive area lies on privately-held lands. Parks Canada is challenged to not only protect species at risk, but also their habitats, which most often extend beyond park borders. There is ongoing opportunity for Parks Canada to promote collective action with partners to protect the ecological integrity of greater ecosystems, benefiting not only species-at-risk but many other ecosystem features.

Parks Canada legislation requires that current management plans be in place for each national historic site, national park, and national marine conservation area, outlining how goals will be achieved. Progress in having **management plans developed or revised to meet the expectations set out in legislation has been slower than anticipated.**

Canada's built heritage continues to be threatened. **In the past 30 years, Canada has lost more than 20% of its pre-1920 heritage places to demolition.** Parks Canada's own studies suggest that two-thirds of its cultural assets are in fair or poor condition. There is a continuing need to monitor the condition of these resources and implement strategies to halt deterioration. New funding received by Parks Canada for asset recapitalization in Budget 2005 will allow the Agency to partially respond to this challenge.

Budget 2005 funding will also enable Parks Canada to sustain its collaboration with provinces and territories through the Historic Places Initiative. Through this collaborative initiative much has been already achieved, but there is still an untapped opportunity to develop tools and programs to protect the historic fabric of small and large communities across Canada, to revitalize urban cores, and to show respect to Aboriginal communities by assisting them to protect historic places of significance to them. In addition, in her 2003 report, *Protection of Cultural Resources in the Federal Government*, the Auditor General identified the need for a legislative framework to improve overall federal stewardship of historic properties; work is also needed to put the federal house in order.

Building **strong and trusting relationships with Aboriginal communities continues to be key** to Parks Canada's success in achieving its mandate. The establishment and conservation of a large number of heritage areas is only possible thanks to the active leadership and partnership of Aboriginal communities. These relationships are appreciated on a daily basis by the people at Parks Canada and form an essential element of its operations. Parks Canada continues to develop opportunities to fully involve First Nations peoples: in the decision-making process as collaborators to promote the relevance of parks and sites; through the use of a holistic approach when protecting and presenting Canada's special heritage places; as sources of knowledge to strengthen the understanding of parks and sites, and cultures; and as leaders in the establishment and management of parks and cultural resources.

The Canadian population continues to evolve. Census data shows that Canada is becoming more urban and more ethnically diverse, particularly in its major cities. In addition, the overall population is getting older as the baby boom generation moves into retirement. Research shows that **young people, as well as urban and new immigrants, participate only in a limited way in heritage tourism and visitation to Canada's special heritage places.** Connecting with, engaging with, and responding

to the needs and interests of these audiences are among the most significant challenges facing the Agency. Parks Canada continues to have a strong and immediate connection to many Canadians through its visitor base, outreach and education programs, cooperating associations, volunteer programs, and other mechanisms. It can create further opportunities to raise the awareness level and to reach out to these groups to engage their support for Canada's natural and cultural heritage. The ability of Parks Canada to reach people where they live, play and learn, both off-site and at Canada's heritage places will be essential if the agency is to be relevant to and representative of the nation's citizens.

In a world where tourism destinations and choices for leisure activities are numerous and varied, and tourists have access to highly sophisticated offers, the Agency has **a challenge to come up with innovative and interactive ways to address the changing leisure patterns of Canadians and travellers, and to provide meaningful visitor experiences.** Parks Canada needs to engage partners to adapt the services and experiences offer in order to facilitate meaningful and lasting visitor experiences while protecting heritage places for generations to come.

Parks Canada is an operational department with a significant non-discretionary Goods and Services budget. For the past twenty years, Parks Canada has had to absorb the loss of purchasing power due to inflation. Applied to Parks Canada's non-salary budget, inflation results in a purchasing power loss that is equivalent to a budget reduction of \$6 million dollars per year compounded annually. The Agency has managed this pressure by using revenues from fee increases and selective service offer adjustments. In the future, increased revenues from fees will be directed to recapitalization of assets and, without relief in the form of inflationary protection similar to that provided to several other operational departments, Parks Canada will be forced to examine other alternatives that may include significant service reductions to Canadians.

And finally Parks Canada must demonstrate that humans are an integral part of heritage areas and that ecological and commemorative integrity, education and visitor experience are inextricably entwined and unified in nature. **Programs and activities that cultivate understanding through meaningful visitor experiences and education are fundamental to maintaining and restoring ecological and commemorative integrity.** The Agency will therefore continue to provide an integrated approach that encourages visitors to experience and learn from visiting Canada's special heritage places, while at the same time ensuring the long term protection of parks and sites.

Priorities

Recapitalizing Parks Canada's national historic sites and visitor facilities is an important strategic and operational priority for the Agency. Budget Plan 2005 provided \$209 million over five years to address the shortfall chronicled in the Agency's Long Term Capital Plan. Although 29% of assets are in good condition, 40% are only in fair condition needing to be recapitalized within five years, 29% are in poor condition needing urgent attention to eliminate risks of structural failure, and 2% have failed and have been closed.

More than 22 million people visit Canada's parks and sites. Parks Canada has a unique opportunity to demonstrate environmental leadership as it recapitalizes existing visitor services and infrastructure. Recently approved Parks Canada capital investment principles direct that investments should reduce any existing negative environmental impact and, in the case of contemporary assets, wherever possible, reduce the existing footprint. These same principles state that capital investments should exhibit cultural and environmental leadership, follow green design and operating principles, and use sustainable and environmentally sound energy sources within appropriate and affordable standards.

Parks Canada will continue to advance the Federal Action Plan announced in 2002 to establish new protected heritage areas. The Action Plan calls for the creation of ten new national parks and five new national marine conservation areas, and to expand three existing national parks, by March 2008. Work continues on assessing, selecting and negotiating sites for future national parks in unrepresented natural regions across Canada. Parks Canada is also working with First Nations and partners to establish new national marine conservation areas. Funding provided in Budget 2003 allowed significant progress toward completing the action plan but not its full completion. Once current funding has been fully expended, Parks Canada will return to the government with a proposal to complete the remainder of the action plan.

Parks Canada will continue to place emphasis on the three priority areas of the National Historic Sites System Plan; i.e., encouraging nominations of places, persons and events of national significance related to the history of Aboriginal Peoples, ethnocultural communities and women.

With the funding announced in Budget Plan 2005 of \$60 million over five years, Parks Canada will accelerate its actions over the next four years to improve the ecological integrity of Canada's 42 existing national parks by implementing its Action Plan and by responding to the 2005 Report of the Commissioner of the Environment and Sustainable Development. Playing a leadership role in ecosystem management and encouraging Canadians to become stewards on matters of ecological integrity and cultural resources management are key themes for Parks Canada.

Establishing and protecting heritage places depends heavily on building public appreciation and understanding. The Government of Canada owns only a small number of historic places in Canada, and the national parks and national marine conservation areas administered by the Agency do

not provide protection to complete ecosystems. Engaging Canadians in heritage conservation and celebration is key to creating awareness of the necessity to preserve diverse cultural and natural resources. As part of this effort to reach out to Canadians, Parks Canada is moving ahead with plans to reach urban audiences, new Canadians and Canadian youth. Parks Canada is exploring the addition of visitor facilities in urban areas to act as multimedia windows into Canada's special natural and cultural heritage places. School programs and Parks Canada curriculum material will be strengthened and Web-based learning materials will be broadened. Consistent with a recommendation made at the 2005 Minister's Round Table on Parks Canada (http://www.pc.gc.ca/agen/trm-mrt/2005/index_e.asp), Parks Canada has created the External Relations and Visitor Experience Directorate to give focus to these priorities.

Since 2001, one of the Agency priorities has been the implementation of the Historic Places Initiative (http://www.pc.gc.ca/progs/plp-hpp/plp-hpp1_e.asp) – the most important federal initiative for built heritage in the last 50 years. While Parks Canada has been successful in moving the initiative forward, it is clear that there is much more that needs to be done to protect and celebrate Canada's wealth of historic places. One of the key areas of development is in the federal legislative regime for built heritage. At the federal level, Canada lacks the legislation to give statutory protection to its most valued built heritage and archaeological resources. This is a substantial gap, as countries like the United States, the United Kingdom and France all have heritage legislation, as do all of the Canadian provinces and territories. The Auditor General, in her 2003 Report, highlighted this lack of a legislative regime for federal built heritage. As Parks Canada works towards engaging Canadians in building a culture of heritage conservation, there is work to be done to ensure that the federal house is in order. Parks Canada will continue to develop legislative proposals to provide statutory protection to built heritage and archaeological resources in the federal domain.

Parks Canada will act to meet the needs and expectations of visitors in a changing tourism market. Focus will be placed on efforts to enhance visitor experience through investments in on-site information, services, activities, facilities and staff. Initiatives will include improvements to the Parks Canada Web site, as well as other pre-visit resources and services. Stakeholder relations at the national and local level will remain a strong priority.

Benefits to Canadians

The Government of Canada maps the strategic outcomes of departmental programs to the three government-wide policy areas whose aim is to provide long-term benefits to Canadians. The three policy areas are: Sustainable Economy, Canada's Social Foundations, and Canada's Place in the World. It also includes Aboriginal Peoples in a special overview of the government's efforts to support improvement in their well-being. Additional details on the strategic outcomes are outlined in Canada's Performance, the Annual Report of the President of the Treasury Board (http://www.tbs-sct.gc.ca/report/govrev/05/cp-rc_e.asp).

Parks Canada's strategic outcome is to "protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for the present and future generations." Parks Canada's strategic outcome aligns with two subsets of the Sustainable Economy policy area, by contributing to *sustainable economic growth* and a *clean and healthy environment*, as well as with two subsets of the Canada's Social Foundations policy area, by *encouraging an inclusive society that promotes linguistic duality and diversity*, together with a *vibrant Canadian culture and heritage*.

The following descriptions of Parks Canada's program activities (PA) further illustrate how the Agency provides benefits for Canadians.

PA1 Establish Heritage Places

Canada's national parks and national marine conservation areas, as well as the persons, places and events of national historic significance to Canada, are symbols to the world and are part of what we stand for as a country. Designation of persons, places and events of national significance under the National Historic Sites System Plan safeguards and chronicles the determination and ingenuity of Canadians and the contributions they have made. Recognition of all historic places in Canada through the Canadian Register of Historic Places enables Canadians to appreciate the full range of historic places that are significant locally, provincially and nationally. Protection of areas under the national parks and national marine conservation areas ensure that many of Canada's most special natural heritage areas will not be lost. Current and future generations will enjoy a system of protected heritage areas that represent the full mosaic of diverse natural and cultural assets.

PA2 Conserve Heritage Resources

Ecological integrity is the cornerstone underlying the management of national parks and the long-term preservation of biodiversity and harmonious biological dynamics. Commemorative integrity of national historic sites aims at conserving the national and historic significance of these places by maintaining their lasting contribution to our collective memories, which are at the foundation of our national identity. Environmental sustainability is key to national marine conservation areas and requires that renewable resources be managed without compromising the ecosystems with which they are associated. Parks Canada protects nationally significant examples of Canada's natural and cultural heritage so that citizens of today and tomorrow can experience and be inspired by the special places and rich stories of our nation. From our special heritage places, Canadians draw a

shared understanding of our national identity that promotes a sense of belonging – a fundamental element of social cohesion.

PA3 Promote Public Appreciation and Understanding

Parks Canada builds knowledge, appreciation and support of Canada's rich natural and cultural heritage through evocative learning experiences, dissemination of information to the public and close engagement of stakeholders and partners. By way of these education and outreach activities, Canadians will gain a greater connection to their history and develop a culture of conservation. This appreciation benefit Canadians and empowers them to become supporters in the protection and presentation of our nation's special heritage places.

PA4 Enhance Visitor Experience

Canadians are offered opportunities to enjoy and appreciate Canada's natural and cultural heritage through the protection or conservation of natural and cultural heritage of national significance as well as the provision of services, facilities and programs provided by Parks Canada. The Agency stages meaningful experiences that help to promote healthy lifestyle and foster a shared sense of responsibility for environmentally and culturally appreciative activities. Experiences gained through visits to well-conserved and accessible national parks, national historic sites and national marine conservation areas leave visitors with a clear and strong sense of connection to nature and history, adding to the well-being and health of Canadians.

PA5 Townsite Management

Parks Canada's townsites facilitate visitation, as well as preserve and protect built heritage and archaeological resources. Considered premium visitor destinations by the traveling public, the townsites contribute considerable economic benefits

to Canada. Through growth management strategies, the Agency demonstrates sustainable forms of development to Canadians. Townsites provide excellent case studies in conservation and education, and cultivate national park model communities where stewardship, sustainability and best practices are encouraged and rewarded.

PA6 Throughway Management

The highways and waterways maintained under the responsibility of Parks Canada are of great benefit to Canadians. Highways and bridges remain open and continue to provide reliable, safe through-transit in a manner that reduces wildlife-traffic conflicts and minimizes ecological impacts as well as providing vital access to many parks facilities and associated visitor experience opportunities. Waterways remain open and provide reliable, safe through-transit and recreation, contributing to the efficient movement of people and commercial goods, while water levels and watersheds are managed in order to maintain healthy ecosystems and contribute to community and industrial water supplies.

PA7/8 Corporate Services

Informed management decisions respect public service values, reflect probity and focus on accountability for achieving relevant results for Canadians. Through strategic decision-making, Parks Canada maximizes the resources devoted directly to program activities, in order to provide value for money and demonstrate clear stewardship. The Agency is working to maintain a workforce that reflects the mosaic of Canadian society. For Canadians to be able to judge its performance, public reporting will be balanced, transparent and easy to understand. It will demonstrate to Canadians that it is well managed and can deliver on defined commitments by having in place appropriate mechanisms to handle everyday operations and long-term strategic plans to fulfill its mandate.

Parks Canada Program Activity Architecture

Parks Canada delivers its mandate through a Program Activity Architecture (PAA) composed of eight program activities (see Figure 4 for details). The PAA is an authoritative list of program activities on which the Agency bases its reporting to Parliament and to Canadians. The PAA reflects how accountabilities are managed, as well as defining how program activities contribute to government-wide strategic outcomes. The core programs are delivered through the first four program activities: Establish Heritage Places, Conserve Heritage Resources, Promote Public Appreciation and Understanding, and Enhance Visitor Experience. The four activities are linked by many interconnected priorities and expected results; as such, they constitute the platform on which Parks Canada defines its contribution to federal strategic outcomes for Canadians. (See Canada's Performance Report at http://www.tbs-sct.gc.ca/report/govrev/05/cp-rc_e.asp.)

The establishment of heritage places and their conservation are addressed in the first two program activities. Program Activity 2 also includes other conservation plans, including work to protect cultural resources administered by Parks Canada, as well as by other jurisdictions and non-governmental bodies. The ecological integrity of Canada's national parks and sustainable management of national marine conservation areas are also addressed in Program Activity 2.

Program Activities 3 and 4 address the promotion of Public Appreciation and Understanding, together with Enhancing Visitor Experience. Program Activities 5 and 6 relate to infrastructure, transportation and townsites management. Visitors rely on townsites as staging areas to prepare for a national park experience, while at the same time visitors and local residents depend on Parks Canada to keep highways safe and canal operations functioning for watercraft transportation and water management issues.

Management planning at the individual park or site level integrates and translates these closely related and mutually supportive programs, as well as corporate service program activities, into action. Each national historic site, national park and national marine conservation area management plan implements the direction set out by the Corporate Plan for all program activities and sets out strategies and targets to deliver results and achieve outcomes.

The Parks Canada Agency is committed to fully engage and involve its partners, stakeholders and Aboriginal peoples in the future of Canada's national heritage places. This input is reflected in the management plans prepared for each national park, national historic site, and national marine conservation area. These plans are key accountability documents and inform the public about how Parks Canada carries out its mandate. See also PA 2 for additional information on management planning at Parks Canada.

Parks Canada with its partners will offer a range of activities and services to Canadians to enhance their enjoyment and help them benefit from these special places. Specific programs that promote appreciation and understanding respond to Parks Canada's desire to present Canada's heritage in ways that respond to the needs and expectations of Canadians. Together, they allow Parks Canada to provide visitors with the opportunities for meaningful experiences in national historic sites, national parks and national marine conservation areas. This also leads to an understanding of the values of these areas and the need to protect them.

Management Environment

In keeping with the government priority of establishing the components for good management, a series of tools, good practices and management requirements has been developed. The purpose is to ensure that departments and agencies have an integrated management, resources, and results

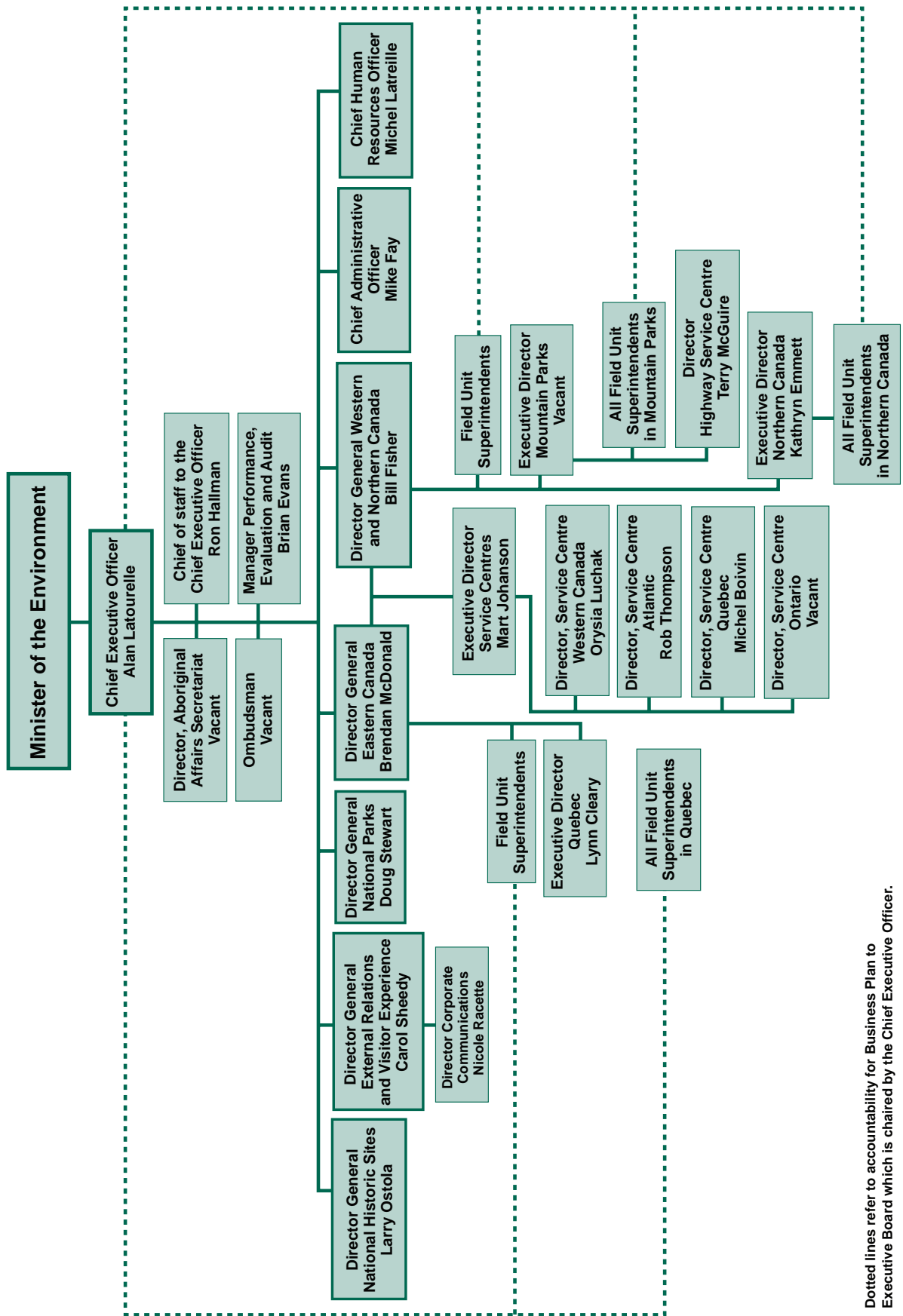
structure that is current and consistent with the way they manage programs and related activities, as well as allocate resources to achieve expected results with associated performance measures. Parks Canada is refining its management practices by integrating innovative tools and training. Accurate and comparable financial and non-financial information enable Parks Canada to link expenditure and program performance information to priorities for more effective planning, monitoring and reporting. Parks Canada's management structure focuses on the achievement of results, and on reporting them in simple and understandable ways to elected officials and to Canadians based on credible, reliable and balanced information.

Organization

Parks Canada's Executive Board, comprised of the Chief Executive Officer and other senior managers depicted in the following Organization Chart set the priorities for the organization.

Program delivery is the responsibility of Parks Canada's 32 field units. Field units are groupings of national parks, national historic sites and national marine conservation areas. There are four service centres, which support the organization in a variety of professional and technical disciplines, such as biology and history.

Figure 3: Parks Canada Organization Chart



Dotted lines refer to accountability for Business Plan to Executive Board which is chaired by the Chief Executive Officer.

Figure 4: Parks Canada Strategic Planning Framework

Strategic Outcome: Protect and present nationally significant examples of Canada's natural and cultural heritage, and of these places for the present and future generations.		
Program Activity*	Description	Planned Results/Priority
1. Establish Heritage Places Capital: \$ 1,000 Salary: \$ 7,868 Operating: <u>\$14,281</u> Total: \$23,149	The establishment of heritage places covers systems planning; negotiating with stakeholders for inclusion in the national systems, obtaining ministerial approval and establishing national parks, and national marine conservation areas of Canada, and establishing national historic sites, and other heritage places.	1. Create national parks and national marine conservation areas in unrepresented regions. 2. Complete or expand some existing parks. 3. Designate and commemorate places, persons and events of national historic significance, particularly in under-represented priority areas. 4. Designate other heritage places (e.g., Historic Places Initiative, programs related to Federal Heritage Buildings, Heritage Rivers, Railway Stations, Prime Minister Grave Sites, World Heritage Sites, Man and Biosphere).
2. Conserve Heritage Resources Capital: \$ 15,686 Salary: \$ 97,499 Operating: <u>\$ 82,512</u> Total: \$195,697	Conserving heritage resources activities include the maintenance or improvement of ecological integrity in national parks; the sustainable use of national marine conservation areas and the protection of unique marine ecosystems; the maintenance and improvement of commemorative integrity in national historic sites managed or influenced by Parks Canada; and the protection and management of cultural resources under the administration of Parks Canada that are not associated with national historic sites.	5. Maintain or improve the ecological integrity of national parks and the sustainability of national marine conservation areas 6. Maintain or improve the commemorative integrity of national historic sites; maintain or improve the state of other cultural resources administered by Parks Canada. 7. Support and encourage commemorative integrity of national historic sites; contribute to maintaining and improving the state of heritage resources not administered by Parks Canada.
3. Promote Public Appreciation and Understanding Capital: \$10,189 Salary: \$41,701 Operating: <u>\$11,323</u> Total: \$62,213	Promotion of public appreciation and understanding involves programs and activities that are aimed at reaching Canadians in their communities where they live, work and learn and inviting them to become more involved in the protection and presentation of the nation's natural and cultural heritage.	8. Encourage the support and involvement of Canadians and stakeholders and their knowledge and appreciation of Canada's heritage places.
4. Enhance Visitor Experience Capital \$ 34,750 Salary \$100,014 Operating <u>\$ 43,502</u> Total \$178,266	Enhanced visitors experiences are sought by setting the stage for visitors to enjoy meaningful, high-quality experiences through the provision of information, infrastructure, facilities, programs, services and personnel. This includes pre and onsite trip planning information, reception and orientation services, interpretation programming, campgrounds, hiking trails and other recreational services, visitor safety programs, and ongoing post visit information.	9. Encourage experiences and emotional connections, meet visitor expectations and facilitate learning opportunities.
5. Townsite Management Capital: \$ 4,299 Salary: \$ 4,019 Operating: <u>\$ 3,280</u> Total: \$11,598	Townsite management activities and operations of communities within Canada's national parks provide municipal service such as drinking water, snow removal, garbage pick-up and disposal, sewage treatment, road and street maintenance, and fire services to support visitors and residents.	10. Provide responsible environmental stewardship, heritage conservation, and efficient and affordable administration.
6. Throughway Management Capital: \$30,561 Salary: \$10,417 Operating: <u>\$11,821</u> Total: \$52,799	Throughway management activities include the operation, maintenance and repair of roads, bridges, provincial and inter-provincial highways and waterways that connect communities and pass through national parks and national historic sites. Parks Canada is also responsible for nine national historic canals/waterways including the Trent-Severn Waterway and the Rideau, Lachine and Chambly canals.	11. Provide safe highways, open to through traffic and minimize their environmental impacts 12. Maintain condition of waterways with water control functions and meet water level obligations.
Corporate Services 7. Management of Parks Canada 8. People Management Capital: \$ 2,525 Salary: \$31,619 Operating: <u>\$28,568</u> Total: \$62,712	Corporate services include budgeting and programming; financial investment and administrative management; real property and asset management; the development of legislation and policy; and senior management. It also includes the Human Resource management areas of: labour relations, collective bargaining, compensation, occupational safety and health, classification, human resourcing strategies, programs and systems, internal communications and administration.	13. Demonstrate accountability and effective decision-making and deliver timely, accessible and reliable management services. 14. A diverse and capable workforce, working in a positive and enabling environment.

*Capital, Operating and Salary figures are forecasts for 2006/2007, (\$ thousands).

oster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity

Priority Status		Performance Expectations
Planned results		
On-going	New	
✓		1. Increase the number of represented terrestrial regions from 25 in March 2003 to 34 of 39 by March 2008, and increase the number of represented marine regions from two in March 2003 to eight of 29 by March 2008.
✓		2. Expand three national parks by March 2008 and increase the targeted land holdings in three unfinished national parks.
✓		3. Designate, on average, 24 new place persons and events per year, of which, on average, 33% relate to at least one of the strategic priorities (i.e., Aboriginal people, ethnocultural communities and women) 4. On average, 30 commemorative plaques placed annually.
✓		5. List 10,000 designated historic places on the Canadian Register of Historic Places by March 2009, and 17,500 by 2014. 6. Designate in partnership with others, historic places (Federal Heritage Buildings, Heritage Rivers, Heritage Railway Stations, Prime Minister Grave Sites), nominate World Heritage Sites, and support nomination of Man and Biosphere Reserves, as opportunity permits.
✓		7. National park and NMCA management plans will be on schedule and consistent with management plan guidelines by March 2010. 8. Develop fully functioning EI monitoring and reporting systems for all national parks by March 2008 9. Develop selected indicators and protocols for measuring NMCA ecological sustainability by March 2009 10. Improve aspects of the state of EI in each of Canada's 42 national parks by March 2014. 11. Meet targets for five measures of environmental impacts of Parks Canada's operations:greenhouse gas emissions, petroleum storage tanks, contaminated sites, halocarbons and polychlorinated biphenyls (PCBs).
✓		12. Complete NHS management plans, consistent with management plan guidelines, by December 2006. 13. Improve 80% of the elements of commemorative integrity rated as poor to at least fair condition within five years of the original assessment. 14. Improve the state of other cultural resources managed by Parks Canada by March 2014.
✓		15. Other owners of national historic sites are aware of CI and have access to information on best practices in maintaining CI. 16. Provide advice, recommendations or certification of interventions to built cultural heritage consistent with <i>The Standards and Guidelines for the Conservation of Historic Places in Canada</i> as opportunity permits.
✓		17. Develop indicators, expectations and protocols for measuring public appreciation and understanding of Canadians and stakeholders by March 2007.
	✓	18. 10% increase in the number of visits to targeted national historic sites by March 2008. 19. 50% of visitors to national parks and national marine conservation areas and 80% of visitors to national historic sites participate in learning experiences. 20. 85% of visitors are satisfied, and 50% are very satisfied with their experience at national parks, national marine conservation areas and national historic sites.
	✓	21. Meet targets for sewage effluent quality, water conservation, solid waste diversion, management of contaminated sites and legislated limits to growth. 22. Develop inventory of heritage assets, condition ratings and performance targets by March 2007. 23. 100% cost recovery of municipal utility services (water, sewer and garbage collection). 24. Establish targets for efficient administration by March 2007 based on standard municipal models.
✓		25. Highways are open to through traffic. 26. Maintain highways in a condition that minimizes risk to users. 27. Minimize environmental impacts of highways.
✓		28. 75% of waterway assets are maintained in at least fair condition. 29. Develop inventory of water control obligations, targets and protocols for measuring compliance by March 2007.
✓		30. Auditor General audits of financial and performance information find no material concerns. 31. Corporate service expenditures will not exceed 12% of total operating budget.
✓		32. Five year Independent Report on the Agency's Human Resource Regime to show a significant consistency between the Agency's HR Values and Principles and the HR regime. 33. A workforce that is representative of the Canadian population as measured by regional labour force availability.

Figure 5: The System of National Parks of Canada

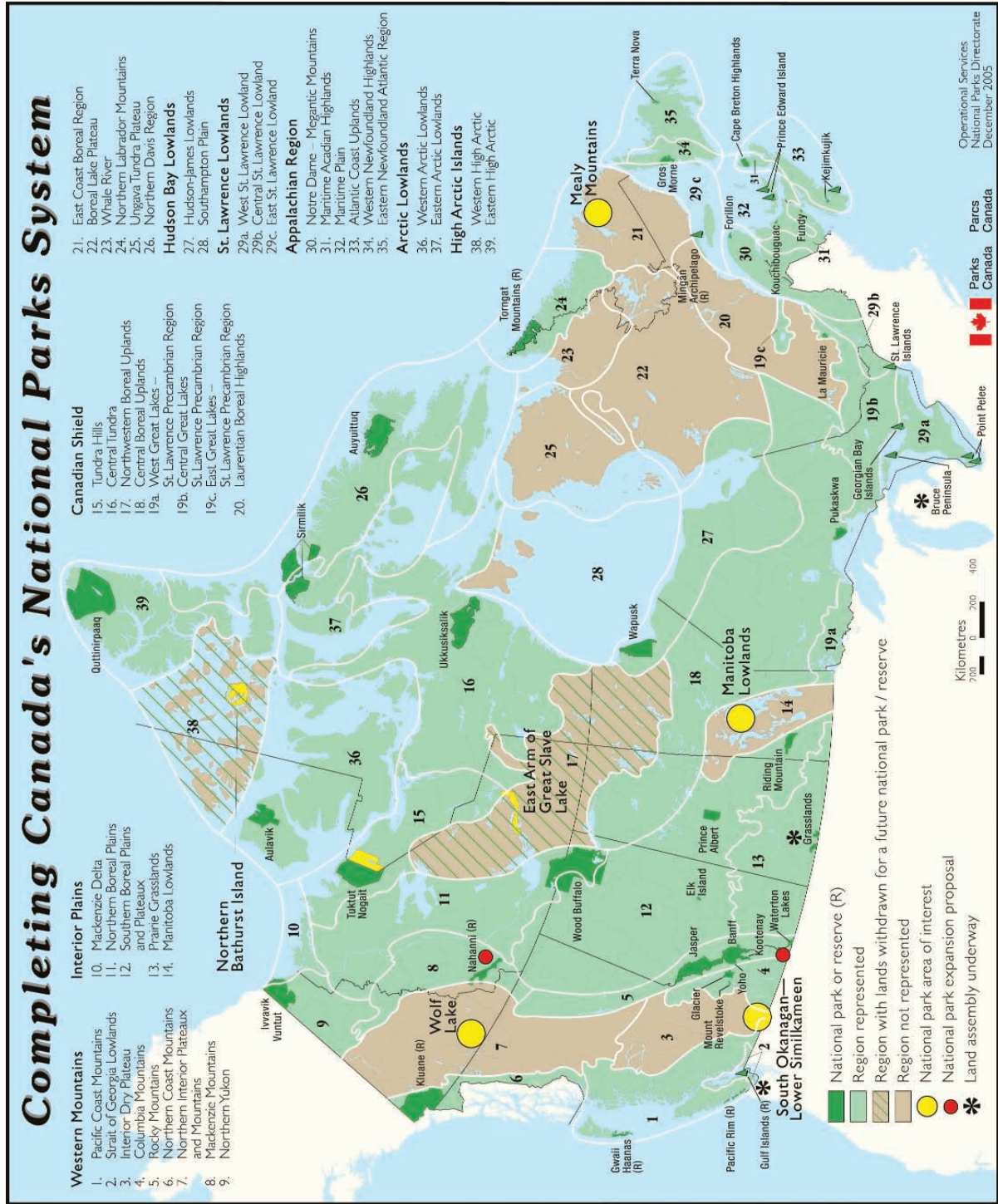


Figure 6: The System of National Marine Conservation Areas of Canada

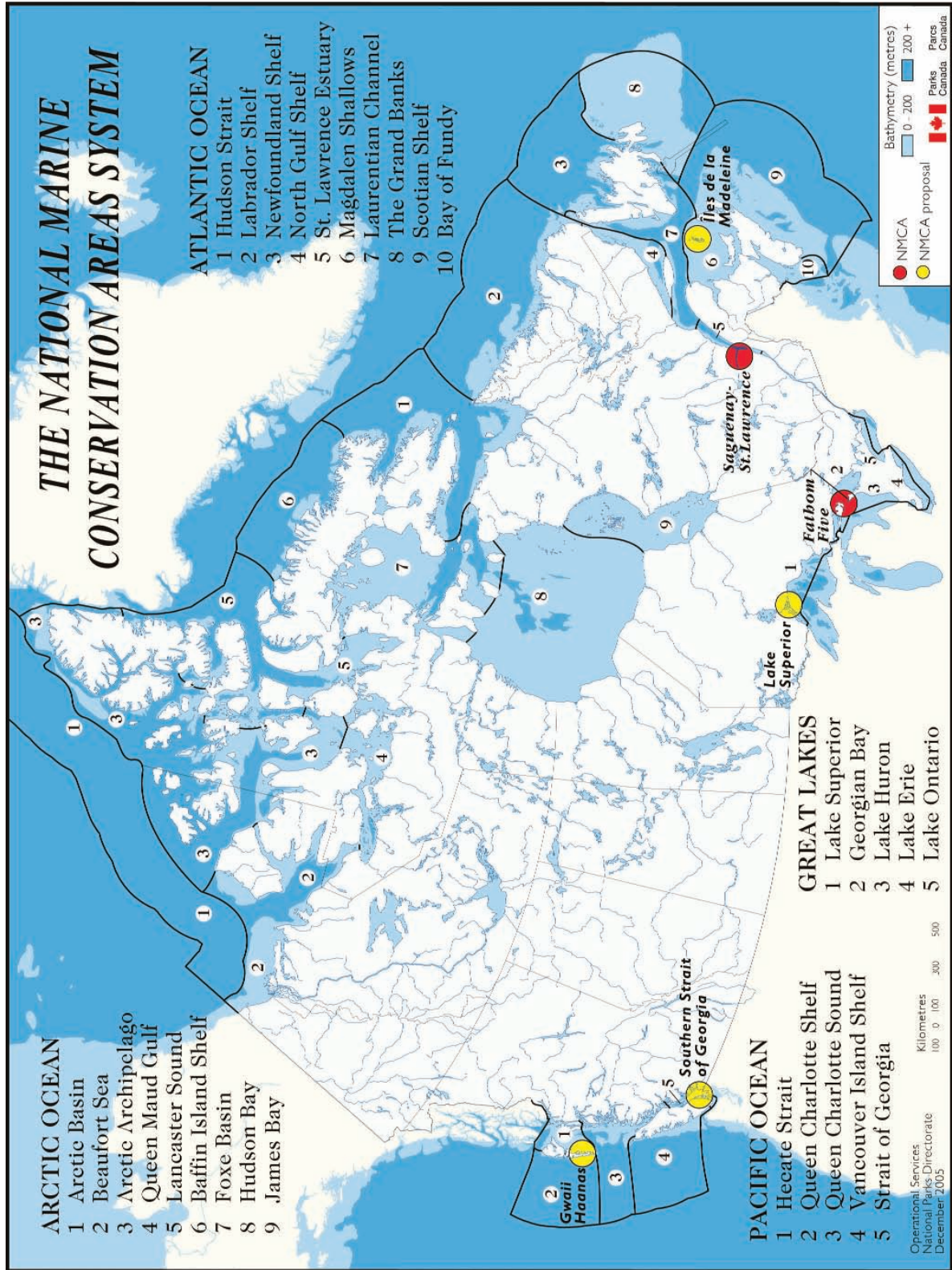


Figure 7: National Historic Sites of Canada administered by Parks Canada

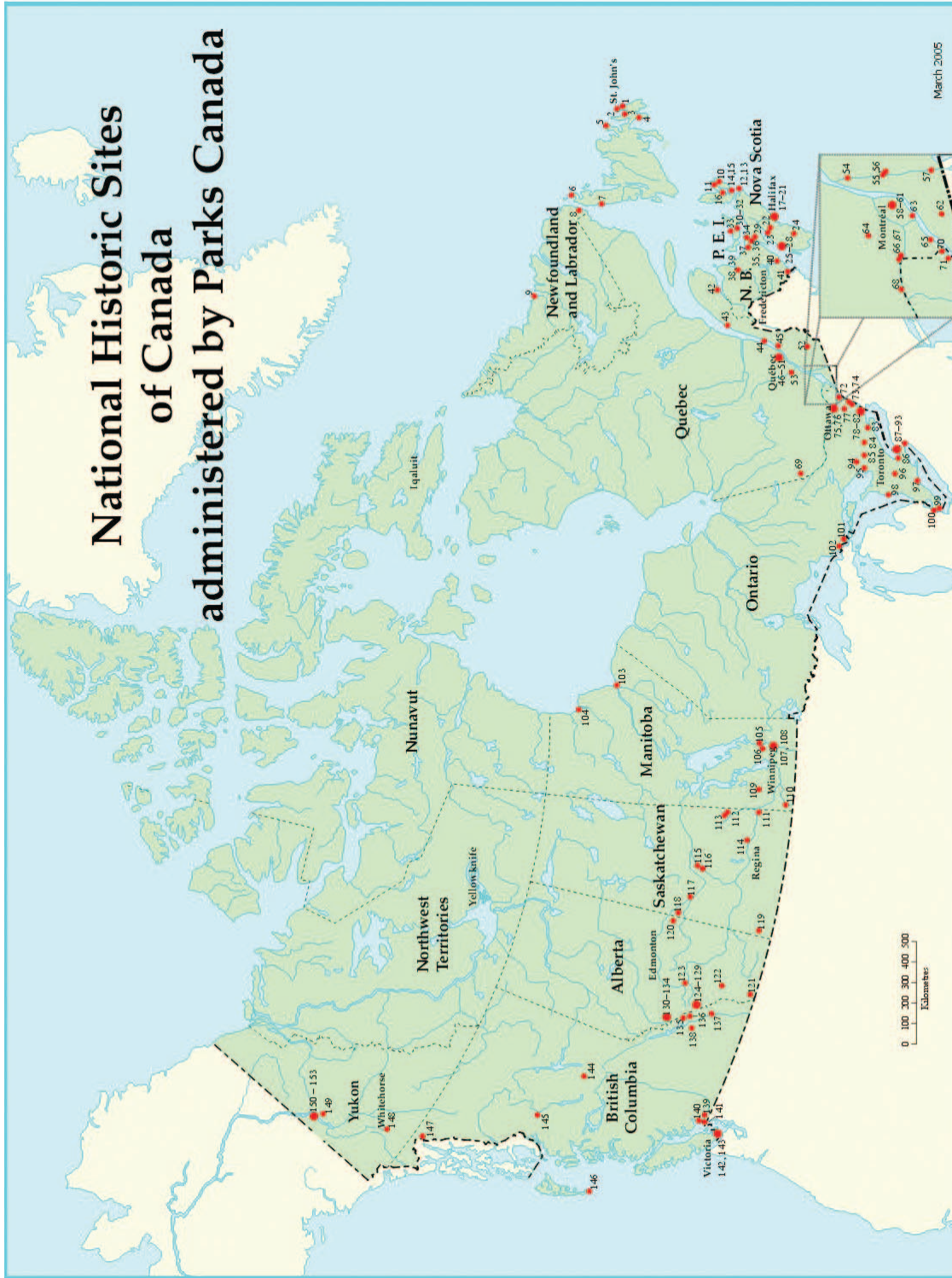


Figure 7: National Historic Sites of Canada administered by Parks Canada (cont'd)

National Historic Sites of Canada administered by Parks Canada	
Newfoundland and Labrador	
1. Cape Spear	
2. Signal Hill	
3. Hawthorne Cottage	
4. Castle Hill	
5. Ryan Premises	
6. L'Anse aux Meadows	
7. Fort au Choix	
8. Red Bay	
9. Hopedale Mission	
Nova Scotia	
10. Fortress of Louisbourg	
11. Marconi	
12. Grassy Island Fort	
13. Canso Islands	
14. St. Peter's Canal	
15. St. Peters	
16. Alexander Graham Bell	
17. Fort McNab	
18. Georges Island	
19. Halifax Citadel	
20. Prince of Wales Tower	
21. York Redoubt	
22. Fort Edward	
23. Grand Pré	
24. Kejimikujik	
25. Fort Anne	
26. Scots Fort	
27. Fort-Royal	
28. Melanson Settlement	
29. Fort Lawrence	
Prince Edward Island	
30. Fort-Ja-Joye-Fort Amherst	
31. Arigowan	
32. Province House	
33. Dalvay-by-the-Sea Hotel	
New Brunswick	
34. Fort Gaspareaux	
35. Fort Beauséjour	
36. La Coupe Dry Dock	
37. Monument-Lefebvre	
38. Ponshebert	
39. Beaubears Island Shipbuilding	
40. Carleton Martello Tower	
41. St. Andrews Blockhouse	
Quebec	
42. Battle of the Restigouche	
43. Pointe-au-Père Lighthouse	
44. Grosse Ile and the Irish Memorial	
45. Lévis Forts	
46. Saint-Louis Forts and Château	
47. Cartier-Brebeuf	
48. Fortifications of Québec	
49. Mailou House	
50. Québec Garrison Club	
Quebec continued	
51. Montmorency Park	
52. Louis S. St. Laurent	
53. Forges du Saint-Maurice	
54. Saint-Ours Canal	
55. Chambly Canal	
56. Fort Chambly	
57. Fort Lennox	
58. The Fur Trade at Lachine	
59. Lachine Canal	
60. Louis-Joseph Papineau	
61. Sir George-Etienne Cartier	
62. Battle of the Châteauguay	
63. Sainte-Anne-de-Bellevue Canal	
64. Sir Wilfrid Laurier	
65. Coteau-du-Lac	
66. Carillon Barracks	
67. Carillon Canal	
68. Manoir Papineau	
69. Fort Témiscamingue	
Ontario	
70. Glenagary Cairn	
71. Sir John Johnson House	
72. Inverarden House	
73. Battle of the Windmill	
74. Fort Wellington	
75. Laurier House	
76. Rideau Canal	
77. Merrickville Blockhouse	
78. Bellevue House	
79. Murney Tower	
80. Kingston Fortifications	
81. Shoal Tower	
82. Fort Henry	
83. Trent-Severn Waterway	
84. Peterborough Lift Lock	
85. Mmpikaming Fish Weirs	
86. HMCS <i>Haida</i>	
87. Navy Island	
88. Queenston Heights	
89. Butler's Barracks	
90. Fort George	
91. Fort Mississauga	
92. Mississauga Point Lighthouse	
93. Battlefield of Fort George	
94. Bebhune Memorial House	
95. Saint-Louis Mission	
96. Woodside	
97. Southwold Earthworks	
98. Point Clark Lighthouse	
99. Fort Malden	
100. Bois Blanc Island Lighthouse	
101. Fort St. Joseph	
102. Sault Ste. Marie Canal	
Manitoba	
103. York Factory	
104. Prince of Wales Fort	
Manitoba - continued	
105. Lower Fort Garry	
106. St. Andrew's Factory	
107. The Forks	
108. Riel House	
109. Riding Mountain Park East Gate Registration Complex	
110. Linear Mounds	
Saskatchewan	
111. Fort Espérance	
112. Fort Pelly	
113. Fort Livingstone	
114. Motherwell Homestead	
115. Batoche	
116. Battle of Fish Creek	
117. Fort Battleford	
118. Frenchman Butte	
119. Fort Walsh	
Alberta	
120. Frog Lake	
121. First Oil Well in Western Canada	
122. Bear U Ranch	
123. Rocky Mountain House	
124. Skooki Ski Lodge	
125. Cave and Basin	
126. Howse Pass	
127. Banff Park Museum	
128. Abbot Pass Refuge Cabin	
129. Sulphur Mountain Cosmic Ray Station	
130. Jasper Park Information Centre	
131. Athabasca Pass	
132. Yellowhead Pass	
133. Jasper House	
134. Henry House	
British Columbia	
135. Twin Falls Tea House	
136. Kicking Horse Pass	
137. Kootenae House	
138. Rogers Pass	
139. Fort Langley	
140. Stanley Park	
141. Gulf of Georgia Cannery	
142. Egmont Lighthouse	
143. Fort Rodd Hill	
144. Fort St. James	
145. Kitwanga Fort	
146. Nan Sains	
147. Chilkoot Trail	
Yukon Territory	
148. S.S. Klondike	
149. Dredge No. 4	
150. Dawson Historical Complex	
151. S.S. <i>Keno</i>	
152. Former Territorial Court House	
153. Northwest Mounted Police Married Quarters	

Section II:

PROGRAM ACTIVITIES AND PLANNED RESULTS

Program Activity 1: ESTABLISH HERITAGE PLACES

Planned Spending (\$ thousands) and Full-Time Equivalents (FTE)

Establish Heritage Places	Forecast Spending	Planned Spending				
	2005-2006*	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Capital	1,000	1,000	1,000	1,000	1,000	1,000
Salary**	8,016	7,868	7,900	7,809	7,809	7,809
Other Operating	10,476	14,281	14,237	14,025	14,025	14,025
Sub Total	19,492	23,149	23,137	22,834	22,834	22,834
FTE	124	126	126	126	126	126
Allocation of Corporate Services	2,746	3,136	2,818	2,828	2,848	2,848
Total (including Corporate Services)	22,238	26,285	25,955	25,662	25,682	25,682
FTE (including Corporate Services)	148	150	150	150	150	150

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Salary totals include Employee Benefit Plans

Description

This program activity covers systems planning, negotiating with stakeholders for inclusion in the national systems, obtaining ministerial approval,

and establishing national parks, national marine conservation areas, and national historic sites of Canada, as well as other heritage places.

For further information visit our website www.pc.gc.ca

Planned Results and Performance Expectations

1. ESTABLISH HERITAGE PLACES	
Planned Result	Performance Expectation
1. Create national parks and national marine conservation areas in unrepresented regions.	1. Increase the number of represented terrestrial regions from 25 in March 2003 to 34 of 39 by March 2008, and increase the number of represented marine regions from two in March 2003 to eight of 29 by March 2008.
2. Complete or expand some existing parks.	2. Expand three national parks by March 2008 and increase the targeted land holdings in three unfinished national parks.
3. Designate and commemorate places, persons and events of national historic significance, particularly in under-represented priority areas.	3. Designate, on average, 24 new place persons and events per year, of which, on average, 33% relate to at least one of the strategic priorities (i.e., Aboriginal people, ethnocultural communities and women) 4. On average, 30 commemorative plaques placed annually.
4. Designate other heritage places (e.g., Historic Places Initiative, programs related to Federal Heritage Buildings, Heritage Rivers, Railway Stations, Prime Minister Grave Sites, World Heritage Sites, Man and Biosphere).	5. List 10,000 designated historic places on the Canadian Register of Historic Places by March 2009, and 17,500 by 2014. 6. Designate in partnership with others, historic places (Federal Heritage Buildings, Heritage Rivers, Heritage Railway Stations, Prime Minister Grave Sites), nominate World Heritage Sites, and support nomination of Man and Biosphere Reserves, as opportunity permits.

Strategies to Achieve Planned Results

Planned Result 1: Create National Parks and National Marine Conservation Areas in Unrepresented Regions

National Parks and National Marine Conservation Areas Systems

The plans to achieve the results and performance expectations are guided by systems plans. Since the early 1970s, the National Parks System Plan (http://www.pc.gc.ca/docs/v-g/nation/nation1_e.asp) has guided new park establishment. The plan divides Canada into 39 distinct natural regions, based on its physiographic and forest characteristics, and sets a

goal of representing each natural region in the national parks system. Completing the system will mean that at least one national park protects a representative example of all 39 natural regions, thereby allowing Canadians the opportunity to understand and appreciate the diversity of the Canadian landscape. Currently, 28 of the 39 natural regions are represented, making the system just over 70% complete. See Figure 5 – The System of National Parks of Canada.

A system plan for national marine conservation areas (NMCAs), entitled *Sea to Sea to Sea* (www.pc.gc.ca – Library), divides Canada’s Atlantic, Arctic, and Pacific oceans, together with the Great Lakes, into 29 marine regions based on oceanographic and biological characteristics. The long-term goal is to protect and conserve, for all time, a representative sample of each of the 29 marine regions. The

objective of an NMCA is to protect and conserve a marine area representative of its marine region for the benefit, education and enjoyment of the people of Canada and the world. The 2002 *Canada National Marine Conservation Areas Act* sets out a framework for the establishment and management of the system. See figure 6 – The System of National Marine Conservation Areas of Canada.

Federal Action Plan (2002) to Establish National Parks and National Marine Conservation Areas

Parks Canada continues to work closely with Aboriginal people and partners to meet the 2002 Federal Action Plan to establish ten new national parks and five new national marine conservation areas, and to expand three existing national parks, by March 2008. These partners include other governments, local communities, federal departments and the public.



*La Roncière Falls, Hornaday River
Tuktut Nogait NP of Canada (N.W.T.)
© Parks Canada PHOTO: MacNeil, I.K.*

Progress on the various park and NMCA proposals is guided and influenced by policy, the terms of Memoranda of Understanding with provincial governments or First Nations that govern the establishment process, or terms of reference for feasibility studies of individual proposals. Building long-term relationships with Aboriginal people is key to each project's success, as is engaging local communities, stakeholders and the general public.

Budget Plan 2003, provided \$144 million over five years to move forward on the government's commitments, and ongoing funding of \$29 million per year thereafter to operate the new national parks and NMCAs created. This funding has enabled significant progress to be made across the country. Park agreements have been signed to allow for the establishment and operation of three new national parks or park reserves – Ukkusiksalik, Gulf Islands and Torngat Mountains – and for an expansion to Tuktut Nogait National Park of Canada, within the Sahtu settlement area.

With the existing approved funding, negotiations to create or expand up to five new national parks and two NMCAs, and to expand two parks will proceed. Parks Canada will be able to continue with feasibility studies for the remainder of the Action Plan, however completion will not be achieved without additional funding.

The agreements reached for Ukkusiksalik, Gulf Islands and Torngat Mountains are the culmination of relationships developed with various partners, which will carry on in planning, managing and legally protecting the parks. Steps are being taken to put in place mechanisms for managing collaboratively with First Nations or Inuit partners.

The Action Plan commits to the establishment of five new national marine conservation areas. There are currently only two NMCAs. The creation of an NMCA reserve adjacent to Gwaii Haanas National Park Reserve and Haida Heritage Site will represent two marine natural regions with the result that, once the 2002 Action Plan is completed, eight marine natural regions will be represented.

Establishment Process – Systems Planning

Five main steps are normally followed in the process that leads to the establishment of a national park or NMCA. They are the foundation of systems planning, which guides new park and NMCA establishment. These are:

1. Identify areas representative of a natural region or marine region
2. Select a national park or NMCA potential area
3. Assess potential park or NMCA feasibility, including consultations
4. Negotiate new park or NMCA agreement(s)
5. Formally establish the national park or NMCA (reserve) in legislation*

Plans to Create National Parks

The creation of national parks is a complex process, in which various interests must be understood and reconciled to reach consensus. In fact, moving forward on each proposal to create a new national park is very much dependent on gaining the support of partners involved, often a time-consuming and challenging process.



*Southwest Coast near Cape St. James
Gwaii Haanas National Park Reserve (B.C.)
© Parks Canada PHOTO: MacNeil, I.K.*

For example, the first land withdrawal to protect lands in the East Arm of Great Slave Lake area (NWT) was put in place in 1970. The proposal to establish a national park in this area is now moving forward, as the local First Nations Peoples support consideration of a possible national park as part of a broader protection initiative. Parks Canada is assisting them to engage in the process through contribution agreements.

The signing of a park agreement and land transfer to the federal government enables a park to become operational under the provisions of the agreement. The final step of the park establishment process is to formally protect the national park or park reserve under the *Canada National Parks Act*. For example, on October 1, 2005, Gros Morne was gazetted to become an official national park of Canada. On December 1, 2005, the *Labrador Inuit Land Claims Agreement* came into force, which also formally established the Torngat Mountains National Park Reserve under the act. Over the five-year timeframe of this corporate plan, four other national parks and one national park reserve will be proclaimed: Pukaskwa, Bruce Peninsula, Wapusk and Ukkusiksalik National Parks of Canada, and Gulf Islands National Park Reserve of Canada.

Going forward, Parks Canada will work with its partners on planning for proposed national parks in the following eight natural regions, to fulfill the associated Action Plan objective and performance expectation. Progress is mapped according to the five steps of the establishment process outlined above.

Figure 8. Unrepresented natural regions, the pace of progress and actions to be undertaken in the future.

* For NMCAs, an Interim Management plan is required before formal legislation.

Figure 8: Unrepresented terrestrial regions, status and planned actions

Unrepresented regions	Status	Longer-term actions to be undertaken
<p>Region 3: Interior Dry Plateau South Okanagan–Lower Similkameen</p>	<p>Step 3: Feasibility study</p> <p>The feasibility study launched in 2004 will continue, with the goal being to complete it by the end of 2007.</p>	<p>During 2006/07, a preferred park boundary option will be developed with the province and presented to First Nations, stakeholders and the public in a third round of consultations. Technical studies will be completed and a final report to the steering committee prepared.</p>
<p>Region 7: Northern Interior Mountains and Plateau– Wolf Lake</p>	<p>Steps 2 and 3: Potential park area selection / Feasibility study</p> <p>Parks Canada has been interested in and discussed the Wolf Lake area in southern Yukon with the local community. The Government of Yukon has indicated its lack of support for the Wolf Lake area.</p>	<p>In 2006/07, either the Wolf Lake area will be re-confirmed as a potential park area or an alternative will be selected. Once a site has been confirmed, a feasibility study will be launched. Further discussions and studies will be required.</p>
<p>Region 14: Manitoba Lowlands Manitoba Lowlands</p>	<p>Step 4: Consultations and negotiations</p> <p>The final round of consultations called for under a March 2004 Memorandum of Understanding between the Government of Canada and that of Manitoba has not been completed, as Parks Canada and Manitoba continue to seek approaches to satisfy concerns raised by some communities.</p>	<p>With the support of the Government of Manitoba, Parks Canada will continue work to implement the terms of the 2004 MOU, by concluding a final round of public and community consultations and negotiating a park establishment agreement</p>
<p>Region 17: Northwest Boreal Uplands East Arm of Great Slave Lake</p>	<p>Steps 3 and 4: Feasibility study Negotiations</p> <p>The community of Lutsel K'e has indicated support for moving forward on a major protected area proposal. The relationship between the park proposal and the Akaitcho/Treaty 8 negotiations needs to be determined and then negotiations need to commence. Discussions with the Northwest Territory Métis Nation began late in 2005.</p>	<p>Parks Canada will work with the community of Lutsel K'e on assessing boundary options and undertaking consultations, as required. Canada could possibly establish a national park reserve in the interim by reaching agreements with the Lutsel K'e Dene and through the Akaitcho/Treaty 8 Process, at the earliest by 2008.</p>
<p>Region 19b: Great Lakes St. Lawrence Precambrian</p>	<p>Step 2: Potential park area</p> <p>Selection options for the tenth proposal of the Action Plan will be considered and a proposal will be announced in 2006/07.</p>	<p>Parks Canada will have to confirm a site that meets its requirements for representation and ecological integrity, and before undertaking any further work, will need to confirm it with the province.</p>
<p>Region 21: East Coast Boreal Mealy Mountains</p>	<p>Step 3: Feasibility Study</p> <p>The feasibility study will continue. The main issues requiring further consultations and decisions include a boundary proposal, administration of traditional uses, and possible land selection by the Innu Nation through its land claim negotiations.</p>	<p>The feasibility study will focus on specific issues identified during the early rounds of consultations, with the intent being for the steering committee to reach a recommendation on the study's outcome by March 2007. If the feasibility study outcome is positive, then negotiation of a park agreement will begin.</p>

Figure 8: Unrepresented terrestrial regions, status and planned actions (cont'd)

Unrepresented regions	Status	Longer-term actions to be undertaken
Region 24: Northern Labrador Mountains Torngat Mountains	Step 5: Formal establishment Under the Act bringing into force the <i>Labrador Inuit Land Claim Agreement</i> , the <i>Canada National Parks Act</i> was amended in 2005 to establish the Torngat Mountains National Park Reserve. The “reserve” designation reflects an outstanding land claim by the Nunavik Inuit of Quebec.	An agreement will still be required with the Nunavik Inuit for the national park reserve to move to national park status. Parks Canada’s goal is to conclude a Park Impact and Benefit Agreement by 2006/07.
Region 38: Western High Arctic Northern Bathurst Island	Steps 3 and 4: Feasibility study/ Negotiations In accordance with the 1993 <i>Nunavut Land Claim Agreement</i> , an Inuit Impact and Benefit Agreement (IIBA) will be required to establish this national park. The IIBA for the establishment of the three Baffin-region national parks could serve as a model. A land withdrawal to provide interim protection remains in place until 2009.	The Government of Canada, the Government of Nunavut, and the Qikiqtani Inuit Association will hold a workshop in 2006 to consider next steps to advance the proposal. This workshop will hopefully open the way to confirming a final boundary for the national park, and open negotiations to establish the national park.

Plans to Create National Marine Conservation Areas

The Government of Canada has responded to a rising sense of public urgency to protect and conserve marine environments with its 2005 announcement of the Federal Marine Protected Areas Strategy – a commitment under Canada’s Oceans Action Plan – to provide a coordinated approach to creating a network of federal marine protected areas. This network will include Parks Canada’s national marine conservation areas program, as well as other federal marine protected areas.

National marine conservation areas are managed to protect and conserve representative marine ecosystems while providing for human activities to continue in an ecologically sustainable manner. NMCAs include both the water column and the submerged lands beneath, and can also include adjacent lands, such as islands and coastal areas. Traditional activities in the marine environment, such as fishing, commercial shipping, transportation, recreation and corridors can continue in NMCAs but within an enhanced conservation management

regime. Parks Canada works with Fisheries and Oceans Canada and Transport Canada to manage these activities within national marine conservation areas. The exploration for, and extraction of, non-renewable resources are not permitted in NMCAs, and the dumping of wastes and dredging of the seabed are only permissible under permit.

Currently, there are two operational sites representing two of the 29 marine natural regions and covering 1,251 square kilometers, making the system only 7 percent complete. Saguenay–St. Lawrence Marine Park, in Quebec, is managed under its own legislation that includes objectives similar to those of the *Canada National Marine Conservation Areas Act*. Fathom Five National Marine Park, in Ontario, is managed under a 1987 federal-provincial agreement that provided for the establishment of the marine park. These areas are operated and managed within the NMCA program and follow its policies and guiding principles.

Four NMCA feasibility studies and consultations are underway – Southern Strait of Georgia and Gwaii Haanas proposed NMCA reserves on the Pacific

coast; western Lake Superior in the Great Lakes; and the waters surrounding the Îles-de-la-Madeleine in the southern Gulf of St. Lawrence. A fifth proposal will be announced in the near future.

The Agency plans to represent eight of the 29 marine regions by March 2008. However, its current level of funding for the establishment of NMCAs is insufficient to meet this expectation. Parks Canada

will continue to work with partners to create the five national marine conservation areas called for by the Action Plan. Progress on the following proposed areas is mapped according to the five-step establishment process outlined on page 30.

Figure 9. Unrepresented marine natural regions, the pace of progress and actions to be undertaken in the future.

Figure 9: Unrepresented marine regions, status and planned actions

Unrepresented regions	Status	Longer-term actions to be undertaken
<p>Pacific Regions 1 & 2: Hecate Strait & Queen Charlotte Shelf Gwaii Haanas</p>	<p>Step 4 and 5: Negotiation / Interim management plan</p> <p>A collaborative process to develop an interim management plan and zoning strategy will be undertaken that will include consultations with partners, stakeholders, and the public. The consultation process will also foster shared understanding of the reserve's management with the Council of the Haida Nation and other federal departments, in particular Fisheries and Oceans Canada.</p>	<p>It is expected that the interim management plan will be completed by 2008. Once it is completed, Parks Canada will present the interim management plan as part of a report to Parliament for the purpose of protecting the area under the <i>Canada National Marine Conservation Areas Act</i>.</p>
<p>Pacific 5: Strait of Georgia–Southern Strait of Georgia</p>	<p>Step 3: Feasibility study</p> <p>The feasibility study, including consultations with First Nations Peoples, the public and stakeholders, is continuing.</p>	<p>In 2006/07, a second round of consultations will focus on responses to issues identified in the 2005 consultations, and the development of a vision, goals and objectives for the proposed NMCA reserve. Following these consultations, preliminary concepts of what an NMCA could be like, including boundary options and zoning, will be presented for feedback. The goal is to submit a feasibility report with recommendations to governments by mid-2007.</p>
<p>Great Lakes 1: Lake Superior – Western Lake Superior</p>	<p>Step 4: Negotiations</p> <p>Issues to be resolved include reaching understandings with First Nations Peoples related to their involvement in planning and management, and negotiation of a final establishment agreement that expands on commitments in the agreement in principle. The November 2005 Agreement-in-principle between Canada and Ontario provides direction on the items to be negotiated as part of the final NMCA establishment agreement.</p>	<p>Development of an interim management plan, with consultations, and creation of an interim management board, will be among the next steps. Parks Canada and the Government of Ontario will work to negotiate a final NMCA establishment agreement. The contents of this agreement, along with understandings reached with First Nations Peoples, will determine the final content of the interim management plan.</p>

Figure 9: Unrepresented marine regions, status and planned actions (cont'd)

Unrepresented regions	Status	Longer-term actions to be undertaken
Atlantic 6: Magdalen Shallows Iles de la Madeleine	Step 3: Feasibility study The feasibility study, announced in March 2004, will continue in 2006/07.	Through consultations, Island residents, stakeholders, and First Nations Peoples will be involved in the development of draft NMCA concepts.
NMCA Site 5:	Step 2: Select potential area for an NMCA In late 2005, several possible sites that had been confirmed through previous field studies as representative marine areas, were assessed and recommendations were made.	Once the required level of political support from the relevant provincial or territorial government is in place, a feasibility study will likely be launched in 2006/07 for the agreed-upon candidate site.

Planned Result 2: Complete or Expand Some Existing National Parks

National Park Completion and Expansion

Acquiring additional land either inside an area identified in a federal-provincial national establishment agreement for an existing national park (completion) or outside current park boundaries (expansion) can serve to both improve the representation of a natural region and enhance the ecological integrity of a national park. Parks Canada plans to complete three existing national parks on a willing seller-willing buyer basis and to expand three other existing national parks by March 2008, as part of the 2002 Action Plan.

Plans to Complete Selected Parks

Parks Canada is involved in an ongoing process of completing three existing national parks, through land acquisition, in accordance with the terms of their establishment agreements that provide for specified lands to be purchased on a willing seller basis. Two of these parks have agreed-upon boundaries (Bruce Peninsula National Park of Canada, in Ontario, and Grasslands National Park of Canada, in Saskatchewan), and the third, Gulf Islands National Park Reserve of Canada, has an agreed-upon process for land acquisition. Land acquisition in these parks has been proceeding for

some years, and many more years will be required to complete these parks. (See Figure 5. The System of National Parks of Canada).

Plans to Expand Selected Parks

The Action Plan identified three existing national parks that require the addition of adjacent lands through park expansion. Parks Canada works with other governments, Aboriginal organizations and stakeholders to identify appropriate boundaries, consult on the proposed expansion area in a manner similar to that for a feasibility study, and reach

agreement on protecting the expansion area under the CNPA. For example, in 2005, the Minister of the Environment signed an Impact and Benefit Plan with the Deline Land Corporation allowing for the addition to Tuktut Nogait



*Bag Harbour Rain Forest Stream
Gwaii Haanas National Park Reserve (B.C.)
© Parks Canada PHOTO: Andrews, D.*

National Park of Canada of 1841 square kilometers of land within the Sahtu Settlement Area. Similarly, in the lower part of the Nahanni watershed, Parks Canada and the Dehcho First Nations have a Memorandum of Understanding in place to guide planning for park expansion. Most of the lands of high conservation value have been withdrawn from disposition as part of the Dehcho Process.

The process involved in identifying new boundaries and seeking public support for them is similar to that followed during new park feasibility studies. Establishing new national parks with ecologically sound boundaries is the most effective way of ensuring that their ecological integrity will persist over time. Likewise, parks that lack regional representation and ecological integrity require an analytical process to identify boundary expansions that will make them more representative and ecologically sound.

Boundaries that meet Parks Canada’s core objectives for representation, ecological integrity, public

understanding and visitor enjoyment are a high priority. This involves developing a statement of Parks Canada’s goals and objectives for the proposed national park or expansion and identifying a set of measurable conservation, education and visitor experiences targets for each objective. Through analysis of the conservation targets, using a geographic information system (GIS), the ideal size and configuration of a proposed park or addition can be approximated. The conservation targets are also a baseline for assessing any proposed boundary modification that may be brought forward.

Parks Canada and the Nature Conservancy of Canada (NCC) are partners in an agreement to work collaboratively with a focus on national parks where ecological integrity is under severe threat, and where the acquisition of certain lands would greatly improve the situation. Following the necessary consultations with local residents, other levels of government, and Aboriginal peoples, lands may be added to existing national parks or be otherwise conserved by the NCC or others. The priority list

Figure 10: Progress on proposals to expand three existing national parks

<p>Nahanni National Park Reserve of Canada, Northwest Territories: Region 8 – Mackenzie Mountains</p> <p>A mineral and energy resource assessment is in progress and due to be completed in 2006. Natural and cultural resource research to support boundary decisions is underway. Issues that could hinder timely progress may include high mineral potential and the acquisition of third party interests.</p> <ol style="list-style-type: none"> 1) In the lower watershed, Parks Canada, in partnership with the Dehcho First Nations, will assess the outcomes of this research and identify boundary options. 2) In the upper Nahanni watershed, consultations with the Sahtu land corporations will focus on developing support for a land withdrawal there and on developing boundary options. An Impact and Benefit Plan will be negotiated under the terms of the Sahtu Final Agreement. 	<p>Tuktut Nogait National Park of Canada, Nunavut: Region 15 – Tundra Hills</p> <ol style="list-style-type: none"> 1) Final steps for the Sahtu Settlement Lands addition to Tuktut Nogait include a Report to Parliament and bringing the lands under the CNPA. The lands are withdrawn for park purposes now. 2) Progress on the proposal to add lands in Nunavut, adjacent to the park’s eastern boundary and offering representation of the Arctic coast and the watershed of Bluenose Lake, is likely to be slow. The community, Kugluktuk, has other pressing issues. An Inuit Impact and Benefit Plan must be negotiated. 	<p>Waterton Lakes National Park of Canada, Flathead River Valley in British Columbia: Region 5 – Rocky Mountains</p> <p>Canada remains interested in protecting parts of the Flathead River Valley, in southeast British Columbia, that are located adjacent to the existing park. Should the province agree, Canada remains interested in proceeding, and a feasibility study would be launched, including public consultations to examine the possibility of establishing a national park reserve in the Flathead River Valley.</p>
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includes Point Pelee, Georgian Bay Islands, Bruce Peninsula, Prince Edward Island, Grasslands and Riding Mountain National Parks of Canada. The NCC may also assist Parks Canada to achieve its completion targets for Gulf Islands National Park Reserve of Canada, as part of its priority list. Under this agreement, approximately 10 square kilometers of lands was recently transferred to Parks Canada from the St. Lawrence Parks Commission, effectively doubling the size of the St Lawrence Islands National Park of Canada.

Conclusion (Planned Results 1 and 2)

Establishing national parks and national marine areas, as well as park completion and expansion, are fundamental activities to ensure that Canadians can enjoy and benefit from representative examples of Canada's diverse ecosystems now and in the future. The challenges to completing the national parks and NMCAs systems are substantial. Parks Canada will continue to work in partnership with others to achieve these planned results.

Planned Result 3: Designate and Commemorate Places, Persons and Events of National Historic Significance, Particularly in Underrepresented Priority Areas

The System of National Historic Sites of Canada

Canada's System of National Historic Sites fosters public awareness and appreciation of Canada's past for the benefit, education and enjoyment of this and future generations through opportunities for meaningful visitor experiences. It does so in a manner that respects the significance and irreplaceable legacy represented by commemorations of the places, people and events that shaped Canada's past, and the cultural resources associated with Canada's historic places. It also encourages conservation and presentation of national historic sites owned and managed by third parties.



*Western coastline of South Moresby Island
Gwaii Haanas National Park Reserve (B.C.) NMCA
© Parks Canada PHOTO: Lynch, W.*

The National Historic Sites of Canada System Plan (October 2000) presents a long-term strategy to enhance the commemoration of places, persons, and events of national historic significance. (For more details, please see http://www.pc.gc.ca/docs/r/system-reseau/sites-lieux1_e.asp) The Plan identifies the histories of Aboriginal peoples, ethnocultural communities and women as being insufficiently represented in the system, and establishes these areas as the three strategic priorities for future designations. The implementation of the National Historic Sites of Canada System Plan is the responsibility of several different stakeholders, of which Parks Canada is only one. Others include the public, who make most of the nominations for designation, the Historic Sites and Monuments Board of Canada, which reviews all submissions and recommends the designation of places, persons and events that represent nationally significant aspects of Canadian history, and the Minister of the Environment, who makes the final designations.

As of March 31, 2005, Canada's System of National Historic Sites includes 912 designated sites. Of these, 153 are directly administered by Parks Canada. The system also includes 587 persons of national historic significance and 360 historically significant events.

The number of total designations per year and the number of designations related to Parks Canada's strategic priorities – Aboriginal people, ethnocultural communities and women – were down significantly in 2004/2005 compared to the average over the

previous four years. (The target is that, on average, 11 designations per year relate to the history of Aboriginal peoples, ethnocultural communities and women). Parks Canada will continue to strengthen and expand partnerships with diverse communities and national associations to encourage nominations to the Historic Sites and Monuments Board of Canada.

Plans to Designate and Commemorate National Historic Sites

A very rigorous process has been developed to designate places, persons, or events of national historic significance in order to meet Canadians' expectations that all national historic recognitions have deep meaning and significance. Parks Canada is continuing its efforts to ensure that more Canadians are aware of the designation program and know how to initiate and prepare a nomination. This includes a major outreach program to engage ethnocultural communities that features information meetings and user-friendly educational material. Parks Canada is also working with individuals and groups interested in women's history to encourage nominations. The Agency continues to invest in specific consultation projects at the local level, particularly those related to the history of Aboriginal Peoples, in order to enhance the system of National Historic Sites of Canada. (For more information, please visit: http://www.pc.gc.ca/culture/proj/rec/index_e.asp and http://www.pc.gc.ca/docs/r/system-reseau/sites-lieux1_e.asp)

The Agency is fully aware of the increased public interest in heritage, whether it is to preserve the particular character of a community, to understand what makes up the Canada of today, or to share Canadian history with the world. Canadians are increasingly involved in decisions, policies and programs connected to the safeguarding of the Canadian identity. Drawing on this growing interest, Parks Canada will continue to provide fora and mobilize stakeholders and resources in order to promote greater awareness from all parts of society of what is at stake, the pressing need to invest in protecting places of national significance and the options available to prevent further losses.

Planned Result 4: Designate Other Heritage Places

Other National Programs

The Historic Places Initiative: The Canadian Register of Historic Places

In June 2001, the Government of Canada allocated \$24 million for the Historic Places Initiative (HPI) (www.historicplaces.ca). The HPI is a very significant heritage conservation collaboration that builds on a foundation of programs and policies developed by numerous jurisdictions and heritage organizations in Canada. Its aim is to stop the loss of built heritage and build a culture of heritage conservation. The keystone of the initiative is cooperation among all levels of government across the country.

Established as an element of the HPI, the Canadian Register of Historic Places is managed by Parks Canada to be an easy-to-use reference on historic places in Canada. It is an important Web-based source for planners, policymakers, community organizations, teachers, students and families interested in learning about, and helping preserve, the past. Most jurisdictions have already listed historic places on the Register. For the first time, in one place, Canadians have ready access to information on historic places that are recognized by different jurisdictions throughout Canada.

Parks Canada, through the Directory of Federal Heritage Designations, is responsible for preparing the Register documentation for all national historic sites (912), designated federal heritage buildings (1,335) and heritage railway stations (166). With respect to federal heritage designations to be added on the Canadian Register of Heritage Places, the target is to submit 100% of federal records by March 2008. The target over the next ten years is for all jurisdictions to review the eligibility of all historic places recognized prior to January 1, 2004, and to submit all eligible historic places to the Canadian Register.

The other core programs supported through the HPI include the development of the Standards and Guidelines for the Conservation of Historic Places in

Canada, the development of a certification program for projects seeking financial incentives, and the introduction of the Historic Places Class Contribution Program, managed by Parks Canada, to support provincial and territorial participation in the HPI. Work will continue in order to seek approval and funding for the outstanding program elements of HPI: new federal legislation, a program to engage Aboriginal people, a renewed National Historic Sites cost-sharing program, and an improved financial incentive program to engage the private sector.

Other Programs to Designate or Commemorate Heritage Places

Details concerning the rationale and performance of each of the Agency's other programs to designate or commemorate heritage places may be found in the Background for Parks Canada Performance Report at http://www.pc.gc.ca/docs/pc/rpts/rmr-dpr/2005_e.asp

In each of these programs, Parks Canada must work with a variety of partners and stakeholders to achieve the program objectives. Parks Canada has a limited role in the programs listed below and cannot set definitive performance targets on its own. However, advances have been made in extending the number of commemorated or designated buildings, heritage rivers and biosphere reserves. A brief description of each of the relevant programs follows.

Federal Heritage Buildings Program: Under the Treasury Board Heritage Buildings Policy

http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/realproperty/hbp_e.asp

All government departments must protect the heritage character of their designated buildings. Parks Canada administers this policy through the Federal Heritage Buildings Review Office, which acts as a secretariat coordinating the evaluation of buildings, submitting recommendations for designation to the Minister of the Environment, providing advice to custodial departments, and maintaining the Register of the Government of Canada Heritage Buildings.

The policy requires that all buildings 40 years or older under government ownership must be evaluated against criteria that measure historical association, architectural significance, and each building's place within its current environment, in order to protect those with significant heritage character. Parks Canada is the custodian of the largest number of federal heritage buildings, administering 38% (505) of the 1,335 designated federal heritage buildings.

Heritage Railway Stations Program: The *Heritage Railway Stations Protection Act*, proclaimed in 1990, affirms the federal government's commitment to safeguard the historical character of heritage railway stations under the ownership of federally regulated railway companies. The Historic Sites and Monuments Board of Canada Secretariat administers this Act, provides advice and recommendations on appropriate conservation measures to the Minister and the custodial railway companies, and maintains the heritage railway stations list (www.pc.gc.ca/clmhc-hsmbc/gfp-hrs/index_e.asp). Seventy-four stations have been sold to outside parties and are now protected under provincial legislation. There are a total of 166 railway stations in the program. Parks Canada provides research and database support to the Historic Sites and Monuments Board of Canada, and contracts with Public Works and Government Services Canada for professional and technical advice.



*Murchison Island
Gwaii Haanas National Park Reserve (B.C.)
© Parks Canada PHOTO: Lynch, W.*

The Canadian Heritage Rivers System (CHRS):

The CHRS is a public trust. Local citizens champion the program. Governments – federal, provincial and territorial – lend support and guidance, and provide approvals as required. Parks Canada maintains a small secretariat for the program, whose role includes making recommendations to the Minister of the Environment for designations, and providing technical and financial assistance for others making nominations or recommendations.

National Program for the Grave Sites of Canadian Prime Ministers: Under this program, Parks Canada ensures that the grave sites of Canada's prime ministers are conserved and recognized in a respectful and dignified manner. Parks Canada monitors the condition of the grave sites periodically and, in consultation with the families of former prime ministers, organizes dedication ceremonies, arranges for the marking of these special places, and maintains a Web site (http://www.pc.gc.ca/clmhc-hsmbc/pm/index_E.asp).

International Obligations**World Heritage Convention**

Parks Canada is the lead federal agency for the implementation of the World Heritage Convention in Canada (http://www.pc.gc.ca/progs/spm-whs/index_e.asp)

It operates a secretariat in support of Canada's obligations under the Convention, including maintaining a documentation centre of program records. The United Nations Educational, Scientific and Cultural Organization World Heritage Committee is responsible for placing properties on the World Heritage List. As state member for Canada under the World Heritage Convention, Parks Canada provides periodic and reactive monitoring reports to UNESCO's World Heritage Centre that demonstrate how the requirements of the World Heritage Convention are met in the management of Canadian world heritage sites.

World Heritage Sites

In 1972, the UNESCO General Conference adopted the *Convention Concerning the Protection of the World Cultural and Natural Heritage* (the World Heritage Convention). It established the World Heritage List as a means of recognizing that some places, either natural or cultural, are considered to be of outstanding value to humanity and therefore the responsibility of the international community. Participating nations pledge to care for world heritage sites in their own territory and to avoid deliberate measures that could damage world heritage sites in other countries. As such, the World Heritage List serves as a tool for conservation.

In 2005, Canada was elected to UNESCO's World Heritage Committee. This is a testimony to the continuous efforts by Parks Canada to refine and expand its expertise and leadership in the protection, presentation and management of heritage sites. This recognition established Parks Canada as one of the leading heritage organizations in the world. The respect that the Agency has earned internationally over the past 20 years for its leadership both in Canada and globally in protecting heritage sites of outstanding universal value is an important asset on which Parks Canada will continue to build.

This achievement offers an opportunity for Parks Canada to play an even larger role in international heritage conservation. The World Heritage Committee is responsible for defining how the World Heritage Fund will be used. It also decides which heritage sites will be inscribed on the World Heritage List. Equally important, the committee examines the reports submitted by participating countries on the state of conservation of the heritage sites inscribed on the list, and is empowered to ask countries to take action in response to concerns.

There are currently 812 sites on the World Heritage List, 13 of which are located in Canada.

The nine world heritage sites managed in whole or in part by Parks Canada are:

Nahanni National Park Reserve (Northwest Territories)

Wood Buffalo National Park (Alberta and Northwest Territories)

Gros Morne National Park (Newfoundland and Labrador)

Canadian Rocky Mountain Parks (Alberta and British Columbia) [Banff, Jasper, Kootenay and Yoho National Parks of Canada]

Kluane/Wrangell – St. Elias/Glacier Bay/Tatshenshini-Atkasit (Yukon and British Columbia) [Kluane National Park and Reserve of Canada]

Waterton-Glacier International Peace Park (Alberta) [Waterton Lakes National Park of Canada]

L'Anse aux Meadows National Historic Site (Newfoundland and Labrador)

Historic District of Québec (Quebec) [includes Fortifications of Québec National Historic Site of Canada along with other Parks Canada administered national historic sites]

SGaang Gwaii (Anthony Island) (British Columbia)

Sites managed by others:

Head-Smashed-In Buffalo Jump (Alberta)

Dinosaur Provincial Park (Alberta)

Old Town Lunenburg (Nova Scotia)

Miguasha Park (Quebec)

In January 2005, the Rideau Canal National Historic Site of Canada became the first of the 11 properties on Canada's recently released Tentative List for World Heritage Sites to be formally nominated for consideration by the World Heritage Committee. A decision is anticipated in 2007. The ten other properties will be nominated as the relevant consultations and documentation are completed, with the objective of recognizing and conserving Canada's places of outstanding universal value.

Other International Programs

Man and the Biosphere is a collaborative program of local communities, business enterprises and levels of government that leads to the creation of biospheres in Canada. Parks Canada is a member of the Canadian Biosphere Reserves Association and provides funding to support the Association's annual meeting and newsletter.

Biospheres put into practice principles of sustainable development and serve as sound examples in conservation and education. Those biosphere reserves, centered on national parks, meet the goals of the Minister's Round Table (2005) recommendation to cultivate practices and communities where stewardship, sustainability and best practices are encouraged and rewarded.

Parks Canada serves as the State Member for Canada in the World Conservation Union (IUCN), and serves jointly with the Canadian Conservation Institute as the representative to the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM).

Collaboration to Strengthen National and International Agreements

Parks Canada is working with the Canadian Wildlife Service and the Federal/Provincial/Territorial Canadian Parks Council to develop a National Protected Areas Status Report in 2006 that examines the current state of protected areas design, planning, establishment and management in Canada. The status report will contribute to reporting under the Convention on Biological Diversity's program of work on protected areas.

Conclusion (Planned Results 3 and 4)

Establishing heritage places is essential to keeping our history and cultural resources relevant. Parks Canada continues to focus on progress in the three priority areas for designating persons, places and events of national historic significance to ensure that the full richness of Canadian heritage is reflected.

Program Activity 2: CONSERVE HERITAGE RESOURCES

Planned Spending (\$ thousands) and Full-Time Equivalents (FTE)

Conserve Heritage Resources	Forecast Spending	Planned Spending				
	2005-2006*	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Capital	15,067	15,686	20,906	24,386	30,186	30,186
Salary**	92,809	97,499	99,335	99,206	99,206	99,206
Other Operating	73,392	82,512	70,940	70,893	70,893	70,893
Sub Total	181,268	195,697	191,181	194,485	200,285	200,285
FTE	1,318	1,323	1,323	1,321	1,321	1,321
Allocation of Corporate Services	20,323	23,204	20,856	20,927	21,075	21,075
Total (including Corporate Services)	201,591	218,901	212,037	215,412	221,360	221,360
FTE (including Corporate Services)	1,501	1,506	1,506	1,504	1,504	1,504

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Salary totals include Employee Benefit Plans

Description

This program activity relates to the maintenance or improvement of ecological integrity in national parks; the sustainable use of national marine conservation areas and the protection of unique marine ecosystems; the maintenance and improvement of commemorative integrity in national historic sites managed or influenced by Parks Canada; and the protection and management of cultural resources under the administration of Parks Canada that are not associated with national historic sites.

Relevant activities related to national parks and national marine conservation areas include ecological research and monitoring (e.g., to gain a better understanding of the state of health, natural ecological processes and biodiversity of parks and national marine conservation areas; the number and

extent of invasive exotic species; and the impact of sewage, petrochemicals and other stressors on ecosystems). They also include the management of fire and invasive species; flood and avalanche control; restoration of ecosystem biodiversity; training of resource conservation staff and partners; protection and management of ecological and cultural resources; and negotiation with stakeholders and others to influence actions that occur on lands located adjacent to protected heritage areas.

Relevant activities related to the practice of cultural resource management include the inventorying of resources; the evaluation of resources to determine cultural resources and their historic value; the consideration of historic value in actions affecting cultural resources; and the monitoring and review of

For further information visit our website www.pc.gc.ca

ongoing activities. Cultural resource management also includes activities related to planning, research, conservation and presentation, as well as the preparation of appropriate plans for achieving the

desired state or condition, conservation and protection of national historic sites, and the preparation of commemorative integrity statements.

Planned Results and Performance Expectations

2. CONSERVE HERITAGE RESOURCES	
Planned Results	Performance Expectations
5. Maintain or improve the ecological integrity of national parks and the sustainability of national marine conservation areas.	<p>7. National park and NMCA management plans will be on schedule and consistent with management plan guidelines by March 2010.</p> <p>8. Develop fully functioning EI monitoring and reporting systems for all national parks by March 2008.</p> <p>9. Develop selected indicators and protocols for measuring NMCA ecological sustainability by March 2009.</p> <p>10. Improve aspects of the state of EI in each of Canada's 42 national parks by March 2014.</p> <p>11. Meet targets for five measures of environmental impacts of Parks Canada's operations: greenhouse gas emissions, petroleum storage tanks, contaminated sites, halocarbons and polychlorinated biphenyls (PCBs).</p>
6. Maintain or improve the commemorative integrity of national historic sites; maintain or improve the state of other cultural resources administered by Parks Canada.	<p>12. Complete NHS management plans, consistent with management plan guidelines, by December 2006.</p> <p>13. Improve 80% of the elements of commemorative integrity rated as poor to at least fair condition within five years of the original assessment.</p> <p>14. Improve the state of other cultural resources managed by Parks Canada by March 2014.</p>
7. Support and encourage commemorative integrity of national historic sites; contribute to maintaining and improving the state of heritage resources not administered by Parks Canada.	<p>15. Other owners of national historic sites are aware of CI and have access to information on best practices in maintaining CI.</p> <p>16. Provide advice, recommendations or certification of interventions to built cultural heritage consistent with The Standards and Guidelines for the Conservation of Historic Places in Canada as opportunity permits.</p>

Management Planning

One of the most important ways in which Parks Canada conserves heritage resources and achieves goals associated with Planned Results 5 and 6 is through developing and implementing management

plans for each national historic site, national park and national marine conservation area of Canada administered by the Agency. It is important to note that management plans set out strategic direction that relates to all Parks Canada program activities, however, the performance expectations for

management planning remains under Program Activity 2 since the plans are integral to the legislated commemorative and ecological integrity, and sustainable use mandates of Parks Canada’s national heritage places.

Planned Result 5: Maintain or Improve the Ecological Integrity of National Parks and the Sustainability of National Marine Conservation Areas

The *Canada National Parks Act* states “maintenance or restoration of ecological integrity, through the protection of natural resources and natural processes, shall be the first priority of the Minister when considering all aspects of the management of parks.” The Act also states “...the parks shall be maintained and made use of so as to leave them

unimpaired for the enjoyment of future generations.” Taken together, these clauses form the basis of Parks Canada’s efforts to maintain or improve ecological integrity in Canada’s national parks.

In 2005, the Commissioner of the Environment and Sustainable Development completed an audit to examine the progress Parks Canada has made in protecting ecological integrity in Canada’s national parks. The audit found that Parks Canada is acting on its commitments and noted several positive examples. However, the audit also made several recommendations to advance progress and address shortcomings. Parks Canada responded with an Action Plan to deal with all of the audit recommendations. The complete audit report can be found at http://www.oag-bvg.gc.ca/domino/reports.nsf/html/c2005menu_e.html.

Figure 11: Notable recommendations made in the 2005 audit on ecological integrity in Canada’s national parks by the Commissioner of the Environment and Sustainable Development, including summary of Parks Canada management response

Recommendation (summary)	Parks Canada Response (summary)
Parks Canada needs to ensure that updating park management plans is a priority. Parks should assess their active management and restoration needs, establish clear objectives and key actions based on these needs, and identify gaps (2.39 in Audit report).	Agreed. Parks Canada confirms its plan to have national park management plans up-to-date and consistent with the latest management guidelines by March 2010. Revisions are being made to the guidelines to put greater emphasis on managing for results and will require that national park management plans clearly define objectives and key actions for both monitoring and restoration.
Parks Canada needs to ensure that measures to improve monitoring and restoration are completed and consistently implemented at the park level. This includes improvements to monitoring programs and implementation of the Agency’s data management system, as well as guidelines for monitoring and restoration.	Agreed. With funding received in Budgets 2003 and 2005, Parks Canada is implementing a system-wide ecological integrity monitoring and reporting program. This program will be fully functional by March 2009. Improved data management will be a key component of this program initiative.
Parks need to establish clear objectives and actions for integrating public education and visitor experience with monitoring and restoration activities.	Agreed. The revised Parks Canada guidelines for management planning will promote the integration of monitoring and restoration activities with public education and visitor experience objectives and actions.

With the funding made available in Budgets 2003 and 2005 of \$135 million over five years and \$25 million and \$15 million per year ongoing, respectively, Parks Canada is now able to more fully respond to the four themes of:

1. Scientific knowledge and better understanding of ecological integrity
2. Active management and restoration
3. Regional and Aboriginal partnerships
4. Informing, involving and influencing Canadians

A significant plan adjustment from the previous year, due in large measure to the funding made available in Budget 2005, is the expansion of the program of investment in these four themes, going beyond only projects and national parks that were identified as higher priority to include all parks in the National Parks System.

Theme 1: Scientific knowledge and better understanding of ecological integrity

The *Canada National Parks Act* defines ecological integrity as: "A condition that is determined to be characteristic of its natural region and likely to persist, including abiotic components and the composition and abundance of native species and biological communities, rates of changes and supporting processes."

Having the right information is fundamental in order to effectively manage the complex and varied components of ecological integrity. The establishment of Parks Canada's framework for monitoring and reporting, in conjunction with active management of the ecosystem, will result in informed decision-making for prioritizing actions to improve the ecological integrity of national parks.

Consistent with the recommendation made by the Commissioner of the Environment and Sustainable Development, and fulfilling the commitment made in previous Corporate Plans, Parks Canada has begun implementing a system-wide ecological integrity monitoring and reporting program. This program focuses on six to eight key indicators that will be monitored consistently in each national park over time, supported by bioregional monitoring specialists who are now engaged in the implementation. The program will be fully functioning by March 2008.

The Agency will use the integrated ecological integrity monitoring and reporting program to build a credible knowledge base to support park management and planning, as well as state-of-the-park reporting and decision-making to guide active management and restoration efforts in Canada's national parks. Improved internal data management will be a key component of this program initiative. Measures to improve external reporting of scientific findings will also be pursued to increase understanding among the public.

The implementation of the ecological integrity and monitoring program will be assessed through the Parks Canada Action Plan *Getting to 2008*. Figure 12 indicates the success criteria:



Dawson City, Commissioner's Residence
Dawson Historic Complex NHS of Canada (Y.T.)
© Parks Canada PHOTO: Butterill, J.

Figure 12: Success criteria for implementation of *Getting to 2008*, Parks Canada’s ecological integrity and monitoring program

Criteria Used to Measure Success of the Monitoring and Reporting Program	As Defined by the Following Characteristics
Comprehensive	<ul style="list-style-type: none"> • Scientific credibility • Data management and statistical design
Useful	<ul style="list-style-type: none"> • Bioregional cooperation • Stakeholder involvement • Linkage to plans
Achievable	<ul style="list-style-type: none"> • Feasible strategies for addressing gaps

Parks Canada holds a Minister’s Round Table at least once every two years to provide a forum for interested persons to advise the Minister of the Environment on the performance of the Parks Canada Agency. (For more details on the most recent Minister’s Round Table, please see http://www.pc.gc.ca/agen/trm-mrt/2005/index_e.asp). The actions being taken to involve stakeholders and local communities in establishing the monitoring and reporting system, as well as the emphasis on public education and visitor experience objectives in the new Parks Canada Management Planning Guidelines, respond to recommendations made at the 2005 Minister’s Round Table on Parks Canada. The actions also address a recommendation from the 2003 Minister’s Round Table to help communities see the value of conserving national parks and adjacent lands/ecosystems, as well as a 2005 recommendation to build a culture of conservation through education and outreach.

Building passion among Canadians for the protection of national parks is a key part of meeting ecological integrity objectives. To this end, Parks Canada is developing learning strategies for each national park to enhance public education (See also Program Activity 3).

Theme 2: Active Management and Restoration

The knowledge generated by monitoring and research programs will assist in meeting the objective of maintaining the ecological integrity of national parks, help establish restoration goals in national parks and aid in the rehabilitation of biodiversity and landscapes. Restoration in national parks should recognize the dynamic nature of park ecosystems and focus on the development of resilient, self-sustaining ecosystems that are characteristic of the park’s natural region. Active management is the process whereby restoration activities are achieved and will continue to focus on three areas:

1. Reintroducing fire into fire-dependent ecosystems;
2. Restoring biodiversity and impaired ecological processes, structures and functions;
3. Implementing strategies to ensure the sustainability of the resources while optimizing opportunities for meaningful visitor experiences.

Priorities for these three active management initiatives will be set with the involvement of the Agency’s partners.

Figure 13: A selection of current active management actions to support ecological integrity

Park	Action	Investment
Prince Edward Island National Park of Canada: Reducing the Footprint and Enhancing Visitor Experience	Development of multi-use, active transportation corridor and vegetation restoration.	\$6 million
Lake Louise : Habitat Restoration	Backcountry campground and trail adjustments designed to improve grizzly bear habitat implementation of a public transportation system and infrastructure improvements at key day use areas.	\$8 million
La Mauricie National Park of Canada: Restoring Ecological Integrity of the Lakes and Streams	Restoration of water levels and shoreline of selected lakes, reintroduction of native Arctic Char and Brook Trout and development of a new concept of recreational experience and harmonious discovery of the park's aquatic ecosystems.	\$2.5 million
Grasslands: Restoring Ecological Processes	Re-introducing the ecological role of large herbivore, restoration of native prairie and managing exotic vegetation.	\$1.3 million
Jasper: Restoring Montane Ecosystem	Reconfigure and expand the trail network, and reclaim wildlife habitat.	\$1.7 million

These ecosystem restoration and active management efforts will be expanded subject to new resources from Budget 2005. In keeping with recommendations in the 2005 Commissioner of the Environment and Sustainable Development Report, a program-wide set of guidelines for ecosystem restoration is being developed and will be finalized by March 2007.



*Mount Athabasca and Glacier with Ripple Lake
Jasper NP of Canada (Alta.)
© Parks Canada PHOTO: Simmons, L.*

This will form the basis, along with the results of the monitoring program, for subsequent development of a comprehensive set of priorities for restoration for the entire National Parks System. An inventory and prioritized set of restoration targets will be developed by March 2009.

The Agency will be expanding its program of parks restoration projects as our understanding of specific opportunities and requirements improve. The initiatives to date include the reintroduction of plains bison to the grasslands ecosystem in Grasslands National Park of Canada; restoration of Point Pelee habitat by relocating park infrastructure; and measures to protect grizzly bears and their habitat in Mountain Parks by improving public transit. These projects focus on maintaining biodiversity, rehabilitating ecological processes and reducing the negative impact of the top stressors.

Invasive species represent a significant threat to economy, environment and society. Ministers responsible for Forests, Wildlife, Endangered Species and Fisheries and Aquaculture approved an Invasive Alien Species Strategy for Canada in September 2004. Parks Canada will be working with other agencies to produce a State of Invasive Alien Species in Parks and Protected Areas report for a Ministers meeting proposed for fall 2006.

Disease is another class of stressors affecting specific national park wildlife that could have significant implications for ecological integrity and the Canadian economy in the near future. Parks Canada will continue to work in partnership with other governments, agencies and Aboriginal communities to monitor prevalence and manage exotic and zoonotic diseases in wildlife to avoid unacceptable impacts on human health, ecosystems or livestock. Key areas for wildlife disease management are bovine tuberculosis in the Riding Mountain area, bovine tuberculosis and brucellosis in the Wood Buffalo area and chronic wasting disease, which is currently identified in Saskatchewan and Alberta and has the potential to spread to National Parks.

Theme 3: Regional and Aboriginal partnerships

National parks are usually core-protected areas within a larger ecosystem or landscape. By engaging partners at the regional and local levels, Parks Canada will identify collaborative strategies to improve ecological integrity in national parks. Parks Canada, at the field unit level, will reach out to engage neighbouring communities and other governments, as well as the tourism and other business sectors operating within greater park ecosystems to accomplish this goal. Examples of planned engagement include:

- Collaboration with community groups in land use discussions outside the park, active involvement in data collection and community meetings on conservation issues, and community planning;

- Coordination of volunteer and cooperating association programs to ensure that individuals and organizations contribute their energy and talent to help achieve mutual objectives.

Aboriginal communities are playing an increasingly active and positive role in helping to establish and manage national parks, a strength that Parks Canada intends to build upon. Parks Canada will continue to focus on improving regional cooperation and on its relationships with Aboriginal peoples. Consistent with recommendations made at the 2005 Minister's Round Table, the Agency will ensure full inclusion of Aboriginal communities in the planning or identification of ecological integrity initiatives, drawing upon the wisdom and practical experience of Aboriginal peoples as neighbouring landowners and traditional users of national parks. Pilot projects focusing on integrating Traditional Ecological Knowledge into park management decisions are ongoing in Kluane National Park of Canada and in the national parks of Nunavut Territory.

In order to provide guidance to the Agency and its partners on the integration of Traditional Ecological Knowledge into park management, a Traditional Knowledge Strategy will be developed by the fall of 2007. Building on existing benchmarks (e.g., Historic Sites and Monument Board Oral Histories and Oral Traditions), the Traditional Knowledge Strategy will provide a statement of principles and best practices to guide Parks Canada on the consistent integration of TK into park management. Examples of work currently underway to advance Traditional Knowledge come from Kluane National Park Reserve of Canada where protocols are being developed to acquire and assess this type of knowledge, and several parks in the Nunavut Field Unit.

Theme 4: Informing, Involving and Influencing Canadians

Reaching park visitors and Canadians through relevant and meaningful learning programs is critical to building understanding and support for the maintenance of ecological integrity in national parks.

Parks Canada has received ongoing funding in Budget 2005 to increase its staff capacity for the development and delivery of educational programming in and around national parks. These new and enhanced programs will focus on increasing

the understanding of the ecosystems of the park and the ecological integrity challenges and threats faced at the park level, and motivating Canadians to become involved in environmental stewardship. Education activities will be developed using an understanding of the audiences' needs and interests and with information drawn from research, monitoring and active management programs.

Figure 14: Examples of current ecological integrity education actions

Park	Action	Investment
Fundy National Park of Canada	Creating a renewed and enhanced capacity to effectively deliver messages through an Ecological Integrity Learning Centre and improved heritage presentation programming will enhance ecological integrity and visitor experiences.	\$3.7 million
Banff National Park of Canada	Informing, influencing and involving Canadians through a public education program on ecological integrity.	\$4 million

Protecting Species at Risk

Over half of Canada's endangered and threatened species can be found in the protected heritage areas administered by Parks Canada. Parks Canada will protect these species and their critical habitat in the Agency's heritage areas, and will support their recovery by leading the development and implementation of recovery strategies, surveying and monitoring their status, and conducting public education programs. Recovery planning is an obligation under the *Species At Risk Act* and the Agency has committed to lead on developing recovery plans for 10% of all species considered as threatened, endangered and extirpated in Canada, and participate in developing recovery strategies for the additional 40% of those species that are found in national parks. Specifically, Parks Canada will lead recovery planning for 29 species at risk in 2006 and 20 in 2007, including plants, butterflies, a snail and a slug, snakes, a turtle and a salamander, birds and mammals.

Parks Canada invests significant resources to actively protect and recover species at risk within national parks and national historic sites. Each year more than 100 projects are underway across Canada, involving over 100 staff, and requiring an investment of more than \$3 million. As species at risk are typically not limited by the boundaries of a national park, their protection and recovery requires collective



Long-billed Curlew (Numenius americanus)
Grasslands NP of Canada (Sask.)
© Parks Canada PHOTO: Lynch, W.

action by many partners. With existing funding, the Agency is conducting three major projects that involve coordination with other governments, local communities and stakeholders to recover species at a broader ecosystem level (Fig. 15).

Maintain the Sustainability of National Marine Conservation Areas

Parks Canada has responsibilities assigned to it through the 2002 *Canada National Marine Conservation Areas Act* related to protecting and conserving representative marine areas for the benefit, education and enjoyment of the people of Canada and the world. Specifically, national marine conservation areas are to be managed and used in a sustainable manner that meets the needs of present and future generations without compromising the

structure and function of the ecosystems with which they are associated.

Parks Canada’s work complements what is being done elsewhere in the federal government as part of Canada’s Oceans Strategy, a strategy led by the Department of Fisheries and Oceans. The Oceans Strategy seeks to address the ever-increasing number of demands being placed on our oceans and their resources by such things as aquaculture, oil and gas exploration and development, and eco-tourism as well as the ongoing demands by the fishing and marine transportation industries. The Oceans Strategy’s challenge is to support this growth in activity, which supports jobs and gives Canada an important economic boost, with a strong commitment to maintaining and enhancing the well-being of the marine environment. For more background on the Government of Canada’s policy framework to coordinate the management of ocean activities, please visit see http://www.cos-soc.gc.ca/dir/cos-soc_e.asp.

Although the focus at Parks Canada has been on establishing new national marine conservation areas, the Agency will also develop selected indicators and protocols for measuring the ecological sustainability of current and future NMCAs. Assessing the health of a national marine conservation area begins with understanding its marine ecosystems and uses. A countrywide NMCA zoning concept to enable both protection and sustainable use is also being developed.



Wood Bison (*Bison bison athabasca*)
Rocky Mountain House NHS of Canada
© Parks Canada PHOTO: Lynch, W.

Figure 15: Projects to recover species at a broader ecosystem level

Park	Action	Investment
Gulf Island National Park Reserve of Canada	Garry Oak ecosystem restoration and butterfly reintroduction.	\$1.4 million
Grassland National Park of Canada and greater park ecosystem	Crossing the Medicine Line: The Frenchman River-Bitter Creek Conservation Action Plan	\$1 million
St. Lawrence Island National Park of Canada and greater park ecosystem	Thousand Islands ecosystem species at risk habitat availability	\$0.8 million

Fundamental to sustaining NMCAs and building support for new ones is the need to create general public awareness and visitor appreciation through hands-on marine experiences, and an understanding with partners of how these areas are to be managed. Strategies to make progress in these areas will be developed.

Work on measuring and monitoring marine ecological integrity is currently being developed in conjunction with work on national parks terrestrial monitoring systems; however, meaningful progress will be limited until additional funding is made available for this activity.

Environmental Management

Parks Canada's operations have an impact on maintaining the ecological integrity and commemorative integrity of Canada's special heritage places. Parks Canada plans to continue managing carefully its work in order to minimize environmental impact and take advantage of "green" technologies and practices. The Agency takes care to consider any impact of environmental management actions on the integrity of cultural resources.

Environmental assessment is a key step in supporting management decisions relative to developing and approving projects, plans, policies and programs. The Agency's objective over the next five years is to streamline and integrate environmental assessment with the planning and decision-making processes in response to the 2005 Report of the Commissioner on Environment and Sustainable Development recommendations on strategic environmental assessment. Parks Canada has 11 Class Screening Reports in place, with five forthcoming. The Agency will continue to work with the Canadian Environmental Assessment Agency in developing and implementing elements of the federal environmental assessment consolidation direction.

Parks Canada has created a National Environmental Management System Framework to internally organize its actions and will implement priority aspects of the framework. The Agency will:

- Reduce greenhouse gas emissions by 5.2% from the 1998/99 baseline level by 2010/11 to meet the commitments of the Federal House in Order Initiative.
- Assess each known and suspected contaminated site it is responsible for and apply due diligence in the development of remediation or risk management plans, giving priority to the highest risk sites. A complete list of Parks Canada's contaminated sites can be found at (<http://www.tbs-sct.gc.ca/dfrp-rbif/cs-sc/home-accueil.asp?Language=EN>)
- Manage and operate petroleum storage tanks in accordance with current regulations and codes of practice.
- Reduce the use of halocarbons with a high ozone-depleting potential through equipment replacement and the selection of effective interim replacement substances in accordance with applicable regulations.
- Phase out PCBs, ensuring storage and disposal in compliance with current regulation and work towards compliance with the upcoming proposed regulations by Environment Canada.

Townsite communities located within national park boundaries will be managed according to environmental sustainability and be guided by the principles of no net negative environmental impact. See Program Activity 5 for more information.

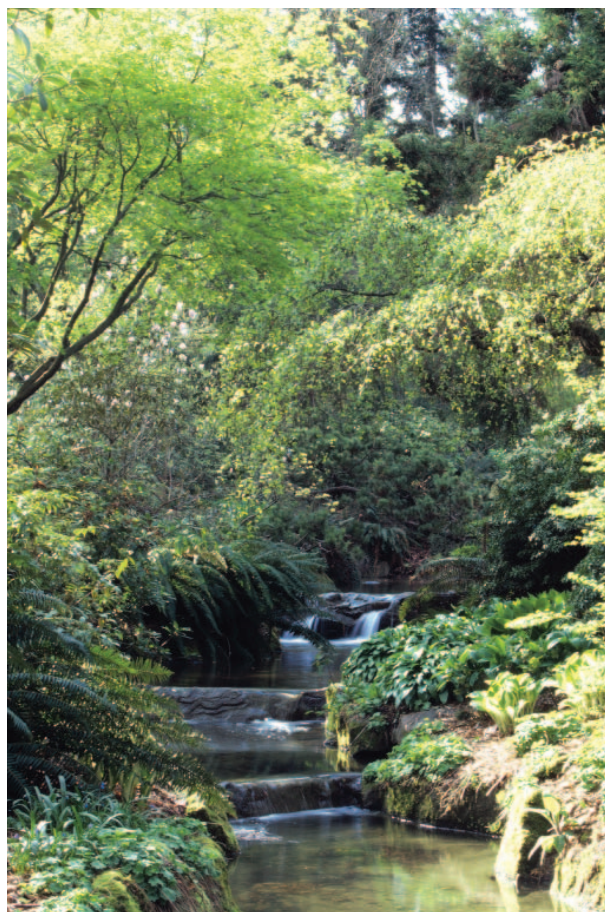
Parks Canada is continuously renewing its wide range of motorized inventory that includes high-speed snow ploughs, to trucks and cars to snowmobiles and ATVs. The Agency considers green options in every investment decision and has been successful in taking advantage of subsidies offered by other government agencies in greening its fleet.

The Agency will ensure compliance with all current regulations as well as upcoming regulations by completing and keeping inventories up to date for halocarbons, PCBs and petroleum storage tanks in the national EMS registry. Procedures and capabilities will be developed to manage the various

pieces of equipment that contain these three groups of products, through its life cycle. The final step will be to develop and implement action plans to reduce the use of halocarbons with a high ozone depleting potential through equipment replacement, to phase out PCBs in use and in storage, to manage petroleum storage tanks and, to ensure compliance with relevant regulations.

Parks Canada expects to assess and remediate much of its contaminated sites through the Federal Contaminated Sites Action Plan (FCSAP) funding arrangement (Figure 16). Parks Canada spent an estimated \$2.5 million in 2005/2006 for assessment and remediation projects. Projected expenditures for 2006/2007 and beyond will also exceed \$1 million. Following the completion of Phase II assessments completed in 2006, the next step is for field units to develop risk management or remediation plans for all contaminated sites by March 2009.

For further background on the management of contaminated sites, please visit http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/RealProperty/tbfcswlip1_e.asp#5.%20Policyrequirements



Rock Garden
Stanley Park NHS of Canada BC
© Parks Canada PHOTO: Barrett & MacKay

Figure 16: Status of contaminated sites on land administered by Parks Canada

Status	Action required	Action not required	Insufficient information	Total
Under assessment	140	11	41	192
Under remediation	2	0	0	2
Under risk management	52	3	5	60
Remediation complete (action may be ongoing)	6	11	3	20
Assessed, no action required*	6	55	2	63
Totals	206	80	51	337

* At the six sites identified in the first column there would be a need for action if different or future land use is planned.

Planned Result 6: Maintain or Improve the Commemorative Integrity of National Historic Sites Administered by Parks Canada and other Cultural Resources Administered by Parks Canada

Protecting Commemorative Integrity

A national historic site possesses commemorative integrity when:

- the resources directly related to the reasons for designation as a national historic site are not impaired or under threat;
- the reasons for designation as a national historic site are effectively communicated to the public;
- and the site's heritage values (including those not related to the reasons for designation as a national historic site) are respected in all decisions and actions affecting the site.

The family of national historic sites of Canada includes those administered by Parks Canada (153) and other federal government departments (53), as well as those owned by heritage agencies, corporations, other levels of government and private citizens (706).

In 2003, the Auditor General examined the protection of cultural heritage in the federal government and found that two-thirds of Parks Canada's cultural heritage assets were in fair to poor condition and exposed to serious risk of loss. The government has recognized the serious threat to Canada's cultural heritage and established funding over five years through Budget Plan 2005 to address deteriorating assets and also established long-term funding. Funding to protect cultural heritage assets and improve commemorative integrity will increase over the period from 2005/06 to 2010/11 by \$55 million.

The Agency assesses national historic sites using its Commemorative Integrity Evaluation Process. A Commemorative Integrity Statement identifies where the site's values lie, what conditions must be met for its values and resources not to be impaired, and what constitutes an effective communication of the

reasons for its national historic significance. Based on the site's Statement, the evaluation team examines and describes the resource condition, which informs management of the site resources. Commemorative integrity evaluations also address public understanding requirements (see Program Activity 3). Parks Canada will give priority to improving the resource condition of 80% of the elements of commemorative integrity rated as poor to at least fair condition, placing special emphasis at this time on built heritage assets.

Parks Canada has recently addressed some of the most at-risk assets, including investment to restore the walls at the Prince of Wales Fort National Historic Site of Canada in Churchill, Manitoba; funds to restore Dufferin Terrace in Quebec City; and funds to restore part of the Saint-Louis Fort and Châteaux National Historic Site of Canada.



The Memorial United Church, with its Classical Revival Style, was built in 1921 and is the largest wooden church in Eastern Canada Bonavista, Nfld (General views)

© Parks Canada PHOTO: Bergeron, J.F./ENVIROFOTO

Many of Canada's historic places feature in situ buildings or archaeological resources, however for Aboriginal peoples historic places are often cultural landscapes, ceremonial places or sacred sites. Through discussions with Aboriginal peoples, and drawing upon the wisdom of Elders, Parks Canada is exploring how best to engage Aboriginal peoples in the conservation and celebration of their historic places. Community capacity building, skills development and transmission of traditional knowledge to youth from Elders are areas to be explored.

Other Cultural Resources Administered by Parks Canada

Parks Canada is also responsible for cultural resources not associated with national historic sites, defined as being human works or places that show evidence of human activity or have spiritual or cultural meaning, and that have been determined to have historic value. These types of cultural resources are found extensively throughout national parks and national marine conservation areas. They include such things as archaeological sites and artefacts, classified or recognized federal heritage buildings (e.g. warden cabins), shipwrecks, historic objects and cultural landscapes.

A first step towards the long-term goal of maintaining and improving the state of cultural resources by March 2014 is to continue and intensify activities related to the inventory and evaluation of these resources, thus ensuring their historic value is respected. Towards this end, a holistic evaluation tool, similar to that used for national historic sites, is being developed in 2006 for the evaluation of cultural resources, and will be piloted at two national parks. Parks Canada is also in the process of reviewing its cultural resource collections, which include archaeological and historic objects, to determine their relation to Parks Canada's program needs and steps that may be undertaken to improve reporting on their condition. It is estimated this multi-year, multi-disciplinary project will be completed in 2009/10.

In addition, Parks Canada is investigating the feasibility of a cultural resource information system. It could include cultural resources and their records administered by Parks Canada (inventory), record the results of evaluations of these cultural resources (evaluation), and update and report on their condition (monitoring).

Many federal heritage buildings are located in other heritage areas administered by Parks Canada. As the federal government's agency for administering the Treasury Board Heritage Buildings Policy, and the custodian of the largest number of federal heritage buildings, the expectation is for Parks Canada to lead by example. To meet Parks Canada's obligations under the Treasury Board and Parks Canada Cultural Resource Management policies, the short-term objective is to confirm and monitor the physical condition of all federal heritage buildings in national parks and to establish targets to ensure they are brought to a good state of repair.

Parks Canada has adopted the Standards and Guidelines for the Conservation of Historic Places in Canada in its stewardship of Canada's national historic sites and other heritage properties (described in detail under The Historic Places Initiative below).

Parks Canada's mandate goes beyond the national historic sites operated by the Agency to include a role promoting commemorative integrity across the country, including other domestic jurisdictions. Under the National Historic Sites Program, Parks Canada has focused on engaging partners in protecting their heritage sites through the promotion of a comprehensive strategy that includes financial incentives. Parks Canada is also an expert department in issues relating to cultural resources and provides advice, as required, to other federal departments.

Planned Result 7: Support and encourage maintenance and improvement of heritage resources not administered by Parks Canada

The Historic Places Initiative

Budget Plan 2005 provides \$46 million over five years and a permanent \$8 million per year allocation to continue working with partners in built heritage conservation. This funding ensures the implementation of programs under the Historic Places Initiative, including long-term viability of the Canadian Register of Historic Places (See PA 1 for more background on the Historic Places Initiative and the register), the promotion of the Standards and Guidelines for the Conservation of Historic Places, and the certification process for conservation projects, particularly for projects seeking funding through Parks Canada's Commercial Heritage Properties Incentive Fund. It also establishes the partnership with provinces and territories on a permanent basis. New opportunities will be sought to extend the reach of these programs to heritage stakeholders, owners and stewards of historic places, Aboriginal people, and others. Parks Canada will also continue to seek support for appropriate programs to empower Aboriginal communities to protect and celebrate their unique historic places.

Parks Canada plays both a leadership and partnership role in the Historic Places Initiative. The collaboration across jurisdictions to build a culture of heritage conservation through the Historic Places Initiative is transforming the management of Canada's historic places. Parks Canada will continue this effort by playing a leadership role in national policy fora that strengthen the delivery of heritage programs across the country, including the development of complementary programs and policies; strengthening the community of heritage professionals, providing a stronger sense of purpose and professional identity to heritage conservation workers, and renewing the work force; and engaging



Former Bank of British North America in St. John's with its Italianate style Former Bank of British North America NHS of Canada
© Parks Canada PHOTO: Bergeron, J.F./ENVIROFOTO

new and broader ranges of stakeholders in heritage conservation. In addition, effort will be made to position heritage on the broader sustainable development agenda and to identify and address barriers to heritage conservation.

It is also imperative for the federal government to become a model custodian of its own historic places. In that regard, Parks Canada will work cooperatively with other federal departments, agencies and crown corporations, and will continue to develop legislative proposals to better protect national historic sites, federal heritage buildings and archaeological resources under federal jurisdiction.

Standards and Guidelines for the Conservation of Historic Places in Canada

The Standards and Guidelines for the Conservation of Historic Places in Canada (2005) – developed through Parks Canada’s leadership – is the first pan-Canadian benchmark of standards and guidelines for heritage conservation. In addition to their internal use at Parks Canada, the standards and guidelines are an important tool to influence the condition of heritage resources not administered by Parks Canada. They provide a foundation reference document for the rehabilitation and restoration of the country’s heritage properties and buildings and a tool that can be used by architects, engineers, builders and all Canadians. For further information, please visit http://www.pc.gc.ca/docs/pc/guide/nldclpc-sgchpc/index_e.asp

All provinces and territories are distributing the *Standards and Guidelines for the Conservation of Historic Places in Canada* to municipalities and citizens, and most jurisdictions are using the Standards and Guidelines in provincial or territorial programs supporting heritage conservation. A key focus for Parks Canada will be to continue to work with provinces and territories to broaden the awareness and use of the Standards and Guidelines by municipalities, the not-for-profit and private sectors, other government departments and citizens. Broadly based adoption and use of the Standards and Guidelines strengthens the capacity of all jurisdictions and organizations to engage in appropriate cultural resource management practices.

National Historic Sites of Canada Cost-Sharing Program

The National Historic Sites of Canada Cost-Sharing Program is an important means by which Parks Canada has directly engaged Canadians in helping to preserve non-federally administered national historic sites. The Program contributes funds toward



*Beaux-arts style Vaudeville Theatre built between 1913 and 1914
Pantages Playhouse Theatre NHS of Canada
© Parks Canada PHOTO: Parks Canada*

conservation and presentation projects on a cost-shared basis to a maximum of one million dollars. Since 1987, Parks Canada has invested over \$26 million in 53 national historic sites through cost-sharing agreements. Eligible recipients are Aboriginal organizations, heritage organizations, other incorporated bodies, provinces, territories and municipalities. Currently, the cost-sharing program is not open to new applications. However, it has modest funding to assist sites facing imminent threat or impairment.

Interest in the cost-sharing program continues to grow, and is especially acute from sites that are under threat or impairment. Two of every three non-Parks Canada national historic sites are without access to a sustainable source of support for protection and for conveying their history to Canadians. Closing this gap would effectively broaden the reach of the Historic Places Initiative and contribute toward achieving performance expectations for this planned result.

Parks Canada, therefore, will continue to advise the government on the merits of establishing a funding base permitting a level of cost sharing for conservation and presentation that is commensurate with need across the broader family of national historic sites. In advance of this, Parks Canada is updating the program terms and conditions for submission to the Treasury Board for approval.

Commercial Heritage Properties Incentive Fund

In the years ahead, Parks Canada will continue to administer the Commercial Heritage Properties Incentive Fund, a program announced late in 2003 to encourage the rehabilitation of historic buildings. This \$30-million fund aims to tip the balance in favour of heritage conservation over demolition.

Taxable Canadian corporations are eligible for reimbursement of a portion of the cost of restoring or rehabilitating historic properties for commercial use. To qualify, buildings must be listed on the Canadian Register of Historic Places and projects must be certified according to the Standards and Guidelines for the Conservation of Historic Places in Canada. Parks Canada will review the program's results in fiscal year 2006/07, and at the end of four years, with the intention of recommending permanent incentives to the government.

Program Activity 3: PROMOTE PUBLIC APPRECIATION AND UNDERSTANDING

Planned Spending (\$ thousands) and Full-Time Equivalents (FTE)

Promote Public Appreciation and Understanding	Forecast Spending	Planned Spending				
	2005-2006*	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Capital	5,487	10,189	17,775	11,964	13,124	13,124
Salary**	41,261	41,701	41,908	41,825	41,825	41,825
Other Operating	10,911	11,323	11,355	11,355	11,355	11,355
Total	57,659	63,213	71,038	65,144	66,304	66,304
FTE	577	577	577	577	577	577
Allocation of Corporate Services	6,591	7,525	6,764	6,787	6,835	6,835
Total (including Corporate Services)	64,250	70,738	77,802	71,931	73,139	73,139
FTE (including Corporate Services)	636	636	636	636	636	636

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Salary totals include Employee Benefit Plans

Description

Promotion of public appreciation and understanding involves programs and activities that are aimed at reaching Canadians in the communities where they live, work and learn, and inviting them to become more involved in the protection and presentation of the nation's natural and cultural heritage.

To accomplish this, Parks Canada is investing in carefully targeted outreach opportunities such as the Parks Canada Web site, introducing content into provincial and territorial school curricula,

urban discovery centres and the use of mass media programming such as television to showcase national parks and national historic sites. Parks Canada also intends to broaden its base of support by informing and involving stakeholders, and encouraging shared leadership in the development and implementation of the Agency's future direction. One key activity is the Minister's Round Table on Parks Canada, which represents the culmination of the Agency's involvement with stakeholders on a biennial basis.

For further information visit our website www.pc.gc.ca

Planned Results and Performance Expectations

3. PROMOTE PUBLIC APPRECIATION AND UNDERSTANDING	
Planned Result	Performance Expectation
8. Encourage the support and involvement of Canadians and stakeholders and their knowledge and appreciation of Canada's heritage places.	17. Develop indicators, expectations and protocols for measuring public appreciation and understanding of Canadians and stakeholders by March 2007.

Strategies to Achieve Planned Results

Planned Result 8: Encourage the support and involvement of Canadians and stakeholders and their knowledge and appreciation of Canada's heritage places

Parks Canada seeks to engage the hearts and minds of Canadians through opportunities designed to enhance their appreciation and understanding of heritage places, and to inspire long-term support, involvement and shared leadership in heritage protection and presentation. The Agency, working with partners and stakeholders, must provide appealing and motivating public information and education activities on Canada's natural and cultural heritage to create awareness and develop appreciation. The more Canadians know about their national parks, national historic sites and national marine conservation areas, and see them as relevant

and representative, the more they will care about them and support the services and programs provided by Parks Canada and its partners to establish, present and conserve our natural and cultural heritage.

Public Information and Education

The goal of public information and education is to raise Canadians' awareness and understanding of their national heritage, and to foster a sense of ownership and connection to Canada's national parks, national historic sites and national marine conservation areas. Public information and education activities convey to Canadians the national significance of our parks, sites and conservation areas, the challenges that they face, the measures that are being taken to safeguard these special places for future generations, and the steps that Canadians can take to help. These activities must go beyond the mere communication of information to become rich learning experiences that resonate with Canadians to empower them to take action as stewards and to



*Plains Indian tepee
Rocky Mountain House NHS of Canada Alta
© Parks Canada PHOTO: Cattroll, F.*



*Visitors at Telephone Exhibit
Alexander Graham Bell NHS of Canada (N.S.)
© Parks Canada PHOTO: Cornellier, A.*

encourage them to visit and personally experience Canada's special heritage places.

Parks Canada's success will rest on its capacity to build support across the country for its mandate, as such, it must go beyond the visitors to its parks and sites, and reach out to all Canadians – in their homes, their schools, their communities and their place of work. In 2006/07, through meaningful collaborations with stakeholders and partners from the public and private sectors, Parks Canada will undertake a national social marketing campaign to create greater understanding of Canada's natural and cultural heritage, and of measures that Canadians can take to ensure the protection of their national heritage. A particular emphasis will be placed on the protection of species at risk and the ecological integrity of our national parks, and on ensuring the commemorative integrity of our national historic sites.

Making Connections with Urban Canadians

Parks Canada will continue its urban outreach efforts through a network of state-of-the-art discovery centres.

The Government of Canada will expand the Old Port of Quebec interpretation centre, develop and install new exhibits and improve visitor infrastructure as part of the 400th anniversary of the founding of Quebec City in 2008. The redeveloped site will be the focal point for the celebrations and be a permanent and lasting legacy in which the Agency can showcase the exceptional character of Canada's heritage places to a large number of Canadians and international visitors.

Negotiations are also under way with Canadian Geographic and other partners for Parks Canada to present Canada's special heritage places in the restored and refitted Crystal Gardens building in Victoria, which will serve as an innovative, interactive, heritage learning centre for all ages.



*Parliament Hill (Public Grounds-General)
NHS of Canada Ontario
© Parks Canada PHOTO: Butterill, J.*

Bringing Heritage Places to Canadians

Parks Canada will explore the use of communication technologies to help audiences across the country to virtually experience Canada's cultural and natural heritage, and interact with interpreters, wardens, archaeologists, scientists, animators and other staff and partners who play a role in the protection and presentation of these special places. The long term vision for connectivity programs would see schools, parks and sites, and even individuals at home all interconnected.

Engaging Canadians at Home

Based on an increased understanding of its audiences, Parks Canada will proceed to enhance its Web site to include a more dynamic trip planning tool, a substantially improved search function, more frequently updated information, and content tailored for specific audiences including visitors, partners and stakeholders, youth and educators.

Despite the rise in Internet use, it has yet to eclipse television. Parks Canada will continue to develop strategic partnerships with producers and broadcasters to develop and distribute its products and messages nationwide. Parks Canada will continue its successful partnership with CG Kids (Canadian Geographic) into a fifth season. A natural partner for Parks Canada, CG Kids enlightens Canadian children about the geography, culture and ecology of their country through experiences that engage their hearts and their minds. Broadcasted on APTN, TVO, Knowledge Network, Access Alberta, Saskatchewan Communications Network, and BBC Kids, CG Kids will continue to be an effective and efficient way for Parks Canada to reach children in their living rooms with messages related to ecological and commemorative integrity.

Parks Canada will also endeavour to reach more Canadians in their home by having featured articles on national parks and national historic sites in popular and specialized periodicals.

Reaching Out to Special Audiences

In its outreach efforts, Parks Canada will place a high priority on the youth market, the decision makers of tomorrow. Over the last several years, an e-generation has emerged in Canada where young people move seamlessly between real and virtual, online and offline. Parks Canada will seek to better understand this unique audience and how best to reach, engage and involve young people from diverse communities.

Consistent with the Minister's Round Table recommendation on education programming for Canada's youth, Parks Canada will enhance its efforts to reach school audiences by means of a recently established Canada-wide network of education specialists. Working in collaboration with teachers via Web-based and curriculum linked learning materials, the Parks Canada in School program will tell the stories of Canada's national parks and national historic sites.

Immigration has long been, and continues to be, a central feature of Canada's demographic landscape creating an increasingly multi-ethnic and multi-cultural mosaic. Parks Canada will work in collaboration with ethnocultural organizations and stakeholders in order to provide relevant, meaningful learning experiences for these new audiences in ways that foster connections to a cultural and natural landscape with which they may have had little or no direct experience.



*Mammal interpretation Jasper NP of Canada (Alta.)
© Parks Canada PHOTO: Bergeron, J.F./ENVIROFOTO*

Partner and Stakeholder Relations

Parks Canada recognizes that positive relations with stakeholders and partners are essential to achieving our mandate of conservation, education and visitor experience. For Parks Canada to truly share the leadership, the Agency will move beyond stakeholder consultation to more fully involve stakeholders and partners in meaningful ways that bring their unique perspectives into multi-lateral processes that will broadly influence Parks Canada's planning and management.



Whale watching from Ile-du-Pot-a-L'eau-de-Vie Saguenay-St. Lawrence National Marine Park of Canada (Que.)
© Parks Canada PHOTO: Bergeron, J.F./ENVIROFOTO

Strategic Partnerships

Strategic partnerships play an important role in the achievement of the Agency's mandate. By working with other conservation agencies that complement our efforts, Parks Canada can ensure enhanced protection supporting ecological integrity. For example, Parks Canada worked with Nature Conservancy Canada to acquire environmentally sensitive lands, as was recently done to nearly double the size of Canada's smallest national park, St. Lawrence Islands.

Facilitating memorable visitor experiences will also benefit from key strategic alliances. By combining forces with the Canadian Tourism Commission in the field of travel motivation and visitor research, Parks Canada can leverage its research investments and benefit from the Commission's immense tourism expertise. Through partners like Canadian Automobile Association (CAA) and its affiliated travel clubs, the Agency can more effectively reach frequent travelers with information and travel-planning support for memorable Parks Canada experiences.

Educational partnerships such as the "Parks and People" program involving Nature Canada will continue to engage broad networks of dedicated volunteers to help young people learn about nature and ecology through our national parks.

Investing in Organizational Capability

Developing these special partnerships requires increased capacity throughout the organization. To be more effective in engaging and involving our partners and stakeholders, new tools will also need to be developed. These include support systems for contact information, participation tracking and partnering to help the Agency effectively manage its diverse multi-level stakeholder and partner involvements, and encourage staff to develop external relationships. Parks Canada will roll-out a new Relationship management tracking system in 2006.



*York Boat Rocky Mountain House NHS of Canada
© Parks Canada PHOTO: Parks Canada*

Parks Canada will also invest in staff training in effective stakeholder involvement and improve the sharing of best practices and case studies in partnering and relationship building.



*Important cultural and spiritual landscape indicating a 9,000 year presence of the Stó: lo people along the Fraser River. XA: Ytem/Hatzic Rock NHS of Canada
© Parks Canada PHOTO: Townsend, B.*

Program Activity 4: ENHANCE VISITOR EXPERIENCE

Planned Spending (\$ thousands) and Full-Time Equivalents (FTE)

Enhance Visitor Experience	Forecast Spending	Planned Spending				
	2005-2006*	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Capital	23,001	34,750	45,466	52,032	56,872	56,872
Salary**	98,520	100,014	101,361	102,222	102,222	102,222
Other Operating	51,107	43,502	45,417	43,417	43,417	43,417
Total	172,628	178,266	192,244	197,671	202,511	202,511
FTE	1,401	1,401	1,401	1,401	1,401	1,401
Allocation of Corporate Services	18,675	21,322	19,165	19,230	19,366	19,366
Total (including Corporate Services)	191,303	199,588	211,409	216,901	221,877	221,877
FTE (including Corporate Services)	1,569	1,569	1,569	1,569	1,569	1,569

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Salary totals include Employee Benefit Plans

Description

Parks Canada welcomes annually more than 22 million visitors to the national historic sites, national parks and national marine conservation areas of Canada. The Agency sets the stage for visitors to enjoy meaningful, high-quality experiences through the provision of information, infrastructure, facilities, programs, services and personnel. The visitor experience is the cumulative outcome of the individual's visit and his or her interactions with Parks Canada and its partners. This includes pre- and onsite trip planning information, reception and orientation services, interpretation programming, campgrounds, hiking trails and other recreational services, visitor safety programs and ongoing post visit information.



Part of the 10km Seawall Walkway
Stanley Park NHS of Canada BC
© Parks Canada PHOTO: Barrett & MacKay

For further information visit our website www.pc.gc.ca

Planned Results and Performance Expectations

4. ENHANCE VISITOR EXPERIENCE	
Planned Result	Performance Expectations
9. Encourage experiences and emotional connections, meet visitor expectations and facilitate learning opportunities.	18. 10% increase in the number of visits to targeted national historic sites by March 2008. 19. 50% of visitors to national parks and national marine conservation areas and 80% of visitors to national historic sites participate in learning experiences. 20. 85% of visitors are satisfied, and 50% are very satisfied with their experience at national parks, national marine conservation areas and national historic sites.

Strategies to Achieve Planned Results

Planned Result 9: Encourage experiences and emotional connections by meeting visitor expectations and facilitating learning opportunities.

A visitor's experience at a national park, national historic site or national marine conservation area is unique and personal. It results from purposeful and personal connections with the heritage resources and settings, personal interactions with Parks Canada's guides, storytellers and guardians, and the provision of information, facilities, infrastructure, services and programs designed to respond to the visitors needs and expectations. Parks Canada will continue to provide opportunities to contribute to visitors' personal growth and understanding, through explanation and connection with the authentic and nationally significant resources protected and presented in these places. The relevance of these special heritage places will be underscored through visits and will reinforce a sense of connection with this heritage. Programs, services and facilities will continue to be provided in a manner that respects the Agency's traditional high standards for quality, cleanliness and safety, and a commitment to the protection of the heritage values of these places.

Parks Canada intends to review and enhance indicators, measurement protocols and targets for all aspects of the planned results by March 2007.

Parks Canada is proud of its reputation for providing high quality programs and services. Consistent with recommendations made at the two previous Minister's Round Table on Parks Canada (http://www.pc.gc.ca/agen/trm-mrt/2005/index_e.asp) and meeting the intentions laid out in the previous Parks Canada Corporate Plan, the Agency has made adjustments to refine its approach toward better understanding the emerging interests of visitors and meeting expectations through a wide spectrum of tailored activities and programs.

Leadership

Parks Canada has created the External Relations and Visitor Experience Directorate to provide national leadership and direction in the area of visitor experience. This followed a recommendation made at the 2005 Minister's Round Table on Parks Canada to create a more effective organizational structure to improve the visitor experience. It also responds to statements made by the Commissioner of the Environment and Sustainable Development on the need for a more integrated approach to build a culture of conservation and facilitate meaningful experiences. The new structure will provide focus and strategic direction to efforts at the national and local levels and will update and improve national policies,



Visitors look at shipwreck chart on Flowerpot Island Fathom Five National Marine Park of Canada (Ont.)
© Parks Canada PHOTO: Butterill, J.

processes and tools that reflect the Agency's commitment to enhancing opportunities for visitor experiences.

Research and responding to visitor needs and expectations

It is essential that Parks Canada rapidly gain an improved understanding of visitors' needs and expectations. This will allow the Agency to both influence and better meet visitor requirements. At the 2005 Minister's Roundtable on Parks Canada, participants clearly recommended that efforts be increased to assess and understand current and potential visitors' needs and expectations. The travelling public is a dynamic entity; the cycle of change of their needs, expectations and behaviours is rapid and will require monitoring and analysis at both national and local levels. This will include recreation, leisure and tourism trends, ongoing public opinion polling and analysis of other related information. Such research information will be shared across the organization in order for the Agency to act in unison to respond to evolving markets. This will be accomplished with streamlined communications, establishing a Visitor Experience Network and improved analysis and dissemination of research findings undertaken by the social science community. Social science and other visitor related research capacities and knowledge will also be enhanced and aided through work completed with Cooperative Study Units at various universities.

In order to assess performance in this key area, the Visitor Information Program (VIP) will continue to be adapted. Through the Visitor Information Program, Parks Canada uses on-site surveys to monitor visitor perceptions of service quality and other aspects of their visit. Other tools will be used, such as comment cards and other real-time methods to monitor perceptions and make adjustments to services. These efforts also respond to the Government of Canada's Service Improvement Initiative.

Parks Canada will implement its Visitor Experience Assessment and Planning tool that will allow a park or site to fully review their visitor-related operations and offerings, leading to the development of a vision and short-term action plan for refining their Visitor Experience program. Research-based, the assessment tool will allow for a park or site to identify planning, capability and operational requirements in relation to key target segments.

Bringing the best of Canada to all Canadians

To Canadians and people worldwide, national historic sites, national parks and national marine conservation areas represent the best of Canada. This image is founded on the attributes of authenticity, national significance, uniqueness, quality of service, sustainability and good value. Most importantly, Canada's special heritage places continue to be highly valued by visitors for the scope, variety and richness of the experiences that are possible only through personal engagement.

A national strategy will be developed to build on Parks Canada's positive image. Specific external communication initiatives will promote public appreciation, understanding and opportunities for visitor experiences. This national strategy will:

- Cultivate the Parks Canada brand, promoting opportunities for distinct natural and cultural experiences;
- Position Parks Canada as the steward of national heritage treasures;

- Engage a broad spectrum of partners;
- Encourage visitation at national heritage places, respecting ecological integrity in national parks and commemorative integrity of national historic sites.

Branding is an established concept designed to build impressions and awareness of a product or service among a target market that leads to strong trust and loyalty. The promise to Canadians represented by the Parks Canada brand will be based on the Agency's recognized strength as a provider of distinctive experiences and the commitment to respond to visitors' needs and expectations. The Canadian Tourism Commission's branding and visioning efforts place significant emphasis on exploring the natural and cultural experiences gained from travel within and to Canada. As such, Parks Canada will work to position the Agency as the best choice to experience the natural and cultural riches of Canada.

The Agency is in the third year of a five-year major marketing strategy to specifically increase visitation to selected national historic sites. Onsite programming has been enhanced at four targeted national historic sites (Fortress of Louisbourg, Fort Lennox, Fort George and Fort Langley). The opportunities to enjoy these special places will be further communicated through enhanced marketing efforts to targeted market segments.



*Chateau style hotel with its Picturesque Eclecticism built in 1892 to 1893
Château Frontenac NHS of Canada Que
© Parks Canada PHOTO: Bouliane, M.*

Setting the Stage: Visitor Information and Orientation

The visitor experience begins prior to arrival at a national heritage place. The provision of clear and easily accessible information helps to influence and respond to visitor expectations. Parks Canada will continue to provide pre-visit information via its expanded national toll-free telephone service (1-888-773-8888), its tourism industry partners and its own Web site. The expanded campground reservation service addresses visitor expectations for pre-trip planning and assurance of available campsites.

A key component of information provision is onsite welcoming and orientation. Providing visitors with the right information at this stage of their visit will ensure that visitors benefit fully from all opportunities for enjoyable experiences. Visitor services training programs will include the information required to optimize the personal contact, materials, facilities and safety programs that visitors require upon their arrival. Over the next five years, Parks Canada will also enhance the quality and consistency of signage and other information services.

Offering a Range of Opportunities

The 2005 Minister's Round Table on Parks Canada also led to a recommendation to provide a range or continuum of opportunities for visitors both at individual national parks and national historic sites and also through links between different heritage areas. Parks Canada will develop a range of opportunities for visitors within the context of maintaining the ecological and commemorative integrity of these special places. Emphasis will be placed on programs and services, staff capabilities, revitalization of facilities and other infrastructure, and work with partners.

A major focus will be on connecting visitors with the spirituality of Canada's land and people. Programs and activities will engage people's hearts and minds to move them out of the ordinary and help create powerful memories. Parks Canada will work with its partners to ensure programs and activities respect the distinct cultural and natural heritage being presented. In recognition of the unique relationship of Aboriginal peoples with Canada's history, land and people, Parks Canada will work to provide further opportunities for storytelling by Aboriginal peoples.

Programs, Activities and Services

While maintaining a core level of service for all potential visitors, the number and types of programs and activities and the related services offered will be developed taking into consideration current and future market segments. The delivery of all services in the official language of the visitor's choice is key



*Visitor at site of one of the decisive battles of the War of 1812
Battle of Crysler's Farm NHS of Canada Ont
© Parks Canada PHOTO: Guindon, A.*

To the experience. The Agency has received strong grades in this area in the past and will continue to improve its ability to do so through training and staffing. Parks Canada will also explore opportunities to provide services in other languages where demand and capacity exists.

The 2005 Minister's Roundtable on Parks Canada participants recommended that Parks Canada use the traditional language and knowledge of indigenous peoples in place names, signage, interpretation and programming. In response Parks Canada will develop an Agency-wide strategy for the use of traditional language and knowledge in these and other areas.

On-site Interpretation

Parks Canada will invest in personal interpretation, enhancing real life experiences and educational programming. The Agency will also explore and integrate new media in order to meet the increasing technological needs of our audiences.

The resources provided in Budget Plan 2005 will allow Parks Canada to continue its program of Ecological Integrity education initiatives. Over four years the Ecological Integrity Innovation and Leadership Fund will provide support for results-oriented projects that offer tangible benefits for ecological integrity by funding selected projects based on their scientific merits as well as their ability to inform, influence and involve Canadians.

As part of this initiative an additional \$4 million will be invested in innovative projects at Fundy and Banff National Parks of Canada that will communicate a sense of place, provide opportunities to learn about ecosystems, the story of human influences on these parks and gain support for ecosystem conservation initiatives.

Personal interpretation is at the core of many Parks Canada learning activities. Through the Personal Interpretation and Learning and Enrichment Travel Innovation Fund, Parks Canada will work with partners to augment investments in the development and delivery of professional and authentic learning experiences. In the past this program has led to over sixty co-supported projects.

The Aboriginal Heritage Presentation Innovation Fund was established to help ensure that more of these stories are told through partnered investments in Aboriginal interpretation programming. Aboriginal peoples are now active in telling their stories to the public, the quality of Aboriginal programs has greatly improved and relationships with local Aboriginal communities are stronger. The Aboriginal Heritage Presentation Innovation Fund will be continued, targeting gaps in the stories being presented.

Staff

Research shows interaction with knowledgeable staff is often key to a meaningful and engaging heritage experience, one that makes learning fun and effortless. The Agency will place increased internal emphasis on the role that all staff play in engaging visitors and responding to needs and expectations through annual visitor services training programs. The Employee Orientation Program for new staff includes a specific Visitor Experience component that reinforces this goal.



*Boat on Marine Railway
Trent-Severn Waterway-Big Chute Marine
Railway NHS of Canada
© Parks Canada PHOTO: Morin, B.*

Parks Canada is actively working to build a national network of practitioners, specialists and professionals, and will deliver workshop and training opportunities, both internally and externally, to provide for their ongoing development. (See also Program Activity 7/8 for additional plans linked to training and staff development.)

Facilities and Infrastructure

Facilities such as day-use areas, trails, campgrounds, visitor centres, water and sewer systems, parking and roads afford onsite opportunities that contribute greatly to visitor understanding, enjoyment and appreciation. Parks Canada will demonstrate industry leadership by ensuring that these facilities are managed by principles of sustainability related to visitor needs, ecological and commemorative integrity, and affordability and with consideration of the broader tourism benefits associated with their long term economic, social and cultural environmental contributions.

Parks Canada received significant funding to recapitalize assets in Budget Plan 2005. The Agency will seek opportunities to make adjustments to its asset base by achieving a better understanding of how its facilities respond to visitor expectations and contribute to meaningful visitor experiences. Parks Canada will right size, innovate and modernize infrastructure to realize improved efficiency, standards and levels of service. In cases where facilities are no longer responding to visitor needs and expectations for environmentally or culturally sensitive experiences, they will be phased-out or decommissioned. Allocation of funding will consider many factors, including specific Visitor Experience criteria and environmentally friendly operational practices.

Pricing

In addition to the Budget Plan 2005 infrastructure funding, Parks Canada will invest an estimated \$91 million from new fee revenues over the five years of this plan to renew visitor experience related facilities and assets. The Agency has developed, and has had approved, a multi-year National Pricing Strategy through which revenues from proposed fee increases are earmarked for improvements to visitor facilities. This approach is based on the principle that individuals and organizations that benefit personally from the programs and services provided should help to pay the related costs. It also establishes consistent pricing across the country, so that visitors to national parks and national historic sites pay the same fee for the same level of service, regardless of the location. The goal is to allow the Agency to continue offering high-quality heritage experience opportunities to Canadians by investing new revenues in sustaining its facilities and levels of services.

In surveys and polling, Parks Canada has consistently received high visitor satisfaction ratings and is among the top in the Government of Canada for service quality. To safeguard this position and in accordance with the *User Fee Act*, the Agency will establish service standards for services for which fees apply, and will survey to measure satisfaction against pre-established targets. In those instances where a visitor is not satisfied with services received, a full money-back guarantee is the Parks Canada policy.



Interpreter with visitor at family home of Métis leader Louis Riel
Riel House NHS of Canada (Man.)
© Parks Canada PHOTO: Dealey, D.

Visitor Safety

Parks Canada's public safety program strives to pro-actively reduce the probability of visitor safety incidents through a comprehensive risk management approach that includes planning, prevention, readiness and response. Risk management is actively addressed on a daily basis in national historic sites, national parks and national marine conservation areas. Following an internal review of the public safety program, Parks Canada has given a priority to updating its existing visitor risk management policy and planning framework by 2006/07 and then systematically implementing this new policy and planning framework in national historic sites, national parks and national marine conservation areas in subsequent years. All national historic sites, national parks and national marine conservation areas have updated their existing visitor risk management programs to be consistent with the revised policy and planning framework. The updated policy and planning framework will continue to emphasize that visitor safety is a shared responsibility between visitors and Parks Canada. Visitors are expected to plan and prepare for their visits. They are also encouraged to seek additional information on planning and preparedness when they arrive to ensure a high quality visitor experience. Parks Canada will continue to develop and implement risk management and targeted prevention programs that support preparedness and self-reliance. Parks Canada will continue to be prepared to respond to public safety incidents when they arise and will work closely with other departments, non-government organizations and service providers to coordinate prevention, readiness and response initiatives. This includes being an active member of the National Search and Rescue Program coordinated by the National Search and Rescue Secretariat (DND) and working with non-governmental organizations such as the Canadian Avalanche Association and SMARTRISK.

Program Activity 5: TOWNSITE MANAGEMENT

Planned Spending (\$ thousands) and Full-Time Equivalents (FTE)

Townsite Management	Forecast Spending	Planned Spending				
	2005-2006*	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Capital	4,279	4,299	4,479	4,599	4,799	4,799
Salary**	3,978	4,019	4,038	4,029	4,029	4,029
Other Operating	3,212	3,280	3,334	3,334	3,334	3,334
Total	11,469	11,598	11,851	11,962	22,162	22,162
FTE	41	41	41	41	41	41
Allocation of Corporate Services	1,099	1,254	1,127	1,131	1,139	1,139
Total (including Corporate Services)	12,568	12,852	12,978	13,093	13,301	13,301
FTE (including Corporate Services)	51	51	51	51	51	51

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Salary totals include Employee Benefit Plans

Description

This program activity relates to the Parks Canada Agency's management and operation of communities within Canada's national parks. These communities are important staging areas for visitors' national park and national historic site experiences, home to businesses and residents who are actively involved in providing services to visitors, and administrative centers for Parks Canada operations. The Agency provides municipal service such as drinking water, snow removal, garbage pick-up and disposal, sewage treatment, road and street maintenance, and fire services to support visitors and residents. Parks Canada is directly responsible for managing five townsites in national parks, which have permanent populations ranging from 100 to 1,500, and welcome millions of visitors annually.



*Chateau Lake Louise
Banff NP of Canada (Alta.)
© Parks Canada PHOTO: Lynch, W.*

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Planned Results and Performance Expectations

5. TOWNSITE MANAGEMENT	
Planned Results	Performance Expectations
10. Provide responsible environmental stewardship, heritage conservation, and efficient and affordable administration.	21. Meet targets for sewage effluent quality, water conservation, solid waste diversion, management of contaminated sites and legislated limits to growth. 22. Develop inventory of heritage assets, condition ratings and performance targets by March 2007. 23. 100% cost recovery of municipal utility services (water, sewer and garbage collection). 24. Establish targets for efficient administration by March 2007 based on standard municipal models.

Strategies to Achieve Planned Results

Planned Result 10: Provide responsible environmental stewardship, heritage conservation, and efficient and affordable administration.

Parks Canada has responsibilities under the *Canada National Parks Act* to prepare community plans for each community located inside the borders of a national park. These five townsites are: Field, in Yoho National Park of Canada, British Columbia; Lake Louise, in Banff National Park of Canada, Alberta; Wasagaming in Riding Mountain National Park of Canada, Manitoba; Waskesiu, in Prince Albert National Park of Canada, Saskatchewan; and Waterton, in Waterton Lakes National Park of Canada, Alberta.

The Banff townsite (www.townofbanff.com) in Banff National Park of Canada has been self-governed since 1990 under a federal-provincial agreement and is not directly administered by Parks Canada. The Agency retains final approval for the Town of Banff Community Plan and Land Use Bylaw. Jasper townsite (www.jasper-alberta.com) in Jasper

National Park of Canada has been operating under self-government authorities since April 2002. Parks Canada retains authority for land-use planning and development in Jasper.

Planned results and performance expectations may be amended over time to reflect the broader role the communities play in contributing to park ecological integrity, visitor experience, public appreciation and homes for businesses and residents. The communities of Banff and Jasper will be encouraged to develop monitoring programs and reporting protocols similar to the other communities.

Community Plans

Community plans are in place for each community to provide a strategy for the management of growth and development in each community. The focus over the next five years will be to implement the community plans according to the legislation and performance expectations. The community plans also provide guidance on enhancing opportunities for visitor experiences, ensuring that services, facilities and development reflect national park values while responding to visitors' interests, needs and expectations, and promoting public appreciation and understanding.

During implementation, the plans will be reviewed to ensure they continue to be relevant. Success in achieving the planned results will require collaboration between those living and working inside the national parks, the visiting public and Parks Canada.

Four principles guide community plans:

1. no net negative environmental impact;
2. leadership in environmental stewardship and heritage conservation;
3. responsible growth management;
4. managing development and use.

1. No Net Negative Environmental Impact

The principle of no net negative environmental impact means that everyone is working together to ensure that wildlife, plants, water, air, soil and the processes that connect them will be better off or no worse tomorrow than they are today, and that the cumulative impact of development decisions on the ecological well-being of parks, from this day forward, will be positive, not negative. The principle is applied to all national park townsites to ensure that these communities do not negatively affect the ecological health of the national parks in which they are located. A 3NEI framework that includes monitoring and action plans to mitigate the ecological impacts of each townsite will commence implementation in 2006. These frameworks will also address the other principles. Parks Canada will monitor progress against performance expectations and will work with the communities to refine indicators and management systems to support reporting. These individual frameworks will provide input into State of Park reports and the reviews of community plans. The implementation of each framework and its success will be subject to review by Parks Canada and its partners at least once every five years.

2. Leadership in Environmental Stewardship and Heritage Conservation

Parks Canada will continue to work with communities to ensure they are models of environmental stewardship. The development of new technologies and best management practices will be developed with the tourism industry and communities and information will be exchanged between communities. The Agency is also committed to upgrading sewage treatment facilities to ensure that effluent quality meets or exceeds national and provincial standards. Completion of the recapitalization of the water and sewer infrastructure will help achieve the Agency's objectives for environmental stewardship.

Leadership in heritage conservation will focus on the conservation of priority heritage buildings representative of the community's distinctive character and ensuring new development is compatible in design and quality with existing neighbourhoods. This principle applies to both Parks Canada facilities and those owned by others. Communities will have in place by 2007: an inventory of heritage assets; identification of condition ratings, performance targets and priorities; and an action plan to address priority structures.



*Town of Field
Yoho NP of Canada (BC)
© Parks Canada PHOTO: Lynch, W.*

3. Responsible Growth Management

Limits to commercial growth, zoning and boundaries for each community have been established and legislated. These limits will continue to guide community plan reviews. Within this context, communities will be supported in their efforts to address social and economic needs.

4. Managing Development and Use

The intent behind this principle is to ensure that the character of a community reflects its setting in a national park. New business applications and development will only be considered if it can be demonstrated they contribute to the national park character. Basic and essential services or facilities will be provided in the context of meeting the needs and expectations of visitors and residents, contributing to meaningful visitor experiences and promoting public understanding. Development will respect architectural and landscape guidelines and growth limits.

The role the communities play in supporting opportunities for meaningful visitor experiences and in providing educational opportunities will be strengthened. Parks Canada will also continue to invest in health and safety projects at townsites in national parks.



*View from Sulphur Mountain, Banff
Banff NP of Canada (AB)
© Parks Canada PHOTO: McCloskey, P.*

Program Activity 6: THROUGHWAY MANAGEMENT

Planned Spending (\$ thousands) and Full-Time Equivalents (FTE)

Throughway Management	Forecast Spending	Planned Spending				
	2005-2006*	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Capital	25,071	30,561	25,241	19,361	24,561	24,561
Salary**	10,353	10,417	10,457	10,441	10,441	10,441
Other Operating	11,735	11,821	12,090	12,090	12,090	12,090
Total	47,159	52,799	47,788	41,892	47,092	47,092
FTE	165	165	165	165	165	165
Allocation of Corporate Services	5,493	6,271	5,637	5,656	5,696	5,696
Total (including Corporate Services)	52,652	59,070	53,425	47,548	52,788	52,788
FTE (including Corporate Services)	214	214	214	214	214	214

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Salary totals include Employee Benefit Plans

Description

This program activity includes the operation, maintenance and repair of roads, bridges, provincial and inter-provincial highways and waterways that connect communities and pass through national historic sites and national parks.

Parks Canada is responsible for approximately 868 kilometres of provincial and inter-provincial highways, including six sections of the Trans-Canada and Yellowhead highways. This responsibility stems from the location of these sections of the highways within national park boundaries. The highways are integral to Canada's national highways system, and some have significant year-round traffic volumes

ranging from 1.4 to 5.7 million vehicles per year. These highways are also integral to providing access to many parks facilities as well as communities within national parks they traverse.

Parks Canada is responsible for nine national historic canals or waterways including the Trent-Severn Waterway and the Rideau, Lachine and Chambly canals. There are more than 650 kilometres of waterway and 25,000 square kilometers of drainage basin involved, affecting countless communities, businesses and stakeholders in both urban and rural regions of Canada.

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Planned Results and Performance Expectations

6. THROUGHWAY MANAGEMENT	
Planned Results	Performance Expectations
11. Provide safe highways, open to through traffic and minimize their environmental impacts	25. Highways are open to through traffic. 26. Maintain highways in a condition that minimizes risk to users. 27. Minimize environmental impacts of highways.
12. Maintain condition of waterways with water control functions and meet water level obligations.	28. 75% of waterway assets are maintained in at least fair condition. 29. Develop inventory of water control obligations, targets and protocols for measuring compliance by March 2007.

Strategies to Achieve Planned Results

Planned Result 11: Open, Safe Highways with Minimal Ecological Impact

Parks Canada has an obligation to keep highways and waterways open and operating safely while minimizing their environmental impact.

Associated with the 868 km of through highways within the boundaries of national heritage areas in eight provinces, there are also 97 highways bridges and overpasses. To ensure due diligence and to protect this infrastructure, the Agency will enhance its inspection program to align with comparable and national guidelines.

With the new funding provided in Budget Plan 2005 and guided by the results of the inspection program, Parks Canada will ensure these throughways are not closed nor allowed to deteriorate to the point where they present unacceptable safety risks.

Trans Canada Highway Twinning

As part of the Government of Canada's effort to improve Canada's infrastructure and integrate this work with provincial and territorial needs, Parks Canada received funding to continue twinning the portion of the Trans-Canada Highway that runs through Banff National Park of Canada. The money will help to:

1. Improve motorist public safety;
2. Reduce wildlife-vehicle conflicts;
3. Foster other related environmental improvements;
4. Increase the efficient movement of people and goods.

Twinning the Trans-Canada Highway will exacerbate the Agency's existing funding challenges to undertake routine, regular highway maintenance as it will increase the number of kilometers of highway for which there are high performance expectations. However, improved traveller safety does warrant the investment in twinning the highway.



*Road construction at Marble Canyon,
Banff-Windermere Highway
Kootenay NP of Canada (B.C.)
© Parks Canada PHOTO: Parks Canada*

Parks Canada will continue to seek new funding to complete the twinning of the Trans-Canada highway through Banff National Park of Canada and the mitigation of undesirable impacts on wildlife and vegetation that will result from the twinning.

Parks Canada's planned result also includes a commitment to minimize the environmental impact of highways running through national heritage areas. Elements of a highways specific ecological reporting framework were identified in 2005. These elements will be integrated into the overall Park specific ecological integrity frameworks (see PA 2) that will be developed and subsequently reported on in the annual State of Park reports.

Planned Result 12: Waterway Management

Parks Canada has custodial responsibilities for a complex system of canals, bridges, dams and locks. The Agency operates nine historic canals that vary considerably in size and scope. The largest, is the Trent-Severn Waterway which runs 386 kilometres from Trenton on Lake Ontario, to Georgian Bay, while the Rideau Canal consists of 47 locks and runs 202 kilometres. While most Canadians associate the operation of canals with pleasure boating and the conservation of the nation's historic fabric, the waterway management aspect often represents the

more significant responsibility for Parks Canada. Waterway management includes flood control in support of property owners and communities, maintaining navigation levels for pleasure and commercial watercraft, protection of wetlands and habitat for species at risk, and provision of water for power generation. It also includes the maintenance of the dams and bridges that are critical to managing the water levels and connect the communities that surround the canals.

To address the fundamental challenges associated with waterway management Parks Canada will embark on a program to ensure the needs of all stakeholders are balanced with the fundamental requirement to make waterways safe and open to through traffic and to minimize environmental



*Highway 93 through Sinclair Canyon
Kootenay NP of Canada (B.C.)
© Parks Canada PHOTO: Grant, T.*

impact. As part of its strategy to maintain these critical structures, the Agency will enhance its infrastructure inspection program to align with comparable provincial and national guidelines. With the new funding provided in Budget Plan 2005, and guided by the results of the inspection program, Parks Canada will ensure these waterways are not closed nor allowed to deteriorate to the point where they present unacceptable safety risks.



*Lock Swing Bridge
Rideau Canal NHS of Canada (Ont.) –
Jones Falls Swing Bridge
© Parks Canada PHOTO: Parks Canada*

Program Activities 7/8: CORPORATE SERVICES

Planned Spending (\$ thousands) and Full-Time Equivalents (FTE)

Corporate Services	Forecast Spending	Planned Spending				
	2005-2006*	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Capital	2,305	2,525	2,885	3,125	3,525	3,525
Salary**	31,393	31,61	31,751	31,697	31,697	31,697
Other Operating	21,228	28,568	21,731	21,737	21,737	21,737
Total	54,962	62,712	56,367	56,559	56,959	56,959
FTE	495	495	495	495	495	495

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

** Salary totals include Employee Benefit Plans

Description

These program activities address the provision of corporate services, including budgeting and programming, financial investment and administrative management, real property and asset management, the development of legislation and policy, and senior management. It also includes the Human Resource

management areas of labour relations, collective bargaining, compensation, occupational safety and health, classification, human resourcing strategies, programs and systems, internal communications, and administration.

Planned Results and Performance Expectations

7/8: CORPORATE SERVICES	
Planned Results	Performance Expectations
13. Demonstrate accountability and effective decision-making and deliver timely, accessible and reliable management services.	30. Auditor General audits of financial and performance information find no material concerns. 31. Corporate service expenditures will not exceed 12% of total operating budget.
14. A diverse and capable workforce, working in a positive and enabling environment.	32. Five year Independent Report on the Agency's Human Resource Regime to show a significant consistency between the Agency's HR Values and Principles and the HR regime. 33. A workforce that is representative of the Canadian population as measured by regional labour force availability.

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Strategies to Achieve Planned Results

Planned Result 13: Maximizing Agency Performance

Parks Canada has had to continuously adapt its management practices to reflect legislative, regulatory and administrative challenges. The magnitude of change is considerable and the Agency shares the Government of Canada commitment to make itself more accountable, responsive and innovative. It will continue to focus on modernizing and refining management practices in specific areas: financial management, information technology, human resources and environmental stewardship. Key goals include:

- Developing a long term financial strategy to ensure the financial sustainability of the Agency and providing sound stewardship of public resources.
- Meeting the due diligence required of Government of Canada departments or agencies, Parks Canada will implement approved comptrollership initiatives such as re-building the internal audit function and continuing to operate in an open, transparent and accountable manner.
- Ensuring sustainable business practices.
- Integrating asset management with other program activity management.
- Developing a comprehensive approach to succession management while ensuring representivity. Additional emphasis will be placed on the recruitment of visible minorities, and on the retention and development of Aboriginal employees.
- An Employment Equity Strategy, with particular emphasis on improving representation of visible minorities. Parks Canada will assess and monitor its efforts to recruit and retain visible minorities in order to address, by 2008, shortcomings in meeting expectations.



*Guided walk with interpreter
Riding Mountain NP of Canada (Man.)
© Parks Canada PHOTO: McArthur, D.*

- Building a learning organization and a healthy workplace reflecting Parks Canada's Human Resource Values and Operating principles.
- Ensuring accountability by making every element of the organization clear about their roles and responsibilities, so that all employees will fulfill their responsibilities and be ready to answer for their performance.
- Developing mechanisms and approaches to improve internal communications within the Agency with special emphasis on two-way communication that effectively engages all members of the Parks Canada team.

Planned Result 14: A Diverse and Capable Workforce

Human Resources

Parks Canada employees are enthusiastic, passionate and professional. The Agency has and will continue to develop human resource strategies to enhance our human resources capacity and engagement of our staff. It will recruit new talent, provide learning and advancement opportunities to employees, and create a positive, healthy work environment that promotes and upholds professional public service values and standards.

Commitments to specific learning and workplace improvement goals will be pursued at the local and corporate levels through consultation with employees. Initiatives include the development of a core learning program for supervisors and middle managers and an on-going focus on strengthening internal communications in the Agency, a critical element of a healthy workplace. In addition, Park's Canada Orientation Program for new employees will be systematically updated and expanded so that its continued success is assured.

The Agency will continue to implement measures contained in the May 2005 CEO message *Working Together to Improve Our Workplace* based on the results of the employee survey.

The evaluation of progress toward these goals will include the Independent Report on the Agency's Human Resources Regimes, periodic audits and employee surveys.



Volunteer in period costume
Fort Wellington NHS of Canada Ontario
© Parks Canada PHOTO: Morin, B.

Asset Management

Supporting the delivery of Parks Canada's Programs are its unmatched holdings in real property built assets ranging from modern digitally controlled buildings to dams and weirs constructed in 1832, to highways and bridges that cut through the Rockies. In the year 2000, the replacement cost of the Parks Canada's asset base was estimated at \$7.1 billion.

Chronic underfunding had resulted in a significant deterioration of this asset base, the severity of which was recognized by the Government of Canada, which, in Budget 2005, announced \$209 million in new funding over five years followed by an annual increase of \$75 million. Combined with Parks Canada's National Pricing Strategy and existing budgets, Parks Canada will spend \$512.7 million, over the next five years.

Immediate efforts will be focussed on resolving the urgent and pressing needs at Parks Canada's natural and cultural heritage sites, while beginning to reshape the asset base to better meet the needs and expectations of Canadians, to realize Parks Canada's stewardship mandate and to improve environmental and energy performance. When stable long-term funding is in place, Parks Canada will be able to work with partners and stakeholders to identify asset renewal opportunities.

Parks Canada will seek opportunities to work with the private sector on initiatives that green park and site facilities and programs. For example, opportunities exist to purchase electric power generated by clean methods that reduces the demand for power generated through the burning of fossil fuels.

Given the current state of deterioration and the increased spending, continued vigilance will be ensured through improvements to management frameworks and through augmenting the knowledgeable client capacity necessary to manage, monitor and respond to emerging asset issues. Through the implementation of a new asset management system, Parks Canada will have access to improved asset information, which will facilitate the strategic management of assets.

Information Technology and Management

Reliable and credible information is essential for a geographically dispersed organization such as Parks Canada. The Agency will continue to seek out opportunities to improve services, decisions and results through the integration and streamlining of common internal systems and processes. The Agency will build on the Government of Canada strategy of movement toward whole-of-government shared services by participating in shared service arrangements, and will position itself to be at the forefront of technology that supports enhanced visitor experiences at our special heritage places through the negotiation and management of exclusive supplier agreements.



*Park Wardens analyse Black Rat Snake, (Elaphe obsoleta)
St. Lawrence Islands NP of Canada (Ont.)
© Parks Canada PHOTO: Parks Canada*

The use of technology will be an important cornerstone of improved retention and access to the Agency's information holdings. Decision-making and management will be improved.

Parks Canada will continue to use information technology to support management decision-making. Integrated financial and personnel management systems will provide access to the information managers need, when they need it.

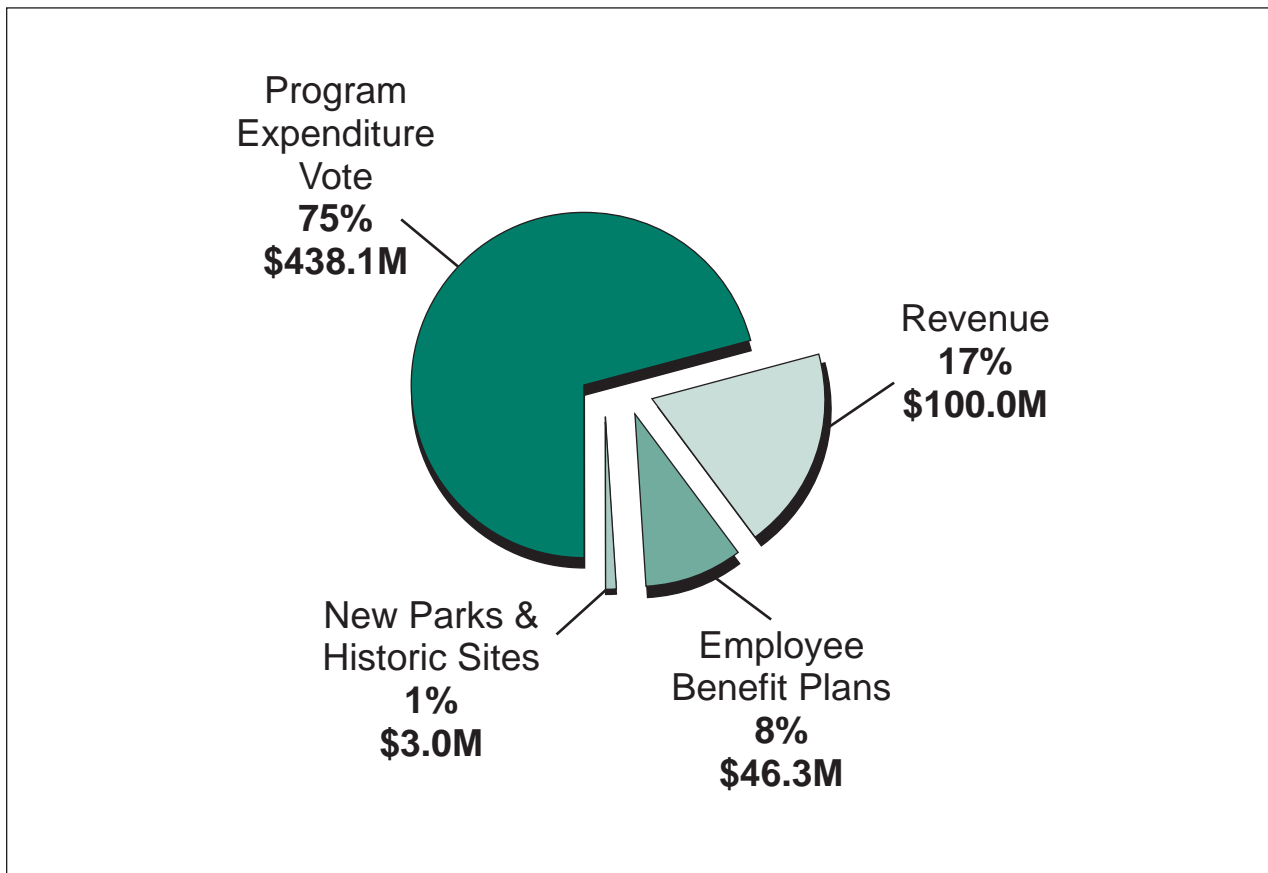


*Search and Rescue exercise, Parks Canada Team
Saguenay-St. Lawrence National Marine Park of Canada(Que.)
© Parks Canada PHOTO: Bouliane, M.*

Section III

FINANCIAL INFORMATION AND TABLES

Source of Funds 2006-2007



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TABLE 1: AGENCY PLANNED SPENDING AND FULL TIME EQUIVALENTS (IN THOUSANDS OF DOLLARS)

	Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Establish Heritage Places	20,566	26,090	25,955	25,662	25,662	25,662
Conserve Heritage Resources	168,254	215,623	212,037	215,411	221,332	221,332
Promote Public Appreciation and Understanding	57,102	68,082	68,991	70,491	73,143	73,143
Enhance Visitor Experience	178,307	196,804	205,534	215,941	221,861	221,861
Townsite Management	11,935	12,775	12,979	13,094	13,297	13,297
Throughway Management	48,344	58,680	53,425	47,548	52,852	52,852
Total Main Estimates	484,508	578,054	578,921	588,147	608,147	608,147
<i>Adjustments:</i>						
Governor General Warrants:						
Collective Bargaining		18,758				
Capital Assets in Parks		11,000				
Register of Historic Sites-Framework Tools		10,650				
TBVote 5		4,968				
Forest Fires & Emergencies		4,566				
Ecological Integrity in Canada's National Parks		4,279				
Litigation Settlements		2,400				
Contaminated Sites		1,203				
Advertising – Public Notices		1,121				
Commemoration of the 400th anniversary of the founding of Quebec City		972				
Canada's Relationship with the Metis – Powley		300				
Dehcho First Nations		234				
Oceans Action Plan		170				
Northern Energy Development		125				
Settlement and implementation of the Labrador Inuit Land Claims Agreement		25				
Official Languages Action Plan in the Public Service – Program Integrity		23				
Other:						
Procurement Reform	-700	-2,690	0	0	0	0
Commemoration of the 400 th anniversary of the founding of Quebec City		3,649	14,685	2,400		
Historic Places Initiative		1,000				
Ecological Integrity in National Parks		655				
Contaminated Sites		180				
Out of Court Settlements		6,587				
<i>Total Adjustments</i>	60,094	9,381	14,685	2,400	0	0
Total Planned Spending	544,602	587,435	593,606	590,547	608,147	608,147
Total Planned Spending	544,602	587,435	593,606	590,547	608,147	608,147
Plus: Cost of services received without charge	544,602	41,480	40,286	40,292	40,340	40,340
Net Cost of Program	587,398	628,915	633,892	630,839	648,487	648,487
Full Time Equivalents	4,120	4,127	4,127	4,125	4,125	4,125

TABLE 2: PROGRAM BY ACTIVITY (IN THOUSANDS OF DOLLARS)

2006-2007						
Program Activity	Budgetary			Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
	Operating	Capital	Grants and Contributions			
Establish Heritage Places	24,941	1,126	23	26,090	195	26,285
Conserve Heritage Resources	180,450	16,620	18,553	215,623	3,277	218,900
Promote Public Appreciation and Understanding	59,590	8,303	189	68,082	2,657	70,739
Enhance Visitor Experience	162,655	34,149	0	196,804	2,785	199,589
Townsite Management	8,425	4,350	0	12,775	78	12,853
Throughway Management	27,867	30,814	0	58,680	390	59,070
Total	463,928	95,361	18,765	578,054	9,381	587,435

TABLE 3: VOTED AND STATUTORY ITEMS LISTED IN MAIN ESTIMATES (IN THOUSANDS OF DOLLARS)

Vote or Statutory Item	Truncated Vote or Statutory Wording	2006-2007 Current Main Estimates	2005-2006 Previous Main Estimates
30	Program expenditures	428,730	344,562
35	Payment to the new Parks and Historic Sites Account	3,000	1,800
(S)	Expenditures equivalent to revenues	100,000	95,000
(S)	Contributions to employee benefit plans	46,324	43,146
	Total Agency	578,054	484,508

**TABLE 4: NET COST OF PROGRAM FOR THE ESTIMATES YEAR
(IN THOUSANDS OF DOLLARS)**

2006-2007		Total
Total Planned Spending		587,435
<i>Plus: Services Received without Charge</i>		
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS		19,505
Accommodation provided by Public Works and Government Services Canada (PWGSC)		15,579
Services provided by the Department of Canadian Heritage for information management, information technology, finance, human resources and administrative support		4,664
Salary and associated expenditures of legal services provided by Justice Canada		1,110
Audit services provided by the Office of the Auditor General		510
Worker's compensation coverage provided by Social Development Canada		112
		41,480
2006-2007 Net cost of Department		628,915

**TABLE 5: SUMMARY OF CAPITAL SPENDING BY PROGRAM
ACTIVITY (IN THOUSANDS OF DOLLARS)**

	Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Establish Heritage Places	1,115	1,126	1,144	1,156	1,176	1,176
Conserve Heritage Resources	15,920	16,620	21,973	25,542	31,490	31,490
Promote Public Appreciation and Understanding	5,764	10,492	18,121	12,339	13,547	13,547
Enhance Visitor Experience	73,785	35,608	46,447	53,095	58,071	58,071
Townsite Management	4,325	4,350	4,537	4,662	4,870	4,870
Throughway Management	25,302	30,814	25,530	19,674	24,914	24,914
Total	76,210	99,010	117,752	116,467	134,067	134,067

TABLE 6: SOURCES OF RESPONDABLE REVENUE
(IN THOUSANDS OF DOLLARS)

	Forecast Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009	Planned Revenue 2009-2010	Planned Revenue 2010-2011
Promote Public Appreciation & Understanding						
Heritage Presentation Programs	762	827	849	935	935	935
	762	827	849	935	935	935
Enhance Visitor Experience						
Entrance Fees	40,060	43,900	45,180	50,300	50,300	50,300
Camping Fees	16,051	17,611	18,131	20,211	20,211	20,211
Lockage and Mooring Fees	2,408	2,648	2,728	3,048	3,048	3,048
Pools	3,603	3,603	3,603	3,603	3,603	3,603
Other Recreational Fees	3,474	3,769	3,867	4,261	4,261	4,261
	65,596	71,531	73,509	81,423	81,423	81,423
Townsite Management						
Municipal Service Fees	2,676	2,676	2,676	2,676	2,676	2,676
	2,676	2,676	2,676	2,676	2,676	2,676
Other Revenue						
Real Property and Business Fees	17,614	17,614	17,614	17,614	17,614	17,614
Miscellaneous	8,352	7,352	9,352	8,352	8,352	8,352
	25,966	24,966	26,966	25,966	25,966	25,966
Total Respondable Revenues	95,000	100,000	104,000	111,000	111,000	111,000

TABLE 7: NATIONAL PRICING STRATEGY – FEE PROPOSALS

Name of Fee Activity	Fee Type	Fee Setting Authority ¹	Reason for Fee Introduction or Amendment	Effective date of planned change to take effect	Completed / Planned Consultation & Review Process
National Park and National Historic Site Entry Fees – Approved Riding Mountain (Daily Adult) e.g. \$6.00 to \$8.00	Service	Parks Canada Agency Act	Rebuild or replace deteriorated visitor facilities using new revenues from fee increases.	2006/07, 2007/08, 2008/09	Four year fee strategy was approved in June 2005. Prior to being approved, this strategy was subject to consultations carried out between November 2003 and February 2004 and was tabled in Parliament as required by the <i>User Fees Act</i> .
National Park Camping Fees – Approved Front Country Camping e.g. \$23.00 to \$26.00	Service	Parks Canada Agency Act	As above	2007/08, 2008/09	The fee increases approved for 2005/06 have been implemented. Remaining increases will be implemented in 2006/07, 2007/08 and 2008/09.
Historic Canal Lockage Fees – Amending One Day Lockage e.g. \$1.55 to \$1.70 (per foot of boat length)	Service	Parks Canada Agency Act	As above	2006/07, 2008/09	
National Park and National Historic Site Recreation Fees – Amending Cross Country Skiing e.g. \$6.00 to \$8.00 (Daily Adult)	Service	Parks Canada Agency Act	As above	2006/07, 2007/08, 2008/09	
Fishing License Fees – Amending Seasonal e.g. \$25.00 to \$35.00	Rights and Privileges	Parks Canada Agency Act	To earn a fair return for the use of publicly owned resources and use the associated revenue to rebuild visitor facilities.	2006/07, 2007/08, 2008/09	
Hot Pool Fees – Proposed Radium Hot Springs e.g. \$7.00 to \$8.50 (Daily Adult)	Service	Parks Canada Agency Act	Maintain current level of service using new revenues from fee increases	2007/08, 2008/09, 2009/10, 2010/11	Consultations on a four year fee were completed in the fall of 2005. A focused three-pronged approach was used: meetings with commercial group tour operators at travel trade shows; focus group sessions with frequent users of the three facilities and letters to elected officials. Pursuant to the <i>User Fees Act</i> , this proposal will be tabled in Parliament prior to being submitted for approval.
Business Licenses – Proposed Restaurant e.g. \$100 to \$200 per year	Rights and Privileges	Parks Canada Agency Act	To earn a fair return for the commercial use of publicly owned resources	2008/09	Parks Canada consulted on a business license fees proposal with business operators, business associations, chambers of commerce, elected officials, provincial parks and tourism ministries, national tourism organizations, park stakeholder groups and Canadians generally in July and August 2005. Pursuant to the <i>User Fees Act</i> , this proposal will be tabled in Parliament prior to being submitted for approval.

¹ According to Sections 23 and 24 of the *Parks Canada Agency Act*, the Minister sets all fees and charges for rights and privileges

TABLE 8: PLANNED MAJOR CAPITAL PROJECTS – BACKGROUND

Part 1 Strategies and Priorities

Addressing the deteriorated state of the assets is a major component of the Agency's strategic agenda. Parks Canada will revitalize its asset base through significantly increasing asset spending and improving management frameworks, while adopting state of the art environmental leadership initiatives.

CONTEXT

As one of the major custodians in the Government of Canada, Parks Canada's holdings in real property fixed assets are diverse and extensive (numbering approximately 18,000 with an estimated replacement value of \$7.1B).

The variety of fixed assets included in the Agency's inventory is unmatched. Holdings range from modern digitally controlled buildings to fortifications to dams and weirs constructed in 1832, to highways and bridges that cut through the Rockies. Also included are assets such as wildlife overpasses, underpasses, fencing and jumpouts designed specifically to support ecological integrity and ecosystem protection objectives. Parks Canada's assets are found, literally, from sea to sea to sea, in every type of environment this country offers. The sound management of such a varied inventory requires a diverse range of skills and resources beyond those required by other custodians.

Parks Canada's assets are divided into four groups that present unique management challenges. Cultural or historic assets are core to Parks Canada's mandate; visitor assets are required to enable the visitor experience; assets administered on behalf of the Government of Canada are Parks Canada's responsibility, solely by virtue of their location; and, supporting assets support service delivery of Parks Canada's programs and services.

Cultural Resources (23 % of total asset portfolio)

Cultural or historic assets are core to Parks Canada's mandate. While found primarily within Conserve

Heritage Resources (PA 2), significant cultural assets are also located within Promote Public Appreciation and Understanding (PA 3), Enhance Visitor Experience (PA 4), and in Corporate Services (PA 7/8).

Cultural resources, found in 153 Parks Canada administered national historic sites and 42 national parks, include historic and archaeological resources that are nationally significant and have historic value. Cultural resources are irreplaceable and require a close level of management expertise, distinct from that required for contemporary assets. As noted by the Auditor General in her November 2003 Report, the consequence of not making timely capital interventions is the permanent loss of Canada's heritage fabric.

Cultural assets are identified as being either level 1 or level 2. Level 1 indicates that the asset is of national significance, the highest designation, while level 2 means that the asset has historical value. The majority (85%) of cultural assets are classified as level 1. The average year of construction varies among the categories: 1902 for buildings; 1879 for marine works; and 1844 for fortifications.

Visitor Facilities (44 % of total asset portfolio)

Visitor facilities are associated with Program Activities 3 and 4 – Public Appreciation and Understanding and Enhance Visitor Experience. Engaging Canadians and providing visitors with memorable experiences are Parks Canada's priorities. Visitor facilities provide opportunities for Canadians to access, learn about and experience their natural and cultural heritage. They are the mainstay of Parks Canada's \$100 million revenue program and among the principal assets of Canada's tourism industry, contributing \$1.2 billion to Canada's Gross Domestic Product and the equivalent of 38,000 full-time jobs. Visitor facilities include reception and interpretive centres, trails, campgrounds and day-use areas. They also include related assets such as access roads, parking lots, and water and wastewater systems.

Assets administered on behalf of the Government of Canada (26 % of total asset portfolio)

Assets administered on behalf of the Government of Canada are associated with Program Activities 5 and 6 – Townsites and Throughways. They include highways, contemporary bridges and dams on historic canals, and municipal structures in national park townsites. Parks Canada is responsible for approximately 800 km of highways and 97 bridges, which form part of the Trans-Canada Highway and sections of various provincial highways. Parks Canada is also responsible for: waterway management infrastructure, including over 200 dams controlling water levels and 89 bridges; municipal infrastructure including roads and bridges; and water and wastewater treatment systems within national park townsites.

Supporting assets (7 % of total asset portfolio)

Supporting assets are associated with Program Activities 7/8 – Corporate Services. While not always visible, they are necessary to support the delivery of Parks Canada's various programs. They include assets such as maintenance compounds, administration centres and fleet.

Parks Canada's fleet is comprised of approximately 1,300 light vehicles, 400 pieces of heavy equipment and 1,000 pieces of off-road and marine equipment. Parks Canada is continuously renewing its wide range of motorized inventory that includes high-speed snow ploughs, to trucks and cars, to snowmobiles and ATVs. The Agency considers green options in every investment decision and has been successful in taking advantage of subsidies offered by other government agencies in greening its fleet.

CAPITAL ASSET MANAGEMENT STRATEGY

To address the risks associated with the deteriorated asset base, Parks Canada will significantly increase asset spending, and improve management frameworks as well as asset information.

Combining existing budgets with the forecast funding generated from Parks Canada's User Fee Strategy and the \$209 million over five years and

\$75 million ongoing announced in Budget Plan 2005, Parks Canada will spend \$512.7 million over the next five years towards resolving the recapitalization shortfall.

The principles associated with realizing mandate, stewardship, safety and environmental leadership objectives, and the achievement of financial sustainability, guide the development of proposed projects and funding allocations. Additionally, the benefits of increased spending will be maximized through seeking to incorporate state of the art environmental leadership initiatives in projects.

Emerging issues will change the relative priority of individual projects. Parks Canada manages its capital program, allowing for adjustments and ensuring that the highest priority projects are funded. Parks Canada's capital planning process articulates the planning cycle and the project approval authorities and process. Linked to the Program Activity Architecture, the process enables Parks Canada to plan and report on asset investments in full support of program objectives and ensures appropriate mechanisms for the monitoring, adjustment and oversight of the capital program.

To effectively manage the increased capital program and to fully assume its asset custodial obligations, Parks Canada is incrementally increasing its asset management capacity. This will include capacity building for risk management and strategic asset management through the development of policies, maintenance standards and guidelines, and the refinement of investment priorities to better achieve outcomes. Furthermore, Parks Canada will increase its capacity to deliver projects and to manage the day-to-day operations of its complex asset base as well as ratifying a service level agreement with Public Works and Government Services Canada.

Parks Canada has developed and is now implementing an asset management system that will provide access to reliable asset information to support strategic decision making, compliance with legal and due diligence obligations. The information will improve the understanding of the role assets play in the delivery of programs as well as facilitate oversight of asset management activities.

TABLE 8: DETAILS ON PROJECT SPENDING (IN MILLIONS OF DOLLARS)
Part 2

	Current Estimated Total Cost	Forecast Spending to 31-Mar-06	Planned Spending 2006-07	Planned Spending 2007-08	Planned Spending 2008-09	Future Years Spending
<i>Establish Heritage Places</i>						
Ontario						
Bruce Peninsula NP – Land Acquisition	13.5	8.1	0.3	0.3	0.3	4.5
<i>Conserve Heritage Resources</i>						
Quebec						
Quebec City – Dufferin Terrace Stabilization & Major Repairs	11.6	2.1	3.1	2.8	0.6	3.0
Manitoba						
Prince of Wales – Wall Conservation	3.1	1.2	0.5	0.5	0.5	0.4
Ontario						
Ontario East – Fort Henry NHS Major Repairs	10.0	7.0	3.0	–	–	–
<i>Promote Public Appreciation & Understanding</i>						
Quebec						
Quebec City – Old Port of Quebec Interpretation Centre enhancements	24.0	1.0	5.9	14.7	2.4	–
<i>Enhance Visitor Experiences</i>						
Alberta						
Banff NP – Rocky Mountain House Redevelopment	3.7	0.9	2.4	0.4	–	–
Banff NP – Tunnel Mountain Water & Sewer Recap.	3.9	0.7	–	1.0	1.0	1.2
Kootenay NP – Sinclair Canyon Utilities replace electrical distribution system	4.4	0.1	1.0	0.4	1.0	1.9
British Columbia						
Gwaii Haanas NP – Haida Heritage Center	4.5	2.8	1.7	–	–	–
Ontario						
Bruce Peninsula NP – New Visitor Center	7.3	6.3	1.0	–	–	–
Newfoundland						
Newfoundland East – Signal Hill Visitor Centre Recapitalization	2.2	1.5	0.7	–	–	–
<i>Throughway Management</i>						
Alberta						
Banff NP – Trans Canada Highway Twinning	57.5	13.0	25.0	12.0	7.5	–
WAMSC – Waterton Lakes Belly River Bridge	2.7	0.0	0.2	2.5	–	–
Ontario						
Central Ontario – Trent Severn Dam Lock 37 Urgent Recapitalization and Repairs	5.0	0.8	4.2	–	–	–
Total Major Capital (>2M)		45.5	49.0	34.6	13.3	11.0
Total Minor Capital (>2M)		30.7	46.4	68.5	100.8	123.1
Total Program Spending		76.2	95.4	103.1	114.1	134.1

**TABLE 9: DETAILS ON TRANSFER PAYMENTS PROGRAMS
(IN THOUSANDS OF DOLLARS)**

Name of Transfer Payment Program: Contribution in support of the Commercial Heritage Properties Incentive Fund				
Start Date: 2003-2004	End Date: 2006-2007	Total Funding: \$26.4 million		
Purpose of Transfer Payment Program: Engage a broad range of businesses in the task of preserving Canada's heritage properties				
Objective(s), expected result(s) and outcomes:				
Expected results: Participation of private sector partners (taxable Canadian corporations) in preserving Canada's heritage through rehabilitation of historic properties for commercial or rental use.				
Expected outcomes: Better preservation and protection of Canada's historic places and greater public and private sector awareness of the importance of conservation and of the significance of Canada's historic places.				
Ensuring that more historic properties are "given a function in the life of communities" through use for commercial or rental purposes.				
Name of Transfer Payment Program: Historic Places Initiative Class Contribution Program				
Start Date: 2002-2003	End Date: Ongoing	Total Funding:		
Purpose of Transfer Payment Program: To provide direct support for provinces and territories to participate in the development of the Canadian Register of Historic Places and the Standards and Guidelines for the Conservation of Historic Places in Canada, and to engage municipalities, stakeholders and the general public in the conservation of historic places.				
Objective(s), expected result(s) and outcomes:				
Expected results: Ongoing population and maintenance of a Canadian Register of Historic Places; refinement and dissemination of national Standards and Guidelines for the Conservation of Historic Places; partnership between Parks Canada and provincial and territorial authorities to identify, preserve and protect Canada's historic places; and creation of the basis for further initiatives to encourage preservation and protection of Canada's historic places.				
Expected outcomes: Better preservation and protection of Canada's historic places; and greater public awareness of the importance of conservation and of the significance of Canada's historic places.				
	Forecast Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
Conserve Heritage Resources				
Contributions – CHPIF *	3,540	6,298	3,805	1,018
Contributions – HPI	9,000	8,000	5,000	5,000
Total Transfer Payment Programs	12,540	14,298	8,805	6,018

* Cash flow reflects PCA's reference levels

**TABLE 10: NEW PARKS AND HISTORIC SITES ACCOUNT –
SOURCE AND USE OF FUNDS (\$ THOUSANDS)**

	Forecast 2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Source of Funds						
from Payment Vote 35	1,800	3,000	3,000	3,000	3,000	3,000
from Sale of Land and Buildings	995	500	500	500	500	500
from General Donations	4	0	0	0	0	0
from Carryforward of Previous Years	17,262	14,231	6,231	1,231	0	0
Total	20,060	17,731	9,731	4,731	3,500	3,500
Use of Funds						
for Capital Projects	5,829	10,500	6,500	2,731	1,500	1,500
for Cost Sharing Contributions	0	1,000	2,000	2,000	2,000	2,000
Total	5,829	11,500	8,500	4,731	3,500	3,500

**TABLE 11: PARKS CANADA PLANNED AUDITS AND EVALUATIONS
2006-2007**

	Project	Type	Description
INTERNAL AUDIT	Audit and Evaluation Follow Ups	Follow Up	Follow up on progress in implementing management responses to Audits and Evaluations within one year of approval of the complete report by the Audit and Evaluation Committee.
	Financial and Administrative Management (Southwest NWT, Cape Breton, Northern New Brunswick, Saskatchewan Sud, Mingan, Gwaii Haanas, Gaspésie, Western Québec)	Assurance	Parks Canada is organized into 32 field units, four service centres and national office consisting of 6 branches. Audits related to contracting, travel claims, accounts payable, revenue, inventory, and financial coding are done in a sample of these units each year with a view to covering all the units at least once over several years. Failure to comply with government and Agency policy can lead to theft, fraud, misuse or inefficient use of public funds along with the associated risks of loss of reputation and negative media coverage.
	Asset Management System	Framework	Development of an audit framework for the asset management system (i.e. a description of the system, risks, and future audit work). Due to resource constraints, this project was not completed last year as intended.
	Internal Audit Tool	Framework	Development of audit tools to provide better support and more uniformity in audit processes. Handbooks, policies and guidelines are some of the mandatory tools to ensure a good framework. New audit programs also need to be developed to increase the extent of our financial and administrative audits.
	Staffing	Assurance	PCA, as an independent employer, developed its own staffing policies based on the Agency Code of Ethics. The system tailored to PCA organizational needs gives management flexibility when selecting, appointing and developing employees. The audit objective is to ensure that staffing decisions are made in respect of the policies.
EVALUATION	Evaluation of Species at Risk Programs	Framework	A formative Evaluation of Species at Risk Programs is required by TBS as part of the funding condition. The evaluation is a inter-departmental project (PCA, DOE and DFO) led by Environment Canada. The evaluation will assess SARA programs' progress in the last two years and their likelihood to achieve their desired outcomes. Overall, federal funding for SARA Programs is \$228M for the period 2003/04-2007/08 of which \$37M is allocated to the PCA.
	Formative Evaluation of CHPIF	Evaluation	This formative evaluation of Commercial Heritage Properties Incentive Fund (CHPIF) started in 2005-2006 and will be completed by June 2006.
	Capital Programs	Evaluation	The assessment will cover how the new money is prioritized and how well the program is delivered.
	Performance and Evaluation Framework for Learning Strategy	Framework	Parks Canada is currently developing a learning strategy to provide overall direction for learning activities including the role of performance appraisals, learning plans, professional technical learning, common corporate skills, and managerial skills. Future evaluations would cover the commitment to evaluate the Agency's employee orientation program outlined in the Evaluation and Results Framework for Ecological Integrity Training (2002)
PERFORMANCE	DPR	Coordination of report	Coordinate input and write Departmental Performance Report with emphasis on aiding managers to develop systems to report on key aspects of Agency's performance.
	Performance Framework for Service Centers	Advice	Identification of key results and supporting measurement systems and processes for service centres.

TABLE 12: SUSTAINABLE DEVELOPMENT STRATEGY

Parks Canada's strategic outcome is to "Protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for the present and future generations." The Agency sees this strategic outcome aligning very closely with the Government of Canada's Sustainable Development Strategy vision and the goals of sustainable development.

The Government of Canada's vision includes:

- Commitments to a sustainable Canada that unifies environmental, social and economic values, linking today's decisions to tomorrow's consequences;
- Stewardship of our natural environmental heritage;
- Development decisions shaped by a sustainable development knowledge base that informs public debate and ensures integrated decision-making;
- Working in partnership with all levels of government, Aboriginal organizations, communities and others.

Parks Canada Planned Actions to Support Sustainable Development

The actions in the Parks Canada Sustainable Development Strategy 2004 – 2007 (http://www.pc.gc.ca/docs/pc/strat/sdd-sds/index_e.asp) supporting Government SDS priorities include commitments to:

- Expand the systems of national parks and national marine conservation areas of Canada;
- Designate new national historic sites of Canada;
- Maintain or restore the ecological integrity of national parks and the sustainability of national marine conservation areas;
- Manage human use impacts;

- Manage Townsite communities located within national park boundaries according to environmental sustainability, guided by the principles of no net negative environmental impact;
- Reduce the annual output of greenhouse gas emissions; and
- Engage Canadians so that they feel a strong connection to protected heritage areas.

Progress made to date

Parks Canada has signed two agreements that will result in the creation of a new national park reserve in the Torngat Mountains of Labrador, and has also signed an agreement to expand the Tuk Tuk Nogait National Park of Canada in the Northwest Territories. The St-Lawrence Islands National Park of Canada will essentially double in size through negotiation efforts of the Nature Conservancy of Canada, strengthening the protection of some very ecologically significant land. An agreement-in-principle has been signed toward the eventual establishment of a national marine conservation area over the waters of western Lake Superior.

In 2004/05, the Minister made six designations of places, persons and events of national historical significance, three of which related to strategic priorities of the National Historic Sites System Plan. The Minister will consider a number of additional recommendations put forward by the Historic Sites and Monuments Board of Canada in the 2005/06 period. In addition, over 20 commemorative plaques have been placed since 2004.

To address ecological integrity and the sustainability of national marine conservation areas, Parks Canada helped secure additional funding through Budget 2005, that when added to funding in Budget 2003, provides \$135 million over five years and then a total of \$40 million ongoing. These funds are allowing Parks Canada to more fully respond to the four themes of Scientific knowledge and better understanding of ecological integrity, Active management and restoration, Regional and

Aboriginal partnerships; and Informing, involving and influencing Canadians. Work will be done at all national parks with this funding to go beyond what was originally an effort focused on higher priority projects.

Progress on reducing greenhouse gas emissions is continuing and has included the purchase of hybrid and alternative-fuel vehicles through the Natural Resource Canada Federal Vehicle Initiative. An Agency directive has recently been issued to improve the environmental performance of the Parks Canada fleet, and several energy efficiency and renewable energy projects are currently being implemented.

In 2005, Parks Canada announced the creation of the External Relations and Visitor Experience Directorate to give greater focus to fostering awareness and support among Canadians for Canada's special heritage places, but will also direct efforts at building a culture of conservation. Parks Canada recognizes that support among Canadians is needed to achieve the Agency's goals, which are also goals of the Government of Canada's sustainable development vision.

Efforts to green Parks Canada operations

Parks Canada capital investment principles, approved in 2005, direct that investments should reduce any existing negative environmental impact and, in the case of contemporary assets, wherever possible, reduce the existing footprint. These same principles state that capital investments should exhibit cultural and environmental leadership, follow green design and operating principles, and use sustainable and environmentally sound energy sources within appropriate and affordable standards.

Parks Canada is continuously renewing its wide range of motorized inventory that includes high-speed snow ploughs, to trucks and cars, to snowmobiles and ATVs. The Agency considers green options in every investment decision and has been successful in taking advantage of subsidies offered by other government agencies in greening its fleet.

Parks Canada will seek opportunities to work with the private sector on initiatives that green park and site facilities and programs. For example, opportunities exist to purchase electric power generated by clean methods that reduces the demand for power generated through the burning of fossil fuels.

Section IV

ANNEXES

Annex 1: Strategic Environmental Assessment (Summary)

The environmental impact of strategies outlined in this Corporate Plan is positive. The plan goes beyond protection of the status quo to strive for restoration of both ecosystems and cultural resources.

Some of the strategic objectives are particularly key to environmental protection:

- Monitoring and reporting the ecological integrity of each national park will provide a scientific basis for management decisions.
- Recapitalization of assets will provide an opportunity to adopt new technologies to reduce impacts such as energy consumption and various types of pollution.
- Regional and Aboriginal partnerships will provide an opportunity to develop shared or complementary objectives, and influence land management in shared ecosystems.
- Ecological restoration guidelines and specific restoration projects will build the knowledge and experience required to repair damage done in the past.

- Managing park communities to achieve no net negative impact and provide environmental leadership will allow Parks Canada to demonstrate innovative approaches while reducing impacts on park ecosystems.
- The Historic Places Initiative, Canadian Heritage Properties Incentive Fund, Standards and Guidelines for Conservation of Historic Places in Canada, and increased funding for built heritage will combine to provide the means to significantly improve the protection of cultural resources both within and beyond the properties managed by Parks Canada.
- Outreach efforts such as Web site enhancement, urban discovery centres, educational material for children, and new relationships with ethno-cultural leaders will seek ways to share our enthusiasm for Canada's natural and cultural heritage with those whose support we will depend on in the future.

Individual policies, plans, programs and projects will be proposed as the means of implementing the strategies in this plan, and will undergo environmental assessment at the appropriate level of detail as they come forward.

For further information visit our website www.pc.gc.ca

Annex 2: New Parks and Historic Sites Account

The following criteria identify which potential new protected heritage areas, and unfinished national parks, national marine conservation areas and national historic sites are eligible for funding from the New Parks and New Historic Sites Account.

1. All national historic sites, national parks and national marine conservation areas designated or established after 1988 that have not reached a level where they provide basic resource protection, visitor service and heritage presentation as specified in their initial management plan, or have not completed all the development initiatives set out in their respective establishment agreements, including, over the planning period;
2. All national historic sites not administered by Parks Canada, which are approved by the Minister for cost-sharing contributions.

National Parks	National Historic Sites	National Marine Conservation Areas
<p><i>Incomplete:</i> Sirmilik Tuktut Nogait Wapusk Ukkusiksalik Gulf Islands</p> <p><i>Proposed:</i> Manitoba Lowlands Torngat Mountains Bathurst Island Mealy Mountains East Arm of Great Slave Lake South Okanagan – Lower Similkameen Two additional sites to be identified later</p> <p><i>Expansions to:</i> Waterton Lakes Nahanni Tuktut Nogait</p>	<p>HMCS <i>Haida</i></p>	<p><i>Incomplete:</i> Saguenay – St. Lawrence</p> <p><i>Proposed:</i> Lake Superior Gwaii Haanas Southern Strait of Georgia Îles-de-la-Madeleine One additional site to identify</p>

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In addition to the above, the following guidelines also determine the types of the expenditures that may be made from the account:

All capital expenditures exceeding \$10,000 related to the acquisition of lands and extinguishment of resource and development rights. All capital development expenditures exceeding \$10,000, including planning, design and construction of specific facilities and infrastructure; cultural and ecological resource stabilization and restoration; development of heritage presentation media; and initial fleet and equipment acquisitions.

Annex 3: Glossary

Annual Report – At the field unit or management unit level, this is the report on operations for the most recently completed fiscal year submitted to the Chief Administrative Officer. The focus of the Annual Report is a brief, concise, factual account of work done and results achieved. The Call Letter for the Annual Report may specify additional items to be included. At the Agency level, this is the report on operations for the most recently completed fiscal year that a Minister is required, normally by a department's or agency's enabling statute, to table before Parliament at a designated time. There are specific Treasury Board guidelines regarding the structure, content and focus of the Departmental Annual Report, and how the work done and results achieved during the past fiscal are to be presented.

Audit – An audit is the systematic, independent and documented process for obtaining information (sometimes referred to as audit evidence) and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.

Biodiversity – There are three general kinds of biodiversity; habitat diversity, genetic diversity and species diversity. The survival of each is linked to the health of the other two, and together they comprise the wealth of ecosystems. The biological diversity in an environment is sometimes measured by the numbers of different species of plants and animals present.

Capital Asset – A capital asset is any improvement that is placed upon the land and for the Parks Canada Agency these are divided into **contemporary assets** and **cultural assets**. These two groups of assets are managed differently. Land is not a capital asset.

Commemoration – Commemoration is a ministerial recognition of the national significance of specific lands or waters by acquisition or agreement, or by another means deemed appropriate within the Minister's authority for purposes of protecting and presenting heritage places and resources, erection of a plaque or monument.

Commemorative Integrity – Commemorative integrity describes the health and wholeness of a national historic site. A national historic site possesses commemorative integrity when: the resources directly related to the reasons for designation as a national historic site are not impaired or under threat; the reasons for designation as a national historic site are effectively communicated to the public; and, the site's heritage values (including those not related to designation as a national historic site) are respected in all decisions and actions affecting the site.

Conservation – In reference to a national historic site of Canada, conservation encompasses those activities that are aimed at safeguarding a cultural resource so as to retain its historic value and extend its physical life.

Contemporary Assets – Contemporary assets include campgrounds, visitor reception centres, roads and highways, bridges, contemporary canal locks and dams, water and waste water facilities, all of which are used by visitors and resident public. In addition, Parks Canada has holdings of administration facilities, staff houses, works compounds, as well as a fleet of vehicles and heavy equipment. Parks Canada applies a comprehensive condition rating program to the management of its assets based on risk to asset, health and safety, level of service and overall asset condition.

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Corporate Plan – The Corporate Plan is the yearly plan developed to achieve Agency objectives. It is a single document that outlines the Agency’s overall corporate direction for the fiscal year. It is Agency-wide and assigns responsibilities, authorities and accountabilities at the corporate level.

Cultural Assets – Cultural assets are the core to Parks Canada’s mandate and the Agency is responsible for their preservation and protection for future generations. Cultural assets are defined as Level I and Level II and are located in Parks Canada installations. Cultural assets include built assets (buildings, bridges, fortifications, marine works, grounds, monuments and plaques), collections and in-situ archaeological resources.

Ecological Integrity – “Ecological Integrity means, with respect to a park, a condition that is determined to be characteristic of its natural region and likely to persist, including abiotic components and the composition and abundance of native species and biological communities, rates of change and supporting processes.”

Ecosystem – An ecosystem is a community of plants and animals and the processes, like the flow of energy through food chains that link them to each other and to the physical environment. Ecosystems continually change over time and can adjust to natural disturbances and continue to function.

Heritage Presentation Assets – Heritage presentation assets are the physical products, tools or venues that assist in delivering education information about the significance of Parks Canada and the natural and cultural heritage of the country. These include exhibits, interpretive signage, audio-visual productions and equipment.

Management Plan – Management Plans are referred to under section 11 of the *Canada National Parks Act* as follows:

11.(1) The Minister shall, within five years after a park is established, prepare a management plan for the park containing a long-term ecological vision for the park, a set of ecological integrity objectives and indicators and provisions for resource protection and restoration, zoning, visitor use, public awareness and performance evaluation, which shall be tabled in each House of Parliament.

(2) The Minister shall review the management plan for each park every five years, and any amendments to a plan shall be tabled with the plan in each House of Parliament.

Minister’s Round Table – The Minister’s Round Table is referred to under section 8.1 of the *Parks Canada Agency Act* as follows:

8.1(1) The Minister shall, at least once every two years, convene a round table of persons interested in matters for which the Agency is responsible to advise the Minister on the performance by the Agency of its responsibilities under section 6.

(2) The Minister shall respond within 180 days to any written recommendations submitted during a round table convened under subsection (1).

National Historic Site (of Canada) – A national historic site has both a formal and an applied meaning. The formal meaning refers to “historic place” as defined in the *Historic Sites and Monuments Act* or a place set aside as a national historic site under Section 42 of the *Canada National Parks Act*. The name is commonly used to refer to the area administered by Parks Canada, or another owner, as a national historic site.

Park Proclamation – Since the royal assent of the *Canada National Parks Act* February 19, 2001, the Agency proclaims a new park through an Order in Council process. This is accomplished through publication in the Canada Gazette Part II where, by Order, the Agency can amend Schedule 1 or Schedule 2 of the *Canada National Parks Act* to add to or amend the land description of national parks or national park reserves.

Payments In Lieu of Taxes – These payments are made by the federal Crown to municipalities in lieu of the payment of municipal land based taxes. These cover both lands and improvements (buildings and other structures placed on the land.)

Report on Plans and Priorities – The Report on Plans and Priorities, a part of the Main Estimates, is the report that provides information on Agency plans and expected performance over a three-year period. This report is tabled in Parliament each spring, after resource allocation deliberations. It generally includes information such as mission and mandate, objectives and strategies, as well as specific results commitments and performance targets.

Sustainable – As it is used in the general sense within the Corporate Plan, sustainable refers to a method of using a resource, such as a heritage, ecological, cultural or financial resource, so that the resource is not depleted or permanently damaged.

Annex 4: Legislation

The following are Acts that pertain to the Parks Canada Agency

National Battlefields of Quebec Act	1908, c. 57
Laurier House Act	1952, c. 163
Canada Wildlife Act	1985, c. W-9
Department of the Environment Act	R.S 1985, c. E-10
Department of Transport Act (Historic canals)	R.S 1985, c. T-18
Dominion Water Power Act	R.S 1985, c. W-4
Heritage Railway Stations Protection Act	R.S 1985, c. 52 (4th Supp.)
Historic Sites and Monuments Act	R.S 1985, c. H-4
Migratory Birds Convention Act	1994, c. 22
Saguenay-St. Lawrence Marine Park Act	1997, c. 37
Parks Canada Agency Act	1998, c. 31
Canada National Parks Act	2000, c. 32
Canada National Marine Conservation Areas Act	2002, c. 18
Species at Risk Act	2002, c. 29
User Fee Act	2004, c. 6

The following are regulations that pertain to the Parks Canada Agency:

National Parks Wilderness Area Declaration Regulations
National Parks Aircraft Access Regulations
National Parks Building Regulations
National Parks Businesses Regulations
National Parks Camping Regulations
National Parks Cemetery Regulations
National Parks Cottages Regulations
National Parks Domestic Animals Regulations
National Parks Fire Protection Regulations
National Parks Fishing Regulations
National Parks Garbage Regulations
National Parks General Regulations
National Parks Highway Traffic Regulations
National Parks Lease and Licence of Occupation Regulations
National Parks Signs Regulations
National Parks Town, Visitor Centre and Resort Subdivision Designation Regulations
National Parks Water and Sewer Regulations
National Parks Wildlife Regulations
Town of Jasper Zoning Regulations
Wood Buffalo National Park Game Regulations
National Historic Parks General Regulations

For further information visit our website www.pc.gc.ca

National Historic Parks Order

National Historic Parks Wildlife and Domestic Animals Regulations

Historic Canals Regulations, under the Department of Transport Act

Heritage Railway Stations Regulations, under the Heritage Railway Stations Protection Act

Dominion Water Power Regulations, under the Dominion Water Power Act