Parks Canada Agency Performance Report

For The Period Ending
March 31, 2005

THE HONOURABLE STÉPHANE DION
MINISTER OF THE ENVIRONMENT

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.

2002

PARKS CANADA AGENCY

PERFORMANCE REPORT

for the period ending March 31, 2005

Fragrant Water-Lily
(Nymphaea odorata)
Kejimkujik National
Park of Canada
by A. Holbrook, 1979

Encampment National
battlefields of Quebec
National Historic
Site of Canada
by P. St. Jacques, 1994

Wardens Patrolling Park
Grasslands National
Park of Canada
by J. Page, 2001

Indoor Exhibit
Head-Smashed-In-
Buffalo Jump National
Historic Site of Canada
by Jazhart Studios, 1993

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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www.parkscanada.gc.ca

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Minister's Message

As the Minister responsible for the Parks Canada Agency, I am pleased to introduce to you this performance report. I am very proud of the Agency's mission to protect and present our natural and cultural heritage so that all Canadians can experience and appreciate it. I firmly believe that the Agency's work is encouraging Canadians to become stewards of this extraordinary heritage.

This report provides an overview of the Agency's accomplishments in the last year. Once again, our dedicated and highly professional staff made the most of the resources at their disposal, with the active participation of Canadians from all walks of life. The value of this type of productive contribution was evident at the third Minister's Round Table on Parks Canada, in which 70 stakeholders came together to discuss issues related to the management of the Agency and its mandate. Their insights and deliberations on the subjects of visitor experience and the building of a culture of heritage conservation in Canada led to 15 thoughtful recommendations that will guide the Agency's future actions.

Parks Canada has been very active with respect to the protection and presentation of Canada's natural heritage. Canada signed two agreements this year that will result in the creation of a new national park reserve in the Torngat Mountains of Labrador, and has also signed an agreement for the expansion of Tuktuk Nogait National Park in the Northwest Territories. And while some obstacles remain, significant progress has been made toward implementing the Government of Canada action plan for the establishment of the seven remaining new national parks and five new national marine conservation areas by the end of 2008, in addition to completing three existing national parks through the addition of new land.

Within the network of national historic sites of Canada, Parks Canada has worked to increase the representation of women, Aboriginal people, and ethnocultural communities. Their history – and their stories – have much to tell and teach us about Canada. Parks Canada's efforts, in concert with those of other Canadians, will help to preserve these special places for all time.

Although Canada's built heritage continues to be threatened, one of the key measures we have put in place to protect it, the Historic Places Initiative, is now coming into its own. Through this initiative, we are acting to reverse the trend that has seen our country lose 20% of its historic buildings in a single generation. As part of this initiative, the Government has given preliminary approval to dozens of requests for funding to rehabilitate historic Canadian buildings under the Commercial Heritage Properties Incentive Fund. Through this program, we are contributing to the revitalization of urban centres and rural communities by returning historic buildings to commercial viability, rather than seeing them lost to the wrecking ball and meeting an undeserving end in landfill sites.

Our heritage sites – both natural and cultural – have an enormous impact on our relationship with Aboriginal peoples. The creation and preservation of a great many of these sites would not have been possible without their collaboration. Parks Canada recognizes this, and its efforts to mobilize Aboriginal communities and ensure their participation have been very successful. The Agency's work has also benefited the tourism industry, which generates hundreds of thousands of jobs throughout the country.

Parks Canada and the Canadian Government are working to implement Project Green, the broad environmental vision that links Canada's economic competitiveness and prosperity to a sustainable future. The 2003 and 2005 federal budgets gave substance to Parks Canada's role in *Project Green*, by granting the Agency the largest amount of money ever accorded by a Canadian government for the protection and presentation of our natural and cultural heritage. Thanks to this injection of funds, the Agency is now able to repair and replace visitor facilities and capital assets, to improve the ecological health of our national parks, and to offer visitors even more memorable heritage experiences, encouraging them to become stewards of these beautiful yet fragile places.

Significant challenges remain, but the possibilities are endless. I can assure you of my determination to work closely with the entire Parks Canada team – and with all Canadians – to meet these challenges. I believe that it is our duty to be the careful stewards of the breathtakingly beautiful natural and cultural landscapes that make up Canada.

Stéphane Dion
Minister of the Environment

Chief Executive Officer's Message

This Performance Report highlights the achievements of the Parks Canada Agency from April 1, 2004, to March 31, 2005.

The Agency's top priorities during this reporting period were to:

- maintain or improve the ecological integrity of national parks, the commemorative integrity of national historic sites and cultural resources, and the sustainability of national marine conservation areas;
- establish new national parks and new national marine conservation areas in regions which are not yet represented in the systems of national parks and national marine conservation areas of Canada;
- designate new national historic sites of Canada, with an emphasis on women, Aboriginal peoples and ethnocultural communities;
- engage Canadians by sharing with them our passion for the preservation of the protected heritage areas of Canada and fully involving them in all aspects of our mandate;
- maintain and improve visitor services and visitor experiences;
- develop and implement sustainable business planning processes;
- continue the renewal of the Agency's human resources regime; and
- ensure the adequate long-term funding and financial sustainability of Parks Canada's programs.

The results presented in the 2004-2005 Performance Report build on the successes described in previous years. Of particular note, Budget 2005 provided Parks Canada with significant new funding to update and maintain our visitor facilities, renew critical infrastructure, restore national historic sites, and further advance the Historic Places Initiative. Over the reporting period, Parks Canada staff made good progress in establishing new heritage areas and protecting the rich natural and cultural heritage shared by all Canadians. We have also continued our efforts to ensure that Canadians, visitors and stakeholders understand better and appreciate the significance of heritage places and support the preservation and presentation of these special places.

Our success is reflected in the fact that visitors are very satisfied with the quality of services offered by Parks Canada. These accomplishments have been achieved in spite of the tremendous challenges we face to protect the natural and cultural resources of Canada before they disappear, and to maintain the resources already entrusted to our stewardship.

The fact that we have been able to accomplish so much is a testament to the dedication and excellent work of all our employees who, across the country, truly make Canada a better place.

Alan Latourelle
Chief Executive Officer

Management Statement of Responsibility for Performance Information

The report is based on the reporting principles and other requirements in the 2004-2005 *Departmental Performance Reports Preparation Guide* published by Treasury Board Secretariat and according to the criteria for fairness and reliability for performance information to Parliament of the Office of the Auditor General.

This report is assessment by the Auditor General of Canada of the fairness and reliability of the performance information. It is not the role of the Auditor General of Canada to assess or comment on the Agency's actual performance.

Management has established systems and practices designed to provide reasonable assurance on the fairness and reliability of the Agency's performance information. Parks Canada is continually improving its financial and performance information, introducing new measures and enhancing data collection in others. Some information is based on management's best estimates and judgements. Limitations on the quality of the information and plans for improvements are indicated in the report.

The Agency's Senior Management oversees preparation of this document and approves the final report. In my view, the information is the best available and, represents a comprehensive, balanced, and transparent picture of the performance of Parks Canada for fiscal year 2004-2005.

Alan Latourelle, Chief Executive Officer

Ottawa
September 6, 2005

Auditor General of Canada
Vérificatrice générale du Canada

AUDITOR GENERAL'S ASSESSMENT
of Performance Information

To the Chief Executive Officer of Parks Canada Agency and
to the Minister of the Environment

Purpose and scope

The *Parks Canada Agency Act* requires the Auditor General of Canada to assess the fairness and reliability of the Parks Canada Agency performance information against the objectives set in its corporate plan.

The Parks Canada Agency management is responsible for the corporate plan and performance information. My responsibility is to provide an assessment of the fairness and reliability of the Agency's performance information for fiscal year 2004–05. To do so, I assessed the information against criteria for fairness and reliability that we discussed with the Agency (see Annex 2). My assessment was conducted in accordance with the standards for assurance engagements established by the Canadian Institute of Chartered Accountants and provides a high level of assurance. The assessment included an analysis of the performance information and an examination, on test basis, of the evidence supporting that information. I did not assess or comment on the Agency's actual performance.

The Parks Canada Agency has reported its performance in a section titled "Performance by program activities," and my assessment covers only that section. However, I did review the entire report for consistency with the performance information. I did not assess information referenced by Web links.

Conclusion

In my opinion, the performance information provides a reasonably fair and reliable picture of the Parks Canada Agency performance in several key areas of its mandate. For other key areas, the Agency needs to present more complete performance information. While it clearly describes the processes it has in place to better report on its performance in the future, the Agency needs to focus on developing performance information. The summary assessment by criteria is presented in Annex 1.

Sheila Fraser

Sheila Fraser, FCA
Auditor General of Canada

Ottawa, Canada
September 13, 2005

Annex 1

Summary assessment by criteria

In order to report its performance against its objectives, Parks Canada Agency has developed a performance framework that defines its planned results and performance expectations. In its report, the Agency provides information on its planned results and on outcomes for some performance expectations. In areas where performance information is incomplete, the Agency is establishing the building blocks to allow it to report on these performance expectations in the future.

Relevant

The performance report provides a good description of the Agency's activities. Key priorities are well stated, how goals will be achieved is clearly presented, and possible difficulties are well identified.

We recognize that establishing a system for performance reporting requires time. Currently, the Agency describes some key activities it has in place to report on performance in the future as in the Townsite Management and Throughway Management program activities. However, we encourage the Agency to provide more concrete information that focusses on results, even if it is incomplete. We also encourage the Agency to add more financial information in its reports.

Meaningful

In general, the Agency reports its performance expectations based on results. Often it compares the information with past performance, as in the Enhanced Visitor Experiences program activity. The Agency provides precise and concise information, for example the progress it has achieved in creating the national parks. It also links to more detailed information, which helps make the performance information more understandable.

The Agency could benefit from analyzing more its performance gaps including how the key risks and challenges were managed especially for the Establish Heritage Places program activity. In addition, the Agency needs to ensure that logical links between objectives and performance expectations exist, and that these expectations are clear and concrete.

Attributable

The report provides a clear description of the complexity of the processes and the many stakeholders involved in achieving the Agency's objectives. Where the Agency works in partnership with other groups, it usually describes well the factors that influence achieving an outcome.

Accurate

The performance information is generally supported by appropriate corroborative data, sources, and evidence. The Agency has developed appropriate measures and methods for collecting data. It explains its sources for information and the limits of its data. This clarifies the accuracy level of the data and helps readers interpret the performance information appropriately.

Balanced

The report discusses the Agency's performance successes and problems. For example, in the Establish Heritage Places program activity, it describes the progress it has made as well as cases where performance objectives have not been met.

The information is generally presented in the same way from one period to another, and all key areas of the mandate of the Agency are included in the report. However, we encourage the Agency to provide information that takes into account all relevant factors, especially for the Townsite Management program activity.

Annex 2

Criteria for the assessment of fairness and reliability
Office of the Auditor General

The following criteria were developed to assess the fairness and reliability of the Agency's performance information against the objectives in its corporate plan. Two major concerns were addressed: Has the Agency reported its performance against its objectives? Is that information fair and reliable? The performance information is fair and reliable if it enables Parliament and the public to judge how well the organization or program is performing against the objectives is set out to accomplish.

Relevant The performance information reports, in context, tangible and important accomplishments against objectives and costs.

Meaningful The performance information tells a clear performance story, describing expectations and benchmarks against which performance is compared.

Attributable The performance information demonstrates in a reasonable fashion why the program has made a difference.

Accurate The performance information adequately reflects the facts, to an appropriate level of accuracy.

Balanced A representative yet clear picture of the full range of performance is presented, which does not mislead the reader.

More information on the criteria is available on our Web site at www.oag-bvg.gc.ca.

Section 1: Parks Canada Overview

This section positions Parks Canada within the overall Government policy agenda, describes the Agency's mandate, key legislative framework, major systems and programs, the fundamental challenges and opportunities facing the organization and overall results and progress against specific performance expectations.

Role In Government

Parks Canada's Mandate

"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."

Parks Canada Agency plays a key role through its work to achieve the Government of Canada's sustainable development and heritage conservation goals.

With an annual budget of approximately $500M and 4,000 full-time employees, Parks Canada protects and presents Canada's natural and cultural heritage in every region of the country.

Key Legislation

In 1998, Parliament passed the *Parks Canada Agency Act*, which ended Parks Canada's status as a program of the Department of Canadian Heritage and establishing it as a separate Government of Canada agency. In 2000, Parliament passed the *Canada National Parks Act*. This Act modernized Parks Canada's historic role including establishing ecological integrity as the first priority in national park management. It also recognized the presentation side of Parks Canada's mandate, and the ultimate goal of protecting Canada's national heritage for future generations. In a similar fashion, the *Canada National Marine Conservation Areas Act* of 2002 called for the creation of a system of marine conservation areas representative of the country's oceanic and Great Lakes waters.

Responsibility for the Parks Canada Agency rests with the Minister of the Environment. Parks Canada is a separate agency, and the Chief Executive Officer reports directly to the Minister of the Environment. Legislation (Bill C-7) establishing Parks Canada's reporting relationship to the Minister of the Environment came into force in 2004-2005.

Systems and Programs

For more than a century, the Government of Canada has been involved in protecting and presenting outstanding natural areas of the country and in commemorating significant aspects of Canadian history. Parks Canada manages three major systems, and directs or co-ordinates the delivery of several additional programs that conserve aspects of Canada's natural and cultural heritage. It also contributes to international heritage conservation through its leadership and participation in international conventions, programs, agencies and agreements.

System of National Parks of Canada

Canada's system of national parks protects representative examples of its distinct terrestrial areas, and encourages public understanding, appreciation and enjoyment of these areas so as to leave it unimpaired for future generations to experience and enjoy.

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. It does this in a manner that respects the significance and irreplaceable legacy represented by the places, people and events that shaped Canada's past and the cultural resources associated with Canada's historic places. It encourages and supports national historic sites owned and managed by third parties.

System of National Marine Conservation Areas of Canada

Canada's system of national marine conservation areas protects and presents representative areas of the country's distinct ocean and Great Lakes environments, and encourages sustainable use, public understanding, appreciation and enjoyment of this marine heritage so as to leave it unimpaired for future generations.

Other National Programs

- Historic Places Initiative,
- Federal Heritage Buildings Program,
- Heritage Railway Stations Program,
- Canadian Heritage Rivers System Program,
- Federal Archaeology Program, and
- National Program for the Grave Sites of Canadian Prime Ministers.

International Obligations

- Representing the Government of Canada on the UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage (the World Heritage Convention),
- Contributing to UNESCO's Programme on Man and the Biosphere,
- Serving as the State Member for Canada in the World Conservation Union (IUCN), and
- Serving 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).

Program Activity Architecture

Parks Canada plans and reports on these major systems, obligations and the achievement of its mandate through its program activity architecture, a standard set of program activities linked to planned results and performance expectations. The six core program activities are:

- Establish Heritage Places,
- Conserve Heritage Resources,
- Promote Public Appreciation and Understanding,
- Quality Visitor Experiences,
- Townsite Management, and
- Throughway Management (formerly highways).

Challenges and Opportunities Affecting Performance

The specific challenges and opportunities Parks Canada faces in meeting the performance commitments for each of its program activities as well as some that transcend the program lines are outlined below.

Establish Heritage Places: Natural regions have intrinsic value for their beauty and are part of what defines Canadians and represents Canada to the

world. National parks and NMCAs preserve representative examples of these regions and serve as repositories of Canada's plant and animal heritage including 50% of the endangered species in Canada. They contribute to air quality and clean water and to meeting Canada's international obligations under the UN Convention on Biological Diversity. In 2002 the Government announced its Action Plan to create ten new national parks and five new national marine conservation areas and expand three existing national parks by the end of 2008. This represents a complex challenge for Parks Canada due to competing land use pressures, lack of support for feasibility studies by some territorial or provincial governments or local communities, limited capacity of local communities to participate in feasibility studies in a timely manner, and incomplete funding to meet the commitment.

Despite these difficulties several candidate sites for national parks are under interim protection orders, Parks Canada continues to find new means to assist communities in participating in the establishment process; and initial funding made available in *Budget Plan 2003* will allow for substantial implementation of the action plan, including all the work on consultations, studies and negotiations.

Conserve Heritage Resources: Evidence provided by the Panel on the Ecological Integrity of Canada's National Parks and continuing with Parks Canada's State of Protected Heritage Areas reports, suggests native biodiversity and habitat are under considerable stress and suffering progressive loss in Canada's national parks. Funds provided in Budget 2003 and 2005 will allow Parks Canada to engage more scientists, expand ecological integrity monitoring programs and undertake projects to improve the health of ecosystems, increase regional partnerships and influence and involve Canadians in ecological integrity.

Canada's built heritage also continues to be threatened. In a single generation as 20% of heritage buildings in Canada have been lost. Parks Canada's own studies suggest that two-thirds of its cultural assets are in fair or poor condition. There is a continued need to monitor the condition of these resources and implement strategies to halt deterioration. New funding Parks Canada received for assets in Budget 2005 will allow the Agency to respond to the challenge of protecting commemorative integrity at its national historic sites. At the same time, Parks Canada will continue to work with a variety of partners to designate and register national historic sites and to manage the cultural resources for which it is responsible. This process will be facilitated by adoption and implementation of the new national *Standards and Guidelines for the Conservation of Historic Places in Canada*.

Promote Public Appreciation and Understanding: The demographics of the Canadian population continue to evolve. This will affect public policy and the way in which Parks Canada delivers its mandate. Census data released in 2003 shows that Canada is becoming more urban, more ethnically diverse in its major cities, and older as the baby boomers move into retirement. Connecting with, engaging and responding to new Canadians and meeting new demands for service 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 programs and activities, cooperative associations, volunteer program, Minister's Round Table (www.pc.gc.ca/agen/trm-mrt/2005/itm8-/table8_e.asp), and national program to bring Parks Canada content to school classrooms across the country. From this base, there are many opportunities to reach out to new groups to engage them in supporting natural and cultural heritage.

Enhanced Visitor Experiences: Parks Canada recognizes that the tourism industry is evolving, as travelers' needs and expectations change. Parks Canada's service and experience offer must also evolve if we are to continue to be relevant and provide memorable experiences that connect people with Canada's rich natural and cultural history.

Visitors to Parks Canada heritage places continue to report high levels of satisfaction and rate the quality of service offer in national parks among the best of all federal government services. From this base there are opportunities to improve our understanding of visitors changing expectations and to work with partners to change our service and experience offer in order to facilitate lasting, memorable visitor experiences while protecting heritage places for generations yet to come.

Horizontal Issues: A fundamental operational issue across many of the program areas is the condition of Parks Canada's built heritage and contemporary assets. Parks Canada manages built heritage that represent the history of Canada, contemporary assets that support the delivery of quality visitor experiences, highways and waterways that provide vital public transport and water shed management, and town site infrastructure including water delivery and wastewater purification systems designed to protect health and minimize environmental damage. Collectively, the replacement value of Parks Canada's assets is $7 billion. Maintaining and replacing this asset base is a major challenge. Budget 2005 provided $209 million over the next five years, and $75M ongoing to address these issues. Parks Canada is using this opportunity to seek out and listen to Canadians' opinions on capital investment priorities at heritage places and renew our service offer in a manner that reflects the expectations and needs of our visitors. The Agency will also implement a revised fee schedule. All revenue from fee increases will be completely reinvested in upgrading Parks Canada facilities.

An important horizontal issue for Parks Canada is engaging and building strong relationships with aboriginal peoples. A number of historic places of aboriginal peoples go back more than 10,000 years in Canada. The establishment and preservation of a large number of heritage areas can only be achieved with the active support and engagement of Aboriginal peoples and communities. Aboriginal voices and stories are a key part of the history of Canada and an inherent part of Parks Canada programming. Parks Canada has had considerable success in engaging aboriginal peoples in the establishment and management of heritage places and telling Aboriginal stories. There are opportunities to build on this success and expand Aboriginal engagement with Parks Canada programs and management.

Results for Canadians

Parks Canada's overall performance in 2004-2005 is summarized below. Figure 1 shows the Agency's specific planned results, performance expectations, expenditures[1], and progress during the year. Progress is rated by one of three categories: "on target", "reasonable progress" or "caution". On target means that performance has met the target levels set by Parks Canada, and is usually applied in situations where performance can be achieved within the reporting year. Reasonable progress means that progress toward a multiyear goal is reasonable and, if continued, likely to lead to achievement of the long-term target. Caution means either that short-term goals are not being met, or that progress toward longer-term goals is below expectations. In some cases, Parks Canada is in the process of building performance measurement systems and does not yet have sufficient information to make a judgement on the status of progress against the planned result.

Overall Agency Performance

Parks Canada is making reasonable progress in the establishment of national parks. A lack of resources to fully implement the government's targets for establishment of national parks and marine conservation areas remains a concern. The number of designations of nationally significant places, persons and events averaged about 24 per year in the four-year period prior to March 2004 but were down significantly in 2004-2005. Parks Canada is monitoring trends in this area and will evaluate its performance targets in 2005-2006.

The state of ecological integrity is moderate to high in most national parks, based on available information. But these natural resources remain under threat from a variety of sources. Parks Canada is making progress in documenting and remediating the environmental impacts of its own operations (e.g., greenhouse gases, contaminated sites) as well as the impacts of the townsites and highways it manages. Budget 2005 provides for a major investment in Parks Canada's assets some of which will be used to address issues related to the environmental impacts of its operations.

The condition of national historic sites managed by Parks Canada is a concern. Forty-nine per cent of the sites assessed over the last three years were rated poor on at least one of the three aspects of commemorative integrity evaluated by the Agency. As noted in previous annual reports, two-thirds of Parks Canada's built cultural resources are rated as being in fair or poor condition leading to risks those significant heritage resources could be lost. Asset recapitalization funds allocated in Budget 2005 will be used to address these issues.

Parks Canada's heritage places continue to attract millions of visits each year. Visitor satisfaction and their enjoyment of these places remain high, as do ratings of the quality of service offered in national parks. By and large, visitors have safe visits. Most risks are associated with participation in activities such as skiing and climbing in the backcountry. However, the overall level of visitor understanding of the basic reasons why national parks and national historic sites are of national significance does not meet target levels in many national historic sites and in most national parks.

Section two provides more detail on Parks Canada's achievements in 2004-2005 by each program activity.

Figure 1: Results for Canadians

Mandate	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				
Program Activity Operating Capital	**1. Establish Heritage Places** $15.3M $6.2M				**2. Conserve Heritage Resources** $159.9M $17.2M
Planned Result	Create national parks and national marine conservation areas in unrepresented regions.	Complete or expand some existing parks.	Designate and commemorate places, persons and events of national historic significance, particularly in under-represented priority areas.	Designate other heritage places (e.g., Historic Places Initiative, FHBRO, Heritage Rivers, Railway Stations, PM Grave Sites, World Heritage Sites, Man and Biosphere).	Maintain or improve ecological integrity of national parks and the sustainability of national marine conservation areas.
Performance Expectations	34 of 39 terrestrial regions and eight of the 29 marine regions are represented by March 2008	Expand three national parks by March 2008 and increase the percentage of land holdings in three unfinished national parks.*	On average, designate 27 new places, persons and events per year of which, on average, 11 relate to Aboriginal People, ethnocultural communities and women. On average, 30 commemorative plaques placed annually.	Heritage programs meet their registration or designation targets.	National park management plans are up to date and consistent with latest management plan guidelines by March 2010. All National Parks have fully functioning EI monitoring and reporting systems by March 2008. Improve aspects of the state of EI in each of Canada's 41 National Parks by March 2014. Minimize environmental impacts of Parks Canada's operations.
Status	**Reasonable Progress:** Agreements were signed that will lead to the representation of a terrestrial region in Labrador. An agreement-in-principle is ready to be signed for a proposed national marine conservation area. Feasibility studies were formally launched for two national parks and two national marine conservation areas. Funding to complete the planned expansion of the systems remains a concern.	**Reasonable Progress:** Negotiations to expand one national park were significantly advanced. Land was added to three existing national parks.	**Caution:** Number of total designations per year and the number of designations related to Parks Canada's strategic priorities (aboriginal, ethno-cultural and women's history) were significantly down in 2004-2005 compared to the average over the previous four years. Parks Canada will monitor the trend and evaluate its performance targets in 2005-2006. With 17 commemorative plaques placed in 2004-2005 Parks Canada has not met its target of an average of 30 per year when viewed over the last four years.	**Reasonable Progress:** in implementing the Canadian Register of Historic Places, designation of 17 federal heritage buildings and the designation of two heritage rivers. The number of designated heritage railway stations and commemorated Prime Ministers' grave sites did not change.	**Reasonable Progress:** in producing up to date park management plans by 2010, and in developing a complete ecological integrity monitoring and reporting framework. Making reasonable progress on three environmental management system priorities but have not met targets for two others (i.e., halocarbons and PCBs). A limited sample of measures suggests that most national parks have a medium to high level of ecological integrity. In the absence of a comprehensive ecological integrity-monitoring program there is **insufficient information** to determine whether or not aspects of the state of ecological integrity of national parks are improving.

* Wording of the Performance Expectations changed between Parks Canada's 2004/05-2008/09 and 2005/06-2009/10 Corporate Plans. The new wording clarifies Parks Canada's intent to expand three existing national parks by March 2008 but not to complete land acquisitions in three unfinished national parks.

Figure 1: Results for Canadians *(cont'd)*

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					
2. Conserve Heritage Resources $159.9M $17.2M		**3. Promote Public Appreciation and Understanding** $85.4M $3.6M	**4. Enhanced Visitor Experiences** $154.6M $16.3	**5. Townsite Management** $9.9M $4.3M	**6. Throughway Management** $28.0M $11.2M
Maintain or improve the commemorative integrity of national historic sites; maintain or improve the state of other cultural resources administered by Parks Canada.	Support and encourage commemorative integrity of national historic sites; maintain and improve the state of heritage resources not administered by Parks Canada.	Canadians, visitors and stakeholders appreciate and understand the significance of heritage places and support their protection.	Visitors are welcomed, have safe visits, and are satisfied with service quality	Parks communities are efficiently administered and are models of environmental stewardship	Highways are safe, open to through traffic and minimize environmental impacts.
All national historic sites administered by Parks Canada have a current, approved management plan by December 2006. Improve elements of commemorative integrity that are rated as poor. Improve the state of other cultural resources managed by Parks Canada by March 2014.	Other owners of national historic sites are aware of CI and have access to information on best practices in maintaining CI. Interventions on built cultural heritage not administered by the Agency are certified.	50% of national park visitors and 80% of national historic site visitors participate in a learning experience related to natural and/or cultural heritage. 85% of visitors are satisfied, 50% are very satisfied with onsite heritage presentations programming. 75% of visitors understand the significance of the heritage place. Canadians, visitors and stakeholders actively support the integrity of heritage places.	10% increase in the number of visits to targeted national historic sites by March 2008. 85% of visitors are satisfied and 50% are very satisfied with their visit. Minimize public safety incidents.	100 % cost recovery for municipal services (water, sewer, and garbage collection). Minimize environmental impacts of townsites.	Highways are open to through traffic. Safety incidents are minimized. Minimize environmental impacts of highways.
Caution: As of March 2005, only 26% of the 153 Parks Canada national historic sites had approved management plans. At the current rate Parks Canada will not likely meet its target. Progress will be closely monitored in 2005-2006. Progress is being made in documenting the condition of Parks Canada managed NHS as well as activities to address poor condition ratings. Information is lacking on the condition of many other cultural resources managed by the Agency.	**Reasonable Progress:** Parks Canada continues to provide limited advice, guidance and financial contributions to improve the condition of a small number of heritage resources it does not administer. **The Standards and Guidelines for the Conservation of Historic Places in Canada** have been widely adopted. A survey of other owners of national historic sites showed a majority had access to best practice information and nearly half were aware of commemorative integrity.	**Caution:** Parks Canada is meeting its target for overall on-site satisfaction with heritage presentation programming, and showing reasonable progress is developing better measures of participation in learning experiences and visitors' support for the integrity of heritage places. However, only half of national historic sites and less than 10% of surveyed national parks over the last four years have met targets for visitor understanding of significance of the heritage place.	**On Target:** Visits are increasing at some of the targeted sites for the national historic sites marketing program. In most locations visitor satisfaction targets are being met. The number of estimated public safety incidents is reasonably low.	**On target:** Cost recovery goals for townsites are being met. Slow progress has been made in developing systems for measuring the environmental impacts of park communities.	**Caution:** Highways remain open to through traffic. Frameworks to report on safety of highways and environmental impacts remain undeveloped or not fully implemented. Insufficient information to report on canal aspects of throughways.

Section 2: Performance by Program Activities

PROGRAM ACTIVITY 1: ESTABLISH HERITAGE PLACES

Description and Expenditure

This program activity covers system 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 (e.g., heritage rivers, federal heritage buildings, heritage railway stations).

Overall expenditures for the program activity for the last two years are shown below:

(In thousands of dollars)			2004-2005	2003-2004
Total	Operating*	Salary	9,493	8,597
		Other	5,871	8,067
		Total	15,364	16,664
	Capital		6,178	5,370

* Operating expenditures do not include amortization

The overall program activity represented 3%[2] of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2004-2005 include $1.4 for land acquisition at the Gulf Islands National Park Reserve of Canada and $0.71M at Bruce Peninsula National Park of Canada and $2.6 M for repairs to Fort Henry National Historic Site of Canada.

Initiatives and Achievements

National Parks and National Marine Conservation Areas

Planned Results	Performance Expectations	Status
Create national parks and national marine conservation areas in unrepresented regions.	34 of 39 terrestrial regions and eight of the 29 marine regions are represented by March 2008.	**Reasonable progress:** Agreements were signed that will lead to the representation of a terrestrial region in Labrador. An agreement-in-principle is ready to be signed for a proposed marine conservation area. Feasibility studies were formally launched for two national parks and two national marine conservation areas.
Complete or expand some existing parks.	Expand three national parks by March 2008 and increase the percentage of land holdings in three unfinished national parks.	**Reasonable progress:** Negotiations to expand one national park were significantly advanced. Land was added to three existing national parks.

Establish National Parks and National Park Reserves of Canada

The National Parks System Plan (1997) guides completion of the national parks system (see the library on www.pc.gc.ca). The system plan divides Canada into 39 distinct "National Park Natural Regions" based on physiography (the appearance of the land) and vegetation. The goal is to represent each of the natural regions with at least one national park.

> ***Performance Expectation***
> 34 of 39 terrestrial regions represented by March 2008.

Parks Canada plans to represent 34 of the 39 terrestrial regions with a national park or national park reserve[3] by March 2008. To meet this commitment Parks Canada is seeking to represent nine regions that were not represented in the system as of March 2003. As of March 2005 two new regions have been represented. However, the current level of funding for new park establishment is insufficient to meet this target.[4] Parks Canada will continue negotiations and conclude as many agreements as possible within approved funding levels.

There are five steps in the park establishment process:

1. Identify areas representative of a natural region;
2. Select a potential park proposal;
3. Conduct a feasibility study, including consultations, on the park proposal;
4. Negotiate park agreement(s); and
5. Formally protect the national park or park reserve under the *Canada National Parks Act*. (See Background for Parks Canada Performance Report on www.pc.gc.ca for more details on the steps in park establishment).

Figure 2 shows the complete system of 39 natural regions with the existing national parks and national park reserves. It also shows the regions with interim protection (i.e., regions where lands have been withdrawn for national park purposes from industrial uses pending the signing of a new park agreement) and areas of interest (i.e., areas that are representative of a natural region and that have been selected for a park feasibility study). Thirty-five of the current 41 national parks and national park reserves are protected under the *Canada National*

Parks Act (Step 5). The remaining six operating parks and park reserves are not yet proclaimed under the Act.

Figure 3 summarizes the progress as of March 2005 on completing the national park system in the 12 regions that were not represented at the start of the reporting period. During 2004-2005, two agreements that support the establishment of the Torngat Mountains National Park Reserve of Canada were signed, one between Canada and the Government of Newfoundland and Labrador and another with the Labrador Inuit Association. The Northern Labrador Mountains natural region will be deemed "represented" in the national park system once the land for the park reserve has been transferred to Canada, and the park reserve is operational. The park reserve will be formally established when federal legislation giving effect to the Labrador Inuit Land Claims Agreement is enacted by Parliament and consequentially amends the *Canada National Park Act*. The Torngat Mountains National Park Reserve will add about 9,700 square kilometres to the national parks system.

Figure 4 shows the status of six regions (2, 16,18, 27, 29, and 34) represented by operating national parks and national park reserves not currently proclaimed under the *Canada National Parks Act*. For example, park agreements were signed for Gulf Islands National Park Reserve and Ukkusiksalik National Park (e.g., regions 2 and 16) in 2003-2004 but they have not yet been scheduled under the Act. There were no changes to the status of other operating national parks in 2004-2005.

National Park Expansion and Completion

Acquiring additional land either outside current park boundaries (expansion) or inside an existing national park (completion) can serve to both complete the representation of a natural region and enhance the ecological integrity of a national park.

Performance Expectation

Expand three national parks by March 2008 and increase the percentage of land holdings in three unfinished national parks

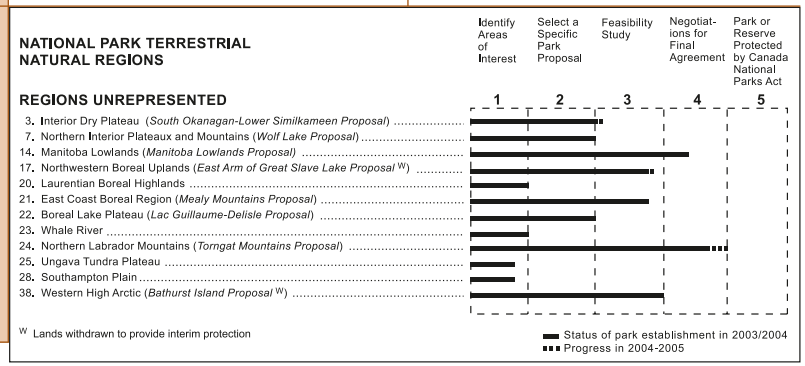
Expansion: Parks Canada plans to expand three existing national parks by March 2008. Progress on proposals to expand three existing national parks is summarized in Figure 5.

Increasing Land Holdings in Existing National Parks: Parks Canada is involved in an ongoing process of completing, through land acquisition, three existing national parks two of which have agreed-upon boundaries (e.g., Bruce Peninsula National Park of Canada in Ontario and Grasslands National Park of Canada in Saskatchewan). Land acquisition in these parks has been proceeding for some years, and is dependent on willing sellers, in accordance with signed park establishment agreements. Many years will be required to complete these parks. Land acquisitions in 2004-2005 are shown in Figure 6.

Figure 2: Natural Regions and National Parks of Canada

Figure 3: Status of National Park Establishment in 12 Unrepresented Regions 2004-2005

Step				
2. Park Proposal Selection	**7: Northern Interior Mountains and Plateaux** (Candidate Site -Wolf Lake): Parks Canada has maintained a long-standing interest in the Wolf Lake area as a possible national park. Until there is support for a feasibility study by the territorial government, the Teslin Tlingit Council (First Nation), the Teslin Renewable Resources Council and the community, a study will not commence. This has been the case for several years and did not change in 2004-2005.			
3. Feasibility Study	**3: Interior Dry Plateau South Okanagan** (Candidate Site – Lower Similkameen): In 2004-2005, a three-year feasibility study was launched. Public consultations were held in the fall of 2004. Technical studies were begun, including resource mapping and draft terms of reference for a socio-economic study. The study is guided by a steering committee of senior civil servants from the federal and British Columbia governments.	**17: North western Boreal Uplands** (Candidate Sites – East Arm of Great Slave Lake – W*)A contribution agreement between Parks Canada and the Lutsel K'e Dene First Nation provided the means for band members to research aboriginal involvement in national parks. In 2004-2005, this led to a Band Council Resolution supporting consideration of a national park as part of a broader protection initiative for their traditional territory.	**21: East Coast Boreal** (Candidate Site – Mealy Mountains) The feasibility study continued, with work focusing on research and analysis to resolve the issues that arose during public consultations regarding traditional land use activities and ecological boundaries. Analysis, mapping and reporting on conservation targets is ongoing.	**38: Western High Arctic** (Candidate Site – Bathurst Island – W*) The Resolute Bay Community Lands and Resources Committee agreed to an extension and reconfiguration of the land withdrawal order for a national park. Its support for the order does not mean that it accepts the government's proposed park boundary. The lands are withdrawn until October 2009. A workshop will be held in Resolute Bay in 2005 to discuss the government's proposed boundary.
4. Negotiations	**14: Manitoba Lowlands** (Candidate Site – Manitoba Lowlands): The final round of consultations was delayed. Public consultations will begin next year. Discussions with the Government of Manitoba concerning land and resource issues continued. An economic impact and park development study was completed in September 2004 and contributed to efforts to stimulate new economic and capacity building opportunities for communities near the proposed park area.	**24: Northern Labrador Mountains** (Candidate Site – Torngat Mountains – W*) Agreements were signed that will lead to the establishment of the Torngat Mountains National Park Reserve of Canada: the *Memorandum of Agreement for a National Park Reserve of Canada and a National Park of Canada in the Torngat Mountains* with the Government of Newfoundland and Labrador, and the *Labrador Inuit Park Impacts and Benefits Agreement* with the Labrador Inuit Association		



Areas of significant progress in 2004-2005 are highlighted. There was no progress in four regions (20, 22, 23, 25) due to a lack of local or provincial support to advance national park proposals. Region 28 is considered low priority. There is no funding under the Government Action Plan to establish national parks in these regions.

Source: Parks Canada National Parks Establishment Branch *Withdrawal of Lands

Figure 4: Status of Five Operating National Parks and One National Park Reserve Not Proclaimed under the Canada National Parks Act (2004-2005)

Regions		
2 and 16	**34 and 27**	**18 and 29**
Gulf Islands National Park Reserve and Ukkusiksalik National Park will be established by Order in Council pursuant to the *Canada National Parks Act*. Implementation of the relevant provisions of the legislation will take pace in 2005-2006.	**Gros Morne and Wapusk National Parks of Canada** have not yet been proclaimed, pending agreement on the regulations to manage traditional renewable resource harvesting activities. During 2004-2005, regulations for Gros Morne were developed. It is expected that the regulations will come into effect in 2005 and Gros Morne will be given national park status by proclamation at that time. Regulations for Wapusk are more complex and will take longer to complete.	**Pukaskwa and Bruce Peninsula National Parks of Canada** were not included in the *Canada National Parks Act* due to unresolved Aboriginal issues that continue to be the subject of discussions. The status of these national parks did not change in 2004-2005.

Source: Parks Canada National Parks Legislation and Policy Branch

Figure 5: Progress on Proposals to Expand Three Existing National Parks

Regions		
8: Mackenzie Mountains	**15: Tundra Hills**	**5: Rocky Mountains**
Nahanni National Park Reserve of Canada: Parks Canada and the Deh Cho First Nations continue to implement their 2003 MOU. Several research projects were completed. A Mineral and Energy Resource Assessment was initiated, and about half of the field survey was completed. In the Sahtu Settlement Area, Sahtu Dene and Metis organizations are considering a proposal that the upper part of the South Nahanni watershed be added to the Park.	**Tuktut Nogait National Park of Canada: Sahtu sector -W** – Parks Canada and the Sahtu Dene and Metis are close to concluding an Impact and Benefit Plan to expand Tuktut Nogait National Park of Canada into the Sahtu Settlement Region. **Nunavut sector -W –** A community meeting was held in November to exchange information on the national park and proposed Nunavut addition in the vicinity of Bluenose Lake. In January 2005, Parks Canada participated in the public hearings on the draft West Kitikmeot Regional Land Use Plan and confirmed its interest.	**Waterton Lakes National Park of Canada–Flathead Valley proposal:** Canada is interested in adding parts of the Flathead River Valley, in southeast British Columbia, to Waterton Lakes National Park of Canada. However, the provincial government does not support a feasibility study in this area. Should the province agree, Canada remains interested in proceeding with this study.

Source: Parks Canada National Parks Establish Branch

Figure 6: Land Acquisition in Existing National Parks

Bruce Peninsula National Park of Canada	Grasslands National Park of Canada	Gulf Islands National Park Reserve (Region 2)
Acquired 35 hectares (32.8% complete as of March 2005 compared to 29.9% complete as of March 2000).	Acquired 323 hectares (48.4 % complete as of March 2005 compared to 47% complete as of March 2000).	Established in 2003-2004 with a base of 33.3 km^2 spread over 15 islands. The Park Reserve does not have a defined boundary. In 2004-2005, 182.1 hectares were added to the park bringing the total park area to 35.1 km^2.

Source: Parks Canada Investment Portfolio Branch

Establish National Marine Conservation Areas and NMCA Reserves of Canada

The 2002 *Canada National Marine Conservation Areas Act* sets out a framework for the establishment and management of a system of national marine conservation areas. A system plan, entitled *Sea to Sea to Sea* (www.pc.gc.ca), divides Canada's oceanic waters and Great Lakes into 29 marine natural regions. National marine conservation areas are managed for ecologically sustainable use and consist of highly protected zones surrounded by multiple use areas where activities such as fishing, aquaculture and marine transportation are permitted. Parks Canada works with Fisheries and Oceans Canada and Transport Canada to manage these activities within a national marine conservation area and to protect and conserve its marine ecosystems. The Agency's goal is to represent each region with a national marine conservation area (see Background for Parks Canada Performance Report on www.pc.gc.ca for more detail on how marine conservation areas are established).

Currently, there are two operational sites representing two of the 29 marine natural regions (7%) and covering 1,251 square kilometres. Saguenay–St. Lawrence Marine Park in Quebec (Atlantic Marine Region 5) is managed under its own legislation which includes objectives similar to those of the CNMCA Act. Fathom Five National Marine Park in Ontario (Great Lakes Marine Region 2) is managed under a 1987 federal-provincial agreement that provided for the establishment of the marine park. The complete system of 29 marine regions, and the operational and proposed national marine conservation areas or NMCA reserves to be located within those regions is shown in Figure 7.

Performance Expectation
Eight of the 29 marine regions represented by March 2008.

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. Progress toward achieving the expectation is summarized in Figure 8.

Figure 7: Marine Natural Regions and National Marine Conservation Areas

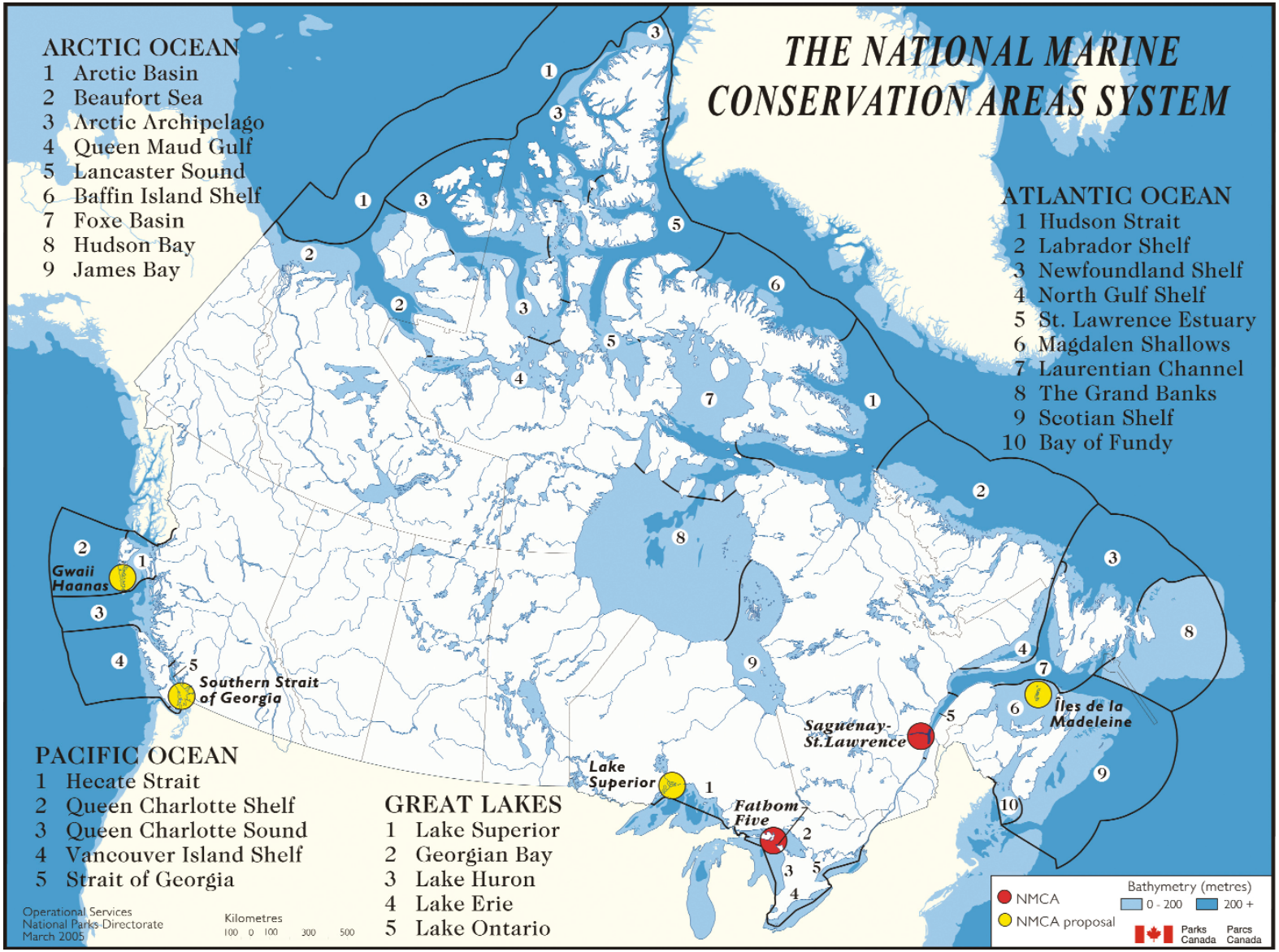
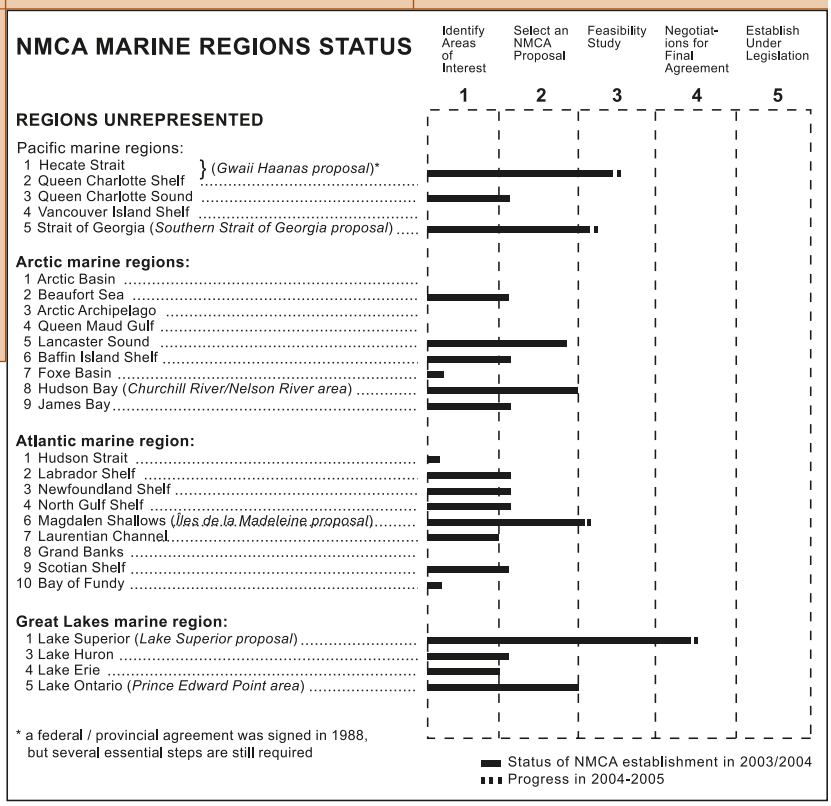


Figure 8: Status of NMCA Establishment in Priority Unrepresented Regions (2004-2005)

Step			
3. Feasibility Study\Interim Management Planning	**Pacific 1 and 2: Hecate Strait and Queen Charlotte Shelf Gwaii Haanas:** While this project is in step three, some negotiations (step four) are taking place. A 1988 federal-provincial agreement contains a commitment to establish a national marine conservation area reserve to represent Pacific marine regions 1 and 2. Negotiations continued with the Council of the Haida Nation for a protocol agreement to permit the Interim Management Plan process to proceed.	**Pacific 5–Strait of Georgia Southern Strait of Georgia:** Parks Canada and the Government of British Columbia approved terms of reference for the Southern Strait of Georgia feasibility study. The first phase of public consultation was conducted, with a series of open houses in the spring 2005.	**Atlantic 6–Magdalen Shallows Îles de la Madeleine:** Several Îles de la Madeleine organizations and groups were invited to participate on an advisory committee to assist with the study. Representatives of the Quebec provincial government and interested federal departments have been briefed on the project.
4. Negotiations	**Great Lakes 1–Lake Superior:** An agreement-in-principle between Canada and Ontario for the proposed national marine conservation area in western Lake Superior awaits signature. Once signed, this agreement-in-principle will guide remaining work toward establishing this marine conservation area. Discussions between Parks Canada and Northern Superior Chiefs continued through 2004-2005.		



Areas of significant progress in 2004-2005 are highlighted. No additional progress was made toward the establishment of NMCAs in the other 22 unrepresented regions, as Parks Canada has limited capacity to advance these marine conservation areas proposals. The focus is on representing eight marine regions by 2008.

Source: Parks Canada National Parks Establishment Branch

National Historic Sites of Canada

Planned Results	Performance Expectations	Status
Designate and commemorate places, persons and events of national historic significance, particularly in under-represented priority areas.	On average, designate 27 new places, persons and events per year of which, on average, 11 relate to Aboriginal People, ethnocultural communities and women's history. On average, 30 commemorative plaques placed annually.	**Caution:** In 2004-2005, six designations were made, three of which related to strategic priorities. It should be noted that the Minister has not had the opportunity to consider the HSMBC recommendations arising from its two meetings in 2004-2005, but will do so in 2005-2006. In the meantime, Parks Canada is monitoring trends and will evaluate its performance targets in 2005-2006. **Caution:** There were 17 plaques unveiled in 2004-2005 or an average of 24 per year over the last four years.
Designate other heritage places (e.g., Historic Places Initiative, FHBRO, Heritage Rivers, Railway Stations, PM Grave Sites, World Heritage Sites, Man and Biosphere).	Heritage programs meet their registration or designation targets.	**Reasonable Progress:** in implementing the Canadian Register of Historic Places, designation of 17 federal heritage buildings and the designation of three heritage rivers. The number of designated heritage railway stations and commemorated Prime Ministers' grave sites did not change.

Designate Places, Persons And Events As Being Of National Historical Significance

Canadians take great pride in the places, persons and events that shape the history and identity of Canada. Designation commemorates and communicates the importance of these places, persons and events. These are the stories and the histories that Canadians hold in trust for future generations.

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. (www.pc.gc.ca). The Plan identifies the history of Aboriginal peoples, ethnocultural communities and women's history as being insufficiently represented in the system. These are Parks Canada's three strategic priorities for future designations.

Unlike the national parks and national marine conservation areas system plans, 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.

Designation: The major steps in designation are summarized in Figure 9 along with relevant performance information.

Figure 9: Steps in Designation of Places, Persons and Events as Being of National Historical Significance

Step and Process	Performance Information
Nominations: Parks Canada plays a role in the nomination process through the development and promotion of the *National Historic Sites of Canada System Plan*, as well as publicizing the program of national commemoration and the role of the Historic Sites and Monuments Board of Canada (HSMBC). Parks Canada occasionally proposes places, persons or events for possible designation based on its system plan framework studies. By hosting workshops and meetings, Parks Canada also provides support that helps build the capacity of Aboriginal and ethnocultural communities and women's groups to bring their nominations to the HSMBC. Parks Canada provides the Secretariat for the HSMBC. The Secretariat receives public inquiries about the program of historical commemoration and possible designation of a subject.	In 2004-2005, Parks Canada received 71 nominations (compared to 63[5], 65, and 47 respectively in each of the three preceding years) with a majority of these nominations (i.e., 67) coming from the public. Ninety per cent of all nominations have been received from the public over the last four years. Thirty-eight per cent of the nominations received during the last four years represent one or more of the three strategic priorities identified in the System Plan (38 in 2004-2005).
Screening Nominations and Preparing Submission Reports: Parks Canada is directly responsible for screening nominations and preparing submission reports for those nominations that meet the criteria. (See Background for Parks Canada Performance Report on www.pc.gc.ca for more detail on the screening process)	In the last four years, Parks Canada prepared 130 submission reports for the Board (27 in 2004-2005) of which 42% concerned the strategic priorities.
Recommendations for Designations: Recommendations to the Minister of the Environment are made by the HSMBC based on submission reports, its evaluation criteria and its own expert knowledge of Canadian history. The Board meets twice a year (spring and fall) to consider submissions. It may or may not recommend designation, or defer a recommendation by requesting supplementary information and then reconsider the submission at a later meeting.	The Board held meetings in June and December 2004. Recommendations from these meetings were forwarded to the Minister for approval. In the four year period prior to April 2004, the Board recommended designations for 57% of the submissions it has reviewed.

Figure 9: Steps in Designation of Places, Persons and Events as Being of National Historical Significance *(cont'd)*

Step and Process	Performance Information

Ministerial Designations: Following each of the Board's semi-annual meetings, Parks Canada, acting as the Secretariat, prepares minutes outlining the Board's recommendations and submits them to the Minister of the Environment. This process takes approximately six months to complete. The Minister may approve or reject the Board's recommendations.

Performance Expectation
On average, designate 27 new sites, persons and events per year of which, on average, 11 relate to Aboriginal People, ethnocultural communities and women.

The total number of designations (All) and the number of designations related to strategic priorities (SP) in each of the last four years is shown below.

	2004-2005		2003-2004		2002-2003		2001-2002	
	All	SP	All	SP	All	SP	All	SP
Balance at Beginning of Year	1,849	355	1,823	346	1,799	334	1,775	326
# of designations	6	3	24	9	27	12	24	8
Net Adjustments[6]	4	5	2		-3			
Balance at End of Year	1,859*	363**	1,849	355	1,823	346	1,799	334

* 912 places, 587[7] persons and 360 events of national historic significance.
** 166 places, 112 persons and 85 events of national historic significance

In 2004-2005, the Minister made six designations, three of which related to strategic priorities (see Background for Parks Canada Performance Report on www.pc.gc.ca for a description of the three sites related to strategic priorities). This was significantly below the number of designations in each of the previous three years (i.e., 24 to 27). It should be noted that the Minister has not had the opportunity to consider the HSMBC recommendations arising from its two meetings in 2004-2005, and will do so in 2005-2006. In the meantime, Parks Canada is monitoring trends and will evaluate its performance targets in 2005-2006.

Source: Historic Sites and Monuments Board of Canada Secretariat database and Directory of Federal Heritage Designation

Commemorative Plaques: Once the Minister approves a designation, Parks Canada, working in conjunction with the nominating body and the HSMBC, is responsible for the commemoration of the national historic place, person or event. This is most commonly done through the installation of a bilingual bronze plaque at a location that is closely associated with the subject being commemorated. Parks Canada negotiates agreements with landowners for permission to install plaques and cairns, and it is responsible for the maintenance of these plaques and cairns. Some designations receive more than one plaque (e.g., four plaques have been placed for Sir John A. Macdonald).

Performance Expectation
On average, 30 commemorative plaques placed annually.

As of March 2005, a total of 1,486 commemorative plaques had been placed. Figure 10 shows the number of commemorative plaques placed in each of the last four years.

Since April 2001, 96 plaques have been unveiled, an average of 24 per year over the last four years. The vast majority of the plaques (91) are placed within Canada. As of March 2005, plaque-unveiling ceremonies had not yet been held to commemorate

Figure 10: Number of Commemorative Plaques

2004-2005	2003-2004	2002-2003	2001-2002
17*	22*	33*	24

*a few plaques are located outside of Canada

Source: Historic Sites and Monuments Board of Canada Secretariat database

437[8] designations. A draft strategy to address the backlog issues developed in 2003-2004 by Parks Canada has not been approved by the HSMBC. There are no plans to move forward on the strategy in the near future due to resource constraints.

Parks Canada Administered National Historic Sites

One hundred and fifty-three of the 912 national historic sites across Canada, or about one in six, are administered directly by Parks Canada either wholly or in part with other owners of the sites. Twenty-four of the 153 are operated on behalf of Parks Canada by third parties, typically through a lease or other type of operating agreement. Many of the Parks Canada sites were acquired through their transfer to Parks Canada from other federal departments when a property was no longer required for departmental operational purposes but was of national historic significance. A number of sites have been acquired specifically to address thematic gaps, as identified in the applicable system plans. Individual citizens, heritage agencies, corporations, federal government departments or other levels of government own the national historic sites not administered by Parks Canada. A map of the national historic sites administered by Parks Canada is shown in Figure 11. There were several changes to the list of sites managed by Parks Canada during 2004-2005.

- Cathcart Tower National Historic Site of Canada was removed from the list as it was determined that its designation was no longer valid.
- Portions of the Kingston Fortifications National Historic Site of Canada are administered by Parks Canada; therefore, it was added to the list.
- Fort Lawrence and Kootenay House National Historic Sites of Canada were found to be part of lands that were acquired by Parks Canada.
- The Former Territorial Court House and the Northwest Mounted Police Married Quarters previously listed under the Dawson Historical Complex National Historic Site of Canada were individually designated by the HSMBC and are now listed as such.

This resulted in a net increase of four national historic sites administered by Parks Canada during 2004-2005.

Other Programs for Listing and Designation of Heritage Resources

Parks Canada administers and/or provides a secretariat for several programs related to the listing and designation of Canada's natural and cultural heritage assets. Information is provided below about the Canadian Register of Historic Places. Summary results information is provided for several other programs including the National Program for the Grave Sites of Canadian Prime Ministers, Federal Heritage Buildings Review Office, Heritage Railway Stations, Canadian Heritage Rivers, World Heritage Convention and Man and Biosphere Reserves.

Figure 11: The 153 National Historic Sites of Canada Administered by Parks Canada

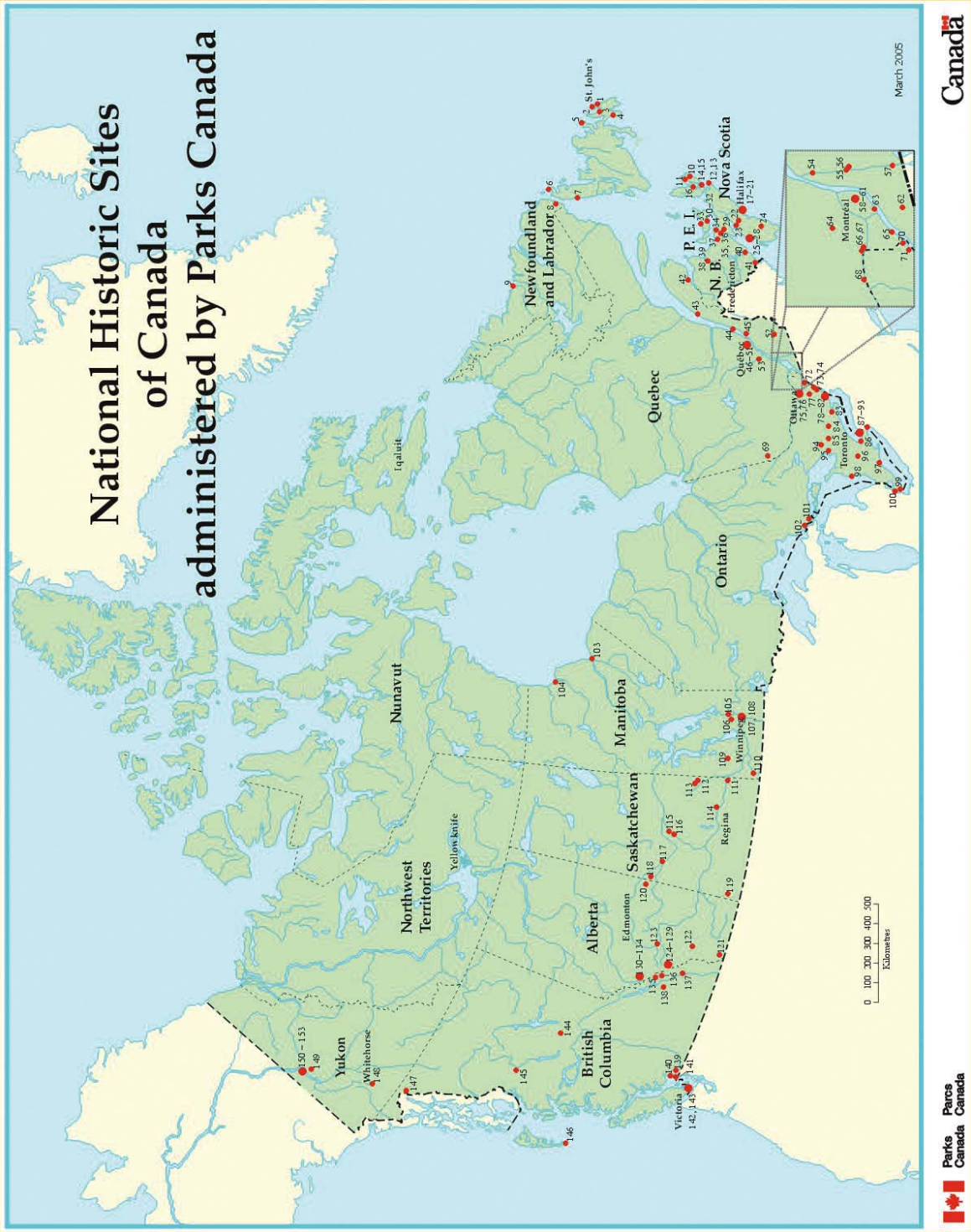


Figure 11: The 153 National Historic Sites of Canada Administered by Parks Canada *(cont'd)*

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. Port 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. Peters 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. Kejimkujik
25. Fort Anne
26. Scots Fort
27. Port-Royal
28. Melanson Settlement
29. Fort Lawrence

Prince Edward Island
30. Port-la-Joye–Fort Amherst
31. Ardgowan
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. Boishébert
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 Île and the Irish Memorial
45. Lévis Forts
46. Saint-Louis Forts and Châteaux
47. Cartier-Brébeuf
48. Fortifications of Québec
49. Maillou 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-Étienne 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. Glengarry 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. Mnjikaning Fish Weirs
86. HMCS *Haida*
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. Bethune 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 Rectory
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. Bar U Ranch
123. Rocky Mountain House
124. Skoki 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. Fisgard Lighthouse
143. Fort Rodd Hill
144. Fort St. James
145. Kitwanga Fort
146. Nan Sdins
147. Chilkoot Trail

Yukon Territory
148. S.S. *Klondike*
149. Dredge N° 4
150. Dawson Historical Complex
151. S.S. *Keno*
152. Former Territorial Court House
153. Northwest Mounted Police Married Quarters

March 2005

Performance Expectation
Heritage programs meet their registration or designation targets.

Historic Places Initiative: The Historic Places Initiative is a pan-Canadian collaboration among federal, provincial and territorial governments that is managed by Parks Canada. In June 2001, the Government allocated $24 million for the Historic Places Initiative (HPI) to:

- Create a Canadian Register of Historic Places (CRHP),
- Develop the *Standards and Guidelines for the Conservation of Historic Places in Canada*,
- Develop a certification process for projects seeking financial incentives
- Engaging provinces and territories in the Initiative. The Historic Places Class Contribution Program, managed by Parks Canada, supports provincial and territorial participation[9].

The Register, the Standards and Guidelines and the certifying of accredited agents who ensure that interventions to heritage places meet the Standards and Guidelines, are the responsibility of Parks Canada (i.e., a director with a staff of nine employees and a budget of $2.6 million in 2004-2005).

The number of places to be listed on the Register (www.historicplaces.ca) as well as progress over the last two years is shown in Figure 12. The target is to meet the register documentation standards for an estimated 17,751 recognized historic places by March 31, 2009.[10] The rate at which targets will be met is dependent on the rate at which all jurisdictions submit records to the Register.

A formative evaluation of the Historic Places Initiative was conducted in 2004-2005 (see www.pc.gc.ca/library). Based on this and the number of places listed as of March 2005 on the Register, Parks Canada believes reasonable progress is being made towards the March 2009 target noted above.

Status of Other Programs: Figure 13 summarizes the results for the other heritage programs. Details concerning the rationale and performance of each of these programs can be found in Background for Parks Canada Performance Report on www.pc.gc.ca. 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 these programs and cannot set definitive performance targets on its own.

Although there are no definitive targets for these programs, advances have been made in extending the number of commemorated or designated buildings, heritage rivers, and biosphere reserves. Parks Canada views progress for these programs as reasonable.

Figure 12: Estimated Number of Historic Places Listed on the Canadian Register of Historic Places

		Estimated Provincial/ Territorial N=15,379	Federal N=2,372*	Estimated Total N=17,751**
Listed in	2003-2004	15	15	30
	2004-2005	1,224	77	1,301
Per cent Complete		8%	4%	7.5%

* 897 national historic sites, 1,309 designated federal heritage buildings and 166 heritage railway stations

**As of January 2004

Source: Canadian Register of Historic Places

Figure 13: Status of Other Programs to Commemorate or Designate Cultural Resources

Program and Parks Canada's Role	Status
National Program for the Grave Sites of Canadian Prime Ministers: Dedication ceremonies are arranged in cooperation with the families of former Prime Ministers and the respective cemeteries. Parks Canada does not control the timing of these activities.	Dedication ceremonies for the gravesites of 12 former prime ministers were held prior to March 2004. No ceremonies were held in 2004-2005 for the remaining three late prime ministers (Sir John Abbott, Louis S. St-Laurent and Pierre Elliott Trudeau).
Federal Heritage Buildings Review Office Treasury Board Policy requires that all buildings 40 years or older under government ownership must be evaluated against criteria that measure historical association, architectural significance and the building's place within its current environment in order to protect those with significant heritage character. Parks Canada contracts with Public Works and Government Services Canada (PWGSC) to conduct these evaluations. Other departments and agencies are responsible for bringing nominations forward as required by Treasury Board Policy. Designations are made by the Minister of the Environment.	**Buildings may be Classified, the highest heritage designation, or Recognized, the second highest designation, designated by the Minister of the Environment** 2004-2005[11] / 1982-2004[12] # designated beginning of year: 1,338 / 0 # evaluated during year: 400 / n/a # Classified: 4 / 269 # Recognized: 13 / 1,069 Net Adjustments[13]: -20[14] / n/a # designated buildings: 1,335 / 1,338 In 2004-2005, 17 buildings were recommended as either a Classified or Recognized federal heritage building, (one is owned by Parks Canada). Over the last three years the program has designated 56 buildings.

Figure 13: Status of Other Programs to Commemorate or Designate Cultural Resources *(cont'd)*

Program and Parks Canada's Role	Status
Heritage Railway Stations: The Governor in Council makes designations of heritage railway stations based upon the recommendation of the Minister of the Environment who is advised by the Historic Sites and Monuments Board. Parks Canada provides research and database support to the Historic Sites and Monuments Board of Canada and contracts with PWGSC for professional and technical advice.	As of March 2004, there were 166 designated heritage railway stations in Canada, two are owned by Parks Canada. There were no new designations in 2004-2005. Seventy- four of the designated stations have been sold to outside parties conditional on their protection under provincial/territorial legislation.
Canadian Heritage Rivers System: 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.	As of March 2004, there were 32 designated rivers in Canada and eight nominated for designation. Six of the designated rivers are in national parks or national historic sites. There were no new river nominations in 2004-2005. Of the eight rivers nominated, three were designated during 2004-2005: • the Tatshenshini River in the Yukon, • the Missinaibi River in Ontario and • the Three Rivers in Prince Edward Island, bringing the total number of designated Canadian Heritage Rivers to 35 (8,192 km in total length). None of the newly designated rivers are located within Parks Canada managed heritage places.
World Heritage Convention: Parks Canada is the lead federal agency for the implementation of the World Heritage Convention in Canada. It maintains a secretariat in support of Canada's obligations under the Convention, including maintaining a documentation centre of program records. UNESCO's World Heritage Committee is responsible for placing properties on the World Heritage List.	As of July 2004, there were 788 sites on the World Heritage List, 13 of which are located in Canada. Nine World Heritage Sites are managed in whole or part by Parks Canada. During 2004-2005, Parks Canada prepared and submitted the nomination dossier for the World Heritage designation of the Rideau Canal National Historic Site of Canada and provided information and assistance in the preparation of nomination dossiers for the sites listed on Canada's Tentative List of World Heritage Sites. The 11 sites on this tentative list may be nominated for a World Heritage designation over a ten-year period beginning in 2005.
Man and Biosphere Man and Biosphere is a collaboration program of local communities, business enterprises and levels of government that lead 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 annual meeting and newsletter.	As of November 2004, there were 459 biosphere reserves in the world, 13 of which are located in Canada. The newest Canadian Biosphere Reserve, Georgian Bay Littoral was designated in October 2004, the core of the reserve being Georgian Bay Islands National Park of Canada. This brings the total number of biosphere reserves with national parks comprising the core area to seven.

Source: Various Parks Canada databases

PROGRAM ACTIVITY 2: CONSERVE HERITAGE RESOURCES

Description and Expenditures

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 their unique marine ecosystems, and the maintenance and improvement of the commemorative integrity in national historic sites managed or influenced by Parks Canada. Relevant activities related to national parks include ecological research and monitoring (e.g. to gain a better understanding of changes to native species richness, the number and extent of invasive exotic species, and the impact of sewage, petrochemical, and other stressors on ecosystems). It also includes the management of fire and insect infestations, flood and avalanche control, restoring ecosystem biodiversity and negotiation with stakeholders and others to influence actions that occur on lands located adjacent to protected heritage areas. Relevant activities related to cultural resources include archaeological and historical research and monitoring (e.g. to assess the condition of assets and the threats to resources) at protected heritage areas as well as activities such 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.

Overall expenditures for the program activity for the last two years are shown below:

(In thousands of dollars)			2004-2005	2003-2004
Total	Operating*	Salary	97,378	91,248
		Other	62,619	73,087
		Total	159,997	164,335
	Capital		17,210	16,734

* not including amortization

The program activity represented 32 % of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2004-2005 include $4.1M for work on the Kingston Mill Dam, Rideau Canal National Historic Site of Canada; $2.1M for repairs to Lock 11-12, Trent-Severn Waterway National Historic Site of Canada and $1.2M for restoration of the Halifax Citadel National Historic Site of Canada.

Initiatives and Achievement

National Parks and National Marine Conservation Areas

Planned Results	Performance Expectations	Status
Maintain or improve ecological integrity of national parks and the sustainability of national marine conservation areas.	• National Park Management Plans are up-to-date and consistent with latest management plan guidelines by March 2010.	**Reasonable Progress:** As of March 2005, there were 33 approved management plans, of which 21 were overdue for revision. Parks Canada expects that all currently overdue plans will be completed by March 2009
	• All national parks have fully functioning ecological integrity monitoring and reporting systems by March 2008.	**Reasonable Progress:** The number of national parks meeting Parks Canada's criteria for good EI monitoring and reporting programs increased in 2004-2005 for four criteria, was stable for one criteria and decreased for one criteria due to technical adjustments in measurement.
	• Improve aspects of the state of ecological integrity in each of Canada's 41 national parks by March 2014.	**Insufficient information:** A limited sample of measures suggests that most national parks have a medium to high level of ecological integrity. In the absence of a comprehensive ecological integrity-monitoring program, there is insufficient information to conclude that aspects of the ecological integrity of national parks are improving.
	• Minimize environmental impacts of Parks Canada's operations.	**Caution:** Making reasonable progress on three priority areas (greenhouse gases, contaminated sites, petroleum storage tanks). Some field units have met targets for inventorying halocarbons and PCBs, but Parks Canada as a whole has not met its targets in these areas.

Ecological Integrity in National Parks of Canada

The *Canada National Parks Act* states that 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* 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.*

Maintaining and improving the ecological integrity of a national park is a complex and difficult challenge. The Agency does not have direct influence on all the factors such as pollution and climate change that affect the state of EI. Acts of nature (e.g. forest fires) can also assist Parks Canada in improving EI. To maintain and improve ecological integrity, Parks Canada works with a number of partners including adjacent land owners, the private sector such as the tourism industry, universities and researchers.

Planning For Ecological Integrity in the National Parks of Canada

Requirement	Status
A **park management plan** is required by legislation and is tabled in both houses of Parliament. It is a strategic direction-setting document for the maintenance or improvement of ecological integrity, as well as for visitor experience, awareness and understanding (See Background for Parks Canada Performance Report on www.pc.gc.ca for more detail on the management planning process). ***Performance Expectation*** National Park Management plans are up to date and consistent with latest management plan guidelines by March 2010. According to legislation, management plans are to be reviewed and updated, if necessary, every five years. Plans prepared according to the 2000 *Parks Canada Guide to Management Planning* and the *Guideline for the Preparation of State of the Park Reports* are important tools to protect ecological integrity. They include comprehensive information on the state of the ecosystem and its significance; objectives set for ecological integrity, public education and visitor experience; and a description of monitoring and reporting programs, with appropriate indicators. Work is underway to update these guidelines.	**Number of parks with approved management plans:** As of March 2005, 33 of the 41 national parks had approved management plans representing no net change from March 2004. Of the eight parks without such plans, three currently operate under interim management guidelines and five are engaged in a planning process. In 2004-2005, three plans as well as amendments to one plan were tabled in Parliament. **Number of parks whose plans are overdue for revision** As of March 2005, 21 of the 33 approved management plans were overdue for revision, representing no change from 2003-2004. In addition to 21 overdue plans, one park cannot finalize its management plan until local Aboriginal issues are resolved. Eight parks are expected to complete their revised management plans by March 2006, bringing the number of overdue plans down to 13. Parks Canada expects that the remaining overdue plans will be completed by March 2009. Given its current resources, complying with the requirement to produce revised plans every five years is challenging for Parks Canada. **Number of plans consistent with current management planning guidelines:** Sixteen of the 33 currently approved management plans are consistent with the 2000 guidelines for management planning up from 12 in 2003-2004.
A **State of the Park Report** is required by Parks Canada policy before launching a management planning process. This five-year document reports on the state of the park's ecosystem, in the context of the greater park ecosystem, and on progress toward achieving the goals of the park management plan. Reports are prepared by management in each national park and endorsed by the Executive Director Ecological Integrity.	**Number of parks with endorsed State of Park Reports:** As of March 2004, there was one endorsed State of the Park Report for Georgian Bay Islands National Park of Canada. In 2004-2005, reports were prepared and endorsed for Bruce Peninsula National Park of Canada, and St. Lawrence Islands National Park of Canada. Three parks are expected to complete reports by March 2006.

Source: National Parks Policy and Legislation Branch

Improving the Monitoring and Reporting Program in National Parks of Canada

Parks Canada is committed to maintaining and restoring ecological integrity. It recognizes three major ecosystem components: biodiversity, ecosystem processes and stressors. These three components are the basis for the Parks Canada ecological integrity-reporting framework shown in Figure 14.

Biodiversity, short for biological diversity, refers to the natural variety of plant and animal species, and the genetic variation within individual populations, which characterize ecosystems. Ecosystem processes are the flows of energy and matter that shape ecosystems (e.g. growth and decomposition, fire). In normal circumstances these functions are expected to occur within an acceptable range of variation. Stressors are factors, either within or from outside the park, that negatively affect both its biodiversity and ecosystem processes. They may be global and long range (e.g. climate change, long-range pollutants) or regional and local (e.g. regional land management practices around a park and road densities). Some stressors (e.g. particular diseases in neighbouring animal populations) are specific to a few parks.

Parks Canada is working to improve the quality and consistency of its ecological integrity monitoring and reporting by making its program more scientifically sound and more aligned to its management goals. The Agency relies on a number of partners for monitoring the state and changes in the national parks ecosystems. Monitoring partners include other federal departments and agencies, provincial organizations, universities and research organizations. For example, the Agency works with the ministère des Ressources naturelles et de la Faune du Québec,

Performance Expectation

All national parks have fully functioning ecological integrity monitoring and reporting systems by March 2008.

Figure 14: Ecological Integrity Reporting Framework

BIODIVERSITY	ECOSYSTEM PROCCESS	STRESSORS
Species Richness	**Succession/Retrogression**	**Human Land Use Patterns**
Change in species richness Number and extent of exotics	Disturbance frequency and size (fire, insects, flooding) Vegetation age class distributions	Land use maps, road densities, human population densities
Population Dynamics	**Productivity**	**Habitat Fragmentation**
Mortality/natality rates of indicator species Immigration/emigration of indicator species Population viability of indicator species	By landscape or by site	Patch size, inter-patch distance, distance from interior
Trophic structure	**Decomposition**	**Pollutants**
Size class distribution of all taxa Predation levels	By site	Sewage, petrochemical, etc. Long-range transportation of toxins
	Nutrient retention	**Climate**
	Calcium and nitrogen by site	Weather data Frequency of extreme events
		Other
		Park-specific issues (e.g., disease in local animal populations)

a local environmental group and nearby universities on a recovery project involving Wood turtle population in La Mauricie National Park of Canada.

In April 2004, all parks were assessed on their progress in developing monitoring systems against six criteria, and the results of this procedure were presented in the 2003-2004 Annual Report. This process was repeated in 2004-2005 with some modification (see Background for Parks Canada Performance Report www.pc.gc.ca for a description of the process). Results for both years are shown in Figure 15.

The assessments in Figure 15 show improvement on four of the six criteria, stable performance in one area (criteria 2) and a decline in one area (criteria 5). The decline on criteria 5 resulted from a national review of the 2003-2004 self-assessments undertaken by each national park. The review identified some differences in the rating scale used by different parks to self-assess on this criterion. It therefore reflects a technical adjustment in scores rather than a real decline in performance. Overall, national parks are making reasonable progress toward the goal of having scientifically sound and integrated ecological monitoring programs, aligned to management goals, by March 2008.

Improving Visitor Activities Impact Monitoring

Understanding the impact of visitors' activities on national park ecosystems is an important aspect of EI monitoring and reporting programs. Parks Canada has general information on how many visits take place and at what times of the year, but it does not have a consistent national picture of the specific locations people visit within national parks, or of the physical, biological and social impacts of their activities. In 2004-2005, the Agency decided that, rather than develop a separate visitor impacts monitoring framework, it would integrate the monitoring of human activities into its overall ecological monitoring program. Similar work on a human-use framework for national marine conservation areas will take place between March 2006 and March 2008. This will be followed by work on a human-use framework for national historic sites in 2008-2009.

Figure 15: Number of National Parks That Meet Parks Canada's Criteria for Good EI Monitoring and Reporting Programs

Criteria	No. of Parks Meeting 2003-2004	No. of Parks Meeting 2004-2005
1. Scientific Credibility: Monitoring projects address clear questions, include defensible targets, use scientifically defensible methods that are available for external review, and the program incorporates external scientific advice.	7	11
2. Data Management and Statistical Design: Data from monitoring projects is available and coherent; experimental designs and sampling are scientifically adequate.	9	9
3. Bioregional Cooperation: Monitoring projects fit into larger bioregional approach and bioregional initiatives.	6	10
4. Stakeholder Involvement: Partners and stakeholders in the development of the park EI monitoring program are fully engaged.	12	16
5. Linkage to Plans: Monitoring program is credibly linked to EI vision or management plan goals, and greater park ecosystem monitoring goals.	12	8
6. Strategy for Assembling Monitoring Program: Park has a credible strategy to address the gaps in its monitoring program	10	15

Source: Parks Canada Ecological Integrity Branch

State of Ecological Integrity in National Parks of Canada

Although the monitoring and reporting program is not fully developed, Parks Canada does have a national snapshot of several aspects of its ecological integrity-reporting framework. Figure 16 reports on several measures of ecological integrity for the terrestrial component of each of the 41 national parks, organized according to Parks Canada's six bioregions (See Background for Parks Canada Performance Report www.pc.gc.ca for a description of the measures and criteria). Future reports will develop similar measures for the aquatic components in national parks.

Information in Figure 16 is organized according to the three general categories of Parks Canada's overall reporting framework (Figure 15): Biodiversity, Ecosystem Process and Stressors. The measures used are specific to land-based ecosystems. Within each general category there are two or three measures with defined threshold scores. Each national park is classified as poor (red), fair (yellow) or good (green) based on the standards set for the measures. A white area means that no data was available. A box with N/A means that the measure was not relevant to the particular park (e.g., some parks do not have fire dependent ecosystems, so the process measure of forest fires is not relevant). See Background for Parks Canada Performance Report www.pc.gc.ca for a description of the ratings.

Figure 16 shows that most parks retain a majority of their native species (i.e., green boxes). Parks in the Atlantic/Quebec Bioregion have seen an increase in plant growth (i.e., yellow and red boxes in the figure). Northern parks are relatively untouched, but also demonstrate increases in plant growth (i.e., a few yellow boxes). Mountain and interior plains parks show high levels of ecological integrity despite appreciable stress from regional land use (i.e., many yellow boxes on two stressor indicators). Large predators and their prey show similar imbalances in Pacific, Great Lakes and Atlantic/Quebec parks, where human population pressures are most evident. This limited sample of measures suggests that most parks sustain a medium to high level of EI despite significant pressures and notable imbalances in some areas. In the coming years, as the monitoring program is further developed, with a larger and more comprehensive suite of measures, a more complete picture of the EI of Canada's national parks will emerge.

Maintaining and Improving Ecological Integrity in the National Parks of Canada

In Budget 2003, the federal government committed $75 million over five years and $25 million annually thereafter to improve and restore the condition of ecological integrity in Canada's national parks. An additional commitment of $60M over five years, and $15 M ongoing was made available in Budget 2005. The commitment in Budget 2003 represents an estimated 15% increase in EI related expenditures over Parks Canada's existing spending on EI.[15]

Performance Expectation

Improve aspects of the state of ecological integrity in each of Canada's 41 national parks by March 2014.

Although the Agency's target for improving EI states March 2014 as the timeframe, the Agency will, in the interim, report on the result of EI initiatives and specific projects on an ongoing basis. Once fully functional in 2008, the Agency will use its monitoring program to report on individual EI measures (e.g. focal species) and indicators (e.g. biodiversity).

Figure 16: State of Ecological Integrity in Canada's National Parks

Bioregion	National Park	Land Biodiversity			Land Processes		Land Stressors		
		Diversity	Predator & Prey	Species Loss	Plant Growth	Forest Fires	Developed Area	Population Density	Internal Roads
Atlantic/Quebec	Cape Breton Highlands								
	Forillon								
	Fundy								
	Gros Morne								
	Kejimkujik								
	Kouchibouguac								
	La Mauricie								
	Mingan Archipelago								
	Prince Edward Island								
	Terra Nova								
Great Lakes	Bruce Peninsula								
	Georgian Bay Islands								
	Point Pelee								
	Pukaskwa								
	St. Lawrence Islands								
Pacific	Gulf Islands								
	Gwaii Haanas					N/A			
	Pacific Rim					N/A			
Interior Plains	Elk Island								
	Grasslands								
	Prince Albert								
	Riding Mountain								
	Wood Buffalo								
Mountain	Banff								
	Glacier								
	Jasper								
	Kootenay								
	Revelstoke								
	Waterton								
	Yoho								
Northern	Aulavik					N/A			
	Auyuittuq					N/A			
	Ivvavik					N/A			
	Kluane								
	Nahanni								
	Quttinirpaaq					N/A			
	Sirmilik					N/A			
	Tuktut Nogait					N/A			
	Ukkusiksalik					N/A			
	Vuntut								
	Wapusk								

Source: Parks Canada Ecological Integrity Branch

Legend: Green = Yellow = Red =

The funds provided in Budgets 2003 are being directed to:

- Hiring more planners, scientists, and visitor education specialists (i.e., as of March 2005, approximately 11 new positions were funded with a goal of supporting 33.5 positions by March 2008),
- Supporting the development of the new monitoring and reporting systems (i.e., approximately $1.47M allocated by March 2005),
- Implementing science partnerships (i.e., approximately $425K allocated by April 2005), and
- Re-introducing fire as a natural ecosystem process in the park landscape (approximately $800K allocated by March 2005).

Parks Canada plans to investment approximately $31M in new funds in these system wide priorities by March 2008.

An additional approximately $12 million will be allocated to shorter-term innovation research and active management projects over the next five years. By March 2005, $2.75M had been allocated to fund 27 projects related to traditional ecological knowledge, regional integration and partnerships, ecosystem restoration, engaging Canadians and knowledge acquisition.

Finally, approximately $22 million is being committed, over five years, to multi-year priority projects in ten national parks. The locations and main goals of the projects are shown in Figure 17. As of March 2005, $1.9M had been allocated to these projects.

A performance and evaluation framework for new EI funds is under development and expected to be completed by fall 2005. A formative evaluation of the EI fund is planned for 2006-2007.

In addition to new funding from Budget 2003, Parks Canada has also received Species at Risk (SARA) Funds totalling approximately $5.3 million in 2003-2004 and $7.8 million in 2004-2005. These funds support the protection and management of species at risk and their habitat in national parks and national historic sites. This investment will increase to $10.3 million in 2006-2007.

In summary, Parks Canada has received significant new funding, which is being used to increase its scientific capacity and knowledge of ecosystems and to actively intervene to maintain or improve EI. However, in the absence of a fully functioning monitoring program, Parks Canada lacks sufficient information to reach overall conclusions on the progress being made toward its performance expectation of improving aspects of EI in all parks by 2014.

Managing Parks Canada's Environmental Impacts

Parks Canada's own infrastructure and management practices can have important impacts on the ecology of national parks and the quality of visitor experiences. The Agency's Environmental Management System National Framework, approved in April 2003, outlines 11 aspects of Parks Canada's operations that have environmental impacts. It also identifies four national priorities. A fifth priority was identified by Program Management. Figure 18 reports on the five Agency priorities, status of performance against objectives and the strategies and processes for moving forward.

Performance Expectation
Minimize environmental impacts of Parks Canada's operations.

Figure 17: Major Multi-Year Projects Supported By New EI Funds

Project	Proposal
Restoring Ecosystems	
Lake Louise: Habitat Restoration	Backcountry campground and trail adjustments designed to improve grizzly bear habitat, implementation of a public transportation system & infrastructure improvements at key day use areas.
Jasper: Restoring Montane Ecosystem	To reconfigure and expand the trail network, and reclaim wildlife habitat.
Grasslands: Restoring Ecological Processes	Re-introducing the ecological role of large herbivore, restoration of native prairie and managing exotic vegetation.
Point Pelee: Habitat Restoration	Building a consortium of public and private sector partners to undertake habitat restoration, to re-establish the Historical Link to the Hillman Creek Marsh
La Mauricie: 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.
Prince Edward Island: Reducing the Footprint & Enhancing Visitor Experience	Development of multi-use, active transportation corridor & vegetation restoration.
Cape Breton Highlands: Road Salt Management/Reducing the Footprint	Construction of a salt storage and vehicle wash facility for salt handling equipment, implement road weather information system and clean up contaminated sites associated with old salt storage facilities.
Traditional Ecological Knowledge (TEK)	
Kluane: Traditional Knowledge (TK) and Regional Integration	Development of protocols to acquire and assess TK, identify TK indicators for ecosystem management leading to the use of TK for park and ecosystem management;
Nunavut: Using Inuit Knowledge In Management, Research and Monitoring	Hiring a coordinator and community researchers, establishing protocols to collect and share knowledge and development of fora to bring TEK to current and future EI issues.
Engaging Canadian: EI Education	
Fundy and Banff National Parks	Capitalizing on existing installations, best practices and partners, communicating a sense of place, provide opportunities to learn about ecosystem, the story of human influence on these parks and gain support for ecosystem conservation initiatives

Figure 18: Parks Canada's Environmental Impacts Management

Environmental Aspect	Objective	Status	Strategy
Greenhouse Gas (GHG) Emissions Reduction	Under the Federal House in Order Initiative, Parks Canada is required to reduce its GHG emissions by 5.2% from 1998 levels by 2011. This represents a reduction of 2.9 kilotonnes from the baseline level of 56.3 kilotonnes to a targeted level of 53.4. (Note: The baseline was increased from 55.3 to 56.3 by Natural Resources Canada to reflect improvements to the GHG calculator.).	GHG output for 2003-2004 was 54.9 kilotonnes. In 2004-2005 the figure was 54.7 kilotonnes.	Parks Canada obtained $515,686 from Natural Resource Canada's Federal Vehicle Initiative to support the purchase of hybrid vehicles, alternative fuel vehicles and efficient clean burning off-road equipment. An Agency directive to improve the environmental performance of the fleet was introduced. Many energy efficiency and renewable energy projects began implementation with completion dates by March 2006.
Petroleum Storage Tanks	Parks Canada's objective is to ensure petroleum storage tanks meet standards and to operate them in compliance with guidelines and codes of practice.	As of March 2005, Parks Canada's underground tanks decreased (from 64 in 2003) to 61. Of those, 44 are in compliance (72%), up from 40 in 2003; an increase in compliance of 10% from last year. By April 2005, the number of aboveground tanks with a capacity of 4000 litres and above decreased by one tank for a total of 126. Of those, 30 are in compliance (24%) an increase in compliance of 1% from last year.	The Agency is working on registering smaller aboveground tanks (under 4000 litres) in anticipation of the new requirements of the upcoming regulations. The Field Units also are assessing their compliance situation against the draft upcoming regulations.
Contaminated Sites	Parks Canada has 321 known and suspected contaminated sites. Parks Canada's target is for all field units to assess and rank their contaminated sites by March 2006. Parks Canada continues to target March 2009 as goal for field units to develop and implement remediation or risk management plans for all sites.	As of March 2005, 84% of the contaminated sites had been assessed (up from 80% in 2004), with 14 preliminary or in-depth assessments completed in 2004-2005. In addition, two contaminated sites in Banff National Park were cleaned up and remediated.	Parks Canada's strategy is to identify sites under its control that are currently suspected of being contaminated. Each site will then be assessed and where contamination is confirmed, priority will be given to address impacts to ecological and human health at the highest risk sites.

Figure 18: Parks Canada's Environmental Impacts Management *(cont'd)*

Environmental Aspect	Objective	Status	Strategy
Halocarbons	Parks Canada's objective is to reduce the use of halocarbons with a high Ozone Depleting Potential and to eliminate all releases of ozone depleting substances from Parks Canada.	As of March 2005, 19 units (14 field units, four service centres and the national office) have entered their inventories on the Agency's EMS intranet site (21 units in 2003-2004)*. These 19 inventories are out of a total of 38, which represents a 50% completion rate.	The Agency is working to have all field units complete and enter their inventories into the national registry by March 2006.
Polychlorinated Biphenyls (PCBs)	Parks Canada's objective is to phase out PCBs from park facilities and operations. All PCBs removed will be stored and disposed of in compliance with applicable regulations.	As of March 2005, nine units (13 in 2003-2004*) have entered their inventories on the Agency's EMS intranet site (4 field units have registered their PCB inventories, and 3 service centres, one field unit and the national office have declared themselves PCB free). These 9 inventories are out of a total of 38, which represents a 24% completion rate.	The Agency is working to have all field units complete and enter their inventories into the national registry by March 2006.

* In 2003-2004, some field units and national parks entered inventories separately in the Agency EMS database. Starting in 2004-2005, all inventories are entered by field units only which may include more than one national park or national historic site. As a result, the 2004-2005 number of inventories appear to be lower.

Source: Parks Canada Investment Portfolio Branch, Parks Canada Ecological Integrity Branch (for contaminated sites)

Ecologically Sustainable Use at National Marine Conservation Areas of Canada

The *Canada National Marine Conservation Areas Act* was enacted by Parliament in June 2002. This Act sets out as a basic principle for the management of NMCAs through collaboration. Parks Canada will work with the federal and provincial agencies responsible for fisheries management, and with users of renewable marine resources to achieve ecologically sustainable use of the areas, while setting aside zones to fully protect special features or sensitive elements of their marine ecosystems.

Planning for Ecologically Sustainable Use:
The management of national marine conservation areas requires management plans that set direction to ensure the sustainable use of marine resources. The Saguenay–St. Lawrence Marine Park (in Quebec) management plan was approved in 1998, and was tabled in Parliament in March 2000. The governing legislation for this marine park calls for a review of the plan to occur at least once every seven years, with the review originally scheduled for 2004-2005. Intergovernmental coordination requirements have caused additional delays so that the tabling date in Parliament has been postponed until October 2007. The management plan for Fathom Five National Marine Park of Canada, in Ontario, was approved in 1998. The Agency's Management Planning policy calls for a review of the plan to occur at least once every five years. The review originally planned for completion in January 2005 is now scheduled for approval in January 2006, and tabling in late March 2006. (See Background for Parks Canada Report on www.pc.gc.ca for more detail on the management planning process).

Measuring Ecologically Sustainable Use: At present, there is no monitoring and reporting framework for ecological sustainable use in NMCAs similar to the ecological integrity framework for national parks. The Marine Protected Area Management Effectiveness Initiative, an international project sponsored by the IUCN World Commission on Protected Areas, the World Wildlife Fund and the United States National Oceanic and Atmospheric Administration, involved Saguenay-St. Lawrence Marine Park as one of 18 pilot sites. The Initiative final report was published in 2004 – *How is your MPA doing? A Guidebook of Natural and Social Indicators for Evaluating Marine Protected Area Management Effectiveness*. The results of this initiative, in conjunction with ongoing work respecting policy guidelines on ecologically sustainable use and ecosystem management in NMCAs, will contribute to the development of a core set of indicators of NMCA ecological sustainability by March 2006, and draft monitoring protocols for core marine indicators by March 2008. Additionally, Parks Canada met with US and Mexican members of the North American Marine Protected Areas Network in a March 2005 workshop to advance work toward developing a concise set of indicators that all three countries could share in measuring the effectiveness of marine protected areas along the entire Pacific coast of North America."

National Historic Sites of Canada

Planned Results	Performance Expectations	Status
Maintain or improve commemorative integrity of national historic sites; maintain or improve the state of other cultural resources administered by Parks Canada.	• All national historic sites administered by Parks Canada have a current management plan by December 2006.	**Caution:** As of March 2005, 40 Parks Canada-administered national historic sites (26% of the 153 Parks Canada sites) had approved management plans. At the current rate Parks Canada will not likely meet its target to have approved plans for all its sites by December 2006.
	• Improve elements of commemorative integrity that are rated as poor.	**Reasonable Progress:** Parks Canada is making reasonable progress in assessing the CI of its national historic sites. A survey in 2004-2005 of sites found at least partial improvement in all CI areas that had been rated as poor in 2001-2002.
	• Improve the state of other cultural resources managed by Parks Canada by March 2014.	**Insufficient Information:** Although there is a national inventory of historic objects, with 76% rated in good condition, these condition ratings are not up to date, proper inventories and condition ratings of archaeological objects are lacking, as are condition ratings of commemorative plaques.

Planned Results	Performance Expectations	Status
Support and encourage commemorative integrity of national historic sites; maintain and improve the state of heritage resources not administered by Parks Canada.	• Other owners of national historic sites are aware of commemorative integrity and have access to information on best practices in maintaining commemorative integrity.	**Reasonable Progress:** A survey of other national historic site owners in 2004-2005 found that 46% of the respondents were aware of Commemorative Integrity and almost two-thirds reported they had access to information on best practices for preserving, presenting or managing a national historic site. Parks Canada is currently reviewing this information with a view of refining its measures and setting targets in the next planning period.
	• Interventions on built cultural heritage not administered by the Agency are certified.	**Reasonable Progress:** During 2004-2005, 23 interventions to commercial heritage properties were approved in principle, recommendations for appropriate interventions to 132 federal heritage buildings were made, and one alteration and four sales of designated railway stations were approved.

The family of national historic sites of Canada includes 153 that are administered by Parks Canada and 759 owned and operated by heritage agencies, corporations, other federal government departments, other levels of government and individual citizens.

Commemorative Integrity

Since the mid-1990s, Parks Canada has promoted the concept of commemorative integrity for all national historic sites. Commemorative integrity describes the health and wholeness of a site. It is achieved when:

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

Parks Canada is directly accountable for ensuring commemorative integrity (i.e., protecting and presenting the sites for the benefit, education and enjoyment of present and future generations) of the national historic sites it administers. While Parks Canada encourages and supports the protection and presentation of the sites it does not administer, it cannot directly control the commemorative integrity of the sites or the actions of their owners. Parks Canada seeks to build the stewardship capacity of other owners by providing professional and technical advice, promoting awareness through publications, providing cultural resource management training and sharing best practices with the various Alliance of National Historic Sites groups.

Planning for Commemorative Integrity at Parks Canada-Administered National Historic Sites of Canada

Commemorative Integrity Statements (CIS) and national historic site management plans are the basic direction-setting documents that Parks Canada uses to maintain the commemorative integrity of the national historic sites it administers.

Requirement	Status
A CIS 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. ***Performance Expectation*** All national historic sites administered by Parks Canada have a current management plan by December 2006.	As of March 2005, 134 sites had CIS of which 122 were completed and 12 were in draft form (i.e., 14 more sites with complete CIS and seven fewer sites with CIS in draft form than in March 2004). Parks Canada's target is to have approved commemorative integrity statements in place for all the national historic sites it administers by December 2006.[16]
Under the *Parks Canada Agency Act*, Parks Canada must submit management plans for the national historic sites it administers to the Minister. Management plans set forth the strategies and actions necessary to ensure the commemorative integrity of the site or sites covered in the plan, and are subject to review every five years. A CIS is required before a site can develop a management plan (see Background for Parks Canada Performance Report on www.pc.gc.ca for more detail on the management planning process).	In 2004-2005, the Minister approved nine management plans for nine national historic sites administered by Parks Canada. As of March 2005, 40 (26%) of the 153 Parks Canada sites had approved management plans. At the current rate Parks Canada is not likely to meet its target to have approved plans in place for all its sites by December 2006. To increase the approval rate and address this concern, new planning positions were staffed in the Agency's Service Centres and its Guide to Management Planning is being revised to focus and simplify the requirements for management plans. Progress will be closely monitored in 2005-2006.

Source: Commemorative Integrity Statement/Management Plan database

State of Commemorative Integrity at Parks Canada-Administered National Historic Sites

The *Parks Canada Agency Act* states that it is in the public interest to ensure the commemorative integrity (CI) of national historic sites. Knowing the state of CI at a site supports informed decision-making on priority actions and investments, both locally and nationally (see Background for Parks Canada Performance Report on www.pc.gc.ca for more detail on the process of assessing commemorative integrity).

Parks Canada has committed to evaluating the state of commemorative integrity at all 153 national historic sites it administers between April 2001 and March 2011. The total number of sites evaluated in each of the last four years and their ratings on the three dimensions of CI are shown in Figure 19. Sites selected for evaluation represent a mix of size and location within the system of Parks Canada-administered national historic sites, differ in their complexity of operation and themes and have a completed commemorative integrity statement (CIS).[17] In 2004-2005, 13 sites were evaluated.

Examples of the ratings for commemorative integrity for 3 sites evaluated in 2004-2005 are shown in Figure 20.

Figure 19: Number of National Historic Sites Rated As Good, Fair or Poor on Three Elements of Commemorative Integrity (April 2001 to March 2005)*

	2004-2005 (n=13)			2003-2004 (n=14)			2002-2003 (n=18)			2001-2002 (n=13)		
	Resource Condition	Effective Communications	Selected Management Practices	Resource Condition	Effective Communications	Selected Management Practices	Resource Condition	Effective Communications	Selected Management Practices	Resource Condition	Effective Communications	Selected Management Practices
Good	5	3	2	6	2	5	4	1	0	5	3	7
Fair	6	5	8	8	9	7	9	10	13	7	5	5
Poor	2	5	3	0	3	2	5	7	5	1	5	1

*No site has been evaluated more than once. New sites are selected for evaluation each year.

Source: Commemorative Integrity database

Figure 20: Examples of Ratings for Commemorative Integrity at Three National Historic Sites of Canada

	National Historic Sites of Canada		
	St. Andrew's Rectory, Manitoba	Lévis Forts, Quebec	Castle Hill, Newfoundland and Labrador
Resource Condition	Good	Poor	Good
Effective Communication	Poor	Good	Fair
Selected Management Practices	Fair	Poor	Good

Source: Commemorative Integrity Evaluation database

Performance Expectation
Improve elements of commemorative integrity that are rated as poor.

As shown in Figure 19, over the last four years, 29 (50%) of the 58 evaluated national historic sites had at least one poor rating for one aspect of commemorative integrity. The majority of the poor ratings relate to the effectiveness of sites in communicating the messages of national significance.

A follow-up survey of actions taken to address poor ratings of elements of CI was undertaken by Parks Canada in 2004-2005 (for more details on the follow up process see Background for Parks Canada Performance Report on www.pc.gc.ca). As this is the first survey of its kind, Parks Canada does not have previous results to compare to. The survey was targeted at the six sites that had received a poor rating in at least one element of CI in 2001-2002. Of the six sites, five had poor ratings of the effectiveness of communications, one site had a poor rating of resource condition (Jasper Park Information Centre NHSC) and one site had a poor rating of management practices (Kitwanga Fort NHSC). The survey responses indicated that two sites had resolved all the problems identified in 2001-2002 while the four other sites reported partial resolution of the problems. Improvements noted by the survey participants included major work to improve structural integrity and address water infiltration at the Jasper facility, improvements to the cataloguing and organization of cultural artefacts at Kitwanga Fort NHSC, as well as the development of new exhibits and site brochures, changes to the Parks Canada Web site, and enhanced staff training at several of the sites. A lack of funds has been a factor in limiting the extent or pace of progress to address several poor ratings at the six sites. A similar follow-up survey for these 6 sites will be conducted in 2007-2008.

Although the survey provides evidence of actions being taken to address elements of CI rated poor, it is not a reassessment of the CI of the site. Follow-up formal evaluations of CI are not scheduled to occur until 10 years after the initial CI evaluation. In the absence of these evaluations Parks Canada believes that reasonable progress is being made to address poor ratings within the context of resource limitations.

Other Cultural Resources Administered by Parks Canada

Performance Expectation
Improve the state of other cultural resources managed by Parks Canada by March 2014.

Parks Canada is responsible for the maintenance of commemorative plaques and cairns that have been placed to commemorate the places, persons and events designated to be of national historic significance.

It is also responsible for managing and protecting a large number of historic objects and archaeological artefacts that are judged to have significant historical value based on the Agency's *Guiding Principles and Operational Policies*. These are on lands and submerged lands administered by Parks Canada within national historic sites, within national parks and national marine conservation areas, and in collections maintained by Parks Canada Service Centres. In 2004-2005, a discussion document that will be the basis for the development of a management bulletin on the "Disposition of Objects from Parks Canada's Historical and Archaeological Collections" was approved. The strategy for Phase 1 of the Collections Review Project also received approval. A sample from each of the service centre's holdings of historic and archaeological objects will be systematically reviewed to assess the state of both collections and their continued relevance to the Agency's program needs and objectives.

Commemorative Plaques: Parks Canada is responsible for the maintenance of the 1,486 commemorative plaques and cairns that have been placed to commemorate the places, persons and events designated to be of national historic significance (some designations have more than one plaque). Currently, there is no national information on the condition of the plaques.

Historic Objects: A historic object is defined as a moveable cultural property that has been acquired by Parks Canada for interpretive or reference purposes. It is related to a national historic site through designation or supports the interpretation of a site. An object may also reflect other important historical themes linked to the commemoration of places, persons and events, and spanning 11,000 years of Canadian history.

As of March 2005, there were 206,237 individual historic objects[18] in Parks Canada's collection. These objects are located in the Agency's Service Centres and at national parks and national historic sites. Over the past three years, there was a net decrease of 5,213 historic objects in the collection.

Figure 21 shows the condition ratings of individual historic objects. Individual objects are not assessed on an annual basis. Ratings on some objects may be up to ten years old. Each year, some object condition ratings are updated as a result of commemorative integrity evaluations, condition surveys, regular monitoring, exhibit purposes, improved storage environments or requirements to assess specific types of objects. The conservation treatments of these objects are performed on an ad hoc or scheduled cyclical basis, as resources permit. The ratings shown in Figure 21 reflect a combination of both recent and historic condition evaluations.

Figure 22 shows both the number of objects that were sent for and returned from conservation treatment over the last five years.

Conservation treatment is undertaken on a priority basis (e.g., those required for on-site presentation or for external loans, or under severe threat, are usually treated from a few weeks to a few months). In some cases treatments may take a number of years. An object may also be sent for maintenance treatment multiple times. The number of objects sent for treatment accounts for less than one percent of the total number of historic objects in Parks Canada's collection.

Archaeological Resources: Any tangible evidence of human activity of historical, cultural or scientific interest, such as a feature, structure or archaeological object, located at or taken from an archaeological site or recorded as an isolated archaeological find, is considered to be an archaeological resource. An archaeological object is an artefact or specimen of any material that is of archaeological interest.

Figure 21: Condition of Historic Objects

Ratings	2004-2005		2003-2004	
	Number	Percentage	Number	Percentage
Good	157,794	76.5%	157,374	75.5%
Fair	29,922	14.5%	30,011	14.5%
Poor	10,397	5%	10,407	5%
Unknown	8,124	4%	9,843	5%
Total	206,237	100%	207,635	100%

Source: Parks Canada Artefact Information Systems database

Parks Canada does not have a precise national count of the number of archaeological sites it manages or of the number of archaeological objects in its collection. However, it is estimated that the Agency's collection contains in excess of 30 million archaeological objects. Parks Canada has not undertaken an overall condition rating of the archaeological resources in its inventories. As with historic objects, the condition of these resources is maintained largely on an ad hoc basis. Figure 23 shows the number of objects sent for and returned from conservation treatment over the last five years.

As with historic objects, only a small fraction of the archaeological objects receive conservation treatment at any one time.

In summary, while Parks Canada has partial information on the number of other cultural resources it manages, it does not have up to date condition ratings on many objects, and an incomplete understanding of the demand for conservation and the effects of conservation treatment on the condition of the resources. In general, Parks Canada lacks sufficient information to determine if it is making reasonable progress on its commitment to improve the state of other cultural resources it manages by March 2014.

Influencing the Commemorative Integrity of National Historic Sites Not Administered by Parks Canada

Performance Expectation

Other owners of national historic sites are aware of commemorative integrity and have access to information on best practices in maintaining commemorative integrity.

Parks Canada seeks to increase awareness of commemorative integrity among the 759 other owners of national historic sites and to help them access best practice information on maintaining commemorative integrity. The National Historic Sites of Canada Cost-Sharing Program as well as

Figure 22: Historic Objects Receiving Conservation Treatment (2000-2001 to 2004-2005)

	2004-2005	2003-2004	2002-2003	2001-2002	2000-2001	Total
Objects to Conservation	184	89	102	388	88	851
Objects from Conservation	149	68	181	300	66	764

Source: Parks Canada Artefact Information Systems database

Figure 23: Archaeological Objects[19] Receiving Conservation Treatment (2000-2001 to 2004-2005)

	2004-2005	2003-2004	2002-2003	2001-2002	2000-2001	Total
Objects to Conservation	2,403	2,625	3,068	3,565	2,338	13,999
Objects from Conservation	2,439	2,329	2,561	3,194	2,267	12,790

Note: 129 conserved artefacts have not been returned to their respective repositories due to storage restrictions.

Source: Parks Canada Archaeology databases

advice and guidance in developing CI statements, sharing of best practices in heritage conservation, and encouraging alliances and networks between national historic sites are the main means Parks Canada uses to accomplish this goal.

National Historic Sites of Canada Cost-Sharing Program: This program seeks to increase site owners' and managers' awareness and understanding of commemorative integrity, as they work on specific conservation and/or presentation projects. It also seeks to integrate the concept into their future decision-making about their site.

As of March 2005, Parks Canada had entered into 60 cost-sharing agreements with 53 national historic sites of Canada since the program began in 1987. These agreements represent a total investment of approximately $26.6 million over the life of the program. Only one of the agreements was still active in 2004-2005, a decrease of five from the previous year. There is a waiting list of 63 national historic sites with written notification from the Minister that they are eligible for a cost-sharing agreement. This represents an estimated commitment of approximately $30 million (based on the historic average costs per agreement).

No new cost-sharing agreements were signed in 2004-2005 and no national historic sites have been added to the waiting list for several years. Despite this there is still demand for the program (i.e., an additional 12 requests for funding from eligible national historic sites were received in 2004-2005). Requestors are informed that the National Historic Sites of Canada Cost-Sharing Program is fully subscribed and not open to applications until new program funds are secured. The owners of all non-federally-administered national historic sites will be notified when the program is funded and able to consider applications.

Advice and Guidance: Parks Canada facilitates the sharing of best practices in heritage conservation between national historic sites, and assists in the development of commemorative integrity statements at national historic sites under threat. It also encourages alliances and networks between national historic sites for the purpose of promoting an exchange of information and increased access to training in cultural resource management. As of March 2005, Parks Canada had supported the development of 97 commemorative integrity statements for sites not administered by the Agency (16 in 2004-2005). Of these, 56 were for sites that had either received funding under the Cost-Sharing Program or are on the program waiting list (two in 2004-2005). An additional 20 non Parks Canada-administered sites had draft commemorative integrity statements pending approval as of March 2005.

Level of Awareness and Access to Best Practice Information: The Agency commissioned a survey of other owners of national historic sites (see Background for Parks Canada Performance Report www.pc.gc.ca for a more complete description of the survey and how to obtain a copy of the results). Of the 540 owners for which contact information was available, 291 responded to the survey. The survey results are representative of the owners that were contacted and may not reflect the knowledge or experience of other owners. The survey found that:

- 46% of respondents reported they were aware of the term commemorative integrity. Among this group, about 86% could describe some relevant aspect of commemorative integrity (i.e., concerns protection of resources, communication of reasons of significance).
- Almost two-thirds of respondents (64%) indicated that they currently have access to information on the best practices for preserving, presenting or managing a national historic site. Parks Canada is an important source of this information (i.e. when combining both prompted and unprompted responses, about 50% of respondents in this group report Parks Canada as a source of best practice information).

This was the first survey of its kind. Parks Canada is currently reviewing the information with a view to refining its measures and setting targets in the next planning period.

Certification of Interventions on Built Cultural Heritage Not Administered by Parks Canada

Programs such as the Historic Places Initiative, the Federal Heritage Buildings Review Office, and the Heritage Railway Stations Program seek to ensure that interventions or alterations to historic properties outside of Parks Canada's control are conducted in ways that respect national conservation standards and guidelines, and that protect the heritage character and values of each property.

Performance Expectation

Interventions on built cultural heritage not administered by the Agency are certified.

Historic Places Initiative: As noted in the establishment section of this report, the Historic Places Initiative is a pan-Canadian collaboration among federal, provincial and territorial governments with three components:

- The Canadian Register of Historic Places (CRHP) (described in the establishment section),
- *The Standards and Guidelines for the Conservation of Historic Places in Canada,*
- A certification process for projects seeking financial incentives through the Commercial Heritage Properties Incentives Fund (CHPIF)

In November 2003, the Minister of Canadian Heritage announced new funding of $30 million to create the *Commercial Heritage Properties Incentive Fund* (CHPIF). Its purpose is to encourage and support taxable Canadian corporations in the preservation and rehabilitation of commercially viable heritage properties in Canada. CHPIF is administered by Parks Canada. Projects receiving funding from the CHPIF require independent certification that the work to support preservation and rehabilitation of commercially viable heritage properties has met the *Standards and Guidelines for the Conservation of Historic Places in Canada*.[20] The demand for the program (i.e., submissions received) as well as the number of project submissions that received approved in principle and those receiving contribution agreements is shown in Figure 24. In 2004-2005, a total of $ 2.2 million of potential CHPIF funding was announced for the five projects with signed contribution agreements.

Although a number of projects were approval in principle and some contribution agreements were signed in 2004-2005, actual disbursements will be subject to the approval of completed projects, by a certification agent, up to March 31, 2009. Therefore, until the projects are completed, Parks Canada does not have direct evidence that interventions were conducted in ways that respect the Standards and Guidelines thereby conserving the heritage value of each property.

Figure 24: Demand for and Number of CHPIF Contributions Agreements

	Submissions Received	Approved in Principle	Contribution Agreements Signed
As of March 31, 2005	54	23	5

Source: Parks Canada CHPIF database

Status of Other Programs: Figure 25 summarizes the results for Parks Canada's other heritage programs (see Background for Parks Canada Performance Report, www.pc.gc.ca. for more details concerning the rational and performance of 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 these programs and is not able to set definitive performance targets on its own.

Figure 25: Status of Other Parks Canada Programs to Preserve Cultural Heritage

Program and Parks Canada's Role	Status
National Program for the Grave Sites of Canadian Prime Ministers: Parks Canada prepared comprehensive conservation plans for each of the 15 gravesites of former Prime Ministers between April 2000 and May 2002. Each plan contains an inventory and description of the site as well as and a summary of its condition assessment, and outlines the maintenance activities that are to be completed on a five-year cyclical basis.	Each of the grave sites is rated as being in good condition based on the assessments made between April 2000 and May 2002.
Federal Heritage Buildings Review Office: Federal departments must seek conservation guidance prior to an intervention affecting a designated federal heritage building. In the case of classified buildings, federal departments must consult the Federal Heritage Building Review Office (FHBRO) managed by Parks Canada. In the case of recognized federal heritage buildings, departments must obtain appropriate heritage advice before undertaking an intervention. It is the responsibility of custodial departments to ensure that the heritage character of their federal heritage buildings is protected throughout the course of an intervention. The FHBRO is not mandated or resourced to monitor the outcome of interventions.	The number of proposed interventions for which the Federal Heritage Building Review Office has provided advice and guidance is shown below. | | 2004-2005 | 2003-2004 | 2002-2003 | | # of proposed interventions | 132 | 95 | 84 | In 2004-2005, nineteen of these involved interventions to buildings owned by Parks Canada.
Heritage Railway Stations: Requests for an intervention, disposal or transfer of ownership of a Heritage Railway Station (HRS)are evaluated by Parks Canada who then prepares a recommendation for the Minister of Environment. The Governor in Council then approves the intervention based on the recommendation of the Minister. The Heritage Conservation Program, managed by Public Works and Government Services Canada, prepares Heritage Character Statements for each HRS for HSMBC review and approval. The Heritage Character Statement identifies the reasons for the designation of and the character-defining elements for each HRS in order to guide proposed interventions.	In 2004-2005, one alteration[21] and four sales of designated railway stations were approved. Note, there is no monitoring system to ensure that property owners obtain the required approvals before making alterations or selling their property, that alterations are carried out as planned, or that purchasers continue to respect the heritage character of a station and obtain a designation for the site under provincial legislation as required under the conditions of transfer or sale.

Figure 25: Status of Other Parks Canada Programs to Preserve Cultural Heritage *(cont'd)*

Program and Parks Canada's Role	Status
Canadian Heritage Rivers System: Jurisdictions nominating a heritage river for designation must prepare management plans for the river and submit annual as well as ten-year monitoring reports on the status of the rivers.	As of March 2005, Parks Canada was largely compliant with all the requirements (i.e., management plans, annual and ten-year reports) for the heritage rivers it manages. Other jurisdictions were largely compliant with the management plans and ten-year reports and somewhat compliant with the annual reports.
World Heritage Convention: Parks Canada is responsible for maintaining its own World Heritage Sites (WHS), for preparing a Periodic Report detailing the implementation of the World Heritage Convention in Canada, and for coordinating or producing Reactive Monitoring Reports in response to issues raised by non-government organizations, concerned citizens, or local media concerning the state of conservation of a WHS.	Parks Canada began work on the first Period Report on World Heritage in Canada in 2002-2003. The Report was submitted to the World Heritage Committee as part of the North American Periodic Report in February 2005. In 2004-2005, reports providing information on situations/issues at four WHS (involving three national parks) were submitted. In addition, the Secretariat advised the World Heritage Centre of two situations concerning the Old Town Lunenburg World Heritage Site[22].
Man and Biosphere: Parks Canada's policy is that the management plans for national parks with international or national designations, such as a biosphere reserve designation, must include strategies for the protection and promotion of the values that resulted in the designations. Parks Canada does not directly influence the protection and promotion of biosphere reserves it does not administer.	At this time, no national monitoring of the Agency's commitments relative to biosphere reserves as stated in management plans, is occurring.

Source: Various Parks Canada Databases

Although the programs lack definitive targets, reasonable progress is being made in providing advice and support for the protection of federal heritage buildings, heritage railway stations, heritage rivers and other protected heritage areas.

PROGRAM ACTIVITY 3: PUBLIC APPRECIATION AND UNDERSTANDING

Description and Expenditures

Promotion of public appreciation and understanding activities include interpretation and outreach aimed at educating the public about the significance of particular national parks and national historic sites, building awareness and understanding of the national parks, national historic sites and national marine conservation areas systems as a whole, and building support for Parks Canada's heritage conservation values. On-site heritage presentation includes the use of brochures, pamphlets and signage, as well as activities such as self-guided or personal interpretation, exhibits and audio-visual presentations. Local off-site outreach includes talks given to a variety of schools and community groups. National outreach activities include the Parks Canada Web site, efforts to introduce Parks Canada content into provincial and territorial school curricula, and the use of mass media programming such as television to showcase national parks and national historic sites.

Overall expenditures for the program activity for the last two years are shown below:

(In thousands of dollars)			2004-2005	2003-2004
Total	Operating*	Salary	60,711	40,546
		Other	24,742	16,269
		Total	85,453	56,815
	Capital		3,592	7,026

* Not including amortization

The program activity represented 14% of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2004-2005 include $0.85 M for the exhibits and galleries at the Canada Discovery Centre, Hamilton, Ontario; $1.1 M for the Virginia Falls boardwalk at Nahanni National Park Reserve of Canada; $0.254M for West Coast Trail, Pacific Rim National Park Reserve of Canada and $0.142M for the Johnson Canyon Trail in Banff National Park of Canada.

Initiatives and Achievement

Planned Result	Performance Expectations	Status
Canadians, visitors and stakeholders appreciate and understand the significance of heritage places and support their protection.	50% of national park visitors and 80% of national historic site visitors participate in a learning experience related to natural and/or cultural heritage.	**Reasonable progress:** Parks Canada began testing various means of measuring participation in a learning experience during the 2004-2005 season. Existing measures show the vast majority of visitors (52% at the surveyed national park, and 77 to 99% at surveyed national historic sites) use at least one heritage presentation product or service during their visit.
	85% of visitors are satisfied, 50% are very satisfied with onsite heritage presentation programming.	**On Target:** All surveyed sites meet the target for satisfied visitors and eight out of nine sites meet the target for very satisfied visitors.
	75% of visitors understand the significance of the heritage place.	**Caution:** Four of nine sites met the target in 2004-2005. Over the last five years, about half of the participating national historic sites have met the target and only two of 18 participating national parks have done so.
	Canadians, visitors and stakeholders actively support the integrity of heritage places.	**Reasonable progress:** Parks Canada undertook a national poll of Canadians in 2004-2005, in part to measure the extent of supportive behaviour among this group. Results are currently being analyzed and specific targets will be considered in the 2005-2006 planning cycle.

Parks Canada's On-Site Heritage Presentation Programming

Performance Expectation

50% of national park visitors and 80% of national historic site visitors participate in a learning experience related to natural and/or cultural heritage.

On-site heritage presentation programming is delivered by Parks Canada staff as well as by many partners. For example, in Quebec, the Aboriginal community offers programming at a number of national historic sites. At various national parks and national historic sites, the cooperating association "Friends Of" offer heritage presentation programming including site tours and guided walks and learning activities for children.

Visitors' use of and satisfaction with heritage presentation products and services, as well as their understanding of the national significance of the national parks and national historic sites they visited are assessed as part of Parks Canada's Visitor Information Program (see Background for Parks Canada Performance Report on www.pc.gc.ca for more detail on measuring visitor attitudes). This program also assesses the visitors' general satisfaction with their visit experience as described in the Visitor Services section of this report. In 2004-2005, nine[23] locations participated in the visitor survey (one national park and eight national historic sites).[24] It is important to note that the locations surveyed in any particular year are not necessarily representative of other national parks, historic sites and canals.

Use: Parks Canada has traditionally identified the users of heritage presentation products and services to be those individuals who provide a rating of their satisfaction with any heritage presentation product or service[25], or a rating of their overall satisfaction with heritage presentation products and services

used at the time of their current visit.[26] Across the nine locations surveyed in 2004-2005, 89% of visitors, on average, were identified as users of at least one heritage presentation product or service (i.e. 52% at the national park, and between 77- 99% at national historic sites). This result is slightly lower than the previous year's survey findings.[27]

The use of heritage presentation products and services by visitors is at best indirectly related to Parks Canada's targets for participation in learning activities. In 2004-2005, Parks Canada tested alternative approaches to measuring participation (e.g. having visitors indicate whether they participated in specific learning opportunities available at a particular site, and based on local experts ratings of the engagement potential of each opportunity, adding visitor responses to create an overall engagement index). More testing and the refinement of the Agency's measures of visitor participation in a learning experience are required. Parks Canada will continue to report on progress in future Performance Reports.

Satisfaction: Parks Canada began measuring overall visitor satisfaction with its heritage presentation activities in 2001-2002[28]. Very satisfied visitors are the most loyal and demanding clients, as well as being the most responsive to changes in service delivery. Tracking the level of satisfaction of this group can serve as an early warning sign of potential concerns and required actions.

Figure 26 shows the assessment results for the last four seasons. In 2004-2005, the performance expectation for satisfied visitors was met at all nine surveyed locations, and the expectation for very satisfied visitors was met at eight of the nine sites. The average level of satisfied visitors was 95% and the average level of very satisfied visitors was 66%[29].

Performance Expectation
85% of visitors are satisfied, 50% are very satisfied with on-site heritage presentations programming.

Understanding: Parks Canada strives to convey to visitors the unique cultural, historical, and/or natural features that each national historic site or national park protects and presents. Success in conveying these messages is assessed by asking visitors to respond true or false to six factual statements related to the reasons why the park or historic site is significant. Parks Canada's target is for 75% of the visitors at each park or site to provide four or more correct answers to these questions.[31] Results for each of the nine locations surveyed in 2004-2005 are shown in Figure 27.

Performance Expectation
75% of visitors understand the significance of the heritage place.

The average level of understanding by users of the surveyed park and national historic sites in 2004-2005 was 71%. Only four of the eight surveyed national historic sites met the target. Over the last five years, 34 of the 67 surveyed national historic sites (51%) have met the target while only two of 18 surveyed national parks (11%) have met the target.

As noted in the previous report, the knowledge visitors have of a site's significance may be due to Parks Canada's heritage presentation activities either on-site or off-site and/or to prior knowledge and experience unrelated to Parks Canada on-site programming. Previous comparisons between visitors who use heritage presentation products and services during their visit and those who do not have not shown any consistent and robust differences in the levels of knowledge of the national significance of the visited site. There are several possible explanations for this finding including limitations of the measures of use or understanding. Parks Canada will continue to monitor and report on the relationship between visitors' participation in learning experiences and their knowledge of the reasons for the designation of particular heritage places.

Figure 26: Number of Locations Meeting Satisfaction with Overall Heritage Presentation Standards

	2004-2005 (n=9)	2003-2004 (n=7)	2002-2003 (n=15)	2001-2002 (n=30)
85% of visitors satisfied	9	7	13	29
50% of visitors very satisfied	8[30]	5	14	25

Source: Parks Canada Visitor Survey Program

Parks Canada is in the process of reviewing and improving its heritage activities and services to better engage visitors, and offer them more memorable and relevant visitor experiences. Activities and targets related to this expectation will be reviewed as part of the next Corporate Plan cycle.

Measuring Supportive Behaviour

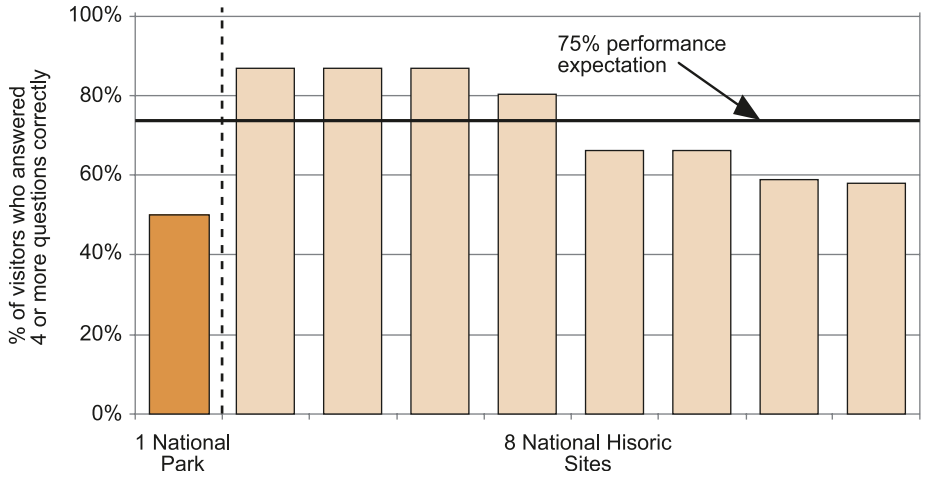
Parks Canada undertakes a wide variety of communication and outreach activities aimed at developing supportive behaviour in many external audiences, i.e., non-government organizations, businesses and corporations and communities adjacent to heritage places. Supportive behaviours are specific to the type of audiences being targeted. In 2004-2005, a preliminary typology of supportive behaviours for different audiences that participate in, support and ensure the commemorative and ecological integrity of heritage places was developed.

Performance Expectation

Canadians, visitors and stakeholders actively support the integrity of heritage places.

In 2004-2005, Parks Canada conducted a national public opinion poll of Canadians to follow-up on its first poll of Canadians undertaken in 2002. At the time of this report, data from the poll was still being analysed. Results related to Canadians' support for Parks Canada and the systems of national parks, historic sites and marine conservation areas it administers will be reported in the 2005-2006 Performance Report.

Figure 27: Percentage of Respondents Who Correctly Answered Four or More Questions About the Significance of a Park or Site (2004-2005)



Source: Parks Canada Visitor Survey Program

PROGRAM ACTIVITY 4: ENHANCED VISITOR EXPERIENCES

Description and Expenditures

Through the provision of facilities, programs, services, personnel and related infrastructure, this program activity facilitates the opportunity for visitors to enjoy memorable, high-quality experiences. It includes activities such as pre-trip and onsite planning information, visitor reception and orientation services, campgrounds, hiking trails, canal recreational services and other recreational services, post visit information and public safety. Partners in the tourism industry, friends' organizations and the Canadian Avalanche Association are among those who help to deliver some of these activities. Overall expenditures for the program activity for the last two years are shown below:

(In thousands of dollars)			2004-2005	2003-2004
Total	Operating*	Salary	101,784	97,552
		Other	52,814	52,898
		Total	154,598	150,450
	Capital		16,259	20,257

* Not including amortization

This program activity line represented 30% of Parks Canada's total operating expenditures in the last two years.

Significant capital expenditures in 2004-2005 include $2.25M for the Visitor Centre and access road at Bruce Peninsula National Park of Canada; $1.0M for the Canada Discovery Centre building in Hamilton, Ontario; $0.974M for a waste water collection system at Fundy National Park of Canada; $0.541M for renovations to the Upper Hot Springs at Banff National Park of Canada and $0.231M for campground rehabilitation at Prince Edward Island National Park of Canada.

Initiatives and Achievement

Planned Result	Performance Expectations	Status
Visitors are welcomed, have safe visits, and are satisfied with service quality.	• 10% increase in the number of visits to targeted national historic sites by March 2008.	**Reasonable progress:** Four sites selected for increased visits. Visits have increased significantly in two sites (8% and 13%) since the baseline year, are stable in one site, and have decreased by 10% in the fourth site.
	• 85% of visitors are satisfied and 50% are very satisfied with their visit.	**On target:** Eight of nine participating sites met the target for overall satisfaction.
	• Minimize public safety incidents.	**Reasonable Progress:** The estimated number of public safety incidents per year has remained stable over several years. Most serious injuries and deaths are associated with higher risk activities (skiing, mountain climbing in the back country).

Number of Visitors

Parks Canada counts or estimates the number of person-visits at a number of sites each year (See Background for Parks Canada Performance Report on www.pc.gc.ca for additional information on measuring visitor attendance). In 2003-2004 significant improvements to the methods of estimating person-visits were developed for the four mountain parks (Banff, Jasper, Kootenay and Yoho). This work showed clearly that the previous methods had resulted in an over estimation of the number of person-visits to three of these parks. As a result, Parks Canada is restating its estimated number of person-visits for the four years starting in 2000-2001 and ending in 2003-2004. For this period, the previously estimated number of person-visits at national parks and national historic sites was reported to have ranged from 25.9 to 27.6 million. Of these person-visits approximately 10.1 to 11.3 million were to national historic sites, and 15.8 to 16.3 million to national parks. As a result of the updated methodology at the four mountain parks, Parks Canada now estimates the total number of person-visits for this period ranged from a low of 22.2 to a high of 23.9 million (i.e., a 13 per cent to 14 per cent decrease in total visits from previously reported numbers). In 2004-2005 there was an estimated 21.5 million person visits, approximately 12.3 million to national parks and 9.2 million to national historic sites.[32] Details of the estimated person-visits for each of Parks Canada's reporting sites for a five-year period are available on Parks Canada's web site (www.pc.gc.ca/library).

A lack of growth in the number of visits to national historic sites in recent years is of concern to Parks Canada. While the exact reason for this decline is unknown, factors such as security and health concerns as well as a shift in visitor behaviour and expectations or a combination of these factors are thought to have led to decreased visitation.

Person-Visits

Persons entering lands or marine areas within a reporting unit for recreational, educational or cultural purposes during operating hours are counted as person-visits. Through traffic, commercial traffic, persons residing within a reporting unit, staff, military training activities, and traditional indigenous subsistence activities are all excluded from the person-visit count. In addition, persons re-entering on the same day, and persons staying overnight in a reporting unit do not constitute new person-visits.

Performance Expectation

10% increase in the number of visits to targeted national historic sites by March 2008.

In 2004-2005, the Marketing of National Historic Sites Initiative was started to raise public awareness and interest in national historic sites as well as to increase the number of person-visits at four selected national historic sites. This program relies on an integrated approach that includes research, product development, community and tourism-based partnerships as well as providing the sites with tools to pursue marketing opportunities.

Figure 28 shows the selected pilot sites along with their estimated visitor attendance for the last four years (see Background for Parks Canada Performance Report on www.pc.gc.ca for more detail on how the pilot sites were selected). The 2003-2004 results represent the baseline for measuring improvement. In 2004-2005, key priority markets and audiences were identified for each site to help guide the product development and promotional investments.

In 2004-2005, there was an increase in the number of person-visits at two sites and stable or decreasing visits at the other two sites. Parks Canada is still studying these results to understand the extent, to which these increases and decreases are due to factors within its control (e.g. a regional marketing campaign at Fort Lennox, Quebec) and what are outside of its control (e.g. a general decrease in tourism in the Cape Breton Region in Nova Scotia, impacts of the Parks Canada labour dispute on attendance at some sites). The Agency is continuing with its national marketing initiative at these four sites.

Satisfaction of Visitors

Parks Canada uses a variety of mechanisms to monitor visitor expectations and their level of satisfaction with the services it delivers, as well as to make changes to services. This is done within the overall context of the Government's commitment to improve the quality of service it offers to Canadians (see Section 3: Service Improvement Initiative). The mechanisms used by Parks Canada include consultation sessions undertaken to develop management plans, forming local advisory committees and co-management boards, assessing the comment cards completed by visitors, and its program of visitor surveys. Visitor feedback from detailed survey questions as well as from comment cards and other consultation mechanisms has led to a number of changes in the service offer over the years.

As noted in the heritage presentation section, visitor surveys were carried out in nine locations (one national park and eight national historic sites) during the 2004-2005 season. The results from these surveys are not necessarily representative of other national parks and national historic sites.

Figure 28: Estimated Visits to National Historic Sites of Canada Targeted for Visit Increases

National Historic Sites of Canada	2004-2005		2003-2004	2002-2003	2001-2002
	% Change from 2003-2004				
Fort Langley, British Columbia	-.06	60,711	60,747	63,741	69,209
Fort George, Ontario	+8.0	57,230	53,023	59,473	70,571
Fort Lennox, Québec	+13.0	43,578	38,558	43,577	47,410
Fortress of Louisbourg, Nova Scotia	-10.0	103,112	115,180	125,046	120,551

Source: Parks Canada Attendance Reporting Information System

Performance Expectation
85% of visitors are satisfied and 50% are very satisfied with their visit.

Visitors are asked to rate their satisfaction with several aspects of their visit on a five-point scale ranging from one, not at all satisfied, to five, very satisfied. Results for ratings of overall visit satisfaction at both national parks and national historic sites over the last five seasons are shown in Figure 29.

Most national park visitors (93% on average over five years) and national historic site including historic canal visitors (96% on average over five years) surveyed tend to rate their overall visit as satisfactory, and at least half of them at most locations rate their visit as very satisfactory. This is consistent with the results of previous national surveys on the perceived quality of government services (e.g., *Citizen First 1998* and *2000* and *Citizens First 3* www.iccs-isac.org/eng/cf-02.htm) where the quality of the services offered in national parks were among the highest rated of any federal government services.[33] Based on this it is concluded that the Agency is meeting its performance expectation.

The majority of visitors over the last five years (i.e., more than 85%) at both national parks and national historic sites have also indicated they are satisfied with courtesy of staff. They are generally satisfied with the level of service available in the official language of their choice. Complaints to the Commissioner of Official Languages about the language of service in national parks and national historic sites have averaged 9 per year over the last five years (0 in 2004-2005), out of approximately 23 million person-visits.

Historically, compared to national park visitors, the visitors to national historic sites tend to be less likely to rate the recreational component of their visit as satisfactory. This can be explained in part by the fact that most historic sites do not offer any recreational activities. Conversely, visitors to national parks have been less likely to rate their visit as a satisfactory learning experience although in 2004-2005 the participating national park meet the standards.

Figure 29: Percentage of Locations Meeting or Exceeding Targets for Overall Visit Satisfaction

Year	National Parks			National Historic Sites		
	#	S	VS	#	S	VS
2004-2005	1	100%	100%	8	88%	88%
2003-2004	1	100%	100%	6	100%	100%
2002-2003	3	100%	33%	12	100%	100%
2001-2002	7	100%	100%	23	100%	100%
2000-2001	5	100%	80%	18	100%	100%
Total	17	100%	83%	67	98%	98%

# = Number of participating sites
S= Percentage meeting target of 85% visitors satisfied
VS= Percentage meeting target of 50% visitors very satisfied
Source: Parks Canada Visitor Survey Program

The participating sites were slightly less likely to meet the targets for visitor satisfaction with value for money (i.e., over the last five years, only 39% of the national parks met the target of 85% visitors satisfaction with this element of the experience compared to 88% for national historic sites). It is not clear why this is the case.

Public Safety

Parks Canada seeks to maximize visitors' safety through awareness, education and a range of preventive measures (e.g. signage, railguards, closure of trails and campgrounds to prevent human-wildlife conflict). The Agency also provides search and rescue services for lost and/or injured visitors (e.g., First Aid, high angle rescue, evacuation of injured hikers).

In 2004-2005, Parks Canada fully implemented its Occurrence Tracking System (OTS). This system tracks the number of public safety incidents nationally and supports some data analysis. A public safety incident is defined as an unplanned event that could have the potential to cause personal injury or property loss. The Agency is working with field units to standardize OTS incident categories (see Background information for Parks Canada Performance Report for more information about OTS). Currently, the OTS system does not provide comprehensive data on the nature or severity of public safety incidents. Data on incident severity was collected as part of a survey of public safety specialists in each field unit in the context of an evaluation of public safety programming (see www.pc.gc.ca for a copy of the report and how the number of safety incidents were measured and see Background information for Parks Canada Performance Report). Parks Canada's public safety specialists were asked to report the estimated number of safety incidents divided into four categories of severity over a five-year period. Figure 30 summarizes this data for the twenty-seven responding field units.[34]

Non life threatening incidents include lost but uninjured visitor, ankle or wrist fractures, while potentially life threatening means if the victim is not evacuated and does not receive medical care within a certain period of time, there is likelihood of death (e.g. a femur fracture). Life threatening are those where a victim is gravely injured and needs immediate medical care (e.g. a fractured skull, severe hypothermia and exposure). Deaths may be from a variety of causes such as drowning, falling off cliffs, traffic accidents, etc. These figures include only visitors or those passing through national parks or national historic sites and not Parks Canada employees. The survey suggests the great majority of incidents involve no serious injuries.

During the period shown in Figure 30, there were an estimated 122 million visits to Parks Canada's facilities. On average over the five-year period,

Figure 30: Estimated Number of Public Safety Incidents (1998-1999 to 2002-2003)

Injury Categories	Fiscal Year					Grand Total
	2002-2003	2001-2002	2000-2001	1999-2000	1998-1999	
No or non-life threatening	1,460	1,462	1,480	1,353	1,400	7,155
Potentially life threatening	88	114	105	104	133	544
Life threatening	51	52	67	65	51	286
Death	32	36	19	34	40	161
Total	1,631	1,664	1,671	1,556	1,624	8,146

Source: 2004 Survey of Parks Canada's public safety specialists

Performance Expectation
Minimize public safety incidents.

there was one life threatening or fatal incident per approximately 273,000 visits.[35] Most of the deaths and life threatening injuries were reported by the mountain national parks in Alberta and British Columbia, where people were engaged in backcountry types of activity such as skiing and climbing. In 2004-2005, 21 deaths were reported in 12 national parks of Canada across the country.

These deaths resulted from different factors including drowning, slipping and falling on steep terrain, and motor vehicle accidents. While Parks Canada's public safety program is highly effective in minimizing the number of such injuries and deaths, the Agency recognizes it is unlikely that they can be reduced to zero.

PROGRAM ACTIVITY 5: TOWNSITE MANAGEMENT

Description and Expenditures

This program activity includes all activities related to the Parks Canada Agency's management and operation of communities within national parks. The Agency provides municipal services such as drinking water, snow removal, garbage pick up and disposal, sewage treatment, road and street maintenance, and fire services. Parks Canada is directly responsible for managing five small townsites in national parks, which have permanent populations ranging from between 100 and 7,700.

The five townsites include 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 Town of Banff (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 Minister responsible for Parks Canada retains final approval for the Town of Banff Community Plan and Land use Bylaw. The Municipality of Jasper (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. Community plans for these two townsites must conform to Parks Canada management plans for the national parks in which they are situated.

Overall expenditures for the program activity for the last two years are shown below:

(In thousands of dollars)			2004-2005	2003-2004
Total	Operating*	Salary	5,573	3,657
		Other	4,408	4,259
		Total	9,981	7,916
	Capital		4,347	7,963

* Not including amortization

This program activity represented 2% of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2004-2005 included $2.3M for the construction of the water treatment plant at Wasagaming; $1.0M for the water and fire street systems in Field and $0.675M for the water and sewer system repairs at Waterton.

Initiatives and Achievement

Planned Result	Performance Expectations	Status
Park communities are efficiently administered and are models of environmental stewardship.	• 100% cost recovery for municipal services (water, sewer, and garbage collection).	**On Target** for Cost Recovery
	• Minimize environmental impacts of townsites.	**Caution:** Work on Framework for reporting did not advance; four reporting townsites generally meet high standards on measures of sewage effluent quality.

Cost Recovery of Utility Services

Parks Canada is committed to recover 100% of the costs related to provision of water, sewer and garbage services in five park communities (not including Banff and Jasper), with other municipal costs being funded by Parks Canada.

Performance Expectation
100% cost recovery for municipal services (water, sewer, and garbage).

A total of $2.2 million was cost-recovered in 2004-2005 (up from $1.8 million in 2003-2004) by utility fees charged to completely recover the costs for the delivery of water, sewer and garbage services (i.e., the target of 100% cost recovery). An additional $33,000 ($200,000 in 2003-2004) was recovered for the recapitalization of associated facilities (e.g., water and sewage treatment plants).

General Municipal Services

Parks Canada's capital and operating costs for the townsites were $14 million ($16 million in 2003-2004). Approximately $12 million is spent on municipal equivalent subsidy for services, capital costs arising from Parks Canada's environmental requirements (e.g. upgraded sewage treatment plants), and for the cost of Parks Canada facilities within the townsite.

Environmental Performance

The *Canada National Parks Act* requires the townsites to have a community plan that is consistent with the principles of no net negative environmental impact. In the case of Jasper and Banff municipalities, the Minister responsible for Parks Canada has the authority to approve the two communities' development plans and its amendments. Further, all municipality bylaws must also conform to the Park Management Plans.

Performance Expectation
Minimize environmental impacts of townsites

A No Net Negative Environmental Impact (3NEI) Framework identifies how each community impacts on the environment, how these impacts can be measured and what actions will be taken to mitigate or manage the impacts on the ecological integrity of the national park. Due to a labour disruption and other priorities in 2004-2005, the 3NEI frameworks, including both monitoring and concrete actions to improve the ecological state of townsites, previously scheduled for completion by March 2005, will now be in place for each of the park communities by March 2006.

One indicator in the frameworks will be sewage effluent quality. Other potential measures include remediation of contaminated sites, management of invasive non-native vegetation, and maintaining wildlife corridors. Currently, Parks Canada is only able to report sewage effluent quality for some townsites. The Agency is working to report on all townsites' performance against water effluent quality standards, as well as other potential indicators, in future Performance Reports.

Minimizing the adverse effects of sewage effluent should contribute to the long-term protection of the ecological integrity of the receiving environment. It is intended that sewage effluent from all town sites will meet at a minimum the standards suggested in the Federal Wastewater Guidelines[36]. The communities of Banff, Field, Jasper, Lake Louise and Waterton have set standards for wastewater effluent quality that exceed the federal guidelines. The remaining two communities, Wasagaming and Waskesiu, are in the process of updating their park management plans and will address the federal guidelines and targets during this planning process.

Sewage effluent quality is measured against the target levels for certain chemicals (phosphorous and ammonia), bacteria counts (fecal coliforms), levels of solids in the effluent, and five-day oxygen level. The 2004-2005 effluent quality measures for two of Parks Canada administered townsites (i.e., Field and Lake Louise) as well as the separate municipalities of Banff and Jasper are reported in Figure 31. In this case, Banff and Jasper are required to meet targets set out in the park management plans.

The four communities all met the Federal Wastewater Guidelines standards in 2004-2005. Banff met the more stringent Parks Canada standards for all the measures. The other communities met most of the more stringent standards. Compared to 2003-2004, in 2004-2005,

Figure 31: Sewage Effluent Quality for Selected Townsites (2004-2005 Yearly Average)

Parameter	Parks Canada Targets*	Parks Canada Administered Sites		Incorporated Municipalities	
		Field	Lake Louise	Banff	Jasper
Total Phosphorous (mg/l)	<0.15	Not met	Not met	Met	Not met
Fecal Coliforms (CFU/100ml)	<20 (end of pipe)	Met	Met	Met***	Met**
Solids, total suspended (mg/l)	<10	Met	Met	Met	Met
5 Day Biochemical Oxygen Demand (BOD_5) (mg/l)	<10 (summer) <20 (winter)	Met Met	Met Met	Met Met	Met Met
Ammonia (NH3-N) (mg/l)	<1 (summer) <5 (winter)	Not Met Met	Met Met	Met Met	Met Met

* Federal Guidelines: Total Phosphorous (mg/l) 1: Fecal Coliforms (CFU/100ml) 400; Solids, total suspended (mg/l) 25, 5 Day Biochemical Oxygen Demand (BOD5) (mg/l) 20, no federal target for Ammonia.

** Effluent samples from August 2004 were contaminated during shipping to provincial laboratory, resulting in a yearly average for fecal coliform at Jasper of 17.26. This calculation excludes the August spike of 6000 (resulting from contamination during shipping of samples to the lab) which if included would result in "not met".

*** Banff and Jasper use a geometric mean for measuring fecal coliform while the other two communities use an arithmetic mean.

Source: Certified provincial lab data for Banff and Jasper; Internal Parks Canada data for Field and Lake Louise.

Lake Louise's performance remained the same while Banff improved its total phosphorous parameter and met the Parks Canada target.

Although Parks Canada has not completely developed all its measures of the impacts of townsites on the environment it continues to make gradual progress toward developing these measures. In the specific case of sewage effluent quality the four townsites in national parks are generally meeting high environmental standards.

PROGRAM ACTIVITY 6: THROUGHWAY MANAGEMENT

Description and Expenditures

This program activity includes the operation, maintenance and repair of roads, the provincial and inter-provincial highways and waterways that connect communities and pass through national parks and national historic sites. Parks Canada is responsible for approximately 900 kilometres of provincial and inter-provincial highways, including sections of Trans-Canada and Yellowhead Highways. Altogether, there are sections of 21 numbered highways that pass through 16 national parks of Canada and one national historic site of Canada (Figures as of 2003). The replacement value of these highways has been estimated at $1 billion, representing about 14% of the replacement value of Parks Canada's entire asset portfolio.

Parks Canada is responsible for nine national historic canals/waterways including the Trent-Severn Waterway and the Rideau, Lachine and Chambly canals. There are more than 500 kilometres of waterways and 25,000 square kilometres of drainage basin involved, affecting more than 100,000 private landowners and countless communities. Reporting this year is only focused on the highway portion of the program since modification of this program activity to include waterways occurred subsequent to the reporting period.

Overall expenditures for the program activity for the last two years are shown below:

(In thousands of dollars)			2004-2005	2003-2004
Total	Operating*	Salary	11,811	10,777
		Other	16,199	13,268
		Total	28,010	24,045
	Capital		11,163	10,166

* does not include amortization

This program activity represented 5% of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2004-2005 included $3.0M for the twinning of the Trans Canada Highway (TCH) in Banff National Park of Canada along with $1.5M for other road work; $2.3M for urgent road repairs in Gros Morne National Park of Canada and $1.9M for the Cabot Trail in Cape Breton Highlands National Park of Canada.

Initiatives and Achievement

Planned Result	Performance Expectations	Status
Highways are safe and open to through traffic and minimize ecological impact.	• Highways are open to through traffic	**Reasonable Progress:** Highways remained open. Funding for capitalization will be more secure with the approval of Budget Plan 2005.
	• Safety incidents are minimized.	**Insufficient information** to report on safety incidents. A revised framework for reporting on safety of highways will be developed in 2005-2006.
	• Minimize environmental impacts of highways.	**Caution:** A draft framework for reporting on environmental impacts of highways was completed in 2004-2005. Relevant information is only available from a few parks.

Highway Condition and Access

Performance Expectation
Highways open to through traffic.

Parks Canada is committed to keeping the highways open to through traffic barring uncontrollable environmental events (e.g., heavy snowfalls or excess rain resulting in rock slides). In 2004-2005, no highway was closed due to problems with the condition of the assets.

Although highways and bridges remained open, data updated in 1999, show that the majority of these assets are judged to be in fair (45%) or poor (32%) condition. Fair condition reflects minor asset deterioration with some loss of stability and/or performance that will worsen if corrective work is not carried out on average within three to five years. Poor condition reflects significant asset deterioration with major loss of stability and/or performance and a high risk of accelerated deterioration or failure if corrective work is not carried out on average within one to two years.

Safe Highways

Parks Canada undertakes formal periodic inspections of highways and bridges to ensure that safety issues are documented and addressed. Other safety issues such as potholes and damaged rail guards are inspected informally, and where possible, these concerns are addressed. Urgent health and safety concerns that threaten public safety or where an asset is in immediate danger of collapse have been addressed in the last few years using $30 million in supplementary allocations from the Treasury Board. Some of the major capital expenditures reported for through highways in this and previous reports are directed toward these urgent health and safety issues. The Agency made a proposal for a permanent source of recapitalization funding from Treasury Board to deal with deteriorating highway conditions. In Budget Plan 2005, Parks Canada received funding for asset recapitalization part of which will be allocated to the recapitalization of through highways.

Performance Expectation
Safety incidents are minimized.

This will reduce the Agency's reliance on emergency funding. The Agency will continue to rely on supplementary allocations for level of service increases.

Parks Canada had planned to review its existing safety related information and determine how it will report safety data in future reports, but due to staff shortage, this work is now planned for completion in 2005-2006. Parks Canada does not control all factors affecting safety, for example, enforcement of speed limits and driver education. The Agency intends to review its Performance Expectation pertaining to highway safety to focus on those aspects that fall within its mandate. Currently, the Agency does not have adequate information to evaluate on its progress in minimizing highway safety incidents.

Minimize Environmental Impact of Highways

Parks Canada is currently in the process of preparing an ecological reporting framework for through highways (i.e., a set of indicators to track for reporting on the environmental effects of highways). In 2004-2005, a draft framework was completed including consultations with each of the parks containing through highways. However, further progress was slow due to a labour disruption. The framework and intended implementation strategy, scheduled previously for 2004-2005, will now be finalized by March 2006. The intent is to integrate the framework measures with the overall ecological monitoring program.

Performance Expectation
Minimize environmental impacts of Highways.

Although the framework is not finalized, it does include a commitment to sustainable highway management that is consistent with the *Canadian Environmental Assessment Act*. This includes incorporating highway construction and design standards that mitigate the environmental impact of highways into Parks Canada's normal practices. This may include such sustainable practices as: requiring contractors to follow an environmental plan during work in the park; reducing road salt usage; using siltation controls during construction; using materials that reduce long-term maintenance and associated environmental risk (e.g., galvanizing versus painting of bridges); and use of local plant species in landscaping and rehabilitation of construction areas.

The draft framework also includes a focus on reducing the impacts of road salt on the environment. Parks Canada has developed a draft Salt Management Policy that directs field units with responsibility for roads to use salt in an environmentally responsible manner, to minimize the negative environmental effects of the handling, storage and application of salt, and to assess the impact of using road salt. The negative effects of salt use include salt run off into rivers and lakes, growth of non-native invasive plant species along the road, and wildlife being attracted to roads to ingest salt. Managers are to consider the need for developing a local Salt Management Plan, with specific goals and targets to be measured and reported annually. In 2004-2005, a common salt use management plan was developed for Banff, Jasper, Yoho, Kootenay, Revelstoke, and Glacier National Parks of Canada.

Another element of the framework concerns the effects of highways on local animal species. Fencing some sections of highway and redirecting animal crossings can reduce animal mortality. Figure 32 shows representative data on the impacts of fencing on large and small animal species in Banff and Yoho National Parks of Canada for the last five years.

It is clear from the figure that large animal mortality is consistently lower in the fenced sections of the highway compared to the unfenced sections. Fencing is not an effective intervention for all species. Small mammals such as coyotes either dig or easily squeeze under the fences in search of food

Figure 32: Trans-Canada Highway Wildlife Mortality in Banff and Yoho National Parks

Animal	Fencing Effect	2004-2005	2003-2004	2002-2003	2001-2002	2000-2001
Larger Animals (e.g., Elk, Black Bear, Wolves)	**Fenced**	0	4	3	3	4
	Unfenced	10	7	7	13	21
Smaller Animals (e.g. Coyote)	**Fenced**	2	4	4	3	9
	Unfenced	3	1	4	1	3

Source: Banff National Park of Canada

along the highway median and have generally as great or greater mortality rate in fenced areas compared to unfenced areas.

Fencing, although helpful in reducing the mortality of some species, also contributes to habitat fragmentation, as does the highway itself. To address this problem, Parks Canada has built underpasses and overpasses for the exclusive use of wildlife.

The estimated number of individual wildlife crossing by medium-sized and larger animals (e.g., grizzly bear, moose, cougar, deer, elk, sheep) for the last five years in Banff National Park of Canada has ranged from approximately 4,000 to 9,000 animals (approximately 6000 in 2004-2005).

In summary, Parks Canada is building a framework for environmental impacts of highways including indicators related to highway construction and maintenance practices, road salt use and impacts, and animal mortality and fragmenting effects of highways. It currently has aspects of this information for a few of the national parks containing through highways. While the Agency is making progress in developing the framework it still does not have sufficient information from all relevant national parks to conclude that the environmental impacts of highways are being minimized.

Section 3: Supplementary Information

This section reports on Parks Canada's progress against specific government initiatives and policies, as required by the Treasury Board of Canada. Progress is reported for:

1. Parliamentary Committees, Audit and Evaluation
2. Sustainable Development
3. Service Improvement Initiative
4. User Fees

Parliamentary Committees, Audit and Evaluation

Parliamentary Committees
There were no recommendations to Parks Canada from Parliamentary Committees in 2004-2005.

Auditor General
There were no reports by the Auditor General in 2004-2005 concerning the Parks Canada Agency.

Internal Audit and Evaluation
Parks Canada approved internal audit, evaluation and review reports are listed below. Complete reports can be found on the Agency's web site www.pc.gc.ca.

Internal Audits	Evaluations and Reviews
• Audit of Key Financial Processes at the Information Management and Information Technology Branch, National Office • Audit of Key Financial Processes at the Western Canada Service Centre • Audit of Key Financial Processes at Riding Mountain National Park Field Unit • Audit of Key Financial Processes at the Communications Branch National Office • Audit of Key Financial Processes at Kootenay/Yoho/Lake Louise National Park Field Unit • Audit of Key Financial Processes at the Western Arctic Field Unit • Audit of Key Financial Processes at Prince Edward Island Field Unit • Audit of Key Financial Processes at the New Brunswick South Field Unit • Pay and Benefits Framework Preliminary Survey • Grants & Contributions Audit • Audit of Key Financial Processes at the Nunavut Field Unit	• National Performance and Evaluation Framework for Engaging Canadians: External Communications at Parks Canada • Review of Occupational Health and Safety Reporting at the Parks Canada Agency • Review of Parks Canada's Attendance Monitoring and Visitor Information Programs • Evaluation of Parks Canada's Public Safety Program (see visitor services section for reference to some results from this report).

Sustainable Development

In February 2004, Parks Canada's second Sustainable Development Strategy (SDS) (www.pc.gc.ca) was released, updating and expanding the February 2001 Strategy. A review of all of the Agency's performance objectives and targets was completed after the release of the 2004-2007 SDS which resulted in changes to some strategic objectives and performance expectations in the SDS to match the commitments made in the Agency's 2005-2009 Corporate Plan. These new objectives and targets form the basis of this performance report.

Parks Canada 2004-2007 Sustainable Development Strategic Objectives

Strategic Objective	Progress
To substantially complete the system of national parks of Canada and significantly advance the system of national marine conservation areas in representing all of Canada's terrestrial and marine natural regions, as identified in Parks Canada's system plans, and to enhance the system of national historic sites of Canada which commemorate Canada's history.	Revised commitments with respect to the establishment of national park and national marine conservation areas are shown at the beginning of the establishment section of this report. Progress on establishing national parks and marine conservation areas and in the designation of national significant places, persons and events is reported on pages 22 to 38 of this Performance Report.
Ensuring better functioning ecosystems, through the ecological integrity of national parks of Canada and the sustainability of national marine conservation areas of Canada; ensure the commemorative integrity of national historic sites of Canada so that resources of national significance are not threatened, messages of national significance are communicated, and other heritage values are respected; manage cultural resources at national parks and national historic sites of Canada in accord with the principles of value, public benefit, understanding, respect and integrity.	Revised commitments are shown on page 40 and 50 – 51 of the Protection section of this report. Progress against these commitments is reported on pages 41 to 60 of this Performance Report.
To raise awareness, and foster understanding, enjoyment, and sense of ownership of, and strengthen emotional connections to the national parks, national historic sites and national marine conservation areas of Canada.	Revised commitments are shown in the Public Appreciation and Understanding section of this report. Progress against these commitments is reported on pages 61 to 64 of this Performance Report.
To provide visitors with services to enable them to enjoy and appreciate heritage places.	Revised commitments are shown in the Enhanced Visitor Experience section of this report. Progress against these commitments is reported on pages 65 to 70 of this Performance Report.
Park communities are effectively governed and efficiently administered as models of sustainability.	Revised commitments are shown in the townsite management section of this report. Progress against commitments is reported on pages 71 to 74 of this Performance Report.
To maintain reliable, safe through-transit that minimizes ecological impacts.	Revised commitments are shown in the throughway management of this report on pages 75 to 78 of this Performance Report.
To maintain or improve management integrity, particularly focussing on effective decision-making and results based management.	Specific commitments related to greenhouse gas reduction and management of PCBs, storage tanks and halocarbons are reported in the conservation section of this report on pages 46 to 49 of this Performance Report.

Service Improvement Initiative

Parks Canada has a long tradition of providing quality services to Canadians and international visitors. This is a key element of the long-standing Agency culture as portrayed in the Parks Canada Charter that commits the Agency "to serve Canadians, working together to achieve excellence".

1. Programs and Services Covered by the Service Improvement Initiative

Direct Visitor Services	Includes services offered on-site at national parks, national historic sites and national marine conservation areas including entry services, camping, heritage presentation programs and recreation services. Planning for these services is though the park, site or NMCA Management Plan.
Web site	Meeting common look and feel guidelines, the Web site provides information on the Parks Canada mandate and policies, educational material, trip planning information as well as specific information on national parks, national historic sites and national marine conservation areas.
Call Centre	A bilingual, toll-free, public enquiry service providing trip-planning support, basic information, referrals and fulfillment materials.
Campground Reservation Service	Parks Canada's Campground Reservation Service is a Government On-Line initiative through which campers can make a campground reservation by visiting the Internet service 24 hours a day or by dialling toll free to a call centre operating 12 hours a day. The service was piloted at eight locations in 2004 with full implementation planned in 2005.

2. Client Satisfaction Levels

www.pc.gc.ca/docs/pc/rpts/rp-pa-2003-2004/sec2-/page41a_E.asp

Direct Visitor Services	Levels of visitors' satisfaction with several aspects of their visit are reported earlier in the report (see Figures 26 and 29). High levels of visitor satisfaction are typical at Parks Canada facilities, consistent with the three Citizen's First surveys (1998, 2000, 2002) that found national parks to be at or near the top of federal government services for quality.
Web site	A nation-wide Web site survey of 1000 visitors to the site in 2004 found 65% of respondents were satisfied with their visit to the Parks Canada Web site. To complement this Web site survey, focus group testing with select respondents was completed to better understand expectations.
Call Centre	A telephone survey in the fall of 2002 with 400 callers to the Parks Canada 1-888 number found that the percentage of satisfied clients was above the targets of 50% for very satisfied users and 85% of users satisfied with all aspects of the service from the call centre.
Campground Reservation Service	Satisfaction has not yet been assessed.

3. Service Standards

www.pc.gc.ca/docs/pc/rpts/rp-pa-2003-2004/sec3-/page2_e.asp

Direct Visitor Services	Parks Canada expects 85% of users at each location surveyed should be satisfied or very satisfied and that 50% of users should be very satisfied with visitor services and heritage presentation.
Web site	Parks Canada has not yet established performance targets for the Web site.
Call Centre	Parks Canada expects 85% of Call-Centre users to be at least satisfied and 50% to be very satisfied. Parks Canada has also set standards with respect to timeliness (e.g. 85% of all calls that reach an information officer will be answered within three rings), accessibility (e.g. 95% of attempts to reach the service will be successful), and responsiveness and accuracy of information provided (e.g. determined by call monitoring).
Campground Reservation Service	Parks Canada has set a number of standards for the reservation system including average speed to answer calls (i.e. four minutes), waiting time in queue (i.e. no more than 5% of callers held in queue more than 5 minutes), access (i.e. computer system downtime no more than 60 minutes per calendar month where reservations can not be completed), and service quality (i.e. no more than two errors per 1,000 reservations each calendar month, no reservation double booking of any facility during a calendar month).

4. Main Achievements in Improving Service from a Citizen-Centred Perspective

Organizational focus on enhancing visitor experiences	In 2004 the Parks Canada Visitor Experience Council was established to provide national policy guidance and strategic advice to the Executive Board on all matters relating to the experience offered to visitors to national parks, national historic sites and national marine conservation areas. The goal of the Council is to foster the client focus of Parks Canada to consistently respond to the needs and expectations of visitors through improved research, training, planning, service standards and performance indicators.
Investing in Services and facilities	Budget Plan 2005 announced $209 million over the next five years and $75 million annually thereafter to undertake urgent capital repairs and rebuild assets that have reached the end of their serviceable lives. Parks Canada has also implemented a multi-year National Pricing Strategy through which revenues from fee increases will be earmarked for reinvestment in visitor facilities.
Parks Canada Guarantee	Parks Canada guarantees excellent value and quality services, and empowers frontline staff to address client complaints immediately without undue process, including the refund of user fees. The Guarantee was introduced in 1998 and serves as the Agency's primary tool for increasing client satisfaction and enhancing the perception of value for services to which user fees apply. It applies to on-site visitor services provided at all of Parks Canada's locations.
Campground Reservation Service	With this new service, introduced as a pilot in 2004, campers are provided peace of mind, by being able to reserve a campsite in advance of their arrival at the campground. To continue meeting the needs of campers who prefer not to reserve in advance, campsites remain available in several national park campgrounds on a first-come first-served basis.
Quality Visitor Services Training	Parks Canada has developed a quality visitor service training course as an integrated, adaptable one-day package for visitor services staff and other staff involved in supporting visitor services at the field level. Since 2003, over 2000 employees from across the country have successfully completed the full training course.

Reporting for External Charging Information

A. Fees and Revenues ($ thousands)

Name of Fee Activity	Fee Type	Fee Setting Authority	Date last modified	2004/05					2005/06		2006/07		2007/08	
				RPP Forecast	Actual Revenues	Estimated Expenditures	Performance Standards	Performance Results	Forecast Revenue	Estimated Expenditures	Forecast Revenue	Estimated Expenditures	Forecast Revenue	Estimated Expenditures
Entry Fees	Service	*Parks Canada Agency Act*	Increased in 2003	$38,500	$34,300	$105,753	85% of visitors are satisfied.	89% of visitors are satisfied.	$40,060	$116,509	$43,900	$126,629	$45,180	$136,073
Camping Fees	Service	*Parks Canada Agency Act*	Increased in 2003	$16,380	$13,711	$21,253	85% of visitors are satisfied.	89% of visitors are satisfied.	$16,051	$24,073	$17,611	$26,233	$18,131	$27,548
Lockage & Mooring Fees	Service	*Parks Canada Agency Act*	Increased in 2003	$2,860	$2,048	$28,683	85% of visitors are satisfied.	89% of visitors are satisfied.	$2,408	$29,683	$2,648	$30,723	$2,728	$31,863
Pools	Service	*Parks Canada Agency Act*	Increased in 2003	$4,680	$3,603	$5,407	85% of visitors are satisfied.	89% of visitors are satisfied.	$3,603	$5,503	$3,603	$5,623	$3,603	$5,782
Real Property and Business Fees	Rights and Privileges	*Parks Canada Agency Act*	Increased in 2003/04 where terms of leases and licenses expired and where rent review provisions exist.	$14,300	$16,457	$2,316	Not applicable	Not applicable	$16,457	$2,516	$16,457	$2,816	$16,457	$3,116
Municipal Services	Service	*Canada National Parks Act*	Garbage fees increased in 1996; Water and sewer fees increased in 2001; remainder in 2003.	$3,000	$2,676	$13,583	To be determined	To be determined	$2,676	$13,683	$2,676	$13,883	$2,676	$13,983
Other Revenues	Other goods and services	*Parks Canada Agency Act*	Between 1994 and 2003.	$6,280	$11,971	$36,266	85% of visitors are satisfied.	89% of visitors are satisfied.	$12,511	$38,094	$12,871	$40,154	$12,991	$42,396
Total				$86,000	$84,766	$213,261			$93,766	$230,061	$99,766	$246,061	$101,766	$260,761

B. Multi-Year Fee Strategy

Parks Canada made three major adjustments to its multi-year fee strategy to address concerns raised by users during consultations held in 2003/04:

- The phase-in period for implementation was extended from 3 to 4 years for all visitor services in order to stagger price increases and reduce the cumulative impact of increasing all fees at the same time.
- To respect our commitment to provide 18 months advance notice, implementation of proposed new commercial group fees was deferred until April 1, 2007 and the phase-in period extended from two to three years (2007, 2008 and 2009).
- A revised business licence fee proposal was developed following further research of municipal charging practices across Canada. The revised proposal better reflects common pricing practices.

Following this, a comparison of Parks Canada's proposed fees with those charged by parks organizations in other countries was conducted. This research was carried out in the summer of 2004 and incorporated into the submission that was prepared to table Parks Canada's multi-year fee strategy in Parliament pursuant to the new *User Fee Act*.

Section 4: Audited Accrual Financial Statements 2004-2005

PARKS CANADA AGENCY

Management Responsibility for Financial Statements

The accompanying financial statements of the Parks Canada Agency are the responsibility of management and have been approved by the Executive Board of the Agency as recommended by the Audit and Evaluation Committee of the Agency.

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles for the public sector and, where appropriate, they include amounts that have been estimated according to management's best judgement. Where alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Management has prepared the financial information presented elsewhere in this annual report and has ensured that it is consistent with that provided in the financial statements.

Management has developed and maintains books of accounts, records, financial and management controls and information systems. They are designed to provide reasonable assurance that the Agency's assets are safeguarded and controlled, that resources are managed economically and efficiently in the attainment of corporate objectives, and that transactions are in accordance with the *Financial Administration Act* and regulations, the *Parks Canada Agency Act*, and internal policies of the Agency. Internal audits are conducted to assess the performance of management controls and practices.

The Agency's external auditor, the Auditor General of Canada, has audited the financial statements and has reported on her audit to the Chief Executive Officer of the Agency and to the Minister of Environment.

Alan Latourelle
Chief Executive Officer

Mike Fay
Chief Administrative Officer

September 8, 2005

Auditor General of Canada
Vérificatrice générale du Canada

AUDITOR'S REPORT

To the Chief Executive Officer of Parks Canada Agency and
to the Minister of Environment

I have audited the balance sheet of Parks Canada Agency as at March 31, 2005 and the statements of operations, equity of Canada and cash flows for the year then ended. These financial statements are the responsibility of the Agency's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Agency as at March 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Sheila Fraser

Sheila Fraser, FCA
Auditor General of Canada

Ottawa, Canada
September 8, 2005

240 rue Sparks Street, Ottawa, Ontario K1A 0G6

PARKS CANADA AGENCY

Balance Sheet as at March 31

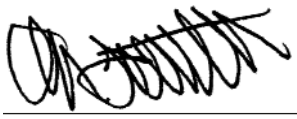
(in thousands of dollars)

	2005	2004
Assets		
Current assets:		
Cash entitlements (Note 3)		
General operations account	86,200	54,159
Specified purpose accounts	3,679	633
	89,879	54,792
Accounts receivable	3,961	4,041
Inventory of consumable supplies (Note 4)	5,511	5,761
	99,351	64,594
Property, plant and equipment (Note 5)	1,428,604	1,448,927
Collections and archaeological sites (Note 6)	1	1
	1,527,956	1,513,522
Liabilities		
Current liabilities:		
Accounts payable and accrued liabilities		
Federal government departments and agencies	11,570	7,406
Others	83,262	52,309
	94,832	59,715
Employee future benefits (Note 8)	3,335	2,796
Deferred revenue (Note 7)	12,419	8,978
	110,586	71,489
Long-term liabilities:		
Employee future benefits (Note 8)	39,565	41,812
Provision for environmental clean-up (Note 9)	22,394	22,320
	172,545	135,621
Equity of Canada	1,355,411	1,377,901
	1,527,956	1,513,522

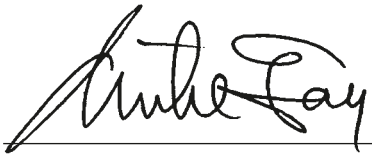
Contingencies and commitments (Notes 9 and 14).

The accompanying notes are an integral part of the financial statements.

Approved by:



Alan Latourelle
Chief Executive Officer



Mike Fay
Chief Administrative Officer

PARKS CANADA AGENCY

Statement of Operations for the Year Ended March 31

(in thousands of dollars)

	2005	2004
Expenses (Note 10)		
Stewardship of National Heritage Places		
Establish Heritage Places	15,364	16,665
Conserve Heritage Resources	159,997	164,335
Promote Public Appreciation and Understanding	85,453	56,814
	260,814	237,814
Use and Enjoyment by Canadians		
Quality Visitor Experience	154,598	150,450
Townsite Management	9,981	7,915
Throughway Management	28,010	24,044
	192,589	182,409
Corporate Services		
Management of Parks Canada	47,880	49,659
People Management	15,528	14,924
	63,408	64,583
Amortization of property, plant and equipment	82,744	79,899
Total expenses	599,555	564,705
Revenues (Note 11)	88,720	83,085
Net cost of operations (Note 12)	510,835	481,620

The accompanying notes are an integral part of the financial statements.

PARKS CANADA AGENCY

Statement of Equity of Canada for the Year Ended March 31

(in thousands of dollars)

	2005	2004
Balance at beginning of year	1,377,901	1,391,012
Net cost of operations	(510,835)	(481,620)
Services provided without charge by Government departments (Note 13)	45,943	43,630
Net cash provided by Government	407,315	428,167
Change in cash entitlements	35,087	(3,288)
Balance at end of year	1,355,411	1,377,901

The accompanying notes are an integral part of the financial statements.

PARKS CANADA AGENCY

Statement of Cash Flows for the Year Ended March 31

(in thousands of dollars)

	2005	2004
Operating Activities:		
Net cost of operations	510,835	481,620
Items which do not involve cash:		
Amortization of property, plant and equipment	(82,744)	(79,899)
Net gain on disposal of property, plant and equipment	425	1,348
Services provided without charge by Government departments	(45,943)	(43,630)
Net change in non-cash working capital balances	(38,887)	2,225
Decrease (increase) in employee future benefits	1,708	(1,956)
Increase in provision for environmental clean-up	(74)	(511)
Cash used in operating activities	345,320	359,197
Investing activities:		
Acquisitions and improvements to property, plant and equipment	63,130	71,622
Proceeds on disposal of property, plant and equipment	(1,135)	(2,652)
Cash used in investing activities	61,995	68,970
Net cash provided by Government	407,315	428,167

The accompanying notes are an integral part of the financial statements.

PARKS CANADA AGENCY

Notes to Financial Statements as at March 31, 2005

(Tables in thousands of dollars)

1. Authority and Objectives

In December 1998, Parks Canada Agency was established under the *Parks Canada Agency Act* as a departmental corporation and, when carrying out its operations, it acts as an agent of Her Majesty of Canada. The Parks Canada Agency is a separate entity listed under Schedule II of the *Financial Administration Act* and reports to the Minister of Environment. The Agency is not subject to the provisions of the *Income Tax Act*.

The Agency's mandate is to protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, for present and future generations. In carrying out its mandate, the Agency delivers the programs set out in the Agency's legislation and authorities.

The authorities for the programs for which Parks Canada is responsible are derived from the *Parks Canada Agency Act*, the *National Parks Act*, the *Historic Sites and Monuments Act*, the *Canada National Marine Conservation Areas Act*, the *Department of Transport Act*, and the *Heritage Railway Stations Protection Act*.

2. Significant Accounting Policies

The Agency's financial statements are prepared in compliance with Canadian generally accepted accounting principles for the public sector.

a) Parliamentary appropriations:

The Agency is financed mainly by the Government of Canada through Parliamentary appropriations. Appropriations provided to the Agency do not parallel financial reporting according to Canadian generally accepted accounting principles, as they are based in a large part on cash flow requirements. Consequently, items recognized in the Statement of Equity of Canada are not necessarily the same as those provided through appropriations from Parliament. Note 12 provides information regarding the source and disposition of these authorities and a high-level reconciliation between the Net cost of operations and appropriations used.

b) Deferred revenue:

Deferred revenue includes revenues received in advance of the services to be provided and funds received from external parties for specified purposes. Deferred revenue is recognized as revenue when the services are provided.

c) Inventory of consumable supplies:

Consumable supplies are stated at average cost.

d) Property, plant and equipment:

Property, plant and equipment, excluding land, transferred to the Agency as at April 1, 1999, are recorded at their estimated historical cost, less accumulated amortization. The estimated historical cost of the assets was established by deflating the current replacement cost to the year of acquisition or construction using factors based on changes in price indices over time. This approach also took into consideration the overall asset condition and the cost of any improvements and major repairs since the original acquisition or construction of the property, plant and equipment.

Property, plant and equipment, excluding land, acquired after April 1, 1999, are recorded at cost. Property, plant and equipment, excluding land, acquired at nominal cost or by donation, are recorded at market value at the time of acquisition and a corresponding amount is credited directly to the Equity of Canada. Improvements that extend the useful life or service potential are recorded at cost.

Amortization is calculated on the straight line method using rates based on the estimated useful life of the assets as follows:

Asset	Useful life
Buildings	25-50 years
Fortifications	50-100 years
Leasehold improvements	2-10 years
Improved grounds	10-40 years
Roads	40 years
Bridges	25-50 years
Canals and marine facilities	25-80 years
Utilities	20-40 years
Vehicles and equipment	3-15 years
Exhibits	5-10 years

Acquired lands are recorded at historical cost. Crown lands acquired as a result of Confederation or the subsequent joining of a province or territory are recorded at a nominal value. Donated lands are recorded at their estimated market value at time of acquisition with a corresponding amount credited directly to the Equity of Canada.

e) Collections and archaeological sites:

Collections and archaeological sites are recorded at nominal value.

f) Employee future benefits:

(i) Severance benefits:

The Agency accrues its obligations and the related costs as the benefits accrue to employees. The Agency's liability for employee severance benefits is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Governement as a whole. Employee severance benefits liabilities payable on cessation of employment represent obligations of the Agency that are normally funded by future years' appropriations.

(ii) Pension benefits:

The Agency's employees participate in the Public Service Pension Plan administered by the Government of Canada. Both, the employees and the Agency contribute to the cost of the Plan. The contributions are expensed during the year in which the services are rendered and represent the total pension obligation of the Agency. The Agency is not required under present legislation to make contributions with respect to actuarial deficiencies of the Public Service Pension Plan.

g) Services provided without charge by Government departments:

Services provided without charge by Government departments are recorded as operating expenses by the Agency at their estimated fair value. A corresponding amount is credited directly to the Equity of Canada.

h) Provision for environmental clean-up:

The Agency records a provision for environmental clean-up in situations where the Agency is obligated or is likely to be obligated to incur costs related to the remediation and removal of contaminated material from environmentally contaminated sites, and the cost can be reasonably estimated following a detailed environmental assessment.

i) Measurement uncertainty:

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses for the year. Employee-related liabilities, estimated useful lives of property, plant and equipment, environment-related liabilities and claims are the most significant items where estimates are used. Actual results could differ significantly from those estimated.

3. Cash Entitlements

The Agency operates within the Consolidated Revenue Fund (CRF). The CRF is administered by the Receiver General for Canada. All cash received by the Agency is deposited to the CRF and all cash disbursements made by the Agency are paid from the CRF.

Included in cash entitlements are the following:

a) General operations account:

Cash Entitlement for general operations represents the amount of cash that the Agency is entitled to draw from the Consolidated Revenue Fund of the Government, without further appropriations. As at March 31, 2005, the balance of the general operations account is $86.2 million ($54.2 million in 2004).

b) Specified purpose accounts:

Cash Entitlement for specified purpose accounts represents money received from external organizations which must be used for the purposes for which they are received. As at March 31, 2005, the Agency has a balance of $3.7 million ($0.6 million in 2004) for specified purpose accounts.

4. Inventory of Consumable Supplies

The inventory of consumable supplies as at March 31 consists of the following:

	2005	2004
Top soil, sand, gravel and other crude material	1,085	1,242
Equipment, materials and supplies	700	876
Construction material and supplies	660	790
Fuel and other petroleum products	644	550
Printed books, publications and maps	611	535
Miscellaneous other supplies	584	586
Fabricated wood and metal products	564	539
Safety equipment	430	339
Uniforms and protective clothing	233	304
	5,511	5,761

5. Property, Plant and Equipment

	Closing historical cost as at March 31, 2004	Net additions[1] for the year ended March 31, 2005	Closing historical cost as at March 31, 2005	Accumulated amortization as at March 31, 2005	Net book value as at March 31, 2005	Net book value as at March 31, 2004
Buildings, fortifications and leasehold improvements	713,686	12,614	726,300	430,004	296,296	301,446
Improved grounds	564,759	6,065	570,824	445,872	124,952	139,305
Roads	926,524	10,348	936,872	563,194	373,678	380,110
Bridges	143,479	1,557	145,036	76,092	68,944	69,807
Canal and marine facilities	520,366	16,434	536,800	250,061	286,739	278,274
Utilities	154,570	6,073	160,643	84,292	76,351	73,562
Vehicles and equipment	123,353	1,490	124,843	91,988	32,855	34,262
Exhibits	102,206	(3,857)	98,349	81,145	17,204	26,835
	3,248,943	50,724	3,299,667	2,022,648	1,277,019	1,303,601
Land (Note 2d)						
– Acquired land	125,433	6,259	131,692	–	131,692	125,433
– Crown land	1	–	1	–	1	1
– Donated land	19,892	–	19,892	–	19,892	19,892
	145,326	6,259	151,585	–	151,585	145,326
Total property, plant and equipment	3,394,269	56,983	3,451,252	2,022,648	1,428,604	1,448,927

[1] includes all acquisitions, dispositions and write-offs in the year.

The Agency owns over 27 million hectares of land, the majority of which comprise the 41 national parks and national park reserves representing 27 of the 39 natural regions of Canada. During the year, the Agency spent $6.3 million ($0.9 million in 2004) on the acquisition of land. The total cost of property, plant and equipment includes $69 million ($79.9 million in 2004) of construction in progress.

6. Collections and Archaeological Sites

Core to the Agency's mandate to protect and present nationally significant examples of our cultural heritage is the management of collections and archaeological sites. Although not capitalized like other cultural assets such as buildings or fortifications, these treasures have inestimable cultural value.

a) Collections:

The Agency manages collections that are made up of archaeological and historical objects.

The collection of archaeological objects includes specimens and records that represent a cross-section of human habitation and activities. These holdings consist of a range of functional groups of artifacts that represent domestic activities to industrial processes and includes tools, ships' fittings, as well as soil and botanical samples.

The collection of historic objects dates from the 10th century to the present day. They encompass ethnographic material, civilian, military and fur trade items, furniture and furnishings, tools and documents.

In addition, the Agency manages a collection of reproductions including period costumes, tools and furniture that have been copied from original objects or made based on historical data.

b) Archaeological sites:

An archaeological site encompasses surface, subsurface, or submerged remains of human activity. Archaeologists define a site by identifying the different activities that were conducted within an area. There are thousands of archaeological sites identified within Canada's 153 national historic sites, 41 national parks, and 2 marine conservation areas. The types of sites vary greatly, from Aboriginal villages, hunting camps, observation areas, and animal processing areas, to European fur trade and military posts, battlefields, shipwrecks, homesteads, and transportation and industrial sites.

7. Deferred Revenue

Included in the deferred revenue total of $12.4 million ($9.0 million in 2004) is an amount of $8.7 million ($8.4 million in 2004) representing the balance, at year end, for entrance fees, recreational fees, and rentals/concessions fees collected in advance.

The remaining $3.7 million ($0.6 million in 2004) of deferred revenue, represents monies received from other organizations which must be used for specified purposes.

8. Employee Future Benefits

a) Severance benefits:

The Agency provides severance benefits to its employees based on years of service and final salary. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from future appropriations. Information about the plan, measured as at the balance sheet date, is as follows:

	2005	2004
Accrued benefit obligation, beginning of year	44,608	41,398
Cost for the year	1,188	4,911
Benefits paid during the year	(2,896)	(1,701)
Accrued benefit obligation, end of year	42,900	44,608
Short-term portion	3,335	2,796
Long-term portion	39,565	41,812
	42,900	44,608

b) Pension benefits:

The Agency and all eligible employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of service and average earnings at retirement. The Agency's and employees' contributions to the Public Service Pension Plan for the year were as follows:

	2005	2004
Agency's contributions	35,951	29,472
Employees' contributions	14,980	12,297

9. Contingencies

a) Claims:

In the normal course of business, claims have been made against the Agency. The total determinable amount of claims has been estimated at $8.6 million ($29.6 million in 2004), excluding interest, for alleged damages and other matters. In the opinion of management, the position of the Agency in all of these actions is defensible. The current best estimate of the amount likely to be paid in respect of these claims and potential claims has been recorded.

b) Provision for environmental clean-up:

The Agency has 337 sites that are known or suspected of contamination. Based on information available and detailed studies conducted thus far on 287 of these sites, the Agency assesses the liability at $22.4 million ($22.3 million in 2004) and the contingency for environmental clean-up at $150.1 million ($135.0 million in 2004) including an amount of $17.8 million ($8.7 million in 2004) for sites that are unlikely to be decontaminated.

The Agency recorded a provision for environmental clean-up in situations where the Agency is likely to be obligated to the remediation and removal of contaminated material from contaminated sites. The provision is determined based on recommendations from engineering reports and based on local experience. The cost of future activities is estimated in current dollars. The final liability may be more than the current amount estimated since the overall remediation costs are unknown.

The contingency reflects the suspected costs or potential additional costs associated with situations where it is uncertain whether the Agency is obligated, or where it is unlikely that the Agency will incur full remediation costs.

10. Summary of Expenses by Major Classification

	2005	2004
Salaries and employee benefits	326,818	288,315
Amortization	82,744	79,899
Professional and special services	56,217	53,999
Utilities, materials and supplies	43,780	41,899
Transportation and communication	23,859	25,187
Accommodation provided without charge	14,863	14,422
Rentals	13,172	23,996
Payments in lieu of taxes	10,927	10,932
Repairs and maintenance	9,652	10,637
Other miscellaneous expenses	5,086	935
Information	6,384	6,610
Grants and contributions	5,979	7,363
Environmental clean-up	74	511
	599,555	564,705

11. Summary of Revenues by Major Classification

	2005	2004
Entrance fees	37,903	37,750
Recreational fees	19,454	20,719
Rentals and concessions	14,721	13,970
Other operating revenues	11,160	4,341
Townsites revenues	2,676	2,548
Staff housing	2,381	2,410
Net gain on disposal of property, plant, and equipment	425	1,347
	88,720	83,085

12. Parliamentary Appropriations

a) Appropriations used:

	2005	2004
Appropriations voted:		
Vote 45 – Program expenditures	419,307	426,980
Vote 50 – New parks and historic sites account	2,000	7,800
Statutory appropriations:		
Expenditures equal to revenue received pursuant to section 20 of the *Parks Canada Agency Act*	84,766	85,589
Contributions to employee benefits plan	43,181	39,425
Court Awards	16	–
Total appropriations	549,270	559,794
Less:		
Amount available in future year	22,102	47,842
Appropriations used	527,168	511,952

b) Reconciliation to Government funding:

	2005	2004
Net cost of operations	510,835	481,620
Expenditures equal to revenue received pursuant to section 20 of the *Parks Canada Agency Act*	84,766	85,589
Items not affecting funding:		
Amortization of property, plant and equipment	(82,744)	(79,899)
Services provided without charge by Government departments (Note 13)	(45,943)	(43,630)
Net gain on disposal of property, plant and equipment	425	1,347
	(128,262)	(122,182)
Changes in accounts not affecting current year's funding requirements:		
Accounts receivable – external	(52)	(790)
Inventory of consumable supplies	(250)	849
Vacation pay	(948)	132
Employee future benefits	1,708	(3,210)
Provision for environmental clean-up	(74)	(511)
GST included in the liabilities	(2,550)	–
Other adjustments	–	1,485
	(2,166)	(2,045)
Property, plant and equipment funded by appropriations	63,130	71,622
Proceeds on disposal of property, plant and equipment	(1,135)	(2,652)
	61,995	68,970
Appropriations used	527,168	511,952

c) New Parks and Historic Sites Account:

The Government of Canada includes in its receipts and expenditures the transactions of certain consolidated accounts established for specified purposes. Legislation requires that the receipts of the specified purpose account be earmarked and that the related payments and expenses be charged against such receipts. The transactions do not represent liabilities to third parties but are internally restricted for specified purposes.

Funds are provided to the New Parks and Historic Sites Account by parliamentary appropriations, proceeds from the sale of lands and buildings that are surplus to operational requirements and all general donations. Furthermore, the Minister of Finance, may, on the request of the Minister of Environment, authorize the making of advances of up to $10.0 million to the New Parks and Historic Sites Account. All amounts received remain in this account until eligible expenditures are made for the purpose of establishing or developing new parks or historic sites and heritage areas, in compliance with the terms and conditions set out in the *Parks Canada Agency Act* and related Treasury Board directives.

Details of activities for the fiscal year ended March 31 are highlighted in the following analysis:

	2005	**2004**
Available at beginning of year	15,329	11,851
Receipts:		
Parliamentary appropriation	2,000	7,800
Proceeds on disposal of land and property, plant and equipment	980	2,426
Donation	7,863	–
Other	38	–
	10,881	10,226
Expenditures:		
Capital expenditures	8,547	6,131
Contributions	400	617
	8,947	6,748
Available at end of year	17,263	15,329

13. Related Party Transactions

a) Transactions in the normal course of business:

The Agency is related in terms of common ownership to all Government of Canada departments, agencies, and Crown corporations. The Agency enters into transactions with these entities in the normal course of business and on normal trade terms that would apply to all individuals and enterprises. The Agency entered into transactions with related parties for a total of $42.3 million ($32.0 million in 2004) for services provided by Government departments, including an amount of $24.7 million ($23.1 million in 2004) with Public Works and Government Services Canada for architectural and engineering services.

b) Services received without charge

During the year, the Agency received services without charge which are recorded at fair value in the financial statements as follows:

	2005	2004
Contributions covering employer's share of employees' insurance premiums and costs paid by Treasury Board Secretariat	20,495	19,022
Accommodation provided by Public Works and Government Services Canada	14,863	14,422
Services provided by the Department of Canadian Heritage for information management, information technology, finance, human resources and administrative support	7,510	7,510
Salary and associated costs of legal services provided by Justice Canada	2,460	2,030
Other services provided without charge	615	646
	45,943	43,630

14. Commitments

a) The Agency has entered into agreements for leases of equipment and operating leases for accommodations for a total of $10.6 million ($11.7 million in 2004). The agreements show different termination dates, with the latest ending in 2021. Minimum annual payments under these agreements for the next four years and beyond are approximately as follows:

2005-06	1,153
2006-07	1,021
2007-08	778
2008-09	611
2009-10 and beyond	7,028

b) The Agency has entered into contracts for operating and capital expenditures for approximately $41.5 million ($19.6 million in 2004). The majority of payments under these contracts are expected to be made over the next four years.

15. Comparative Figures

Some of the prior year's comparative figures have been reclassified to conform to the current year's presentation.

Section 5: Unaudited Modified Cash-Based Financial Information 2004-2005

Financial Tables

1. Comparison of Planned Spending and Full Time Equivalents
2. Use of Resources by Business Lines
3. Voted and Statutory Items
4. Net Cost of Department
5. Contingent Liabilities
6. Sources of Respendable and Non-Respenable Revenue
7. Details on Project Spending

Financial Tables

Table 1: Comparison of Planned Spending and Full Time Equivalents

($ thousands)	2002–03 Actual	2003–04 Actual	2004–2005			
			Main Estimates	Planned Spending	Total Authorities	Actual
Stewardship of National Heritage Places	210,092	253,314	245,168	245,168	262,078	256,646
Use & Enjoyment by Canadians	201,950	206,413	158,696	171,696	231,155	206,067
Corporate Services	48,730	52,226	52,674	52,674	56,037	55,590
Total	**460,772**	**511,953**	**456,538**	**469,538**	**549,270**	**518,303**
Total	460,772	511,953	456,538	469,538	549,270	518,303
Less: Non Respendable revenue	(37)	(12)	–	–	–	–
Plus: Cost of services received without charge	39,703	43,630	–	39,417	–	45,943
Net cost of Department	**500,438**	**555,571**	**456,538**	**508,955**	**549,270**	**564,246**
Full Time Equivalents	**3,483**	**4,380**	**4,008**			

Table 2: Use of Resources by Business Lines

2004–2005					
($ thousands)	Budgetary			Plus: Non-Budgetary	Total
	Operating	Capital	Grants and Contributions	Loans, Investments and Advances	
Stewardship of National Heritage Places					
Main Estimates	212,365	25,972	6,831	–	245,168
Planned Spending	212,365	25,972	6,831	–	245,168
Total Authorities	233,982	21,096	7,000	–	262,078
Actual Spending	233,839	21,095	1,712	–	256,646
Use & Enjoyment by Canadians					
Main Estimates	147,737	10,770	189	–	158,696
Planned Spending	141,895	29,612	189	–	171,696
Total Authorities	199,741	31,225	189	–	231,155
Actual Spending	174,704	31,225	138	–	206,067
Corporate Services					
Main Estimates	48,974	3,700	–	–	52,674
Planned Spending	48,974	3,700	–	–	52,674
Total Authorities	49,704	3,433	2,900	–	56,037
Actual Spending	49,321	3,433	2,836	–	55,590
Total Parks Canada					
Main Estimates	409,076	40,442	7,020	–	456,538
Planned Spending	403,234	59,284	7,020	–	469,538
Total Authorities	483,427	55,754	10,089	–	549,270
Actual Spending	457,864	55,753	4,686	–	518,303

Note: *these numbers do not reflect expenditures out of the New Parks and Historic Sites Account*

Table 3: Voted and Statutory Items

Vote or Statutory Item	Truncated Vote or Statutory Wording	2004–2005 ($ thousands)			
		Main Estimates	Planned Spending	Total Authorities	Actual
45	Program expenditures	330,769	335,769	419,308	388,341
50	Payment to the new Parks and Historic Sites Account	5,000	5,000	2,000	2,000
(S)	Expenditures equivalent to revenues	78,000	86,000	84,766	84,766
(S)	Contributions to employee benefit plans	42,769	42,769	43,180	43,180
(S)	Court awards	–	–	16	16
	Total	**456,538**	**469,538**	**549,270**	**518,303**

Table 4: Net Cost of Department

($ thousands)	2004–2005
Total Actual Spending	518,303
Plus: Services Received without Charge	
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	20,495
Accommodation provided by Public Works and Government Services Canada (PWGSC)	14,863
Services provided by the Department of Canadian Heritage for information management, information technology, finance, human resources and administrative support	7,510
Salary and associated expenditures of legal services provided by Justice Canada	2,460
Audit services provided by the Office of the Auditor General	510
Worker's compensation coverage provided by Social Development Canada	105
Less: Non-respendable Revenue	–
2004–2005 Net cost of Department	**564,246**

Table 5: Contingent Liabilities

Contingent Liabilities	($ thousands)	
	March 31, 2004	March 31, 2005
Claims, Pending and Threatened Litigation	30,199	22,892
Total	**30,199**	**22,892**

This information represents action suits that have been commenced against the Government but they are not yet actual liabilities (as per the Public Accounts).

Table 6: Sources of Respendable and Non-Respendable Revenue

Respendable Revenue

($ thousands)	Actual 2002–03	Actual 2003–04	2004–2005			
			Main Estimates	Planned Revenue	Total Authorities	Actual
Operational Revenues (pursuant to section 20 of the *Parks Canada Agency Act*)						
Entrance Fees	32,100	34,886	32,000	38,500	34,300	34,300
Recreational Fees	22,240	25,004	26,000	26,000	23,058	23,058
Rents from Land, Buildings and Concessions	16,099	17,843	13,000	14,300	16,457	16,457
Other	5,844	5,842	4,000	4,200	8,275	8,275
Municipal Service Fees	1,755	2,014	3,000	3,000	2,676	2,676
Total Operational Revenue	**78,038**	**85,589**	**78,000**	**86,000**	**84,766**	**84,766**

Non-Respendable Revenue

($ thousands)	Actual 2002–03	Actual 2003–04	2004–2005			
			Main Estimates	Planned Revenue	Total Authorities	Actual
Non-Respendable Revenue	37	12	–	–	–	–
Total Non-Respendable Revenue	**37**	**12**	**–**	**–**	**–**	**–**

Table 7: Details on Project Spending

($ thousands)	Current Estimated Total Cost	2002–03 Actual	2003–04 Actual	2004–2005		
				Planned Spending	Total Authorities	Actual
Stewardship of National Heritage Places						
Yukon						
SS Klondike NHS – Retrofit (S-DA)	2,647	364	380	400	459	459
British Columbia						
Gwaii Haanas NP – Haida Heritage Centre (S-DA)	4,500	700	–	1,700	–	–
Gulf Islands NP– Park Administration Building & Compound (I-DA)	4,200	–	–	800	1,012	1,012
Alberta						
Banff NP – Wildlife Crossing over the Rundle Canal near Canmore (S-DA)	3,000	75	2,366	400	462	462
Manitoba						
Prince of Wales Wall Conservation (I-DA)	2,700	114	220	–	267	267
Ontario						
Bruce Peninsula NP – Land Acquisition (I-DA)	13,500	58	216	300	713	713
Fort Henry NHS–Major Repairs (S-DA)	10,000	1,377	720	3,000	2,551	2,551
HMCS Haida NHS – Restoration and Relocation (S-DA)	7,500	3,638	3,434	–	452	452
Trent-Severn Waterway NHS – Swift Rapids Dam – Major Repairs (S-DA)	4,526	2,388	1,866	–	251	251
Kingston Mills Dams (S-DA)	4,100	–	–	–	4,089	4,089
Quebec						
Fort Temiscamingue NHS – Development (S-DA)	3,800	73	98	200	123	123
Saguenay NP – Marine Park Development (S-EPA)	29,800	172	1,020	1,100	753	753
Nova Scotia						
Fortress of Louisbourg NHS – Slate Roof Replacement of King's Bastion (S-DA)	3,300	1,276	1,665	–	59	59

Table 7: Details on Project Spending *(cont'd)*

	Current Estimated Total Cost	2002–03 Actual	2003–04 Actual	2004–2005		
				Planned Spending	Total Authorities	Actual
Use and Enjoyment by Canadians						
British Columbia						
Glacier NP – Snowshed Lighting and Pavement (S-DA)	4,797	2,424	241	–	–	–
Yoho NP – Field Sewage Treatment Plant Major Repairs and Upgrade (S-DA)	3,490	207	3,172	100	–	–
Alberta						
Lake Louise NP – Sewage Treatment Plant Upgrade (S-DA)	5,800	803	1,121	–	–	–
Banff NP Trans Canada Highway (TCH) Twinning (I-PPA)	57,500	–	606	5,000	2,969	2,969
Waterton Lakes NP – Water/Sewer Lines (S-DA)	5,135	200	79	–	706	706
Manitoba						
Riding Mountain NP – Wasagaming Sewage Treatment Plant Major Repairs and Upgrade (S-DA)	2,200	242	56	2,100	276	276
Riding Mountain NP – Wasagaming Water Treatment Plant Major Repairs and Upgrade (S-DA)	5,100	34	2,691	1,100	2,299	2,299
Ontario						
Bruce Peninsula NP – Visitor Centre (S-DA)	7,500	720	40	2,900	2,254	2,254
Trent-Severn Waterway NHS – Ranney Falls Locks 11-12 – Major Repairs (S-DA)	5,200	16	3,092	1,600	2,063	2,063
Canada Marine Discovery Center – Hamilton Building and Site Development (S-DA)	8,400	1,037	6,556	200	1,717	1,717
Canada Marine Discovery Center – Exhibits and Galleries (S-DA)	3,300	540	1,924	–	853	853
Quebec						
La Mauricie NP – Park Enhancement (S-DA)	6,200	1,006	609	–	305	305
Nova Scotia						
Grand Pre NHS – Visitor Center (S-DA)	4,170	2,133	1,566	–	–	–
Cape Breton NP – Cabot Trail – Urgent Repairs (S-DA)	3,340	–	1,160	2,100	1,886	1,886
Newfoundland						
Gros Morne NP – Highway 430 & 431 – Urgent Repairs (S-DA)	7,460	818	4,383	2,000	2,282	2,282

Definitions Applicable to Major Capital Projects

Major Capital Project – A departmental undertaking having expenditures of $2 million or more which involves the design and development of new programs, equipment structures, or systems, and has above-normal risk, is deemed to be a government project when:

- its estimated expenditure exceeds the project approval authority granted to the Department by the Treasury Board; or
- it is particularly high risk, regardless of estimated expenditure.

When a high-risk government project exceeds $100 million in estimated expenditure, it is deemed to be a Major Crown Project.

Class of Estimates

Substantive Estimate (S) – This estimate is one of sufficiently high quality and reliability so as to warrant Treasury Board approval as a cost objective for the project phase under consideration. It is based on detailed system and component design and takes into account all project objectives and deliverables. It replaces the classes of estimates formerly referred to as Class A or B.

Indicative Estimate (I) – This is a low quality order of magnitude estimate that is not sufficiently accurate to warrant Treasury Board approval as a cost objective. It replaces the classes of estimates formerly referred to as C or D.

Preliminary Project Approval (PPA) – This defines Treasury Board's authority to initiate a project in terms of its intended operational requirement, including approval of, and expenditure authorization for, the objectives of the project definition phase. Sponsoring departments are to submit for PPA when the project's complete scope has been examined and costed, normally to the indicative level, and when the cost of the project definition phase has been estimated to the substantive level.

Effective Project Approval (EPA) – Treasury Board's approval of, and expenditure authorization for, the objectives of the project implementation phase. Sponsoring departments are to submit for EPA only when the scope of the overall project has been defined and when the estimates have been refined to the substantive level.

Delegated Authority (DA) – Projects for which authority has been delegated to the Department by Treasury Board.

Endnotes

[1] Salary, other and capital expenditures are shown for all planned results. Expenditure figures referred to in the tables at the beginning of each program activity section are based on accrual accounting. Details of capital expenditures are based on accrual accounting.

[2] For all program activities, the percentage figure does not include amortization.

[3] A national park reserve is an area managed as a national park but where the lands are subject to one or more land claims by Aboriginal people that have been accepted for negotiation by Canada.

[4] Level of funding required is based on scenarios developed by Parks Canada for proposed northern and southern parks. Factors considered included costs of land acquisition, creation of natural and cultural resource inventories, facility development, interim operations and ongoing costs such as recapitalization, and continuing operations and maintenance as well as protection and presentation. On this basis it was estimated that $165 million over five years would be required to establish ten new national parks, five new marine conservation areas, expand three existing national parks and support the completion of three recently established national parks, the Sagueay–St Lawrence Marine Parks and construction of the Hamilton Discovery Centre. An additional $54 million would be required in ongoing funding. Budget 2003 provided $144 million over five years and $29 million in ongoing funding.

[5] As a result of an ongoing file review, the total of 62 nominations received in 2003-2004 was revised to 63.

[6] Adjustments result from the destruction of the listed asset, discovery of double-counted or uncounted previous designations or re-assessment of the status of a listed site.

[7] The number of National Historic Persons of Canada decreased by one due to a review of the designations.

[8] As of March 2005, a total of 437 designations were not commemorated. The HSMBC recommended that for various reasons a plaque not be erected to commemorate 48 of these designations.

[9] Control of the Class Contribution program (i.e., a manager, two staff, an operating budget of $376.5 and a Grants and Contributions budget of $8.7M in 2004-2005) was transferred to Parks Canada from Canadian Heritage in 2004-2005. All 13 provinces and territories had signed class contribution agreements to participate in HPI by early 2004-2005. By March 31, 2005, all provinces and territories had agreed to renew their agreements for one year. This was to allow a transition to an enduring funding program. The goal of Parks Canada is to secure multi-year agreements with all partners by March 31, 2006.

[10] It was initially estimated that there were approximately 20,000 historic places in Canada and that these would be all be listed on the register by March 31, 2008 with the federally designated places all listed by March 2006. Experience gained during 2004-2005 by Registrars across the country lead to revising the number of sites likely to be registered and led Parks Canada to revise its target for listing 100% of federally designated sites by March 2009.

[11] In 2004-2005, 17 buildings were evaluated and recommended for designation. The Minister has not formally approved the recommendations.

[12] In 2003-2004, 11 buildings were evaluated and recommended for designation. The Minister has not formally approved the recommendations.

[13] Adjustments are a result of a file and database review.

[14] Twenty-two building were removed (building transferred to a province, municipality or private party) from the federal heritage building inventory and 2 were added.

[15] Parks Canada's spending ecosystem research and monitoring and ecosystem management in 2003-2004 and 2002-2003 totalled $195M or an average of $97.5M per year. Assuming Parks Canada would have spent approximately $100M per year over the five year period from April 2003 until March 2008 on EI, the $75M additional investment represents an estimated 15% increase in expenditures.

[16] See 2005/2006-2009/2010 Corporate Plan.

[17] It cannot be assumed that the sites are representative of other national historic sites administered by Parks Canada. Therefore, the samples of sites reviewed each year should not be used to infer any general changes in the resource condition, effectiveness of communication or management practices of Parks Canada-administered national historic sites over time.

[18] Historic objects represent approximately 34% of a larger collection, which includes reproductions (i.e., copies of historic objects), and natural specimens (i.e., taxidermic animals and birds), and objects where the origin and type are currently unknown. Parks Canada also maintains inventories of identical historic objects (e.g. 100 buttons are referred to as Quantity Registered historic objects), which are not assigned condition ratings due to the time and effort required to collect this information.

[19] For the period 2000-2001 to 2003-2004, the number of objects has been amended due to double counting in one area. In addition, the number of objects treated is recorded by calendar years in some sites and fiscal years in others. Data from calendar years has been reported as part of the fiscal year (April to March) in which it overlaps by nine months (i.e., 2000 calendar year data is reported as part of the 2000-2001 fiscal year).

[20] The Standards and Guidelines for the Conservation of Historic Places in Canada, finalized in 2003-2004, provide a common set of criteria for determining that an intervention to a historic place respects its heritage values. As of March 2005, Parks Canada, the Federal Heritage Buildings Review Office and a number of provinces, municipalities, and organizations had endorsed and were using the Standards and Guidelines. An evaluation and updating of the *Standards and Guidelines* is planned by March 2009. In 2003-2004, Parks Canada accredited 33 heritage conservation experts in the use and application of the *Standards and Guidelines*. Their role is to ensure that interventions to heritage assets meet the Standards and Guidelines. No new agents were accredited in 2004-2005.

[21] There were 4 alterations to heritage railway stations in 2003-2004 not 3 as reported.

[22] One situation concerned the sale of lands within the WHS and the other the loss of two heritage buildings outside the WHS.

[23] The locations surveyed in 2004-2005 were: La Mauricie National Park, Canso Islands National Historic Site, Forges-du-St. Maurice National Historic Site, Fort Malden National Historic Site, Fort Témiscamingue National Historic Site, Fort Wellington National Historic Site, Grosse-Île and the Irish Memorial National Historic Site, Port-la-Joye – Fort Amherst National Historic Site and Province House National Historic Site.

[24] Response rates (i.e., the percentage of visitors approached to participate in the survey who returned questionnaires) were 34% for the one national park, between 72% and 91% in the eight national historic sites. These response rates compare favourably to the overall response rate for in-depth Visitor Surveys (78%) and shorter visitor survey cards (26%) administered by the U.S. National Park System (http://www.nature.nps.gov/socialscience/docs/STV03.pdf).

[25] On-site heritage presentation programming included guided walks/tours, presentations/talks, exhibits, audio-visual presentation, self-guided trails and brochures.

[26] The current measure does not show whether visitors have previously visited the site and used heritage presentation products or services.

[27] The level of participation in heritage presentation programs and activities is usually higher among national historic sites than national parks likely because heritage presentation is a core element of the visitor experience in historic sites, where as many visitors to national parks come primarily for recreational purposes.

[28] Expectations for satisfaction were developed by Parks Canada researchers based on their previous experience with visitor surveys, conducted in national protected areas and published research See for example Jones, Thomas & Sasser, W. Earl, Harvard Business Review, Nov./Dec. 95, Vol. 73, Issue 6

[29] These percentages compare favourably to the average level of visitor satisfaction with the learning component of a visit to the surveyed national park and national historic sites in 2004-2005: 94% of the surveyed visitors reported being satisfied and 67% very satisfied with their learning experience. See visitor satisfaction performance expectation section.

[30] Port-la-Joye – Fort Amherst National Historic Site of Canada did not meet the very satisfied target by 16 points.

[31] Parks Canada's measure of visitor understanding is intended to provide a guide to aid in management improvement. The items measuring understanding are based on expert judgment that seeks to link items to the key messages a site is to communicate and to make the level of difficulty of the items consistent within and between sites. Parks Canada has not conducted statistical studies of the reliability and predictive or construct validity of the measure.

[32] In 2004-2005 the Fortification of Quebec reported 500,000 fewer person visits than in the previous year. This may reflect in part their revised methodology for counting visits.

[33] High levels of visitor satisfaction are typical of government services involving direct benefits to the public, public information and recreational land. See for examples surveys by the US National Parks Service (www.nature.nps.gov/socialscience/docs/napa03.pdf) and the American Customer Satisfaction Index, Government Satisfaction Scores, December 16, 2002, (www.theacsi.org/government/govt-02c.html).

[34] The survey was conducted in 2003-2004 and collected data for a five-year period ending in 2002-2003.

[35] Total number of visits and rate of significant incidents adjusted from previously reported level to take account of revised number of person-visits for part of the period.

[36] Federal Wastewater Guidelines can be found at http://www.ec.gc.ca/etad/023194F5-4BED-49AE-BEEB-384A2FD36348/1976_Guidelines_e.pdf