



PARKS CANADA AGENCY

*Annual Report
2003 - 2004*



Parks Canada
Parcs Canada

Canada

Serving Canadians

THE
PARKS CANADA
CHARTER

OUR MANDATE

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

OUR ROLE

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

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

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

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

OUR COMMITMENTS

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

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

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

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

PARKS CANADA AGENCY

Annual Report 2003 – 2004

Bull Thistle:
Cape Breton Highlands
NP of Canada (NS)
by J. Pleau, 2000

Viking:
L'Anse aux Meadows
NHS of Canada (NL)
Shane Kelly, 1996

Red River Cart:
Batoche NHS of
Canada (Sask.)
by D. Venne, 2003

Starfish:
Pacific Rim NP Reserve
of Canada (BC)
Parks Canada, 1978

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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Parks Canada

Parcs Canada

Chief Executive Officer

Directeur général

The Honourable Stéphane Dion
Minister of Environment
Room 121, East Block
House of Commons
Ottawa, Ontario
K1A 0M6

Dear Minister:

Pursuant to Section 34 of the *Parks Canada Agency Act*, I am pleased to submit to you the Annual Report for the Agency's 2003-2004 operational year.

This Annual Report describes Parks Canada's Strategic objectives and planned results for the past year, and provides a clear sense of the Agency's achievements against our *2003-2004 to 2007-2008 Corporate Plan* and our *2003-2004 Report on Plans and Priorities*. It also includes the 2003-2004 audited financial statements, and the Auditor General's opinion on the financial statements and the performance information.

The results presented in the 2003-2004 Annual Report build on the successes described in previous annual reports. Again this year, we have made progress in advancing the identification and protection of the rich natural and cultural heritage shared by all Canadians. We have also pursued our efforts to engage more and more Canadians in the preservation and presentation of these special places. Our success is reflected in the fact that among all federal government institutions, visitors rate the quality of services offered by Parks Canada at or near the top.

Yours sincerely,

Alan Latourelle
Chief Executive Officer

CHIEF EXECUTIVE OFFICER'S MESSAGE



This Annual Report highlights the achievements of the Parks Canada Agency from April 1, 2003, to March 31, 2004.

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 adequate long-term funding and financial sustainability of Parks Canada's programs.

The results presented in the 2003-2004 Annual Report build on the successes described in previous annual reports. Again this year, we have made progress in advancing the identification and protection of the rich natural and cultural heritage shared by all Canadians. We have also continued our efforts to engage more and more Canadians in the preservation and presentation of these special places, especially through the implementation of the Historic Places Initiative. Our success is reflected in the fact that among all federal government institutions, visitors rate the quality of services offered by Parks Canada at or near the top. And we achieved all of this in spite of the tremendous challenges we face to protect the natural and cultural resources of Canada before they disappear forever, 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.

A handwritten signature in black ink, which appears to read 'Alan Latourelle'. The signature is stylized and fluid.

Alan Latourelle
Chief Executive Officer

MANAGEMENT STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION

The *Parks Canada Agency Act* requires that an annual report be tabled in Parliament. Management of Parks Canada is responsible for the preparation of this report. The report is based on the reporting principles and other requirements in the 2003-2004 *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.

The *Parks Canada Agency Act* requires that the annual report include an 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 2003-2004.



Alan Latourelle, Chief Executive Officer

Ottawa
September 17, 2004



AUDITOR GENERAL'S ASSESSMENT of Performance Information

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

Purpose and Scope

The *Parks Canada Agency Act* requires the Auditor General of Canada to provide an assessment of the fairness and reliability of the information about Parks Canada Agency's performance with respect to the objectives established in its Corporate Plan.

The Corporate Plan and the performance information are the responsibility of Parks Canada Agency's management. My responsibility is to provide an assessment of the fairness and reliability of the performance information presented by the Agency for fiscal year 2003-2004. To do so, I assessed the information against criteria for fairness and reliability that were discussed with the Agency and that are described in Annex 2. I conducted my assessment in accordance with the standards for assurance engagements established by the Canadian Institute of Chartered Accountants. The assessment included an analysis of the information and an examination, on a test basis, of the evidence supporting that information. I did not assess or comment on the Agency's actual performance.

Parks Canada Agency has reported its performance in a section titled "Performance against plan", and my assessment covers only that section. However, I did review the entire report for consistency with the performance information. I did not assess the Web site hyperlinks or the information referenced by them.

Conclusion

In my opinion, the performance information gives a reasonably fair and reliable picture of Parks Canada Agency's performance for several key aspects of its mandate. For other key aspects, the Agency needs to present more complete performance information. While it clearly describes the processes put in place to enable it to better report on its performance in the future, the Agency needs to put emphasis on the development of performance information. The summary assessment by criteria is presented in Annex 1.

Sheila Fraser, FCA
Auditor General of Canada

Ottawa, Canada
17 September 2004

Summary assessment by criteria

In order to report on its performance against objectives, Parks Canada Agency has developed a performance framework that defines the planned results and the performance expectations. In its report, the Agency provides information on its planned results and provides performance information on outcomes for some performance expectations. Where performance information is not complete, the Agency is establishing the building blocks that should allow it to report on these performance expectations in the future.

Relevant

Concrete results are reported. The performance report provides readers with a good description of the programs involved, as well as contextual and background information, and the information reported is relevant. Although financial information for some important components of service lines is provided in the performance report, more needs to be added in future reports.

More outcome information is needed. Where performance information is not yet available, as in the "Heritage Resource Protection" service line, Parks Canada Agency clearly describes the important activities or strategies put in place that will allow it to report on performance in the future. While we recognize that it takes time to establish a complete performance reporting system, we encourage the Agency to continue to provide some performance outcome information, even if it is incomplete and not fully developed.

Meaningful

Accomplishments are reported against stated expectations. Parks Canada Agency reports accomplishments against its performance expectations and in several cases presents comparative information from past performance. The Agency provides selective and concise information along with links to more detailed information. This helps to make the performance information meaningful and understandable. For example, this year, the Agency presents a summary of progress made against each of its performance expectations. However, the Agency would benefit from analyzing further its performance, as in the "Heritage Resource Protection" service line, where the state of commemorative integrity has been evaluated for some national historic sites but the Agency is not discussing what has been learned and what will change. In addition, for future reports, we look forward to more performance expectations that are clearly and concretely defined, with specified time frames.

Attributable

A focus on Parks Canada Agency's contribution. The report presents a clear description of the complexity of the processes and the many stakeholders involved in the achievement of the Agency's objectives. Where the Agency works in partnership with other groups, readers are generally made aware of the factors influencing the achievement of a particular outcome.

Accurate

The information is accurate and limitations are explained. The performance information is generally supported by appropriate corroborative data sources and evidence. Parks Canada Agency has developed appropriate measures and methods of data collection for the information it reports. Information sources and limitations of data are explained. This clarifies the accuracy level of the data and helps readers to interpret the performance information appropriately.

Balanced

A reasonably balanced performance report. Overall, the tone of the report is neutral and factual, with good explanations of the limits of the performance information. Parks Canada Agency describes the problems and challenges it has encountered and recognizes situations where performance has not met the objectives. The important aspects of the Agency's mandate are included in the report. In addition, the importance devoted to the various service lines puts appropriate emphasis on the services that contribute directly to the Agency's mandate.

**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 information about the Agency's performance with respect to the objectives in its corporate business plan. Two major concerns were addressed: Has the Agency reported on its performance with respect to its objectives? Is that information fair and reliable? Performance information with respect to objectives is fair and reliable if it enables Parliament and the public to judge how well the entity or program in question is performing against the objectives it 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 PROFILE



This section positions Parks Canada within the overall Government policy agenda, describes the Agency's mandate, key legislative framework and reporting requirements, major programs, and the fundamental challenges and opportunities facing the organization.

Role In Government

The Parks Canada Agency is a key instrument for the Government of Canada to achieve its sustainable development and heritage conservation goals.

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."

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*, removing Parks Canada 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, and established ecological integrity as its first priority. In a similar fashion, the Canada National Marine Conservation Areas Act of 2002 calls for the creation of a system of marine conservation areas representative of the country's oceanic and Great Lakes waters.

On December 12, 2003, the federal Government announced a restructuring of several departments and agencies, which included Parks Canada. The restructuring moved responsibility for the Parks Canada Agency from the Minister of Canadian Heritage to the Minister of the Environment. Parks Canada continues to operate as a separate agency, and the Chief Executive Officer reports directly to the Minister of the Environment.

Reporting Requirements on Parks Canada's Human Resources Regime

The *Parks Canada Agency Act* requires that the Chief Executive Officer must, at least every five years, have prepared by a person or body, other than the Agency, or any of its officers or employees, a report on the consistency of Parks Canada's human resources regime and its values and principles that govern management of its human resources.

The Act also requires that the Report be made available to the public and summarized in the Annual Report for the year in which it is prepared. The first five-year report on the Agency's HR regime was completed in July 2004 and is available on the Parks Canada Web site (www.pc.gc.ca). A summary of its main conclusions is found in Appendix 2 of this Report.

National Programs

For more than a century, the Government of Canada has been involved in protecting and presenting outstanding natural areas and in commemorating significant aspects of Canadian history. Parks Canada manages the following three major programs:

1. System of National Parks of Canada

The national parks program protects representative examples of natural areas of Canadian significance in a system of national parks, and encourages public understanding, appreciation and enjoyment of this natural heritage so as to leave it unimpaired for future generations.

2. System of National Historic Sites of Canada

The national historic sites program fosters knowledge and appreciation of Canada's past through a national program of historical commemoration. It protects and presents national historic sites 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 these places and their associated resources, and encourages and supports owners of national historic sites.

3. System of National Marine Conservation Areas of Canada

The national marine conservation areas program protects national marine areas of Canadian significance that are representative of the country's ocean environments and the Great Lakes, and encourages public understanding, appreciation and enjoyment of this marine heritage so as to leave it unimpaired for future generations.

Other National Programs

Parks Canada also directs or co-ordinates the delivery of several additional programs that conserve various aspects of Canada's natural and cultural heritage, including:

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

International Obligations

Parks Canada contributes to international heritage conservation through its leadership and participation in international conventions, programs, agencies and agreements including:

- 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),

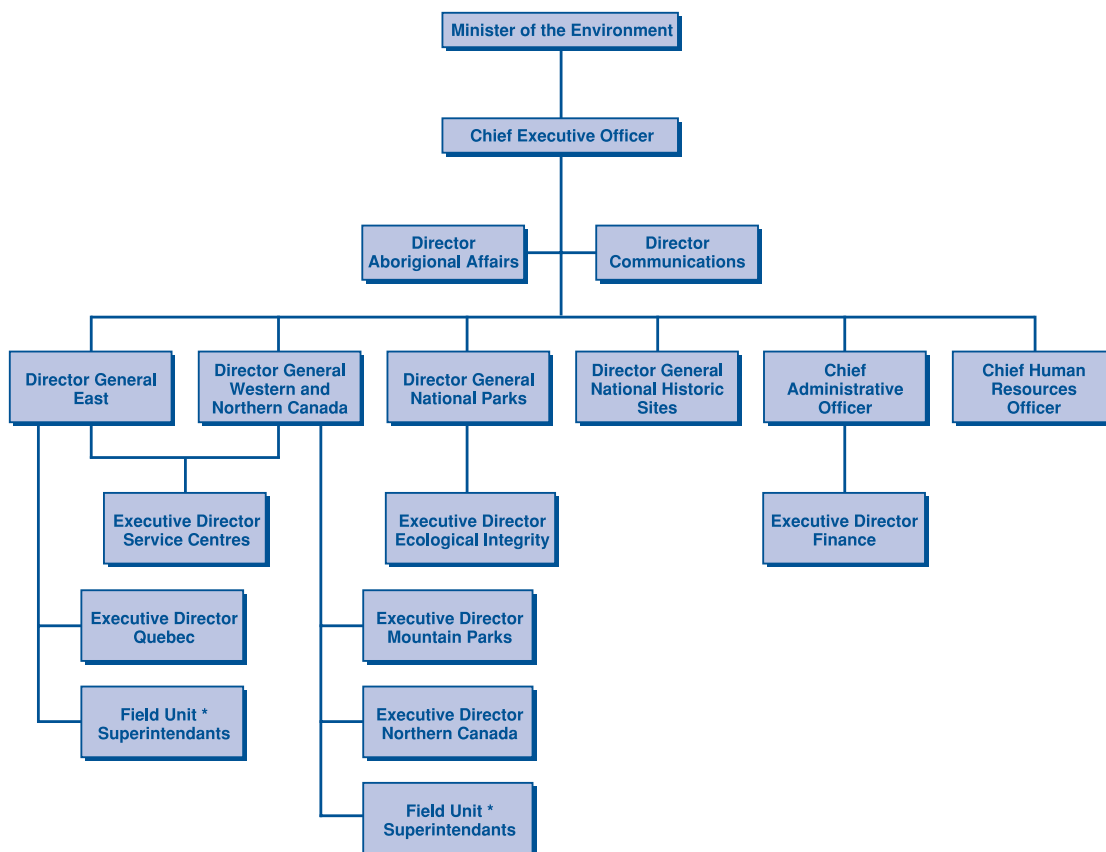
- Serving jointly with the Canadian Conservation Institute as the representative to the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM).

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

Organizational Structure

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

Parks Canada Organizational Chart



* For business planning purposes FUSs report to CEO

Challenges and Opportunities

Natural Heritage: National parks and national marine conservation areas protect representative areas of Canada's natural heritage for future generations. These natural regions have intrinsic value for their beauty and are part of what defines Canadians and represents Canada to the world. They also serve as repositories of Canada's plant and animal heritage including 50% of the endangered species in Canada and they contribute to air quality and clean water.

Key Challenges

- Establishing and Protecting Natural and Cultural Heritage
- Building Public Support
- Enhancing Visitor Experience and Visitor Education
- Connecting with First Peoples
- Asset Conditions

Pristine examples of natural regions in Canada are disappearing, particularly in the south where most Canadians live. There are risks that some representative examples of natural regions will disappear before they can be protected and that costs for completing Canada's system of national parks will continue to escalate. For example, in 1998 almost seven per cent of Canada or 174 million acres was staked with raw mineral claims and the start of the 21st century saw one acre of Canada's forests logged every 13 seconds. The Government introduced an Action Plan to Protect Canada's Natural Heritage in 2002 and the 2003 federal budget provided resources for its implementation. The plan commits to the creation of ten new national parks and five new national marine conservation areas and

to expanding three existing national parks by March 2008. Establishing these parks including the identification of areas for protection, negotiation of agreements, purchase of land and ensuring ongoing operations is a key challenge for Parks Canada. It requires the consent, support and co-operation of other levels of government, Aboriginal peoples and a variety of local and regional businesses and community interests.

2003-2004 was the first full year of funding under the Action Plan. Achievements were impressive, including the creation of the first new national parks in the 21st century (e.g., Gulf Islands National Park Reserve of Canada, Ukkusiksalik National Park of Canada).

Cultural Heritage: As is the case for national parks, development also threatens built heritage in Canada. Twenty per cent of Canada's historic places have been lost since the 1970s. The Auditor General of Canada (November 2003) concluded that tangible cultural heritage under the protection of the federal government is threatened or at risk and that several measures are required to prevent the loss of this heritage. As noted by the Auditor General of Canada, Parks Canada's studies have shown that about two thirds of the Agency's built heritage assets are in poor or fair condition. In Parks Canada's view unless an enduring solution is found, the deterioration of cultural assets will lead to the closure of facilities or the permanent loss of national treasures.

Parks Canada continues to work with a variety of partners including the Historic Sites and Monuments Board of Canada, representatives of women, Aboriginal and ethnocultural communities, all ten provinces and three territories, the Federation of Canadian Municipalities, the Heritage Canada Foundation, Canadian Heritage and

others to designate, register and classify significant cultural resources and protect and maintain these resources where possible. While good progress has been made in enhancing the commemoration of under represented groups, this remains a key challenge.

Building Public Support: The demographics of the Canadian population continue to evolve and 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 faced by Parks Canada. Parks Canada continues to have a strong and immediate connection to many Canadians through cooperative associations, its volunteer program, the Minister's Round Table (www.pc.gc.ca/agen/trm-mrt/2003/table6_e.asp), and its national program to bring Parks Canada content to school classrooms across the country.

Enhancing Visitor Experience, and

Education: Visitors to Parks Canada heritage places continue to report high levels of satisfaction and rate the quality of service in national parks among the best of all federal government services. However, future visitor service will be jeopardized without significant new investment in our visitor facilities. Parks Canada is investing to improve interpretation and learning and to provide nature-based learning opportunities. It is also piloting a system for campground registration on-line (www.pccamping.ca) and providing more material on its Web site (i.e., 40,000 images from our National Photo Collection (www.pc.gc.ca/apps/dmm/index_e.asp);

access to a Research and Collection Permit System (www.pc.gc.ca/apps/RPS/page1_e.asp) to facilitate the conducting of research in Canada's national parks or national park reserves and national marine conservation areas or national marine conservation area reserves). Parks Canada will continue to invest in education services supplemented by partnerships with the tourism industry and non-governmental environmental organizations.

Connecting With First Peoples: A key priority over the next ten years is improving our focus on First Peoples. The establishment and preservation of a large number of heritage areas are only possible 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.

Asset Conditions: The most fundamental operational issue facing Parks Canada concerns the condition of its assets. Parks Canada manages cultural resources representing the history of Canada, contemporary assets supporting the delivery of quality visitor experiences, highways and waterways that provide vital public transport and water shed management, and town site infrastructure providing clean water 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. Parks Canada is conducting a review of all assets to determine which are critical to providing service to Canadians – while keeping in mind the need to fund new facilities that meet the needs of an evolving population. The Agency is seeking advice from a range of partners, stakeholders and Canadians and will look at a revised fee schedule where potential fee increases would be completely reinvested in upgrading Parks Canada facilities.



SECTION 2: PERFORMANCE AGAINST PLAN

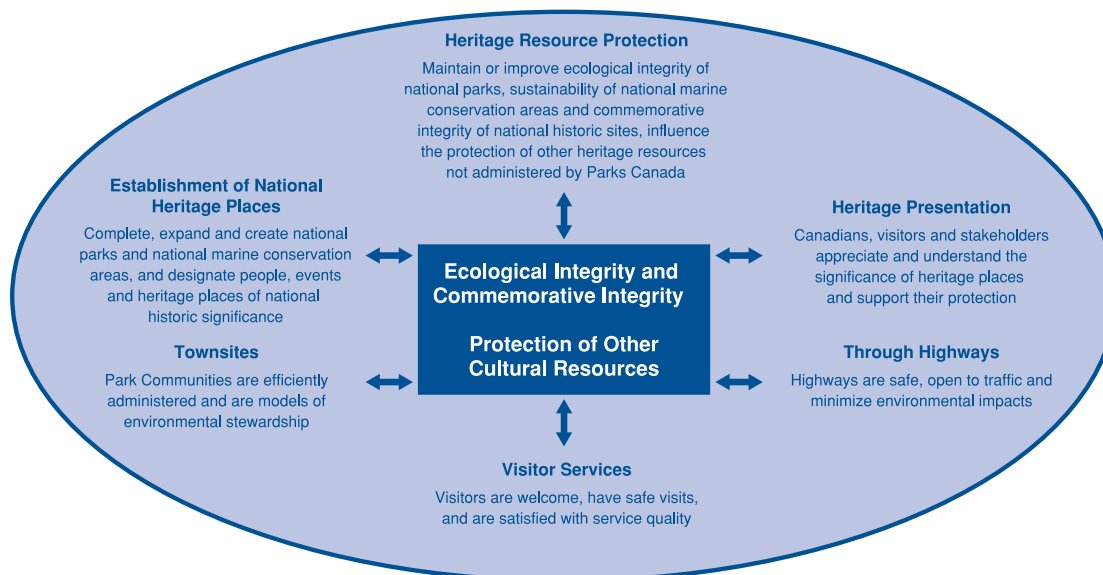
How We Plan and Report

In 2003-2004, Parks Canada undertook a significant review of its planned results and performance targets. As a result, the Agency deleted, added to or modified a number of objectives (planned results) and targets (performance expectations) associated with each program area. These changes are reflected in the Agency's 2004-2005 to 2008-2009 Corporate Plan (www.pc.gc.ca). The new structure provides a more comprehensive and results-oriented picture of the Agency's programming and objectives, and forms the

basis of this report.¹ The major programs and their interrelationships are shown in Figure 1.

The revised planned results and performance expectations are shown in Figure 2 along with the operating and capital expenditures by each results area. Revenues are shown for two areas (i.e., Visitor Services and Townsites) where they can be attributed. Parks Canada has additional revenue not attributed to a specific results area. More details on expenditures by major program area are reported at the beginning of each of the service lines. Expenditure figures

Figure 1: Parks Canada Major Programs and Accountabilities



referred to throughout the report are based on accrual-based accounting. Detailed financial statements according to both accrual and modified cash-based accounting appear at the end of the report.

Figure 2 also summarizes progress made against each of the new planned results/performance expectations during the year and rates these as “on target”, “reasonable progress” or “caution”. On target means that performance has met the target levels set by Parks Canada, 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 falls 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.

Results for Canadians

In summary, Parks Canada is making reasonable progress in the establishment/designation of heritage places, although there are a few areas (i.e., designations of places, persons and events) where performance has been slightly but consistently below the Agency’s targets. Lack of resources to fully implement the government’s targets for establishment of national parks and marine conservation areas also remains a concern.

The state of ecological integrity is moderate to high in most national parks, based on a limited sample of measures. 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, but more work and significant investment are still required if the Agency is to meet its targets.

The condition of national historic sites managed by Parks Canada is a concern, with 49% of the sites assessed over the last three years being rated poor on at least one of the three aspects of commemorative integrity. As noted in previous annual reports, two-thirds of Parks Canada’s built cultural resources are rated as being in fair or poor condition. Parks Canada lacks the resources to adequately document the condition of many other cultural resources under its control and to invest in the maintenance or restoration of these resources.

Parks Canada facilities continue to attract millions of visits each year. Visitor satisfaction and enjoyment of these heritage places remain high, as do ratings of the quality of service offered in national parks. However, these levels may not be sustainable in the long term given the deteriorating condition of many contemporary assets. By and large, visitors have safe visits, with most risk associated with participation in activities such as skiing and climbing in the backcountry. 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 historic sites and in most national parks.

Figure 2: 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				
Service Line Operating Capital Revenue	Establishment of National Heritage Places \$16.6M \$5.3M				Heritage Resource Protection \$164.3M \$16.6M
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 and increase the percentage of land holdings in three unfinished national parks by March 2008.	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: Two new terrestrial regions were represented in 2003-2004. An agreement-in-principle was negotiated for a proposed marine conservation area. Two Memorandums of Understanding were signed with provincial governments, advancing work in two terrestrial regions and two marine regions. Three new feasibility studies were either announced or undertaken. Funding to complete the planned expansion of the systems remains a concern.	Reasonable progress: Negotiations to expand one national park significantly advanced, and a Memorandum of Understanding to expand a second was signed. Twenty hectares acquired for Bruce Peninsula National Park of Canada.	Caution: Number of designations averaged 24 per year over the last four years, three below the target of 27. The number of designations related to Parks Canada's strategic priorities (aboriginal, ethno-cultural and women's history) averaged nine per year, two below the target value of 11. Parks Canada is meeting its target of 30 commemorative plaques placed per year.	Reasonable Progress: In creating the Canadian Register of Historic Places, 11 designations of federal heritage buildings prepared, designation of two heritage rivers, no new designations of heritage railway stations or commemoration of Prime Ministers' Grave Sites.	Reasonable Progress : In producing up to date park management plans by 2010, and in developing a complete ecological integrity monitoring and reporting framework. Have met target on two Environmental Management System priorities but have not met targets for three others (i.e., storage tanks, 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 conclude that aspects of the state of ecological integrity of national parks are improving.

Figure 2: 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					
Heritage Resource Protection		Heritage Presentation	Visitor Services	Townsites	Through Highways
		\$56.8M \$7.0M	\$150.4M \$20.2M \$20.7M	\$7.9M \$7.9M \$2.0M	\$24.0M \$10.2M
Maintain or improve 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.
Insufficient Information: 49% of national historic sites assessed in the last three years have at least one element of their commemorative integrity rated as poor. Information is lacking on actions taken to address these problems. Information is also lacking on the condition of many other cultural resources managed by the Agency. There are insufficient resources to address all the requirements for recapitalization of cultural resources.	On target: Parks Canada continues to provide advice, guidance and financial contributions to improve the condition of a small number of heritage resources it does not administer. The extent of Parks Canada efforts in this area is limited. Parks Canada is developing information on the extent other owners of national historic sites are aware of CI and have access to information on best practices.	Caution: Parks Canada is meeting its target for overall on-site satisfaction with heritage presentation programming but only half of national historic sites and less than 10% of participating national parks over the last four years have met newly established targets for visitor understanding. Parks Canada is in the process of developing its indicators of Canadian and stakeholder appreciation, and support.	On Target: In most locations visitor satisfaction targets are met. The number of estimated public safety incidents is reasonably low. Parks Canada will continue work to improve its measures and benchmarks for this data.	On target: Cost recovery goals for townsites are met. Some progress has been made in developing systems for measuring the environmental impacts of park communities. Additional investment is required for all town sites to meet Parks Canada's standards.	Caution: Highways remain open to through traffic but the need for continued emergency funding to manage the condition of the assets continues to be a significant concern. A framework to report on environmental effects of highways will be finalized by March 2005. Insufficient information to report on safety incidents.



ESTABLISHMENT OF NATIONAL HERITAGE PLACES

Description and Expenditure

This service line covers system planning, negotiating with stakeholders, establishing national parks, national historic sites and national marine conservation areas of Canada,

negotiating with stakeholders for inclusion in the national systems, obtaining ministerial approval and establishing new heritage places. Expenditures for the service line were:

(In thousands of dollars)		2003-2004	2002-2003
Operating (not including amortization)	Salary	8,597	8,522
	Other	8,067	5,614
	Total	16,664	14,136
Capital		5,370	5,005
Grand Total		22,034	19,141

This service line represented 3% of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2003-2004 include \$3.3M for work on the HMCS *Haida* National Historic Site of Canada,

\$0.47M for work on the Coastal British Columbia parking lot improvement project and \$0.42M for the Grasslands National Park of Canada land acquisition project.

Planned Results	Performance Expectations	Status
Create national parks and national marine conservation areas in unrepresented regions.	<ul style="list-style-type: none"> 34 of 39 terrestrial regions and eight of the 29 marine regions are represented by March 2008. 	<p>Reasonable Progress: Two terrestrial regions were represented in 2003-2004. An agreement-in-principle was negotiated for a proposed marine conservation area. Two Memorandums of Understanding were signed with provincial governments, advancing work in two terrestrial regions and two marine regions. Three new feasibility studies were either announced or undertaken.</p>
Complete or expand some existing parks.	<ul style="list-style-type: none"> Expand three national parks and increase the percentage of land holdings in three unfinished national parks by March 2008. 	<p>Reasonable progress: Negotiations to expand one national park significantly advanced, and a Memorandum of Understanding to expand a second was signed. Twenty hectares were acquired for Bruce Peninsula National Park of Canada.</p>
Designate and commemorate places, persons and events of national historic significance, particularly in under-represented priority areas.	<ul style="list-style-type: none"> 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. 	<p>Caution: The number of designations has averaged 24 per year over the last four years, three below the target of 27. The number related to the strategic priority areas has averaged nine per year, two below the target of 11.</p> <p>On target: An average of 30.5 plaques have been unveiled each year since 2000-2001.</p>
Designate other heritage places	<ul style="list-style-type: none"> Heritage programs meet their registration or designation targets. 	<p>Reasonable Progress: Making reasonable progress in implementing the Canadian Register of Historic Places, designation of 11 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.</p>

Initiatives and Achievements

Establishment of National Parks and National Park Reserves of Canada

The National Parks System Plan (1997) guides completion of the national parks system. 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 a 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 reserve² by March 2008. The current level of funding is insufficient to meet this target. Parks Canada will continue negotiations and conclude as many agreements as possible within approved funding levels.

There are five steps in park establishment: step 1 is the identification of potential park areas within a natural region; step 2 is the selection of a park area proposal; step 3 is a detailed feasibility assessment of a particular park proposal; step 4 is the negotiation of a park agreement; and step 5 is the listing of the park or reserve under the *Canada National Parks Act*). (See Appendix 1, point 1 for detail on the steps in park establishment.)

Figure 3 shows the complete system of natural regions as well as the existing national parks, national park reserves and regions with interim protection (i.e., a region with lands withdrawn from other uses pending the negotiation and signing of a new park agreement) and areas of interest (i.e., an area that is representative of the natural region and has been selected for a new 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) and six operating parks and reserves are not yet proclaimed under the Act.

Figure 4 summarizes the progress on completing the national park system in the 14 regions that were not represented at the start of the reporting period. More detail on each unrepresented area is found in the 2001 *State of Protected Heritage Areas Report* (www.pc.gc.ca). During 2003-2004, a new national park, Ukkusiksalik National Park of Canada, and a new national park reserve, Gulf Islands National Park Reserve of Canada, were established and the number of regions represented in the system grew from 25 to 27 (69% of the regions). Together, these new national parks add 20,592.4 square kilometres to the national parks system so that it now covers almost 265,000 square kilometres or 2.9% of Canada's total land mass.

Figure 3: Natural Regions and National Parks of Canada

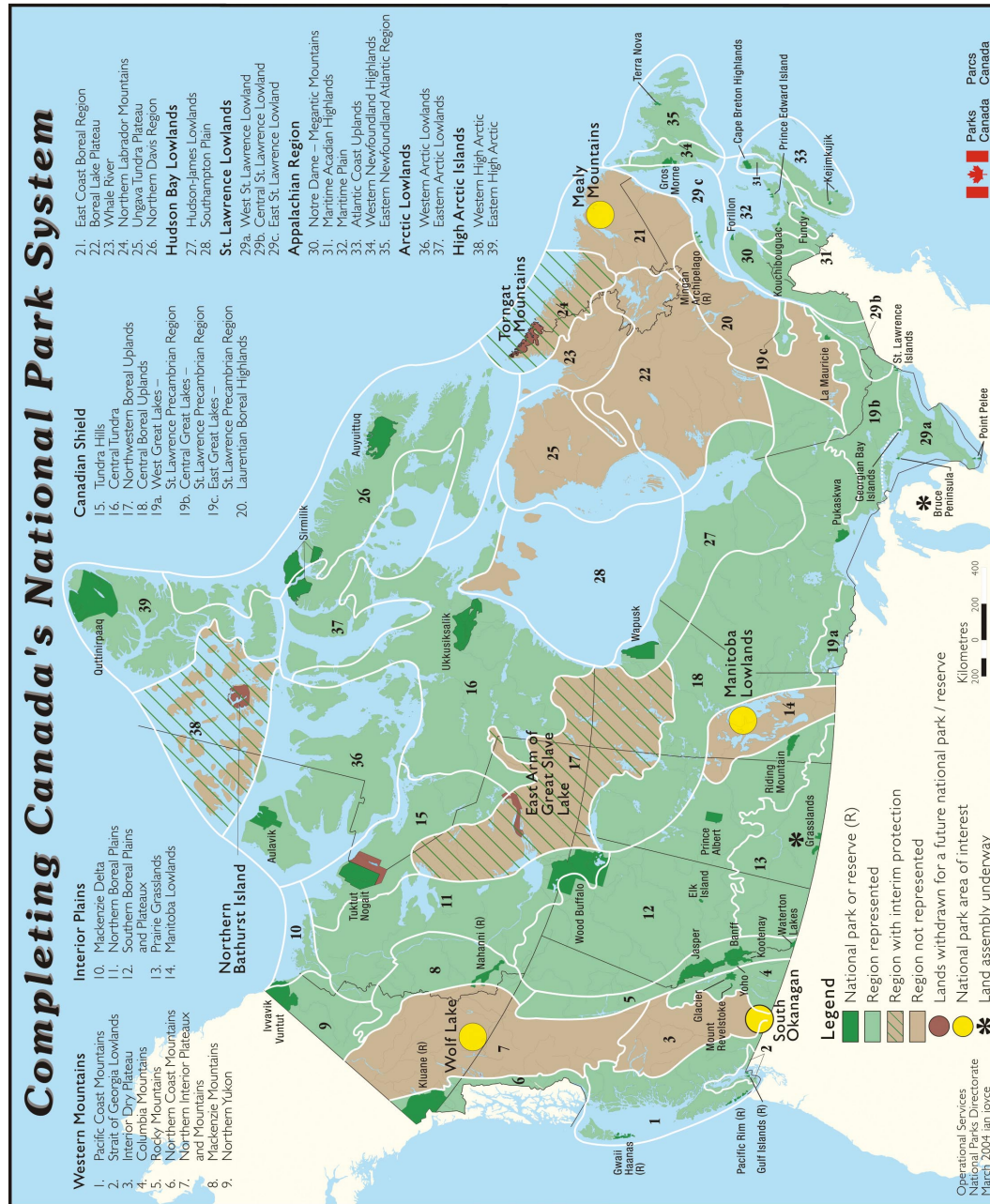
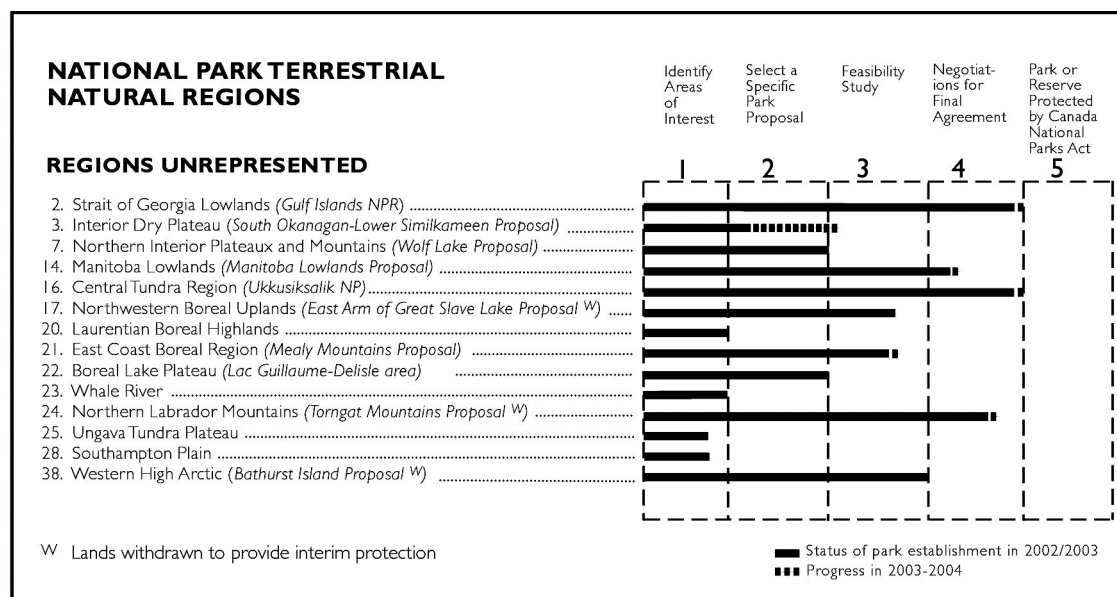


Figure 4: Progress on Establishing National Parks In 14 Unrepresented Regions (2003-2004)


Region	Current Step and Progress
2: Strait of Georgia Lowlands Southern Gulf Islands	Step 4: Negotiations Gulf Islands National Park Reserve of Canada was established in May 2003 as the result of an agreement between Canada and British Columbia, and at year-end, the park consisted of 34.4 km ² over 15 islands. This agreement includes provisions to acquire more land within a core area of the southern Gulf Islands. Canada's 40 th national park protects nationally significant landscapes and endangered species within one of Canada's most biologically diverse and developed regions.
3: Interior Dry Plateau South Okanagan – Lower Similkameen	Step 3: Canada – BC MOU signed / Feasibility Study In 2003-2004, the South Okanagan – Lower Similkameen area was selected as the candidate site to represent Natural Region 3. Work commenced on a study to assess the feasibility of this proposed national park following the signing of the Canada – BC Memorandum of Understanding. Initial discussions with stakeholders were held to explain the process of assessing the feasibility of a national park reserve, and to confirm the next steps in the feasibility study stage.
7: Northern Interior Plateaux & Mountains Wolf Lake	Step 2: Park Proposal Selection Under the action plan to create ten new national parks, Parks Canada is to confirm a candidate site in this natural region, and then commence a feasibility study. 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 and community representatives, a study will not commence. Work in this region has been at the site selection stage for several years.

Region	Current Step and Progress
14: Manitoba Lowlands Manitoba Lowlands Proposal	Step 4: Canada – Manitoba MOU / Consultations The Memorandum of Understanding signed in March 2004 renewed the commitment of Canada and Manitoba to negotiate a national park establishment agreement by May 2005. It includes a boundary proposal to improve the representation of the natural region, and the ecological integrity of the proposed national park. Under the MOU, both governments will consult the public, including affected Aboriginal and local communities, on the boundary proposal. Issues related to a final park boundary and community consultations have prevented Parks Canada and Manitoba from concluding a park establishment agreement for several years.
16: Central Tundra Region Ukkusiksalik	Step 4: Negotiations Ukkusiksalik National Park of Canada was established in August 2003 as Canada's 41 st national park with the signing of an Inuit Impact and Benefit Agreement between the Government of Canada, the Kivalliq Inuit Association and the Government of Nunavut. This national park was first identified as a candidate site in 1978, but work was delayed at the request of numerous local communities until Canada and the Inuit had concluded a land claims agreement, which was reached in 1993. The park protects virtually an entire Arctic watershed and a wide range of wildlife.
17: Northwestern Boreal Uplands (East Arm of Great Slave Lake proposal)	Step 3: Feasibility Study The Lutsel K'e Dene First Nation hosted Parks Canada's CEO and several staff at their annual spiritual gathering at the mouth of the Lockhart River in August 2003. The open exchange of ideas and visions for the area led to much progress on this proposal, which had been stalled for more than 30 years. The community will examine first-hand how other First Nations are working with Parks Canada in co-operative relationships that emphasize government's respect for traditional activities while providing enduring employment and other economic benefits.
21: East Coast Boreal Region Mealy Mountains proposal	Step 3: Feasibility Study A first round of public consultations was undertaken, including presentations and public involvement sessions, with local communities, aboriginal groups, municipal councils and other stakeholders. Data was gathered for mapping natural resources and land use. Parks Canada participated in the environmental assessment process for the proposed Trans Labrador Highway. This was the third year of the feasibility study.
24: Northern Labrador Mountains Torngat Mountains proposal – W*	Step 4: Negotiations Negotiators for Parks Canada and the Labrador Inuit Association initialled a Park Impacts and Benefits Agreement for the proposed Torngat Mountains National Park Reserve. Parks Canada and the Government of Newfoundland and Labrador continued negotiations on a Land Transfer Agreement. Negotiations for this park proposal have progressed over the last three years as part of the Labrador Inuit Land Claims Agreement process.

* Withdrawal of lands

Region	Current Step and Progress
38. Western High Arctic Bathurst Island proposal – W*	Step 3: Feasibility Study Meetings were held with the community of Resolute, the regional Inuit association, and the Department of Indian and Northern Affairs to discuss a revised boundary proposal and to extend the land withdrawal, due to expire in October 2004, under the <i>Territorial Lands Act</i> . With the feasibility study complete, Parks Canada expects to open negotiations with the Inuit.

In 2003-2004 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; the Agency is not focusing resources on this area. Furthermore, there is no funding under the government's action plan for achieving a national park in these regions.

* Withdrawal of lands

Figure 5, shows the status of four regions (18, 27, 29, and 34) represented by operating national parks not currently proclaimed under

the *Canadian National Parks Act*. There was no change in 2003-2004.

**Figure 5: Status of Four Operating National Parks
Not Proclaimed in *Canadian National Parks Act* (2003-2004)**

Region	Status
34 and 27	Gros Morne and Wapusk National Parks of Canada are listed in Schedule 1 of the Act but have not yet been proclaimed, pending agreement on the regulations to manage traditional renewable resource harvesting activities. During 2003-2004, regulations for Gros Morne were nearing completion. Regulations for Wapusk are more complex and will take longer to complete.
18 and 29	Pukaskwa and Bruce Peninsula National Parks of Canada were not included in the <i>Canada National Parks Act</i> due to unresolved Aboriginal issues that continue to be the subject of discussions. The status of these national parks did not change in 2003-2004.

National Park Completion and Extension

Parks Canada is seeking to potentially expand the size of three national parks. It is also involved in an ongoing process of completing three existing national parks through land acquisition within agreed-upon boundaries. Acquiring additional land either inside or outside current park boundaries can serve to both complete the representation of a natural region and enhance the ecological integrity of a national park. Parks Canada plans to

Performance Expectation

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

complete the park expansions by March 2008, but land acquisition within the three established parks is dependent on willing sellers and will continue well beyond 2008.

Progress on proposals to expand three existing national parks is summarized in Figure 6.

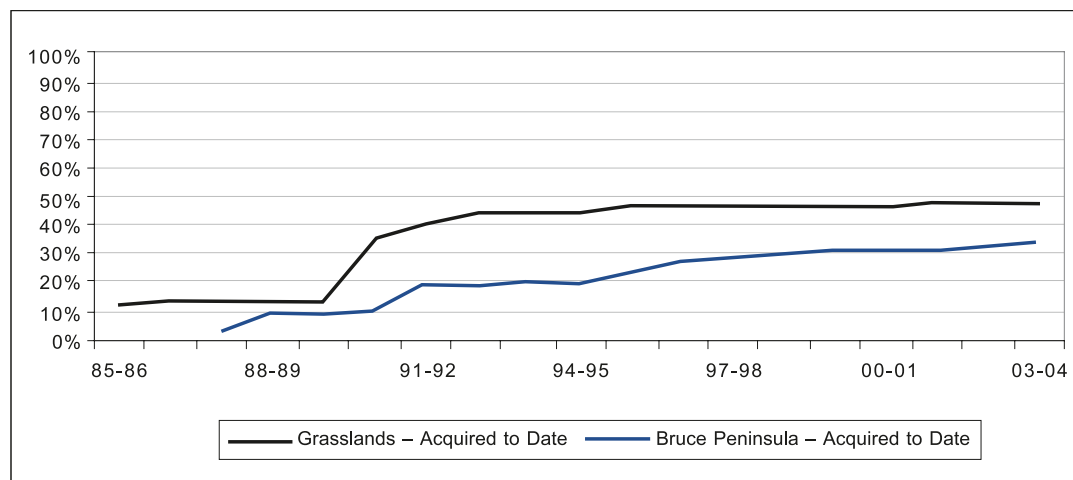
Figure 6: Progress on Proposals to Expand Three Existing National Parks

Region	Progress
8: Mackenzie Mountains –W*	Nahanni National Park Reserve of Canada An interim land withdrawal, including most of the lands considered for an expanded park, is in place pending final decisions with respect to lands in the Deh Cho region. As well, Parks Canada and the Sahtu Dene and Metis held discussions related to that part of the Nahanni watershed that falls within their region.
15: Tundra Hills	Tuktut Nogait National Park of Canada – Sahtu sector 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. This will add another 1,850 square kilometres to the park.
5: Rocky Mountains	Flathead Valley proposal – expansion of Waterton Lakes National Park of Canada Canada is interested in adding parts of the Flathead River Valley, in southeast British Columbia, to Waterton Lakes National Park of Canada. However, during negotiation of the 2003 Canada – British Columbia MOU, the provincial government did not support a feasibility study and therefore no work was done. Should the province agree, Canada remains interested in proceeding with this study.

* Withdrawal of lands

Parks Canada has been advancing land acquisition within the boundaries of Bruce Peninsula National Park of Canada in Ontario and Grasslands National Park of Canada in Saskatchewan for some years in accordance with signed park establishment agreements. Figure 7 shows the percentage of land within each park that has already been acquired. During 2003-2004, 20 hectares were added to Bruce Peninsula National Park of Canada (32.5% complete). No lands were acquired in Grasslands National Park of Canada (48% complete³).

As noted above, the newly established Gulf Islands National Park Reserve of Canada (Region 2) was established with a base of 33.3 km² spread over 15 islands. Land acquisition related to this park will be reported on in future reports.

Figure 7: Percentage of Land Acquired in Two National Parks of Canada

Establishment of National Marine Conservation Areas and Reserves of Canada

The *Canada National Marine Conservation Areas Act*, enacted on June 13, 2002, sets out a framework for the establishment and management of a system of national marine conservation areas.⁴ A system plan, entitled *Sea to Sea* (www.pc.gc.ca/progs/amnc-nmca/default.asp), divides Canada's oceanic waters and Great Lakes into 29 marine natural regions. Parks Canada's goal is to represent each region with a national marine conservation area.

The National Marine Conservation Areas program is still young. The two operational sites represent two of the 29 marine natural regions (7%) and cover 1,251 square kilometres. The Saguenay–St. Lawrence Marine Park in Quebec (Atlantic Marine Region 5) is managed under its own legislation with 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 park but did not transfer the lake bed to the federal

government. The park is managed by Parks Canada under an approved management plan and through delegated authorities from the Province of Ontario. 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 8.

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, the current level of funding is insufficient to meet this expectation. Progress toward achieving the expectation is summarized in Figure 9. (See Appendix 1, point 2 for more detail on establishment of NMCAs.)

Figure 8: Marine Natural Regions and National Marine Conservation Areas

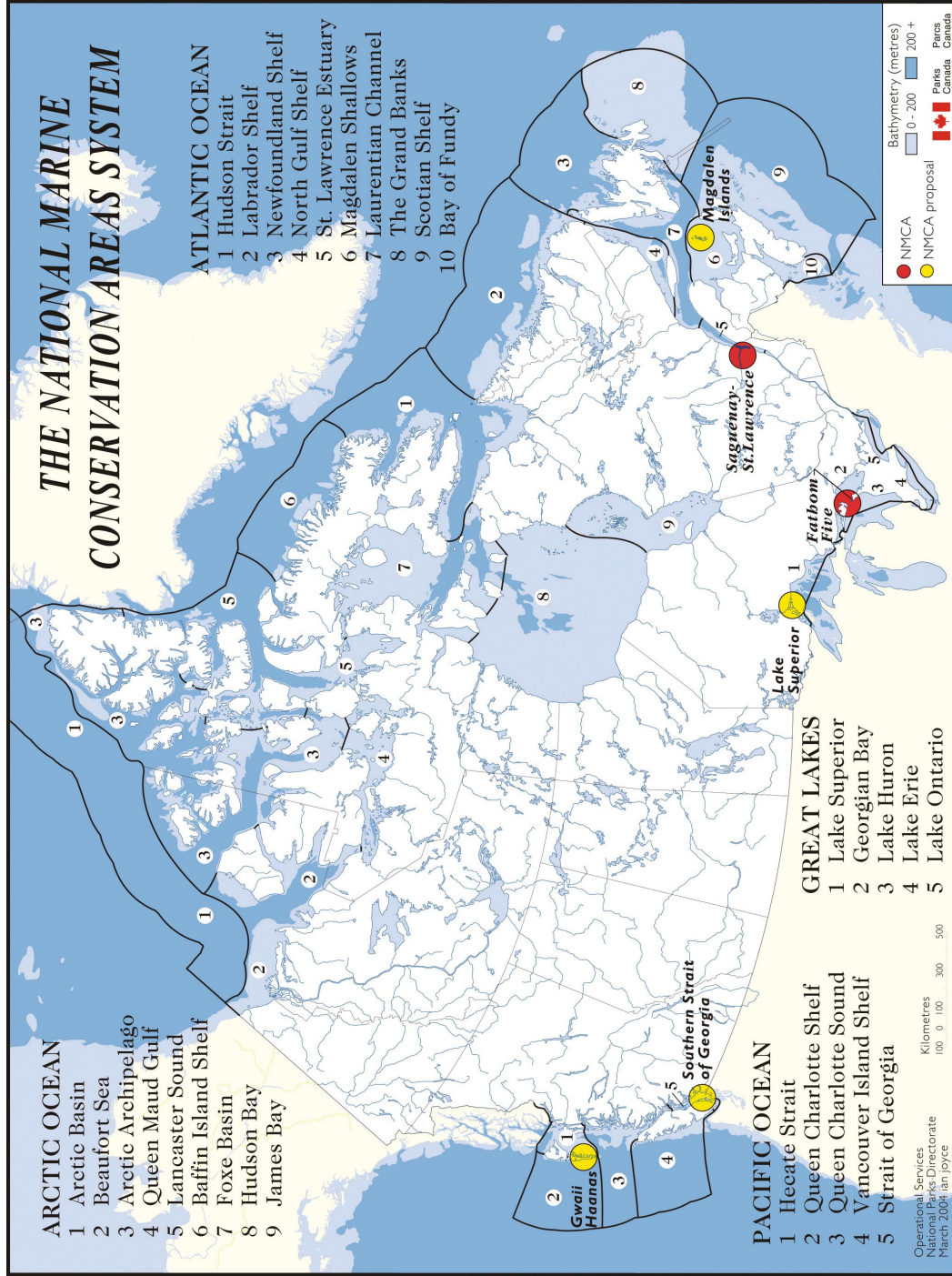
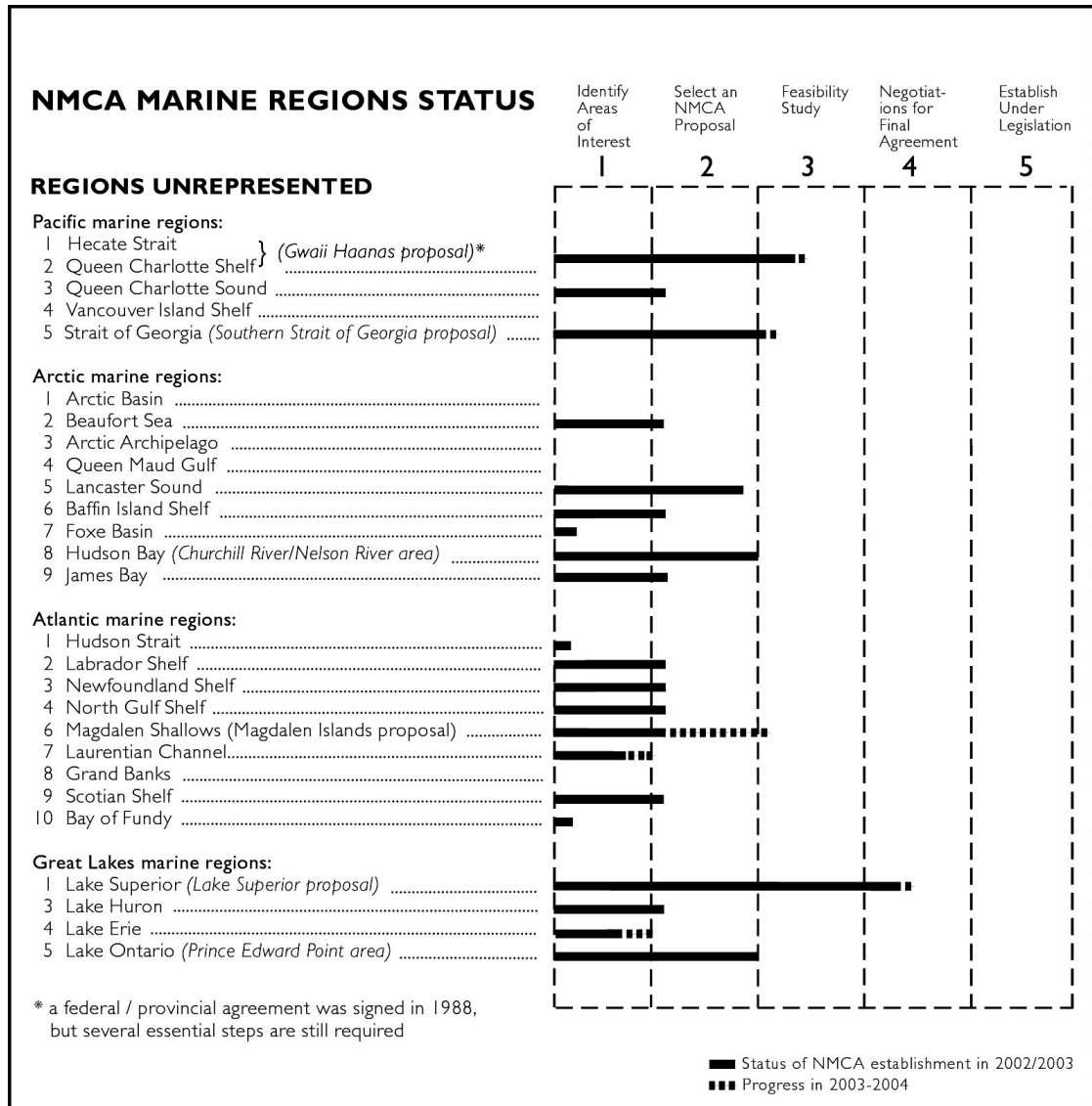


Figure 9: Progress in Establishing NMCA's System in Unrepresented Regions (2003-2004)



Region	Current Step and Progress
Great Lakes 1: Lake Superior	Step 4: Negotiation Negotiation of an agreement-in-principle between Canada and Ontario for the proposed national marine conservation area in western Lake Superior was completed. Once signed, this agreement-in-principle will guide remaining work toward establishing this marine conservation area. The final NMCA will be one of the largest freshwater marine protected areas in the world.
Pacific 1 and 2: Hecate Strait and Queen Charlotte Shelf Gwaii Haanas	Step 3: Feasibility Study The 1988 federal-provincial agreement to establish Gwaii Haanas National Park Reserve of Canada also committed to the establishment of a national marine conservation area reserve to represent Pacific marine regions 1 and 2. The Canada-BC memorandum of understanding confirmed the launch of consultations on an interim management plan. Negotiations with the Haida Nation and a fisheries management plan are still required to move to step 4.
Pacific 5: Strait of Georgia Southern Strait of Georgia	Step 3: Feasibility Study The national park establishment agreement for the Gulf Islands included a federal-provincial commitment for a NMCA feasibility study in the waters off the national park in the Southern Strait of Georgia. The Canada – BC memorandum of understanding confirmed the launch of the study and the steps to be taken. Work planning for the feasibility study of the Strait of Georgia marine proposal was undertaken, and contact was initiated with a number of the many stakeholders and First Nations.
Atlantic 6: Magdalen Shallows Magdalen Islands	Step 3: Feasibility Study In March 2004, Parks Canada announced a NMCA feasibility study for the area adjacent to the Magdalen Islands, Quebec – the fourth marine proposal under the Action Plan. The announcement was made possible because of strong support from the local community, which first approached Parks Canada. Previous studies had confirmed the area's suitability as a potential site to represent Magdalen Shallows marine region.
Atlantic 7: Laurentian Channel	Step 1: Identify Areas of Interest In September 2003, a field study of the Laurentian Channel marine region was undertaken. The five marine areas identified in the 1996 regional analysis report (Cabot Strait, South Coast Fjords, Cowhead/Bay of Islands, Strait of Belle Isle and Anticosti/Gaspé) were confirmed as representative marine areas. The preferred candidate to represent the region will be selected from amongst these sites.
Great Lakes 4: Lake Erie	Step 1: Identify Areas of Interest In August 2003, a field study of the Lake Erie marine region was undertaken. The three marine areas identified in the 1997 regional analysis report (Point Pelee/Pelee Island, Rondeau Point and Long Point) were confirmed as representative marine areas. The preferred candidate to represent the region will be selected from amongst these sites.

In 2003-2004, no progress was made in the other 20 unrepresented regions since Parks Canada has limited capacity to advance marine conservation areas proposals in these areas.

Enhancing the System of National Historic Sites of Canada

The *National Historic Sites of Canada System Plan* (October 2000) presents a long-term strategy to address the need to enhance the system of commemoration of places, persons, and events that have shaped our history (www.pc.gc.ca). The Plan identifies the history of Aboriginal peoples, ethnocultural communities and women 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 those subjects that represent nationally significant aspects of Canadian history; and the Minister of the Environment, who designates places, persons and events of national historic significance.

Designations: The major steps in designation are summarized in Figure 10 along with relevant performance information.

Figure 10: Steps in Designation of Places, Persons and Events as Being of National Historical Significance

Step and Process	Performance Information
<p>Nominations: Parks Canada plays a role in the nomination process through the development and promotion of the <i>National Historic Sites of Canada System Plan</i>, and by 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 system plan framework studies. By hosting workshops and meetings, Parks Canada also provides support to build the capacity of Aboriginal and ethnocultural communities 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 (on average 1,500 per year).</p>	<p>In 2003-2004, Parks Canada received 62⁵ nominations (compared to 65, 47, and 67 respectively in each of the three preceding years) with a majority of nominations (i.e., 50) from the public. Eighty eight per cent of all nominations have been received from the public over the last four years.</p> <p>Thirty-one 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 (i.e., 26 in 2003-2004).</p>
<p>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 Appendix 1, point 3.)</p>	<p>In the last four years, Parks Canada prepared 152⁶ submission reports for the Board (34 in 2003-2004) of which 38% concerned strategic priorities.</p>

**Figure 10: Steps in Designation of Places, Persons
and Events as Being of National Historical Significance (cont'd)**

Step and Process	Performance Information
<p>Recommendations for Designations: Recommendations 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.</p>	<p>In the last four years, the Board has recommended designations for 57% of the submissions it has reviewed (13 recommendations in 2003-2004⁷ of 21 submissions reviewed). The Board impartially looks at each submission on its own merit and, therefore, is no more likely to recommend designations for submissions related to the strategic priorities than those related to other areas.</p>
<p>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. This process takes approximately six months to complete. The Minister may approve or reject the Board's recommendations.</p>	<p>In 2003-2004, the Minister made 24 designations resulting in a total of 1,849 designations by March 2004. Nine of the new designations relate to the strategic priorities (two aboriginal peoples, two ethnocultural communities and five women, see Appendix 1, point 4 for detailed list).</p> <p>Over the last four years, the Minister made 96 designations or an average of 24 per year, which is slightly below the target. There have been 35 designations relating to the three strategic priorities within the same time period, again below the target average of 11 per year. Between April 2000 and March 2004, the percentage of all designations represented by strategic priorities grew by less than 1%.</p>

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.

Figure 11 summarizes the relevant information for the reporting period and for the three preceding fiscal years.

Figure 11: Designations Relating to Strategic and Non-Strategic Priorities (2000-2004)

	2003-2004		2002-2003		2001-2002		2000-2001	
	All Designations	Strategic priorities	All Designations	Strategic priorities	All Designations	Strategic priorities	All Designations	Strategic priorities
Balance at Beginning of Year	1,823	346	1,799	334	1,775	326	1,754	320
# of designations	24	9	27	12	24	8	21	6
Net Adjustments ⁸	2		-3					
Balance at End of Year	1,849*	355**	1,823	346	1,799	334	1,775	326

*904 places, 588 persons and 357 events of national historic significance.

**161 places, 112 persons and 82 events of national historic significance.

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 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 2004, a total of 1,469 commemorative plaques had been placed. Figure 12 shows the number of commemorative plaques placed in each of the last four years.

Since April 2000, 122 plaques have been unveiled, or, on average, 30.5 per year over the last four years. The vast majority of the plaques (120) are placed within Canada. As of March 2004, a plaque unveiling ceremony had yet to be held to commemorate 403⁹ designations. This backlog is due in part to the large number of designations that resulted from the thematic studies undertaken by Parks Canada in the 1970s through to the 1990s. The problem is further exacerbated by the reduction of financial and human resources dedicated to the national plaques program and by the increased complexity in procedures and processes for preparing and approving plaque inscriptions. A draft strategy was developed in 2003-2004 to address the backlog.

Figure 12: Number of Commemorative Plaques

2003-2004	2002-2003	2001-2002	2000-2001
22*	33*	24	43

*a few plaques are located outside of Canada

Parks Canada Administered National Historic Sites

One hundred and forty-nine of the 904 national historic sites across Canada, or about one in six, are administered directly by Parks Canada either wholly or in part with others. Many of the Parks Canada sites were acquired through transfer from other federal departments to Parks Canada when a property was no longer required for departmental operational purposes but was of national historical significance. A

number of sites have been acquired specifically to address thematic gaps, as identified in the previous system plan. 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 13.

Figure 13: The 149 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. Kejimikujik
25. Fort Anne
26. Scots Fort
27. Port-Royal
28. Melanson Settlement

Prince Edward Island

29. Port-la-Joye-Fort Amherst
30. Ardgowan
31. Province House
32. Dalway-by-the-Sea Hotel

New Brunswick

33. Fort Gaspareaux
34. Fort Beauséjour
35. La Coupe Dry Dock
36. Monument-LeFebvre
37. Boishébert
38. Beaubears Island Shipbuilding
39. Carleton Martello Tower
40. St. Andrews Blockhouse

Quebec

41. Battle of the Restigouche
42. Pointe-au-Père Lighthouse
43. Grosse Ile and the Irish Memorial
44. Lévis Forts
45. Saint-Louis Forts and Châteaux
46. Cartier-Brébeuf
47. Fortifications of Quebec
48. Maillou House

Quebec continued

49. Quebec Garrison Club
50. Montmorency Park
51. Louis S. St. Laurent
52. Forges du Saint-Maurice
53. Saint-Ours Canal
54. Chambly Canal
55. Fort Chambly
56. Fort Lennox
57. The Fur Trade at Lachine
58. Lachine Canal
59. Louis-Joseph Papineau
60. Sir George-Etienne Cartier
61. Battle of the Châteauguay
62. Sainte-Anne-de-Bellevue Canal
63. Sir Wilfrid Laurier
64. Coteau-du-Lac
65. Carillon Barracks
66. Carillon Canal
67. Manoir Papineau
68. Fort Témiscamingue

Ontario

69. Glengarry Cairn
70. Sir John Johnson House
71. Inverarden House
72. Battle of the Windmill
73. Fort Wellington
74. Laurier House
75. Rideau Canal
76. Merrickville Blockhouse
77. Bellevue House
78. Murney Tower
79. Shoal Tower
80. Cathcart Tower
81. Fort Henry
82. Trent-Severn Waterway
83. Peterborough Lift Lock
84. Mnjkaning Fish Weirs
85. HMCS Haida
86. Navy Island
87. Queenston Heights
88. Butler's Barracks
89. Fort George
90. Fort Mississauga
91. Mississauga Point Lighthouse
92. Battlefield of Fort George*
93. Bethune Memorial House
94. Saint-Louis Mission
95. Woodside
96. Southwold Earthworks
97. Point Clark Lighthouse
98. Fort Malden
99. Bois Blanc Island Lighthouse
100. Fort St. Joseph
101. Sault Ste. Marie Canal

Manitoba

102. York Factory
103. Prince of Wales Fort
104. Lower Fort Garry
105. St. Andrew's Rectory
106. The Forks
107. Riel House
108. Riding Mountain Park East Gate Registration Complex
109. Linear Mounds

Saskatchewan

110. Fort Espérance
111. Fort Pelly
112. Fort Livingstone
113. Motherwell Homestead
114. Batoche
115. Battle of Fish Creek
116. Fort Battleford
117. Frenchman Butte
118. Fort Walsh

Alberta

119. Frog Lake
120. First Oil Well in Western Canada
121. Bar U Ranch
122. Rocky Mountain House
123. Skoki Ski Lodge
124. Cave and Basin
125. Howse Pass
126. Banff Park Museum
127. Abbot Pass Refuge Cabin
128. Sulphur Mountain Cosmic Ray Station
129. Jasper Park Information Centre
130. Athabasca Pass
131. Yellowhead Pass
132. Jasper House
133. Henry House

British Columbia

134. Kicking Horse Pass
135. Twin Falls Tea House
136. Rogers Pass
137. Fort Langley
138. Stanley Park
139. Gulf of Georgia Cannery
140. Fisgard Lighthouse
141. Fort Rodd Hill
142. Fort St. James
143. Kitwanga Fort
144. Nan Sdins
145. Chilko Trail

Yukon Territory

146. S.S. Klondike
147. Dredge No. 4
148. Dawson Historical Complex
149. S.S. Keno

*The Battlefield of Fort George (formerly listed as an event of national historic significance) was added to the list of Parks Canada administered sites in 2003-2004 as it was determined that the battle was actually fought at the Fort.

Other Programs for Registration/Designation/Classification of Heritage Resources

Parks Canada administers and/or provides a secretariat for several programs related to the registration, designation and classification of the natural and cultural heritage of Canada. In a few cases, such as the National Program for the Grave Sites of Canadian Prime Ministers, Parks Canada is responsible for ensuring the maintenance of the grave sites. In most of these programs, some of Parks Canada's heritage assets are included as part of larger inventories of registered (Canadian Register of Historic Places), classified or recognized (Federal Heritage Buildings), or designated (Canadian Heritage Rivers, World Heritage Sites, Man and Biosphere Reserves, Heritage Railways) heritage resources. Details of each program are provided below.

National Program for the Grave Sites of Canadian Prime Ministers: Parks Canada is responsible for this program launched in February 1999 (www.pc.gc.ca). Its primary objectives are to ensure that the grave sites are conserved and recognized in a respectful and dignified manner, and to provide Canadians with information on the lives and accomplishments of each former prime minister, as well as the locations of their final resting places. Each of the 15 former prime ministers have also been designated as persons of national historic significance and the grave site of Sir John A. Macdonald has been designated as a national historic site of Canada. Dedication ceremonies for 12 prime ministers were held prior to 2003-2004. No ceremonies were held in 2003-2004. Ceremonies for the remaining three former prime ministers (Sir John Abbott, Louis S. St-Laurent and Pierre Elliott Trudeau) are pending family approval. The program is managed under the HSMBC Secretariat with one person dedicating a small

amount of time to its management. In 2003-2004, repairs to the grave site of Sir John A. Macdonald were completed at a cost of \$18,500.

Historic Places Initiative: In June 2001, the Government allocated \$24 million for the Historic Places Initiative (HPI) to create a Canadian Register of Historic Places (CRHP), develop *Standards and Guidelines for the Conservation of Historic Places in Canada*, and develop a certification process for projects seeking financial incentives through the Commercial Heritage Properties Incentives Fund (CHPIF) (www.pc.gc.ca). Under Parks Canada, the Historic Places Initiative is managed by a director with a staff of nine employees and an operating budget of \$2.1 million in 2003-2004. This section of the report summarizes the progress to date in the registration of historic places.

The Canadian Register of Historic Places is a pan-Canadian collaboration among federal, provincial and territorial governments. As of March 2004, all provincial and territorial jurisdictions had entered into contribution agreements with the Government of Canada to receive funding to support their participation in the Canadian Register of Historic Places, assist them in meeting the Register documentation standards, modify their provincial/territorial systems to enable them to transfer information to the Register, and facilitate the nomination of locally recognized historic places to the Register. The initial target is to ensure that the estimated 20,000 historic places in Canada meet the Register documentation standards and are listed on the CRHP by March 31, 2008. The Register is expected to grow at an annual rate of 2%.

Parks Canada manages the Canadian Register of Historic Places. It is responsible for preparing the Register documentation for all national historic sites (904), designated federal heritage buildings (1,274) and heritage railway stations

(166). By March 2005, Parks Canada plans to have 77% of these places listed in the Register and 100% by March 2006. As of March 2004, 15 federally managed historic places were listed in the Register (www.historicplaces.ca).

Parks Canada also reviews the documentation submitted by provincial and territorial registrars. Of the estimated 17,600 provincial and territorial listed historic places, 20% (3,520) will be listed in each of the next five years, with 100% completion anticipated by March 2009. The rate at which these targets are met will depend on the rate at which provinces and territories submit records to the Register. As of March 2004, 15 historic places from provinces and territories were listed on the Register.

Federal Heritage Buildings Program: In accordance with the *Treasury Board Heritage Building Policy*, all government departments must acquire, use and dispose of buildings in a way that protects their heritage character. Parks Canada administers this policy through the Federal Heritage Buildings Review Office (FHBRO). The office acts as a secretariat supported by a manager and two employees. It is responsible for coordinating the evaluation of buildings, submitting recommendations for designation to the Minister of the Environment, providing advice and recommendations to custodial departments and maintaining the Register of the Government of Canada Heritage Buildings (budget of \$86,000 in 2003-2004). All

evaluations of heritage buildings, as well as the review of interventions to these buildings are conducted by Public Works and Government Services Canada through an agreement with Parks Canada (\$605,000 in 2003-2004). Policy and technical training related to the protection of heritage buildings is also provided for under this agreement.

All buildings 40 years or older under government ownership must be evaluated. Each building is evaluated against criteria that measure historical association, architectural significance and the building's place within its current environment. A building may be designated either as "classified" (the higher level of significance) or as "recognized" by the Minister, or not designated. Figure 14 shows the total number of buildings in the federal inventory and the number that were evaluated and designated in each of the last two years. Parks Canada administers 40% (513) of the 1,274 designated federal heritage buildings (www.pc.gc.ca/culture/index_e.asp). A majority (75%) of the Parks Canada buildings are "recognized" and 25% are "classified."

Heritage Railway Stations: The *Heritage Railway Stations Protection Act*, proclaimed in 1990, affirms the federal Government's commitment to safeguard the heritage character of heritage railway stations under the ownership of federally regulated railway companies. Parks Canada contributes part of two positions to the

Figure 14: Number of Designated Federally Owned Buildings

	2003-2004	2002-2003
Number of Designated Buildings At Beginning of Year	1,296	1,299
Number Evaluated During Year(s)	383	637 ¹⁰
Designated Classified	0	3
Designated Recognized	11 ¹¹	27
Net Adjustments ¹²	-33	-33
Number of Designated Building At End of Year	1,274	1,296

management of the program each year. It also provides research support to the Historic Sites and Monuments Board of Canada on the stations brought forward for consideration by the board and maintains the heritage railway stations database (www.pc.gc.ca/clmhc-hsmbc). Through an agreement with Public Works and Government Services Canada (\$110,000 in 2003-2004), Parks Canada receives professional and technical advice, e.g. intervention reviews and heritage recording.

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 HSMBC. Railway stations that are more than 40 years old and owned by railway companies to which Part III of the *Canada Transportation Act* applies, are evaluated using criteria that measure historical and architectural significance, the character of the environment and the station's status within its community.

Between 1989 and 1996, 306 heritage railway stations were documented. Of these, 292 were evaluated by the HSMBC and 174 were designated. Eleven of the 14 unevaluated stations were not yet 40 years old. Three unevaluated stations were ineligible for designation as they fell under provincial jurisdiction. Eight designated stations have since been delisted, primarily due to destruction by fire or demolition, leaving 166 (57%) designated as of March 2004. Of these 166 stations, 12 are also designated as national historic sites.

Two designated stations are administered by Parks Canada: the former Via Rail station in Churchill, Manitoba, which is now used as a visitor reception centre for Prince of Wales Fort National Historic Site of Canada and Wapusk National Park of Canada, and the former CN station in Jasper, Alberta (Jasper National Park

of Canada), which now serves as the park administration office. Seventy stations have been sold to outside parties and are now protected under provincial legislation.

Canadian Heritage Rivers System: The Canadian Heritage Rivers System (CHRS) is a cooperative program of the Government of Canada, the ten provinces and three territories to give national recognition to Canada's outstanding rivers and to ensure long-term management that will conserve their natural, cultural and recreational values for the benefit and enjoyment of Canadians, now and in the future (www.chrs.ca/). The Canadian Heritage Rivers Board, comprised of members appointed by the federal, provincial and territorial governments, manages the program. Parks Canada operates a small secretariat consisting of a manager and two staff, who coordinate the day-to-day management of the program on behalf of the Board, with a budget of \$181,500. Parks Canada directly supports the work of the Board by submitting recommendations to the Minister for designation of new heritage rivers and providing technical and financial assistance to provincial and territorial governments for the preparation of studies, as well as nomination and designation documents. Specific Parks Canada activities associated with the program include coordinating the national planners meetings, conducting public consultations, monitoring the implementation of the Canadian Heritage Rivers System Charter and Strategic Plan and preparing the Annual Report and other publications.

Becoming a Canadian Heritage River is a two-step process – nomination and designation. The Minister of the Environment and the provincial/territorial Minister of the nominating government must grant formal approval of both the nomination and designation.

In 2003-2004, the Clearwater-Christina Rivers in Alberta and the Cowichan River in British Columbia were designated, bringing the total number of designated Canadian Heritage Rivers to 32 (7,573 km in total length). This reduced the number of nominated rivers from ten to eight (2,349 km). There were no new rivers nominated in 2003-04. Six of the designated rivers managed by Parks Canada are listed in Figure 15.

World Heritage Convention: The UNESCO General Conference in 1972 adopted the Convention Concerning the Protection of the World Cultural and Natural Heritage (the World Heritage Convention). Currently, 177 "States Parties" have ratified it, including Canada in 1976 (www.pc.gc.ca under cultural resources).

The Convention established the World Heritage List as a means of recognizing that some places, either natural or cultural, are of sufficient importance to be the responsibility of the international community as a whole. By joining the Convention, states pledge to care for the World Heritage Sites in their territory and to avoid deliberate measures that could damage World Heritage Sites in other countries. As such, the World Heritage List serves as a tool for conservation.

Parks Canada is the lead federal agency for the implementation of the World Heritage Convention in Canada and provides a secretariat to manage the implementation of the Convention in Canada. In 2003-2004, the Secretariat also coordinated and funded the development of Canada's Tentative List of World Heritage Sites as well as the Periodic Report to the World Heritage Committee (total budget of \$265,000¹³ in 2003-2004). A documentation centre for all program records is also maintained by the Secretariat.

As of June 2003, there were 754 sites on the World Heritage List, 13 of which are located in Canada. The nine World Heritage Sites managed in whole or part by Parks Canada are shown in Figure 16.

During 2003-2004, Parks Canada coordinated the development of Canada's Tentative List of World Heritage Sites. The 11 sites on this list may be nominated for a World Heritage designation over a ten-year period beginning in 2005. The World Heritage Committee will determine if any of these sites will be placed on the World Heritage List. Within these 11 sites, national parks, national historic sites and a heritage canal/waterway are represented.

Figure 15: Canadian Heritage Rivers Located in National Parks of Canada and National Historic Sites of Canada

Alsek River, Kluane National Park of Canada
South Nahanni River, Nahanni National Park Reserve of Canada
Athabasca River, Jasper National Park of Canada
North Saskatchewan River, Banff National Park of Canada
Kicking Horse River, Yoho National Park of Canada
Rideau Waterway, Rideau Canal National Historic Site of Canada

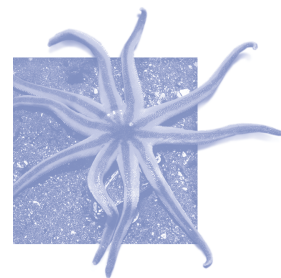
Figure 16: World Heritage Sites Managed in Whole or Part by Parks Canada

- Nahanni National Park Reserve
- Wood Buffalo National Park
- Gros Morne National Park
- Canadian Rocky Mountain Parks WHS (Banff, Jasper, Kootenay and Yoho National Parks of Canada)
- Kluane/Wrangell-St.Elias/Glacier Bay/Tatshenshini Alsek WHS (Kluane National Park and Reserve of Canada)
- Waterton-Glacier International Peace Park WHS (Waterton Lakes National Park of Canada)
- SGAang Gwaii WHS (located within Gwaii Haanas National Park Reserve of Canada)
- L'Anse aux Meadows National Historic Site
- Historic District of Québec WHS (includes the Fortifications of Québec National Historic Sites of Canada along with other Park Canada administered and non-administered national historic sites)

Man and Biosphere: Man and Biosphere is a collaboration program of local communities, business enterprises and governments that lead to the creation of biosphere reserves in Canada. Biosphere Reserves are areas of terrestrial and coastal/marine ecosystems, or a combination thereof, which are internationally recognized within the framework of UNESCO's Program on Man and the Biosphere (MAB) (www.Biosphere-Canada.Ca). Parks Canada is a member of the Canadian Biosphere Reserves Association (CBRA) the national coordinating organization for all biosphere reserves within Canada. Parks Canada maintains a Director position with the CBRA and provides a part time executive secretary position to assist with managing the program within and outside of Parks Canada. Minimal funding (\$2,500 in 2003-2004) is provided to five of the six biosphere reserves where a national park is located (total of \$12,500) and an additional \$14,500 is provided to the Association in support of its annual meeting and newsletter.

A biosphere reserve is composed of a core area, buffer zone and an area of cooperation. As of June 2003, there were 440 biosphere reserves in the world, 12 of which are located in Canada. National parks comprise the core area of six of these reserves. These parks are Kejimikujik, St. Lawrence Islands, Bruce Peninsula, Riding Mountain, the Long Beach component of Pacific Rim and Waterton Lakes National Parks of Canada. It is expected that a new biosphere reserve, Georgian Bay Littoral, with Georgian Bay Islands National Park of Canada as its core, will be designated in the fall of 2004.

HERITAGE RESOURCE PROTECTION



Description and Expenditures

This service line relates to the maintenance or improvement of ecological integrity in national parks, sustainability in national marine conservation areas and 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 the 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 management of fire and insect infestations, flood/avalanche

control, restoring ecosystem biodiversity and negotiation and influencing of actions on lands adjacent to protected heritage areas. Relevant activities related to cultural resources include archaeological and historic sites research and monitoring (e.g., to assess the condition of assets and threats to the resources) as well as activities such as the preparation of appropriate plans for achieving a desired state or condition, conservation and protection of national historic sites, and preparation of commemorative integrity statements.

Expenditures for the service line were:

(In thousands of dollars)		2003-2004	2002-2003
Operating (not including amortization)	Salary	91,248	84,006
	Other	73,087	46,238
	Total	164,335	130,244
Capital for			
	Ecological Integrity	3,137	801
	Commemorative Integrity	13,597	11,549
Grand Total		181,069	142,594

This service line represented 32% of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2003-2004 include \$4.9M for the Swift Rapids Dam project at the Trent-Severn Waterway

National Historic Site of Canada, \$0.87M on Fort Henry National Historic Site of Canada, \$0.90M on the York Redoubt National Historic Site Wall Stabilization project and \$0.92M on the Grand Pre National Historic Site of Canada.

Planned	Performance Expectations	Status
Maintain or improve ecological integrity of national parks and the sustainability of national marine conservation areas.	<ul style="list-style-type: none"> National Park Management Plans are up-to-date and consistent with latest management plan guidelines by March 2010. All national parks have fully functioning ecological integrity monitoring and reporting systems by March 2008. Improve aspects of the state of ecological integrity in each of Canada's 41 national parks by March 2014. Minimize environmental impacts of Parks Canada's operations. 	<p>Reasonable Progress: As of March 2004, there were 33 approved management plans, 12 are consistent with new guidelines, 21 are overdue for revision.</p> <p>Reasonable Progress: All parks are developing complete ecological integrity monitoring and reporting programs. They have been assigned to one of six bioregions, with six to eight indicators identified for each region. Parks are working toward meeting the six criteria of good monitoring systems.</p> <p>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.</p> <p>Caution: Making reasonable progress on two priority areas (greenhouse gases, contaminated sites). No progress on petroleum storage tanks. Some field units have met targets for inventorying halocarbons and PCBs, but Parks Canada as a whole has not met its target in these areas.</p>
Maintain or improve commemorative integrity of national historic sites; maintain or improve the state of other cultural resources administered by Parks Canada.	<ul style="list-style-type: none"> All national historic sites administered by Parks Canada have a current 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. 	<p>Reasonable Progress: As of March 2004 there were approved plans for 21% of the 149 Parks Canada sites.</p> <p>Insufficient Information: Making reasonable progress in assessing the CI of the national historic sites, but lack information nationally on actions taken to address elements of CI rated poor.</p> <p>Insufficient Information: Have national inventory of historic objects, with 76% rated in good condition. Lack proper inventories and condition ratings of archaeological objects. Lack information on the condition of commemorative plaques.</p>

Planned	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.	<ul style="list-style-type: none"> Other owners of national historic sites are aware of commemorative integrity and have access to information on best practices in maintaining commemorative integrity. Interventions on built cultural heritage not administered by the Agency are certified. 	<p>Insufficient information: Parks Canada will conduct a survey of owners in 2004-2005 related to this expectation.</p> <p>On Target: Parks Canada began a process to certify 12 interventions to commercial heritage properties according to the <i>Standards and Guidelines for the Conservation of Historic Places in Canada</i>, made recommendations about appropriate interventions to 95 federal heritage buildings, and managed the approval process for alterations to three heritage railway stations.</p>

Initiatives and Achievement

Ecological Integrity in National Parks of Canada

The maintenance and improvement of ecological integrity is the first priority in national parks. The *Canada National Parks Act* defines ecological integrity as:

A condition that is determined to be characteristic of its natural region and likely to persist, including abiotic components and the composition and abundance of native species and biological communities, rates of changes and supporting processes.

Planning For Ecological Integrity in the National Parks of Canada

A park management plan is a strategic guide and direction-setting document for the maintenance or improvement of ecological integrity, as well as for public education and visitor experience. (See Appendix 1, point 5 for details on the management planning process.)

The treatment of ecological integrity issues in management plans has evolved over time. The current emphasis on ecological integrity dates from the 1997 Banff Management Plan prepared in response to the 1996 Bow Valley Study. Subsequently, the ecological requirements of management plans were set out in the November 2000 *Parks Canada Guide to Management Planning* and the October 2002 *Guideline for the Preparation of State of the Park Reports*. Under this regime, management plans must include comprehensive information on the state of the ecosystem and its significance; as well as on ecological integrity, public education and visitor experience objectives, and a description of monitoring and reporting programs, with appropriate indicators.

Performance Expectation

National Park Management plans are up to date and consistent with latest management plan guidelines by March 2010.

Currently, 33 of the 41 national parks have approved management plans. In 2003-2004, three were tabled in Parliament; four additional management plans were approved by the Minister, but are not yet tabled in Parliament. Twelve of the currently approved management plans are consistent with the 2000 guidelines for management planning.

Of the 33 approved management plans, 21 are overdue for completion of the five-year revision, down from 29 noted in 2002-2003. Twenty-four parks are engaged in a planning process, and seven of these plan reviews are nearing completion. In the case of one park, local Aboriginal issues need to be resolved before proceeding with the planning process. The 24 parks currently engaged in planning are expected to finish the process by March 2007. Given current resources, Parks Canada finds it challenging to comply with the requirement to produce revised plans every five years.

There are eight national parks without an approved management plan (i.e., down one from 2002-2003). One is a new park not yet required to be in a planning program, while the remaining seven are engaged in a planning program and/or are being managed through interim management guidelines.

Parks Canada policy requires each park to prepare a State of the Park Report 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. Five more reports were to be completed by March 2004. In 2003-2004, a report was prepared for Georgian Bay Islands National Park of Canada. The expected reports for Bruce Peninsula National Park of Canada, St. Lawrence Islands National Park of Canada and Pukaskwa National Park of Canada and Jasper National Park of Canada will now be completed in 2004-2005. The majority of national parks (i.e., 23) are not expected to produce their first State of the Park Report until the April 2006 to March 2008 period.

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 17.

Biodiversity, short for biological diversity, is 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 through ecosystems (e.g., growth and decomposition, fire); these functions are expected to occur within an acceptable range of variation. Stressors are those things, either within or from outside the park, that negatively affect both biodiversity and ecosystem processes within the park. Stressors 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.

Figure 17: Ecological Integrity Reporting Framework

BIODIVERSITY	ECOSYSTEM PROCESS	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	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)

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. In December 2003, a national meeting was held to launch the implementation of the new monitoring and reporting process. Subsequent to the meeting, a multi-step process was developed to create new EI Monitoring and Reporting programs for national parks.

Performance Expectation

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

The first step in this process involved grouping all 41 existing national parks into one of six ecologically similar bioregions (i.e., parks within a region which share similar characteristics such as landscape, species, stressors, etc., and which can work together operationally). In each bioregion, six to eight common park EI indicators (e.g., aquatic ecosystems, biodiversity, and terrestrial ecosystems) were identified.

Each park then self-assessed each of its existing monitoring projects according to nine criteria characteristic of a good project. This assessment, along with a strategy outlining how the park would address gaps and improve its overall program, form its EI Monitoring and

Reporting Work Plan. A National Ecological Integrity Monitoring Committee then independently evaluated each Work Plan against six higher-level criteria characteristic of a good overall monitoring program. Scores on each criterion could range between 0 and 1. The criterion was considered met if the program had an overall score of 0.75. The six criteria and the number of parks meeting each are shown in Figure 18. By March 2008, the monitoring and reporting program in each national park is expected to meet all these criteria including opening its methods to external review and involving a number of stakeholders in development of the monitoring program.

Improving Visitor Activities Impact Monitoring

Understanding the impact of visitors' activities on the ecosystem is a significant 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 does not have a consistent national picture of which locations people visit within national parks or the physical, biological and social impacts of their activities. In 2003-2004, a preliminary review of existing and potential indicators of human impacts was started. This first phase is not expected to be complete until March 2006, about two years later than originally anticipated, due to resource constraints. A final framework is expected in March 2007, with nationally consistent data for reporting to be obtained by March 2008 for terrestrial parks. Similar work on a human-use framework for national marine conservation areas is expected to 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 18: Number of National Parks That Meet Criteria for Good EI Monitoring and Reporting Program

Criteria	# of Parks Meeting
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
2. Data Management and Statistical Design: Data from monitoring projects is available and coherent; experimental designs and sampling are scientifically adequate.	9
3. Bioregional Cooperation: Monitoring projects fit into larger bioregional approach and bioregional initiatives.	6
4. Stakeholder Involvement: Partners and stakeholders in the development of the park EI monitoring program are fully engaged.	12
5. Linkage to Plans: Monitoring program is credibly linked to EI vision or management plan goals, and greater park ecosystem monitoring goals.	12
6. Strategy for Assembling Monitoring Program: Park has a credible strategy to address the gaps in its monitoring program.	10

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 19 reports on several measures of ecological integrity for the terrestrial component of each of the 41 national parks, organized according to the six bioregions. Future reports will develop similar measures for the aquatic components in national parks.

Performance Expectation

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

Information in Figure 19 is organized according to the three general categories of Parks Canada's overall reporting framework (Figure 17): Biodiversity, Ecosystem Process and Stressors. The measures below are specific to land-based ecosystems. Within each general category there are two or three measures. Within biodiversity, for example, there are measures of the number of native species still present in the park, the presence of characteristic predators and prey, and a measure of the percentage of native breeding animals lost. Each national park is classified as poor (red), fair (yellow) or good (green) based on the standards set for each of 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). Descriptions of the measures and the threshold scores are provided in the Appendix 1, point 6 of this report.

Most parks retain a majority of their native species. Parks in the Atlantic/Quebec Bioregion have seen an increase in plant growth. Northern parks are relatively untouched, but also demonstrate increases in plant growth. Mountain and interior plains parks show high levels of ecological integrity despite appreciable stress from regional land use. 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 absence of a fully functioning monitoring program, it is difficult to reach conclusions on the progress being made to improve aspects of EI. 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.

Figure 19: 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								
	Kejimikujik								
	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								

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. Some of these funds are being invested in capacity to build the monitoring and reporting system described previously, and to enhance public education and the visitors' experience related to ecological integrity. In addition, funds were made available to implement science partnerships with other agencies. During 2003-2004, approximately \$22 million were committed to multi-year priority projects in ten national parks. These projects are aimed at enhancing aspects of ecological integrity in the parks, demonstrating leadership in environmental stewardship, or communicating the benefits of ecological integrity to the public. Examples include projects to restore native bison to Grasslands National Park of Canada, to remove dams and restore native fish species in the lakes of La Mauricie National Park of Canada, and to re-design the trail system in Jasper National Park of Canada to enhance visitor experience while protecting wildlife corridors. Approximately \$12 million will be allocated to shorter-term innovation research and active management projects over the next five years. Restoration related work, such as the re-introduction of fire as a natural ecosystem process in the park landscape, is also being funded. Finally, approximately \$5.3 million from the Species at Risk Fund have been invested in 2003-2004 for the protection and management of species at risk in national parks and national historic sites. This investment will increase to \$10.3 million in 2006-2007.

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. These are: Reduction of Greenhouse Gas Emissions, Management of Petroleum Storage Tanks, Halocarbons, and Polychlorinated Biphenyls. Management has also identified a fifth priority, contaminated sites. The Agency has developed an Intranet tool for registering its EMS related inventories. Figure 20 reports on the Agency's strategy and process for achieving its EMS targets, and provides performance information for 2003-2004.

Performance Expectation

Minimize environmental impacts of Parks Canada's operations.

Figure 20: Parks Canada's Environmental Impacts Management

Environmental Aspect	Objective	Performance	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% (2.9 kilotons), from the 2000-2001 levels of 55.3 kilotons to 52.4 kilotons by the year 2011. The emissions baseline figure was estimated from fuel consumption, as well as asset and financial data for buildings and vehicles.	The Agency has been addressing issues concerning the accuracy of its Greenhouse Gas emissions information. Starting in 2004-2005, the Agency will report annual emission reduction numbers including the figure for 2003-2004.	Parks Canada obtained \$178,000 from Natural Resources Canada's Leadership Measures Program for the implementation of three energy-efficiency/ renewable energy projects that will cut approximately 154 tons of greenhouse gas emissions annually and demonstrate leadership through the use of environmentally sustainable technologies. Natural Resources Canada has also made commitments to provide an additional \$2.9 million for 19 energy-efficiency/renewable energy projects.
Petroleum Storage Tanks	Parks Canada's objective is to ensure petroleum storage tanks meet standards and to operate them in compliance with applicable guidelines and codes of practice	By the end of 2003 calendar year, Parks Canada had 64 underground tanks, with those in compliance dropping from 46 to 40 (62%). The number of aboveground tanks increased from 126 to 127, and those in compliance remained at 29 (23%).	The Agency intends to move away from the use of underground tanks, because leaks cannot be detected easily compared to above ground tanks.
Contaminated Sites	Parks Canada has 319 known and suspected contaminated sites. Parks Canada's target is for all field units to assess and rank their contaminated sites by March 2006.	As of March 2004, 80% of the contaminated sites had been assessed (five in 2003-2004). Following assessment, Parks Canada has targeted March 2009 for field units to develop and implement remediation or risk management plans for all sites.	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 plans to remedy any contamination developed, giving priority to the highest risk sites.
Halocarbons	Parks Canada's target is for each field unit, service centre and the national office to prepare an inventory of their halocarbons with ozone depleting potential, and to develop procedures and the capability to manage equipment containing halocarbons through its life cycle to ensure compliance with relevant regulations by March 31, 2003.	As of March 2004, 21 field units/parks and sites, service centres and the national office have entered their inventories on the Agency's Intranet EMS site. Of the 21 that have created inventories, 14 have developed procedures and capability to manage equipment containing halocarbons, and 11 have developed action plans to reduce the use of halocarbons with high ozone depleting potential.	The Agency created a National EMS intranet site to assist field units to complete and register their Halocarbon and PCB inventories on-line. The site has not been fully populated. The Agency will follow up in 2004-2005 to ensure key information is made available nationally.

Figure 20: Parks Canada's Environmental Impacts Management (*cont'd*)

Environmental Aspect	Objective	Performance	Strategy
Polychlorinated Biphenyls (PCB)	Parks Canada's target is for each field unit and service centre to create an inventory of in-service and stored PCBs, with an assessment of risks by March 2003.	As of March 2004, 13 field units/parks and sites, service centres and the national office have entered PCB inventory information on the Agency's Intranet EMS site. Of the 13, eight are reported to be PCB-free, and five reported inventories of PCB.	The Agency created a National EMS intranet site to assist field units to complete and register their Halocarbon and PCB inventories on-line. The site has not been fully populated. The Agency will follow up in 2004-2005 to ensure key information is made available nationally.

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 that 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 simultaneously 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. A management plan was approved in 1998 for Saguenay–St. Lawrence Marine Park, in Quebec, which 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 next review scheduled for 2004-2005. The management plan for Fathom Five National Marine Park of Canada, in Ontario, was approved in 1998 and is scheduled for review by January 2005. (See Appendix 1, point 5 for details on 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. Saguenay–St. Lawrence Marine Park is one of 18 pilot sites involved in 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 to develop globally useful Marine Protected Area Management Effectiveness Indicators (MEI). The results of this project, in conjunction with new work to confirm policy guidelines on ecologically sustainable use and ecosystem management in NMCAs, will contribute to the development of a core set of marine ecological integrity indicators by March 2006, and draft monitoring protocols for core marine indicators by March 2008.

Commemorative Integrity at National Historic Sites of Canada

The family of national historic sites in Canada includes 149 that are administered by Parks Canada and 755 owned and operated by heritage agencies, corporations, other federal government departments, other levels of government and individual citizens. 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.

For those sites it administers, Parks Canada is directly accountable for ensuring commemorative integrity. This involves protecting and presenting the sites for the benefit, education and enjoyment of present and future generations. For sites it does not administer, Parks Canada encourages and supports their protection and presentation, but The Agency cannot directly control the integrity of the sites or the actions of their owners. Parks Canada seeks to build the stewardship capacity of third-party owners by providing professional and technical advice, promoting awareness through publications and training in cultural resource management, and funding initiatives for conservation and preservation.

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 with respect to maintaining the commemorative integrity of national historic sites administered by Parks Canada. 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. As of March 2004, 129 sites had CIS of which 108 were completed and 21 were in draft form (i.e., an increase of 11 sites with complete CIS and four fewer sites with CIS in draft compared to March 2003). Parks Canada's target is to have approved commemorative integrity statements for 125 of the 149 national historic sites it administers by December 2004. Given the pace of completion of CIS (11 CIS approved in 2003-04), Parks Canada is unlikely to achieve this target. In the light of current resource constraints, Parks Canada will revise the target for completed CIS in its next Corporate Plan.

Under the *Parks Canada Agency Act*, Parks Canada must provide the Minister with management plans for the national historic sites it administers. 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 Appendix 1, point 5 for details of the management planning process). In 2003-2004, the Minister approved eight management plans covering nine national historic sites administered by Parks Canada, bringing the total number of Parks Canada administered sites with approved management plans to 31 (21% of the 149 Parks Canada sites). Parks Canada expects to have plans for 60 sites approved by December 2004, and to have plans for all sites approved by December 2006.¹⁴

Performance Expectation

All national historic sites administered by Parks Canada have a current management plan by December 2006.

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 informs decisions about priority actions and investments, both locally and nationally. The process for assessing CI is described in Appendix 1, point 7.

Parks Canada has committed to evaluating the state of commemorative integrity at all 149 sites it administers between April 2001 and March 2011. Consistent with this expectation, 14 sites were evaluated in 2003-2004, 18 sites in 2002-2003 and 13 sites in 2001-2002.

In 2003-2004, a number of sites with a completed CIS, representing a range of locations, sizes, complexity of operations and themes were selected for evaluation. The schedule for evaluations was also modified to co-ordinate better with the sites management planning schedules.¹⁵ The ratings of these 14 sites, along with the rating of the evaluated sites in the previous year, are summarized in Figure 21. Examples of the ratings for specific sites in 2003-2004 are shown in Figure 22.

Performance Expectation

Improve elements of commemorative integrity that are rated as poor.

Over the three years shown in Figure 21, 22 (49%) of the 45 assessed national historic sites had at least one poor rating on one

Figure 21: Number of National Historic Sites Rated As Good, Fair or Poor on Three Elements of Commemorative Integrity (April 2001 to March 2004)

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

Figure 22: Examples of Ratings Commemorative Integrity at Three National Historic Sites of Canada

National Historic Sites of Canada	Resource Condition	Communication	Management
Gulf of Georgia Cannery, B.C.	fair	good	good
Fort George, Ontario	fair	fair	poor
Signal Hill, Newfoundland	fair	poor	fair

aspect of commemorative integrity. The majority of the poor ratings concerned the effectiveness of communicating the messages of national significance. Parks Canada does not currently have nationally available information on the actions taken at sites to improve the elements of commemorative integrity that are rated as poor. The performance expectation was not set until December 2003. Parks Canada expects to report on this target in its next report.

Other Cultural Resources Administered by Parks Canada

Parks Canada is responsible for managing and protecting a large number of historic objects and archaeological artifacts that are judged to have significant historical value based on Parks Canada's *Guiding Principles and Operational Policies*. These resources may be found at national historic sites, within national parks, or housed in collections maintained by Parks Canada Service Centres. In 2004-2005, Parks Canada will begin to develop a strategy and plan for the systematic review of both the historical and archaeological collections. Through this review, Parks Canada will assess the state of its collection and its continued relevance to its program needs. It will then develop strategies for the disposal of those items no longer considered needed or relevant.

Performance Expectation

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

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 site through designation or supports the interpretation of a site. An object may also reflect other important historical themes linked to the commemoration of people, places and events spanning 11,000 years of Canadian history.

As of March 2004, there were 207,635 individual historic objects¹⁶ in Parks Canada's collection located in service centres and at national parks and national historic sites. Over the past two years, there was a net decrease of 3,815 historic objects in the collection.

Figure 23 shows the condition ratings of individual historic objects as of March 2004. Ratings of the objects have taken place over the last ten years and are thought to reflect the current state of the collection. Monitoring of the objects condition is done on an ad hoc or scheduled cyclical basis, with the exception of those resources evaluated as part of the commemorative integrity evaluation at national historic sites, or through the evaluation on-site inventories that are carried out as resources permit.

Figure 23: Condition of Historic Objects (2003-2004)

Ratings	Number	Percentage
Good	157,374	75.5%
Fair	30,011	14.5%
Poor	10,407	5%
Unknown	9,843	5%
Total	207,635	100%

Figure 24 shows both the number of objects sent for and returned from conservation treatment over the last four years. Conservation treatment is given on a priority basis. Historic objects which are required for on-site presentation or for external loans, or that are under severe threat, are treated within a specific time frame (usually 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 is less than 1% of the total number of historic objects in Parks Canada's collection.

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

Parks Canada does not have a precise national count of the number of archaeological sites it manages or the number of archaeological objects in its collection. However, it is estimated that the collection contains in excess of 30 million archaeological objects.

Parks Canada's inventories of archaeological resources do not include an overall condition rating of these resources. As with historic objects, the condition of these resources is maintained largely on an ad hoc basis. Figure 25 shows the number of objects sent for and returned from conservation treatment over the last four years.

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

Commemorative Plaques: Parks Canada is responsible for the maintenance of the 1,469 commemorative plaques and cairns that have been placed to commemorate each of 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.

National Program for the Grave Sites of Canadian Prime Ministers: Parks Canada is responsible for the maintenance of grave sites under the National Program for the Grave Sites of Canadian Prime Ministers. The *Master Conservation Strategy for Prime Ministers' Grave Sites* (1999) provides a standardized approach for the conservation and maintenance of the resources, while at the same time being

Figure 24: Historic Objects Receiving Conservation Treatment 2000-2001 to 2003-2004

	2003-2004	2002-2003	2001-2002	2000-2001	Total
Objects to Conservation	89	102	388	88	667
Objects from Conservation	68	181	300	66	615

Figure 25: Archaeological Objects¹⁷ Receiving Conservation Treatment April 2001 to March 2004

	2003-2004	2002-2003	2001-2002	2000-2001	Total
Objects to Conservation	2,777	3,235	3,710	2,713	12,435
Objects from Conservation	2,437	2,640	3,408	2,486	10,971

respectful of family expectations. Guided by the Strategy, comprehensive conservation plans were prepared for each of the 15 grave sites being maintained by Parks Canada between April 2000 and May 2002. Each Conservation Plan contains an inventory and description of the site, and a summary of the 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.

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

Parks Canada has not set targets related to the commemorative integrity of sites it does not administer, and has not measured the CI of these sites. The Agency does seek to increase awareness about commemorative integrity among other national historic site owners. A survey of these owners is planned in 2004-2005 to measure the extent of awareness and views on the accessibility of information on best practices.

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.

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 2004, Parks Canada had entered into 60 cost-sharing agreements with 53 national

historic sites of Canada since the program began in 1987. No new cost-sharing agreements were signed in 2003-2004 due to a lack of funds. The 60 cost-sharing agreements currently in place represent a total investment of approximately \$26.6 million over the life of the program. Of the 60 agreements, six were active in 2003-2004, a decrease of three 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 (i.e., based on historic average costs per agreement). No national historic sites have been added to the list for several years although there is still demand for the program (i.e., an additional nine requests for funding from eligible national historic sites were received in 2003-2004). 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. 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, assists in the development of commemorative integrity statements at national historic sites under threat, and 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. Parks Canada has supported the development of 27 commemorative integrity statements for sites not administered by Parks Canada (10 in 2003-2004) in addition to the 54 supported by the Cost-Sharing Program

(8 in 2003-2004). An additional 27 non Parks Canada sites had draft commemorative integrity statements pending approval as of March 2004.

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

Performance Expectation

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

Programs such as the Historic Places Initiative, the Federal Heritage Buildings Review Program, and the Heritage Railway Stations Program seek to ensure that interventions or alterations to these properties are conducted in ways that respect national standards and guidelines for conservation, and that protect the heritage character and values of the property.

Historic Places Initiative: In 2003-2004, Parks Canada finalized the *Standards and Guidelines for the Conservation of Historic Places in Canada* based on collaboration with federal, provincial and territorial and municipal governments, heritage conservation specialists, heritage developers and individuals. Parks Canada, the Federal Heritage Buildings Review Office, Alberta and Newfoundland have formally adopted them. All remaining provinces and territories are expected to adopt or endorse them by March 2005. The *Standards and Guidelines* create a common set of criteria for determining that an intervention to a historic place respects its heritage values. They will be evaluated and updated by March 31, 2009.

Parks Canada also designed and delivered a Certification Program in 2003-2004, which resulted in the certification of 33 heritage conservation experts in the use and application

of the *Standards and Guidelines*. These certified agents ensure that interventions to heritage assets meet the *Standards and Guidelines*.

In November 2003, the Minister 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. As of March 1, 2004, 19 applications for funding had been received, of which 12 satisfied the initial eligibility criteria. In 2004-2005, these 12 projects will be reviewed and assessed for compliance with the *Standards and Guidelines* (pre-certification). If they comply, they will be assessed against the detailed funding criteria in consultation with the provinces. It is expected that the CHPIF will be fully allocated in 2005-2006. Actual disbursements will be subject to the approval of completed projects by a certification agent up to March 31, 2009.

Federal Heritage Buildings Program:

Custodial departments are responsible for all decisions affecting the heritage character of their federal heritage buildings (all designated buildings). In accordance with the *Treasury Board Heritage Building Policy* for a "classified" building, the custodial departments must consult with the Federal Heritage Buildings Review Office (FHBRO) before selling or undertaking any intervention¹⁸ that may affect the buildings character. Departments must seek conservation advice before undertaking any intervention that may affect the heritage character of a recognized building, and consult with Parks Canada before dismantling, demolishing, or selling the building. In 2002-2003 and 2003-2004, FHBRO provided advice and recommendations on 84 and 95 proposed interventions, respectively, 14 of which were interventions to buildings owned by Parks

Canada (13 to “classified” buildings and one to a “recognized” building). 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. FHBRO is not mandated or resourced to monitor the outcome of interventions.

Heritage Railway Stations: Under the *Heritage Railway Stations Protection Act* (HRSPA), the Governor in Council, on the recommendation of the Minister of the Environment, authorizes all proposed interventions to, or disposal through sale or transfer of, a heritage railway station. All requests for authorization are evaluated by Parks Canada, which then prepares a recommendation to the Minister to approve or deny the request. Once a station is sold or transferred to a party not regulated by the *Canada Transportation Act*, it is no longer protected under the HRSPA. The potential purchaser is however required to provide the Historic Sites and Monuments Board of Canada with written assurances that they will respect the heritage character of the station and obtain a commitment to designate the site under provincial legislation, and provide copies of plans for any alterations to the building to Parks Canada for review.

For each of the 166 designated heritage railway stations, a Heritage Character Statement has been prepared identifying the station’s heritage and environmental values. The Statements also guide proposed interventions. Figure 26 shows the number of interventions over the past four years.

There is no monitoring system to ensure that owners of the properties obtain the required approvals before making alterations or selling the property, that alterations are carried out as planned, or that purchasers of stations continue to respect the heritage character of the station and obtain a designation for the site under provincial legislation.

Other Programs Influencing the Condition of Heritage Resources

Canadian Heritage Rivers System: A jurisdiction that nominates a heritage river for designation must first receive approval for its management plan or strategy. These plans and strategies describe how the river will be managed to conserve its outstanding values, within three years of the river being nominated (e.g., through national park management plans or in the case of the Rideau Waterway, through development of a bridging document linking the historic site’s management plan to the CHRS program). Once the river has been designated, the managing jurisdiction must then submit an annual report to the Canadian Heritage Rivers System Board. The report includes checklists showing where positive or negative changes to the river’s heritage values have occurred. Jurisdictions must also table a Ten Year Monitoring Report with the Board, detailing changes in the condition of river or integrity values, as well as activities that could potentially affect river values, and how these impacts are being or will be mitigated.

Figure 26: Heritage Railway Station Interventions

	2003-2004	2002-2003	2001-2002	2000-2001
Approved	3 alterations	3 alterations/2 sales	2 alterations/6 sales	5 sales
Denied	0	1	1	0

As of March 2004, Parks Canada has met two of the three requirements for the heritage rivers it manages, as shown in Figure 27. The overall condition of the rivers managed by Parks Canada is good.

Parks Canada does not have a direct role in influencing heritage protection in other jurisdictions managing heritage rivers, other than promoting the program, conducting studies for the Board and maintaining documents for the Board. Figure 27 also shows the status of documentation for the 26 heritage rivers administered by other jurisdictions. All the rivers are considered to be in good condition.

World Heritage Convention: A World Heritage designation involving a national park or national historic site under the responsibility of Parks Canada does not entail additional responsibilities or conservation spending in these locations beyond what Parks Canada is already doing. For other World Heritage Sites (WHS), the authorities that own or manage the property (e.g. the Town of Lunenburg manages Old Town Lunenburg WHS) are responsible for ensuring that the site is managed according to the World Heritage standards.

Parks Canada is responsible for preparing a Periodic Report detailing the implementation of the World Heritage Convention in Canada. The report covers the protection of natural and cultural heritage by all levels of government. Parks Canada also reports on the status of each WHS. It prepares reports for sites under its jurisdiction and reviews other managers' reports for completeness. Work on the first report began in 2002-2003 and will be submitted to the World Heritage Committee as part of the North American Periodic Report at the end of 2004.

The World Heritage Centre may also request 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 produces these reports directly for the WHS it administers, and coordinates the response for sites it does not administer (e.g., directs correspondence to the responsible authority requesting information on how the issue will be addressed and then coordinates the response to the World Heritage Centre). Since 2000-2001, requests for eight Reactive Monitoring reports have been received, four concerning WHS involving national parks. In most cases, Parks Canada's statutory

Figure 27: Status of Documentation for Canadian Heritage Rivers Administered by Parks Canada and Rivers Administered by Others

	Rivers Administered by Parks Canada			Rivers Administered by Others		
	Management Plan	Annual Report	Ten Year Report	Management Plan	Annual Report	Ten Year Report
Number Required as of March 2004	6	6	5	26	24 ¹⁹	10 ²⁰
Number Submitted	6	4	5	26	7	8
% Compliant with requirement	100%	67%	100%	100%	29%	80%

requirements and management practices are sufficient to alleviate the World Heritage Committee's concerns.

Man and the Biosphere: Parks Canada's policy is that the management plans for national parks with international or national designations, such as designation as a biosphere reserve, must include strategies for the protection and promotion of the values that resulted in the designations. At this time, no national monitoring of commitments, relative to biosphere reserves contained in management plans, is occurring. Parks Canada does not directly influence the protection and promotion of biosphere reserves it does not administer.

HERITAGE PRESENTATION



Description and Expenditures

Heritage presentation 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 makes use of brochures, pamphlets and signage, as well as activities

such as self-guided or facilitated walks, 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 use of mass media programming such as television to showcase national parks and national historic sites. Expenditures for the service line were:

(In thousands of dollars)		2003-2004	2002-2003
Operating (Not including amortization and net loss on disposal)	Salary	40,546	36,222
	Other	16,269	15,469
	Total	56,815	51,691
Capital		7,026	6,661
Grand Total		63,841	58,352

This service line represented 12% of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2003-2004 include \$1.6 M for work at the

Fortress of Louisbourg National Historic Site of Canada, \$0.82M for the South Western Ontario Exhibits project and \$0.45M for work on the Saguenay—St. Lawrence Marine Park.

Planned Result	Performance Expectations	Status
Canadians, visitors and stakeholders appreciate and understand the significance of heritage places and support their protection.	<ul style="list-style-type: none"> • 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 presentation programming. • 75% of visitors understand the significance of the heritage place. • Canadians, visitors and stakeholders actively support the integrity of heritage places. 	<p>Reasonable progress: Parks Canada will pilot a new measure of the extent of participation in learning experiences during the 2004-2005 season. Existing measures show the vast majority of visitors (89% to 99%) use at least one heritage presentation product or service during their visit.</p> <p>Reasonable progress: All participating sites meet the target for satisfied visitors and five out of seven sites meet the target for very satisfied visitors.</p> <p>Caution: Four of seven sites met the target in 2003-2004. Over the last four years, about half of participating national historic sites have met the target and only two of 16 participating national parks have done so.</p> <p>Insufficient Information: Parks Canada will undertake a study in 2004-2005 to develop an approach for measuring the extent of supportive behaviour among different audiences.</p>

Initiatives and Achievements

Parks Canada's On-Site Heritage Presentation Programming

Visitors' use of and satisfaction with heritage presentation products and services, as well as their understanding of the national significance of the parks and sites they visited are assessed as part of Parks Canada's Visitor Information Program (see Appendix 1, point 8 for details). This program also assesses visitors' general satisfaction with their visit experience as reported in the section on Visitor Services. In 2003-2004, seven locations participated (one national park, six national historic sites including one historic canal).²¹ In addition, 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 users of heritage presentation products and services as those who provide a rating of their satisfaction with any heritage presentation product or service, or a rating of overall satisfaction with heritage presentation products and services at the time of their current visit.²² Across seven locations surveyed in 2003-2004, 96% of the visitors on average were identified as users of at least one heritage

presentation product or service (range 89% to 99%). This result is slightly higher than previous survey findings.

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.

As a result of revising its performance expectations, Parks Canada's new target is for 50% of national park visitors and 80% of national historic sites visitors to participate in a learning activity. This new target is focused on visitors' participation in a learning activity that may not be the same as their use of heritage presentation products and services. Parks Canada is experimenting with a new method of measuring participation in learning activities as part of the surveys it will conduct in the summer 2005 season. The results will be published in the 2005-2006 Annual Report.

Performance Expectation

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

Satisfaction: Parks Canada began measuring overall satisfaction with heritage presentation activities in 2001-2002. 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.²³

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 required actions. Prior to the 2001-2002 season, the original standard of 40% very satisfied users was increased to 50% since virtually all sites were meeting the original standard.

The results for the 2003, 2002 and 2001 seasons are shown in Figure 28. In 2003, all participating sites met the standard for overall visitor satisfaction and five exceeded the standard for very satisfied users.

Understanding: Parks Canada is responsible for conveying 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 about the reasons the park or historic site is significant. In 2003-2004, a target was set that 75% of the visitors at each site should provide four or more correct answers to these questions.²⁵

Performance Expectation

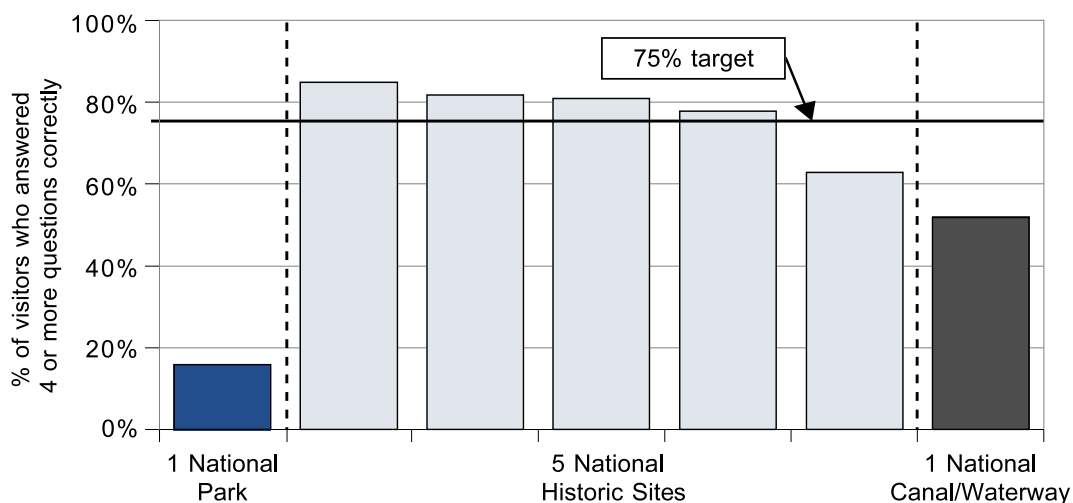
75% of visitors understand the significance of the heritage place.

Results for each of the seven locations surveyed in 2003-2004 are shown in Figure 29.

Figure 28: Number of Sites Meeting Satisfaction with Overall Heritage Presentation Standards

	2003-04 (n=7)	2002-03 (n=15)	2001-02 (n=30)
85% of visitors satisfied	7	13	29
50% of visitors very satisfied	5 ²⁴	14	25

Figure 29: Percentage of Respondents Who Correctly Answered Four or More Questions About the Significance of a Park or Site



Four of the five participating national historic sites met the target. The participating national park and national historic canal did not meet the target. Over the last four years, 30 of the 59 participating national historic sites (51%) have met the target compared to only two of the 16 participating national parks. This is explained in part by the fact that historic sites tend to offer more learning opportunities than national parks or historic canals.

As noted in the previous report, visitors' knowledge of a site's significance may be due to Parks Canada's heritage presentation activities either on or off-site and/or to prior knowledge and experience unrelated to Parks Canada on-site programming. Comparisons between users of heritage presentation products and services during their visit and those who don't use them over several years have not shown any consistent and robust differences in the two groups' levels of knowledge of the national significance of the site they visit.

Measuring Supportive Behaviour

Parks Canada undertakes a wide variety of communication and outreach activities aimed at developing supporting behaviour in many external audiences, i.e., non-government organizations, businesses and corporations and communities adjacent to heritage places. Supportive behaviours are specific to types of audiences. In 2004-2005, a project will be undertaken to develop a typology of supportive behaviours for different audiences that participate in, support and ensure the integrity of heritage places. This will provide the necessary framework for reporting on the extent of supportive behaviour by audience in future reports.

Performance Expectation

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

VISITOR SERVICES



Description and Expenditures

Visitor Services include activities necessary to provide access, recreational opportunities, public safety, visitor reception, orientation and information, and related law enforcement services. Some of these activities are delivered by partners such as friends organizations and the Canadian Avalanche Association, and

include visitor centres, publications, on-site information and trip planning, gateways and entrance fees, camping services, canal recreational services, search and rescue, front country trails, and marketing. Expenditures for the service line were:

(In thousands of dollars)		2003-2004	2002-2003
Operating (not including amortization)	Salary	97,552	99,124
	Other	52,898	55,442
	Total	150,450	154,566
Capital		20,257	12,700
Grand Total		170,707	167,266

This service line represented 33% of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2003-2004 include \$6.3 million for work on the Hamilton Canada Marine Discovery Centre, \$1.7 million for work on the Mingan Archipelago National Park Reserve of Canada, \$0.74 million for the coastal British Columbia Pacific Rim National Park Reserve of Canada, \$0.68 million for Greenwich, in Prince Edward

Island National Park of Canada, \$0.66 million for work on Fundy National Park of Canada wastewater collection system project and \$0.82 million for work on the Lower Fort Garry National Historic Site of Canada Visitor Reception Centre.

Revenue from recreational services (e.g., camping, lockage, mooring and docking fees) is shown below.

(In thousands of dollars)		2003-2004	2002-2003
Revenue		20,719	18,487

Planned Result	Performance Expectations	Status
Visitors are welcomed, have safe visits, and are satisfied with service quality.	<ul style="list-style-type: none"> • 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. 	<p>Reasonable progress: Four sites selected for increased visits. Resources allocated to develop strategy.</p> <p>On target: 100% of participating sites met target for overall visit satisfaction.</p> <p>Reasonable Progress: Estimated number of incidences is relatively stable over five years. Rate of serious injury or death per visit is relatively low. Most serious injuries and deaths are associated with higher risk activities (skiing, mountain climbing in the back country).</p>

Initiatives and Achievements

Number of Visitors

Based on Parks Canada's estimates the total person-visits at national parks and national historic sites that report attendance has remained fairly stable over the last five years, at between 25.9 and 27.6 million person-visits per year. This number includes roughly 10.1 to 11.3 million person-visits to national historic sites, and 15.8 to 16.3 million to national parks. In 2003-2004, it is estimated that there were 26.5 million person-visits (i.e., approximately 16 million to national parks and 10.5 million to national historic sites²⁶). (See Appendix 1, point 9 for additional information.)

Performance Expectation

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

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.

A lack of growth or decline in the number of visits to national historic sites in recent years is of concern to Parks Canada. The Agency is seeking to raise public awareness and interest in national historic sites through a new

marketing program, as well as to increase the number of person-visits to selected national historic sites. Four national historic sites (i.e., Fort Langley National Historic Site of Canada, British Columbia, Fort George National Historic Site of Canada, Ontario, Fort Lennox National Historic Site of Canada, Quebec, and the Fortress of Louisbourg National Historic Site of Canada, Nova Scotia) have been chosen to pilot the program, which should lead to increased visits by March 2008. (See Appendix 1, point 10 for a list of considerations for site selection.) Each site is being provided with funding, beginning in 2004-2005, to develop marketing plans, identify a heritage presentation concept, determine the target audiences and the approach to reach these audiences, and to enhance the heritage presentation offer. Estimated visitor attendance at these sites for the last three years is shown in Figure 30. The 2003-2004 results represent the baseline for measuring improvement.

These sites have seen a decline in the number of person-visits over the last three years ranging from approximately 4% to 25%. Some of this decline may be attributed to external factors such as SARS, shifts in the expectations of the public, and internal factors such as aging exhibits and programming.

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 include the consultation sessions undertaken to develop management plans, local advisory committees and co-management boards, comment cards completed by visitors, and the program of visitor surveys. Visitor feedback from detailed survey questions as well as 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 seven locations (one national park, and six national historic sites, including a historic canal) during the 2003-2004 season. Results from these surveys may not be valid for other national parks and national historic sites. They only apply to the specific visitor groups at each site who participated in the survey.

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, very satisfied, to five, not at all satisfied. Results for the last four seasons are shown in Figure 31.

Figure 30: Estimated Visits to National Historic Sites of Canada Targeted for Visit Increases

National Historic Site of Canada	2003-2004	2002-2003	2001-2002
Fort Langley, British Columbia	60,747	63,741	69,209
Fort George, Ontario	53,023	59,473	70,571
Fort Lennox, Quebec	38,558	43,577	47,410
Fortress of Louisbourg, Nova Scotia	115,180	125,046	120,551

Figure 31: Percentage of Locations Meeting or Exceeding Target that 85% of Visitors Should be Satisfied (S) and 50% Should be Very Satisfied (VS)

Year and # of Locations Participating	Overall Visit		Staff Courtesy		Language of Service		Learning Experience		Recreational Experience		Value for Entrance Fee	
	S	VS	S	VS	S	VS	S	VS	S	VS	S	VS
2003-04 (7)	100	100	100	100	100	100	86	86	71	71	100	100
2002-03 (15)	100	87	100	100	93	100	87	93	67	67	57	93
2001-02 (30)	100	100	100	100	100	100	90	90	90	83	80	93
2000-01 (23)	100	96	N/A ²⁷	N/A	100	100	83	74	70	70	87	96
Total (75)	100	96	100	100	99	100	88	85	77	75	79	93

Most national park visitors (92% on average over four years) and national historic site including historic canal visitors (96% on average over four 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 service in national parks was among the highest rated of any federal government services.²⁸

Visitors are also very satisfied with level of service available in the official language of their choice. Complaints to the Commissioner of Official Languages about language of service have averaged 13 per year over the last four years (11 in 2003-2004), out of approximately 26 million visits to national parks and national historic sites.

However, visitors to national parks are less likely to rate the learning experience component of their visit as very satisfactory (i.e., in 2003-2004, less than 50% of the visitors to one national park rated their visit as very satisfactory). In contrast, visitors to national historic sites, other than historic canals, were less likely to rate the recreational component

of their visit as satisfactory (i.e., in 2003-2004, less than 85% of visitors to one national historic site were satisfied and less than 50% were very satisfied). This can be explained in part by the fact that most historic sites do not offer any recreational activities.

Public Safety

In 2003-2004, Parks Canada's Occurrence Tracking System (OTS) was implemented. This system tracks the number and nature of public safety incidents nationally. It is expected that by March 2005, the system will contain sufficient data for national reporting and analyses.

Performance Expectation

Minimize public safety incidents.

Parks Canada initiated an evaluation of its public safety program in the last quarter of 2003-2004, with a view to assessing the effectiveness of the program's policy and planning framework, prevention activities and standards for training and service delivery. The final report of this evaluation is expected in the fall of 2004.

As part of the public safety evaluation, Parks Canada conducted a survey of public safety specialists in each field unit to generate

program baseline data, including public safety incident rates. (See Appendix 1, point 11 for more details.) Safety incidents were divided into four categories of severity. Figure 32 provides the estimated number of public safety incidents, for each category, over a five-year period, for the twenty-seven responding field units.²⁹

Public safety incidents have generally remained constant over the five-year period, with the great majority of incidents involving no serious injuries.

During the period shown in Figure 32, there were an estimated 132 million visits to Parks Canada's facilities. On average over the five-year period, there was one life threatening or fatal incident per approximately 294,000 visits. 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. Parks Canada seeks to minimize the number of such injuries and deaths while recognizing that it is unlikely that they can be reduced to zero.

Figure 32: Public Safety Incident Rates, 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



TOWNSITES

Description and Expenditures

This service line includes all activities related to the Parks Canada Agency's management of communities within national parks, including the provision of 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 townships in national parks, which have permanent populations ranging from between 100 and 7,700. The townships 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 Banff township (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. Jasper township (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.

(In thousands of dollars)		2003-2004	2002-2003
Operating (not including amortization)	Salary	3,657	4,228
	Other	4,259	3,770
	Total	7,916	7,998
Capital		7,963	3,672
Grand Total		15,879	11,670

This service line represented 2% of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2003-2004 included \$3.1M for the Wastewater Treatment Plant upgrades in Field,

\$2.6M for the construction of a water Treatment Plant in Wasagaming, \$1M for the Lake Louise Wastewater Treatment Plant project and \$0.5M for the Waskesiu wastewater treatment plant.

(In thousands of dollars)		2003-2004	2002-2003
Revenue (cost recovery for municipal services)		2,035	2,247

Planned Result	Performance Expectations	Status
Park communities are efficiently administered and are models of environmental stewardship.	<ul style="list-style-type: none"> 100% cost recovery for municipal services (water, sewer, and garbage collection). Minimize environmental impacts of townsites. 	<p>On Target: for Cost Recovery</p> <p>Reasonable Progress: Framework for reporting was advanced; two townsites that have invested in upgrading water sewage treatment meet or almost meet all targets.</p>

Initiatives and Achievements

Cost Recovery of Municipal 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. Parks Canada's capital and operating costs for the townsites were \$16 million (\$12 million in 2002-2003).

Performance Expectation

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

The costs of providing water, sewer and garbage services were \$1.8 million (down from \$1.9 million in 2002-2003). These costs were completely recovered by the utility fees charged for the delivery of water, sewer and garbage services (i.e., the target of 100% cost recovery). An additional \$0.2 million (down from \$0.4 million in 2002-2003) was recovered for the recapitalization of associated facilities (e.g., water and sewage treatment plants).

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. 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. A review of progress on the development of 3NEI frameworks was completed in 2003-2004. The review found that progress in developing the frameworks has varied widely between the communities. It also suggested a basis for identifying common environmental aspects and related indicators among the communities. It is expected that a 3NEI framework, including both monitoring and concrete actions to improve the ecological state of townsites, will be in place for each of the park communities by March 2005.

Performance Expectation

Minimize environmental impacts of townsites.

In 2003-2004, the Agency started work on a single strategy for completing all the remaining frameworks, and for monitoring and reporting on a set of common environmental indicators for all communities. One common indicator concerns compliance with sewage effluent quality standards.

It is intended that sewage effluent from all town sites will meet at a minimum the standards suggested in the Federal Wastewater Guidelines www.ec.gc.ca/emsinfo/approach_e.htm. This would contribute to the long-term protection of the ecological integrity of the receiving environment. Currently, 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.

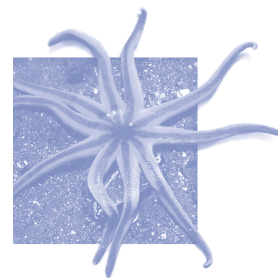
Sewage effluent quality is measured against the target levels for certain chemicals (phosphorous and ammonia), bacteria counts (fecal coliforms), levels of solids in the effluent, and five-day oxygen level. Banff and Lake Louise have undertaken upgrades to their sewage treatment plants over the last several years. Both communities have met or are very close to meeting all of their targets. The 2003-2004 effluent quality for Banff and Lake Louise is reported in Figure 33. All townsites will report on their performance against the stated standards and other potential environmental indicators in future reports.

Upgrades to the sewage treatment plant in Field will be completed in early 2004-2005. The sewage treatment facilities in the remaining communities (Waterton and Wasagaming) have not received any significant upgrades in the past five years.

Figure 33: Sewage Effluent Quality for Banff and Lake Louise Townsites

Parameter	Targets Banff National Park 2004 Management Plan Amendment	Lake Louise	Banff
		Yearly average 2003-2004	Yearly average 2003-2004
Total Phosphorous (mg/l)	<0.15	1.28	0.18
Fecal Coliforms (CFU/100ml)	<20 (end of pipe)	1	7.9
Solids, total suspended (mg/l)	<10	2.55	<2
5 Day Biochemical Oxygen Demand (BOD ₅) (mg/l)	<10 (summer) <20 (winter)	2.0 (summer) 2.5 (winter)	1.7 (summer) 1.7 (winter)
Ammonia (NH ₃ -N) (mg/l)	<1 (summer) <5 (winter)	0.2 (summer) 0.15 (winter)	0.26 (summer) 0.31 (winter)

THROUGH HIGHWAYS



Description and Expenditures

This service line includes the operation, maintenance and repairs of the provincial and inter-provincial highways that pass through

national parks and national historic sites.

Expenditures for highways were:

(In thousands of dollars)		2003-2004	2002-2003
Operating (not including amortization)	Salary	10,777	10,774
	Other	13,268	14,729
	Total	24,045	25,503
Capital		10,166	4,594
Grand Total		34,211	30,097

This service line represented 5% of Parks Canada's total operating expenditures in the last two years. Significant capital expenditures in 2003-2004 included \$4.4M for the Gros Morne National Park of Canada Highway 430 project (asset condition rated "fair" in 1999),

\$1.4M on the Trans-Canada Highway in Glacier National Park of Canada (asset condition rated "poor" in 1999) and \$1.2M on the Cabot Trail in Cape Breton (asset condition rated "poor" in 1999).

Planned Result	Performance Expectations	Status
Highways are safe and open to through traffic and minimize ecological impact.	<ul style="list-style-type: none"> Highways are open to through traffic Safety incidents are minimized. Minimize environmental impacts of highways. 	<p>Caution: Highways remained open. Reliance on emergency funding for capitalization and improvement to the condition of the assets remains a major concern.</p> <p>Insufficient information: to report on safety incidents.</p> <p>Reasonable progress: was made on a framework for reporting on the environmental impacts of highways.</p>

Initiatives and Achievements

Highway Condition and Access

Sections of 21 numbered highways pass through 16 national parks of Canada and one national historic site of Canada, covering a distance of 900 kilometres. Of these 21 highways, two (the Trans-Canada and Yellowhead), which are included in the National Highway System, pass through six national parks. 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.

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 2003-2004, 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 informal inspections of highways and bridges to ensure that immediate safety issues are documented and, where possible, these concerns are addressed (e.g., potholes, damaged guide rails, etc.). 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. Most of the major capital expenditures reported for through highways in this and previous reports are directed toward these urgent health and safety issues. In the absence of a permanent source of recapitalization funds, Parks Canada continues to require emergency funding from Treasury Board to deal with deteriorating highway conditions and their resulting long-term risks to public safety and personal property.

Performance Expectation

Safety incidents are minimized.

The Agency currently collects traffic volume and accident data for some of its through highways. In 2004-2005, Parks Canada will review its existing information and determine how it will report in the future.

Minimize Environmental Impact of Highways

In 2003-2004, a review was undertaken of field unit commitments with respect to sustainable highways, as well as practices and performance indicators of the sustainable

highway management used in other jurisdictions. The results were used in preparation of a draft ecological reporting framework for through highways. This draft framework will be finalized by March 2005, following further discussion at the field unit level, as part of planned bioregional discussions of park ecological integrity monitoring programs.

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.

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 2003-2004, there were no new salt management plans produced.

Another element of the framework concerns the effects of highways on local animal species. In Banff and Yoho National Parks of Canada, efforts have focused on reducing wildlife mortality and on reconnecting habitat separated by the Trans-Canada Highway. Fencing some sections of highway and redirecting animal crossings can reduce animal mortality. Between April 1998 and March 31, 2004, 22 elks, black bears and wolves were killed on the fenced portion of the highway (an increase of four over 2002-2003) compared to 81 in the non-fenced area (an increase of seven over 2002-2003). However, 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 along the highway median and have a greater mortality rate in fenced areas compared to unfenced areas (37 vs. 18 from April 1998 to March 2004).

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 along parts of the Trans-Canada Highway in Banff National Park of Canada for the exclusive use of wildlife. In 89 months of monitoring (November 1996 to March 2004), 49,268 individual wildlife crossings by medium-sized and larger animals have been detected, an increase of 4,689 over 2002-2003. Each of these crossings spares wildlife from exposure to potentially fatal vehicle traffic.



SECTION 3: GOVERNMENT-WIDE INITIATIVES AND POLICIES

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. Modern Controllershship
2. Sustainable Development
3. Service Improvement Initiative
4. Reporting for External Charging Information
5. Reporting on the Species at Risk Horizontal Initiative

Modern Controllershship

Following a capacity assessment in 2002, Parks Canada developed a detailed action plan based on the principles of Treasury Board's Modern Comptrollership model. The action plan targets six areas of focus, each of which is outlined in the table below.

As a result of these efforts, Parks Canada has advanced its ability to link financial and non-financial information, improved aspects of its risk and control frameworks, and instilled a more rigorous approach to public service values and ethics.

Focus Area	2003-2004 Accomplishments
Sustainable Business Planning	Developed Field Unit Resource Template to guide resource allocation National office and field unit sustainable business plans completed and presented to Executive Board
Asset Management	Executive Board approved Asset Management Policy
Values and Principles	Developed values and principles training module for senior managers Conducted the employee survey Conducted Alternate Dispute Resolution pilots and training Developed Code of Ethics on due diligence standards for Parks Canada executives

Focus Area	2003-2004 Accomplishments
Performance Information	<p>Defined performance information framework and refined corporate “performance expectations”</p> <p>Roll out and implementation of new financial coding aligned with the Program Activity Architecture.</p> <p>Introduced standardization to enable automation of information by park and site and align revenues with expenditures</p>
Risk Management	Developed vision paper for integrated risk management
Accountability	<p>Clarified roles between national office and service centres</p> <p>Simplified, redirected and refined roles of Executive Board committees</p> <p>Established a formal Parks Canada Executive Performance Agreement Regime</p>

Service Improvement Initiative

Parks Canada has a long tradition of providing quality services to Canadians and international visitors. This has resulted in a very high satisfaction rating, as demonstrated both in Parks Canada’s own surveys as well as in government surveys. Despite these high ratings, Parks Canada’s budget limitations and ongoing capital shortfall mean that the level and quality of its visitor services as well as the current levels of satisfaction, are at risk in the long term.

Programs and Services Covered by the Service Improvement Initiative

Parks Canada includes direct on-site visitor services within the scope of the Service Improvement Initiative, as well as the Parks Canada Web site, Call Centre, and Campground Reservation Service.

Client Satisfaction

Direct Visitor Services	Levels of visitors’ satisfaction with several aspects of their visit are reported earlier in the report (see Figures 28 and 31). 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. ³⁰
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.
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	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 is being piloted at eight locations in 2004 with full implementation planned in 2005. Satisfaction has not been assessed.

Performance and Service Standards	
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.
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).
Web site	Have not yet established performance targets.
Campground Reservation Service	Parks Canada has set a number of operational standards for the reservation system including average speed to answer calls (i.e., four minutes), hold time in queue (i.e., no more than 5% of callers held in queue more than 5 minutes), computer system downtime (i.e., no more than 60 minutes per calendar month where reservations can not be completed), and reservation 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).

Main Achievements in Improving Service from a Citizen-Centred Perspective

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.
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. By September 2003, approximately 1,570 employees from across the country had successfully completed the full training course.
Reinvestment of Revenue in Visitor Services	To reduce the impact of the annual recapitalization budget shortfalls and the possibility of resulting closures or reduced levels of service, Parks Canada has proposed a multi-year National Pricing Strategy through which revenues from fee increases will be earmarked for reinvestment in visitor facilities.

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 persons, places and events is reported on pages 26 to 46.
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 at the beginning of the Protection section of this report. Progress against these commitments is reported on pages 47 to 66.
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 Heritage Presentation section of this report. Progress against these commitments is reported on pages 67 to 70.
To provide visitors with services to enable them to enjoy and appreciate heritage places.	Revised commitments are shown in the Visitor Services section of this report. Progress against these commitments is reported on pages 71 to 75.
Park communities are effectively governed and efficiently administered as models of sustainability.	Revised commitments are shown in the townsites section of this report. Progress against commitments is reported on pages 76 to 78.
To maintain reliable, safe through-transit that minimizes ecological impacts.	Revised commitments are shown in the highways section of this report on pages 79 to 81.
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 protection section of this report pages 56-56.

Reporting for External Charging Information

A. Fees and Revenues (\$ thousands)

Name of Fee Activity	Fee Type	Fee Setting Authority	Date last modified	2003/04						Planning Years		
				RPP Forecast	Actual Revenues	Estimated Full Cost	Performance Standards	Performance Results	Fiscal year	Forecast Revenue	Estimated Full Cost	
Entry fees	Service	<i>Parks Canada Agency Act</i>	Increased in 2003	\$31,000	\$37,750	All fees charged by Parks Canada are part of a comprehensive and integrated regulatory scheme to manage and maintain national parks and national historic sites for the use and enjoyment of Canadians. The approximate annual cost of the associated services and rights and privileges is \$279 million.	Parks Canada has implemented a Quality Service Guarantee. This exceeds the objective of accountability for performance as specified in the External Charging Policy by refunding the user fee immediately to any dissatisfied visitor.	See Visitor Services Section regarding visitor satisfaction targets and performance. Parks Canada's services have been ranked first or second among those provided by all Federal Government departments and agencies in the 1998, 2000 and 2002 Citizen First reports	2004/05	\$84,000	\$280,000	
Recreational fees	Service	<i>Parks Canada Agency Act</i>	Increased in 2003	\$26,000	\$20,719				2005/06	\$87,000	\$280,000	
Rentals, lands and buildings and concessions	Rights and privileges	<i>Parks Canada Agency Act</i>	Increased in 2003/04 where terms of leases and licenses expired and where rent review provisions exist	\$12,000	\$16,893				2006/07	\$95,000	\$280,000	
Water, sewer and garbage fees	Service	<i>Canada National Parks Act</i>	Water and sewer fees increased in 2001 Garbage fees increased in 1996	\$2,200	\$2,035							
Other revenues	Other goods and services	<i>Parks Canada Agency Act</i>	Business licences increased in 1994 Other fees increased in 2003	\$2,958	\$4,341							
Total				\$74,158	\$81,738*							

* Excludes \$1,154 in accounting revenues

B. Fee Increases Rationale and Consultation Results

Many of the visitor facilities in Canada's national parks and national historic sites were built in the 1950s to 1970s and are now approaching the end of their normal life cycle. Ongoing maintenance is no longer sufficient to keep these facilities safe and in good condition, and the recapitalization funding required for rebuilding or replacement is insufficient.

Visitors, group tour operators and the businesses that operate within national parks and national historic sites all benefit in a direct way from their experience with these places. However, the fees they pay currently cover only 25 per cent of the costs to provide services and facilities.

To reduce the impact of the annual recapitalization budget shortfall and the possibility of resulting closures or reduced levels of service, Parks Canada increased fees in 2003, with new revenues being earmarked for reinvestment in visitor facilities. The strategy is based on the Government of Canada External Charging Policy principle that individuals and organizations that benefit directly from the programs and services provided should help to pay the related costs. It also reflects the Agency's desire to implement consistent pricing across the country, so that visitors to national parks and national historic sites pay the same fee for the same service regardless of the location where it is provided. The Agency's overriding goal is to continue offering high quality heritage experiences and services to Canadians by re-investing its new revenues into sustaining facilities and levels of services.

National consultations were carried out by Parks Canada between January and March 2003. Provincial/Territorial parks and tourism organizations, chambers of commerce, business operators, elected officials, user and stakeholder groups, and commercial group tour operators were consulted through mail-back cards, letters, meetings, newsletters, travel trade shows and a variety of other means.

There was widespread acceptance of the need to reinvest in visitor services and facilities, and that increases to user fees were appropriate for this purpose. In some instances, communities adjacent to parks and sites that are dealing with economic challenges asked for reductions to the proposed fees and other price incentives for frequent visitors.

The majority of those consulted also requested that Parks Canada increase its prices by smaller increments on a more routine basis, rather than continuing the practice of making larger price adjustments periodically.

Travel trade and tourism organizations asked for a longer phase-in period due to the continuing downturn in this sector. There was also confirmation of the importance to commercial operators of advance notification of price increases.

Parks Canada is proposing to address the concerns raised during consultations:

Commercial group tour fee increases will be phased in over two years beginning in 2004. The full price increases that the Agency proposed would not take effect until 2005. Parks Canada will respect its commitment to provide 18 months advance notification, and 2004 prices will not take effect until October 1, 2004.

Specially priced early bird and national entry passes are offered for repeat visitors, and there continues to be discounted prices for families, groups, seniors and youth. Where levels of service are reduced in the shoulder seasons, prices are also reduced. The proposed strategy for future fee increases will be to phase them in over several years.

Parks Canada's dispute resolution approach makes use of the Parks Canada Quality Service Guarantee. If visitors are not satisfied with the quality of service provided or they do not believe that they received value for the fees that they paid, a refund is offered.

C. Other Information

Parks Canada Fees are published in the Canada Gazette (<http://canadagazette.gc.ca/partI/2003/20030823/pdf/g1-13734.pdf#Page=54>) and Parks Canada Web site (www.pc.gc.ca/agen/tarifs-fees/index_e.asp).

Horizontal Initiative: Species At Risk

Horizontal Initiative Template						
1. Name of Horizontal Initiative: Implementation of the Act respecting the protection of wildlife species at risk in Canada			2. Name of Lead Department(s): Environment Canada			
3. Start Date of the Horizontal Initiative: 2000		4. End Date of the Horizontal Initiative: ongoing (funding until 2007-2008)		5. Total Federal Funding Allocation: \$438,000,000		
6. Description of the Horizontal Initiative: This Horizontal Initiative supports the development and implementation of the National Strategy for the Protection of Species at Risk and the <i>Species at Risk Act</i> (SARA) that came fully into force in June 2004. Environment Canada (EC), Fisheries and Oceans Canada (DFO) and Parks Canada Agency (PCA) are the departments/agency responsible for the protection of species at risk under federal jurisdiction. The three departments received funds from Treasury Board in 2000 for the “Implementation of the National Strategy for the Protection of Species at Risk and their Critical Habitat” and in 2003 for “Implementation of the Act respecting the protection of wildlife species at risk in Canada”.						
7. Shared Outcome(s): Implementation of SARA, species at risk protected, biodiversity protected.						
8. Governance Structure(s): CESCC (Canadian Endangered Species Conservation Council – F/P/T Ministers responsible for wildlife); Canadian Wildlife Deputy Ministers; CWDC (Canadian Wildlife Directors Committee – F/P/T Directors responsible for wildlife); ADMs Committee (EC, DFO, PCA); Director General Operations Committee (EC, DFO, PCA and others).						
9. Federal Partners Involved in each Program	10. Names of Programs	11. Total Allocation	12. Planned Spending for 2003–04	13. Actual Spending in 2003–04	14. Planned Results for 2003–04	15. Achieved Results in 2003–04
1. Environment Canada	(a) Environment Canada Species at Risk Program	\$283,844,000	\$38,400,000	\$31,646,000	Proclamation of SARA (Phased approach); Preparation for full implementation of SARA (Prohibitions and enforcement)	Proclamation of SARA (Phased approach); Preparation for full implementation of SARA (Prohibitions and enforcement)
2. Fisheries and Oceans Canada	(b) Fisheries and Oceans Species at Risk Program	\$103,219,000	\$14,300,000	\$12,526,000		General administration of SARA; Policy development (Critical Habitat, Residence, Permits, etc.); Management of Listing process; Preparation of Ministerial Response Statements; Recovery strategies in development;
3. Parks Canada Agency	(c) Parks Canada Species at Risk Program	\$50,937,000	\$5,300,000	\$4,739,600	General administration of SARA; Policy development (Critical Habitat, Residence, Permits, etc.); Management of Listing process; Preparation of Ministerial Response Statements; Recovery strategies in development;	
16. Comments on Variances: Due to timing of the Federal Budget 2003 and the submission to TB, EC, DFO and PCA did not plan for incremental funding in 2003-04 and did not receive this supplemental funding (\$13M) until December 2003. Due to funding uncertainty and limited ability to cash manage, EC, DFO and PCA scaled back implementation of SARA and activities related to the SAR program in 2003-04. Planned results were prioritized based on initial 2000-2005 funding. Although financial records show incomplete spending of funds in this fiscal year, the three Departments reallocated some A-base resources to SARA implementation, which, if added, would bring the total close to the planned spending level.						
17. Results Achieved by Non-federal Partners: <ul style="list-style-type: none">• The Committee on the Status of Endangered Wildlife in Canada assessed 63 species at their May and November 2003 meetings.• Through the Habitat Stewardship Program, the Federal government undertook stewardship activities with 134 partners, leveraged close to \$23 million in funding from these partners, and protected more than 50,000 hectares of species at risk habitat.						
18. Contact Information:		19. Approved by:		20. Date Approved:		
Yanik Perigny Environment Canada		Jean-François LaRue Environment Canada				



SECTION 4: AUDITED ACCRUAL FINANCIAL STATEMENTS 2003-2004

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 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 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 3, 2004



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, 2004 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, 2004 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, FCA
Auditor General of Canada

Ottawa, Canada
September 3, 2004

PARKS CANADA AGENCY**Balance Sheet as at March 31**

(in thousands of dollars)

	2004	2003
Assets		
Current assets:		
Cash entitlements (Note 3)		
General operations account	54,159	57,593
Specified purpose accounts	633	487
	54,792	58,080
Accounts receivable	4,041	4,952
Inventory of consumable supplies (Note 4)	5,761	4,912
	64,594	67,944
Property, plant and equipment (Note 5)	1,448,927	1,458,509
Collections and archaeological sites (Note 6)	1	1
	1,513,522	1,526,454
Liabilities		
Current liabilities:		
Accounts payable and accrued liabilities		
Federal government departments and agencies	7,406	12,898
Others	55,105	54,100
	62,511	66,998
Deferred revenue (Note 7)	8,978	6,779
	71,489	73,777
Employee future benefits (Note 8)	41,812	39,856
Provision for environmental clean-up (Note 9)	22,320	21,809
	135,621	135,442
Equity of Canada	1,377,901	1,391,012
	1,513,522	1,526,454

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)

	2004	2003
Expenses (Note 10)		
Stewardship of National Heritage Places		
Establishing Heritage Places	16,665	14,137
Protecting Heritage Resources	164,335	130,244
Presenting Heritage Resources	56,814	51,691
	<u>237,814</u>	<u>196,072</u>
Use and Enjoyment by Canadians		
Visitor Services	150,450	154,566
Townsites	7,915	7,998
Through Highways	24,044	25,503
	<u>182,409</u>	<u>188,067</u>
Corporate Services		
Managing Parks Canada	49,659	46,623
People Management	14,924	12,842
	<u>64,583</u>	<u>59,465</u>
Amortization of property, plant and equipment	<u>79,899</u>	<u>77,818</u>
Net loss on disposal of property, plant and equipment	<u>—</u>	<u>10,083</u>
Total expenses	564,705	531,505
Revenues (Note 11)	<u>83,085</u>	<u>78,030</u>
Net cost of operations (Note 12)	<u>481,620</u>	<u>453,475</u>

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)

	2004	2003
Balance at beginning of year	1,391,012	1,440,270
Net cost of operations	(481,620)	(453,475)
Services provided without charge by Government departments (Note 13)	43,630	39,703
Net cash provided by Government	428,167	379,846
Change in cash entitlements	(3,288)	(15,332)
Balance at end of year	<u>1,377,901</u>	<u>1,391,012</u>

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)

	2004	2003
Operating Activities:		
Net cost of operations	481,620	453,475
Items which do not involve cash:		
Amortization of property, plant and equipment	(79,899)	(77,818)
Net gain (loss) on disposal of property, plant and equipment	1,348	(10,083)
Services provided without charge by Government departments	(43,630)	(39,703)
Net change in non-cash working capital balances	2,225	12,524
Increase in employee future benefits	(1,956)	(4,578)
Increase in provision for environmental clean-up	(511)	(725)
Cash used in operating activities	359,197	333,092
Investing activities:		
Acquisitions and improvements to property, plant and equipment	71,622	47,485
Proceeds on disposal of property, plant and equipment	(2,652)	(731)
Cash used in investing activities	68,970	46,754
Net cash provided by Government	428,167	379,846

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

PARKS CANADA AGENCY

Notes to Financial Statements as at March 31, 2004

(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 program 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.

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 Government 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 Superannuation Plan administered by the Government of Canada. Both, the employees and the Agency contribute to the cost of the Plan. The contributions are recognized in the year incurred. The Agency is not required under present legislation to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account.

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 contingencies are the most significant items where estimates are used. Actual results could differ 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, 2004, the balance of the general operations account is \$54.2 million (\$57.6 million in 2003).

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, 2004, the Agency has a balance of \$0.6 million (\$0.5 million in 2003) for specified purpose accounts.

4. Inventory of Consumable Supplies

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

	2004	2003
Top soil, sand, gravel and other crude material	1,242	624
Equipment, materials and supplies	876	691
Construction material and supplies	790	712
Miscellaneous other supplies	586	639
Fuel and other petroleum products	550	512
Fabricated wood and metal products	539	530
Printed books, publications and maps	535	551
Safety equipment	339	318
Uniforms and protective clothing	304	335
	5,761	4,912

5. Property, Plant and Equipment

	Closing historical cost as at March 31, 2003	Net additions ⁽¹⁾ for the year ended March 31, 2004	Closing historical cost as at March 31, 2004	Accumulated amortization as at March 31, 2004	Net book value as at March 31, 2004	Net book value as at March 31, 2003
Buildings, fortifications and leasehold improvements	695,045	18,641	713,686	412,240	301,446	299,990
Improved grounds	557,319	7,440	564,759	425,454	139,305	154,204
Roads	917,524	9,000	926,524	546,414	380,110	387,752
Bridges	142,437	1,042	143,479	73,672	69,807	71,425
Canal and marine facilities	510,566	9,800	520,366	242,092	278,274	275,973
Utilities	144,877	9,693	154,570	81,008	73,562	67,337
Vehicles and equipment	118,968	4,385	123,353	89,091	34,262	33,003
Exhibits	94,373	7,833	102,206	75,371	26,835	23,907
	3,181,109	67,834	3,248,943	1,945,342	1,303,601	1,313,591
Land (Note 2d)						
– Acquired land	125,025	408	125,433	–	125,433	125,025
– Crown land	1	–	1	–	1	1
– Donated land	19,892	–	19,892	–	19,892	19,892
	144,918	408	145,326	–	145,326	144,918
Total property, plant and equipment	3,326,027	68,242	3,394,269	1,945,342	1,448,927	1,458,509

⁽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 \$0.9 million (\$0.3 million in 2003) on the acquisition of land. The total cost of property, plant and equipment includes \$79.9 million (\$66.3 million in 2003) 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 149 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 \$9.0 million (\$6.8 million in 2003) is an amount of \$8.4 million (\$6.3 million in 2003) representing the balance, at year-end, for entrance fees, recreational fees, and rentals/concessions fees collected in advance.

The remaining \$0.6 million (\$0.5 million in 2003) of deferred revenue, represents monies received from external organizations, which must be used for specified purposes.

8. Employee Future Benefits

a) Severance benefits:

The Agency uses the actuarially determined government wide ratio for calculating the liability for employee severance benefits. The employee severance benefit liability, including the short-term portion, is determined to be \$44.6 million (\$41.4 million in 2003). The amount expensed to salary and benefits in the period was \$4.9 million (\$6.8 million in 2003).

b) Pension benefits:

Contributions by the Agency to the Public Service Superannuation Plan of \$29.5 million (\$26.3 million in 2003) and by employees of \$12.3 million (\$11.0 million in 2003) are expensed to salary and employee benefits in the period incurred and represent the total cost under the Plan.

9. Contingencies

a) Claims:

In the normal course of business, claims have been made against the Agency totalling approximately \$29.6 million, excluding interest, for alleged damages and other matters. The final outcome of these claims is not presently determinable and, accordingly, these items are not recorded in the accounts. In the opinion of management, the position of the Agency in all of these actions is defensible. These claims will be accounted for in the year in which liability is considered likely and the cost can be reasonably estimated.

b) Provision for environmental clean-up:

The Agency has 327 sites that are known or suspected of contamination. Based on information available and detailed studies conducted thus far on 267 of these sites, the Agency assesses the liability at \$22.3 million (\$21.8 million in 2003) and the contingency for environmental clean up at \$135.0 million (\$119.5 million in 2003).

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

	2004	2003
Salaries and employee benefits	288,315	275,806
Amortization	79,899	77,818
Professional and special services	53,999	48,205
Utilities, materials and supplies	41,899	40,837
Transportation and communication	25,187	23,321
Rentals	23,996	10,939
Accommodation provided without charge	14,422	13,890
Payments in lieu of taxes	10,932	10,697
Repairs and maintenance	10,637	9,461
Grants and contributions	7,363	3,721
Information	6,610	5,466
Other miscellaneous expenses	935	536
Environmental clean-up	511	725
Net loss on disposal of property, plant and equipment (1)	—	10,083
	564,705	531,505

⁽¹⁾ In 2002-2003, Treasury Board approved under subsection 8(c) of the *Parks Canada Agency Act*, the transfer of the Agency's property, plant and equipment with a cost of \$26.7 million to the Municipality of Jasper resulting in a loss on disposition of \$9.8 million. The remaining net loss was from the disposition of other property, plant and equipment.

11. Summary of Revenues by Major Classification

	2004	2003
Entrance fees	37,750	35,169
Recreational fees	20,719	18,749
Rentals and concessions	14,483	14,815
Other operating revenues	4,341	4,647
Staff housing	2,410	2,403
Townsites revenues	2,035	2,247
Net gain on disposal of property, plant, and equipment	1,347	—
	83,085	78,030

12. Parliamentary Appropriations

a) Appropriations used:

	2004	2003
Appropriations voted:		
Vote 110 – Program expenditures	426,980	381,366
Vote 105 – New parks and historic sites account	7,800	3,908
Statutory appropriations:		
Expenditures equal to revenue received pursuant to section 20 of the Parks Canada Agency Act	85,589	78,038
Contributions to employee benefits plan	39,425	40,484
Total appropriations	559,794	503,796
Less:		
Amount available in future year	47,842	62,753
Appropriations used	511,952	441,043

b) Reconciliation to Government funding:

	2004	2003
Net cost of operations	481,620	453,475
Expenditures equal to revenue received pursuant to section 20 of the <i>Parks Canada Agency Act</i>	85,589	78,038
Items not affecting funding:		
Amortization of property, plant and equipment	(79,899)	(77,818)
Services provided without charge by Government departments (Note 13)	(43,630)	(39,703)
Net gain (loss) on disposal of property, plant and equipment	1,347	(10,083)
	(122,182)	(127,604)
Changes in accounts not affecting current year's funding requirements:		
New parks and historic sites account (Note 12 c)	3,710	(1,509)
Accounts receivable	(910)	239
Inventory of consumable supplies	849	(914)
Employee future benefits	(1,956)	(4,578)
Accounts payable and accrued liabilities	(1,122)	(2,133)
Deferred revenues	(2,200)	–
Provision for environmental clean-up	(511)	(725)
Other adjustments	95	–
	(2,045)	(9,620)
Property, plant and equipment funded by appropriations	71,622	47,485
Proceeds on disposal of property, plant and equipment	(2,652)	(731)
	68,970	46,754
Appropriations used	511,952	441,043

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:

	2004	2003
Available at beginning of year	11,851	13,128
Receipts:		
Parliamentary appropriation	7,800	3,908
Proceeds on disposal of land and property, plant and equipment	2,426	661
Donation	–	401
	10,226	4,970
Expenditures:		
Capital expenditures	6,131	4,866
Contributions	617	1,381
	6,748	6,247
Available at end of year	15,329	11,851

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 \$32.0 million (\$27.4 million in 2003) for services provided by Government departments, including an amount of \$23.1 million (\$20.7 million in 2003) 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:

	2004	2003
Contributions covering employer's share of employees' insurance premiums and costs paid by Treasury Board Secretariat	19,022	16,999
Accommodation provided by Public Works and Government Services Canada	14,422	13,890
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	2030	829
Other services provided without charge	646	475
	43,630	39,703

14. Commitments

- a) The Agency has entered into agreements for leases of equipment and operating leases for accommodations for a total of \$11.7 million (\$13.4 million in 2003). The agreements show different termination dates, with the latest ending in 2021. Minimum annual payments under these agreements for the next five years are approximately as follows:

2004-05	1,389
2005-06	1,063
2006-07	963
2007-08	853
2008-09 and beyond	7,432

- b) The Agency has entered into contracts for operating and capital expenditures for approximately \$19.6 million (\$19.2 million in 2003). Payments under these contracts are expected to be made over the next three years.



SECTION 5: UNAUDITED MODIFIED CASH-BASED FINANCIAL INFORMATION 2003-2004

A. Financial Performance Overview

B. Financial Summary Tables

1. Summary of Voted Appropriations
2. Comparison of Total Planned Spending to Actual Spending
3. Historical Comparison of Total Planned Spending to Actual Spending
4. Resource Requirements by Organization and Business Line
5. Respendable Revenues
6. Non-Respendable Revenues
- 7A. Transfer Payments Summary
- 7B. Transfer Payments Details
8. Capital Spending by Business Line
9. Capital Projects
10. Contingent Liabilities

Approved by:
Mike Fay
Chief Administrative Officer
Parks Canada Agency

Financial Performance Overview

In 2003-04 Parks Canada's Main Estimates amounted to \$400,369,000. Throughout the year, additional funding was received bringing the total Authorities to \$559,794,560. These additional resources (\$159,425,560) were allocated to the following major initiatives:

	(in millions \$)
• Operating budget carry forward from the previous year (as part of the two year appropriation authority)	62.1
• Increased funding for forest fire suppression	28.3
• Funding to expand Canada's system of national parks and marine conservation areas	27.2
• Increase in operating revenues	13.4
• Highway emergency repairs in national parks	7.2
• Additional funding to improve the natural health of Canada's national parks	5.0
• Additional funding for severance pay and parental benefits	3.6
• Cost related to the Inuit Impact and Benefit Agreement for establishment of the Ukkusiksalik National Park of Canada	3.5
• Additional funding for various capital projects related to the new Gulf Islands National Park Reserve of Canada and for the restoration of HMCS Haida National Historic Site of Canada	3.3
• Support to businesses for the preservation of commercial heritage properties	2.9
• Salary settlements for collective agreements, economic increases, etc.	1.7
• Increase in Contributions to Employee Benefit Plans	1.0
• Evaluation and Internal Audit	0.3

Financial Summary Tables

Table 1. Summary of Voted Appropriations

Financial Requirements by Authority (\$ thousands)

Vote	2003-04			
	Main Estimates	Total Planned Spending	Total Authorities	Actual
100 Program Expenditures	285,265	309,165	426,979	379,137
105 Payments to the New Parks & Historic Sites Account	4,500	14,500	7,800	7,800
(S) Expenditures equivalent to revenue resulting from the conduct of operations pursuant to section 20 of the <i>Parks Canada Agency Act</i>	72,158	74,158	85,589	85,589
(S) Contributions to Employee Benefit Plans	38,446	38,446	39,426	39,426
(S) Refunds of previous years' revenues	–	–	1	1
Total – Budgetary Expenditures	400,369	436,269	559,795	511,953
Total – Non-Budgetary Expenditures	–	–	–	–
Total Parks Canada	400,369	436,269	559,795	511,953

Table 2. Comparison of Total Planned Spending to Actual Spending

Planned Versus Actual Spending by Business Line (\$ thousands)									
PARKS CANADA/ Business Lines	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenue (Revolving Funds)	Total Net Expenditures
Stewardship of National Heritage Places									
(Main Estimates)	–	169,359	26,272	23	195,654	–	195,654	–	195,654
(Total Planned Spending)	1,940	193,259	36,272	23	229,554	–	229,554	–	229,554
(Total Authorities)	2,079	237,789	24,125	7,471	269,385	–	269,385	–	269,385
(Actuals)	2,079	222,501	24,107	6,706	253,314	–	253,314	–	253,314
Use & Enjoyment by Canadians									
(Main Estimates)	–	138,010	15,070	189	153,269	–	153,269	–	153,269
(Total Planned Spending)	1,300	140,010	15,070	189	155,269	–	155,269	–	155,269
(Total Authorities)	1,931	199,422	38,198	40	237,660	–	237,660	–	237,660
(Actuals)	1,931	168,256	38,117	40	206,413	–	206,413	–	206,413
Corporate Services									
(Main Estimates)	–	47,746	3,700	–	51,446	–	51,446	–	51,446
(Total Planned Spending)	400	47,746	3,700	–	51,446	–	51,446	–	51,446
(Total Authorities)	370	48,918	3,832	–	52,750	–	52,750	–	52,750
(Actuals)	370	48,411	3,815	–	52,226	–	52,226	–	52,226
Total Parks – Budgetary									
(Main Estimates)	–	355,115	45,042	212	400,369	0	400,369	0	400,369
(Total Planned Spending)	3,640	381,015	55,042	212	436,269	0	436,269	0	436,269
(Total Authorities)	4,380	486,129	66,155	7,511	559,795	0	559,795	0	559,795
(Actuals)	4,380	439,168	66,039	6,746	511,953	0	511,953	0	511,953
Non-Budgetary									
(Main Estimates)	–	–	–	–	–	–	–	–	–
(Total Planned Spending)	–	–	–	–	–	–	–	–	–
(Total Authorities)	–	–	–	–	–	–	–	–	–
(Actuals)	–	–	–	–	–	–	–	–	–
Total Parks									
(Main Estimates)	–	–	–	–	–	–	–	–	400,369
(Total Planned Spending)	–	–	–	–	–	–	–	–	436,269
(Total Authorities)	–	–	–	–	–	–	–	–	559,795
(Actuals)	–	–	–	–	–	–	–	–	511,953

Table 2. Comparison of Total Planned Spending to Actual Spending (*cont'd*)

Planned Versus Actual Spending by Business Line (\$ thousands)						
PARKS CANADA/ Business Lines	FTEs	Operating	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Statutory Grants and Contributions
					Total Gross Expenditures	Less: Respendable Revenue (Revolving Funds)
						Total Net Expenditures
OTHER REVENUES AND EXPENDITURES						
NON-RESPENDABLE REVENUES						
(Total Planned Spending)						–
(<i>Total Authorities</i>)						12
(Actuals)						12
COST OF SERVICES PROVIDED BY OTHER DEPARTMENTS						
(Total Planned Spending)						29,687
(<i>Total Authorities</i>) **						40,757
(Actuals)**						40,757
NET COST OF THE PROGRAM						
(Total Planned Spending)						465,956
(<i>Total Authorities</i>)						600,564
(Actuals)						552,722

• Numbers in normal text denote Main Estimates numbers and Planned Spending (2003-04 Report on Plans and Priorities). Numbers in *italics* denote Total Authorities for 2003-04 (Main Estimates and Supplementary Estimates and other authorities). **Bolded numbers** denote actual expenditures/revenues in 2003-04 (shown in the Public Accounts).

• Due to rounding, figures may not add to totals shown.

** **Authorities and Actuals include cost of services provided by the Department of Canadian Heritage of \$7,510,000.**

Table 3. Historical Comparison of Total Planned Spending to Actual Spending

Planned Versus Actual Spending by Business Line (\$ thousands)

Business Lines	2003-04					Actual
	Actual 2001-02	Actual 2002-03	Main Estimates	Total Planned Spending	<i>Total Authorities</i>	
Stewardship of National Heritage Places	209,414	210,092	195,654	229,554	269,385	253,314
Use & Enjoyment by Canadians	202,539	201,950	153,269	155,269	237,660	206,413
Corporate Services	52,852	48,730	51,446	51,446	52,750	52,226
Total Parks – Gross Expenditures	464,805	460,772	400,369	436,269	559,795	511,953
Less: Respendable Revenues (Revolving Funds)	16,388	–	–	–	–	–
Total Parks – Net Expenditures	448,417	460,772	400,369	436,269	559,795	511,953
Non Budgetary	–	–	–	–	–	–
Total Parks Canada	448,417	460,772	400,369	436,269	559,795	511,953

Table 4. Resource Requirements by Organization and Business Line

**Comparison of 2003-04 RPP Planned Spending and Total Authorities
to Actual Expenditures by Organization and Business Lines (\$ thousands)**

Organization	Stewardship of National Heritage Places	Use & Enjoyment by Canadians	Corporate Services	TOTAL
Parks Canada				
(Main Estimates)	195,654	153,269	51,446	400,369
(Total Planned Spending)	229,554	155,269	51,446	436,269
<i>(Total Authorities)</i>	<i>269,385</i>	<i>237,660</i>	<i>52,750</i>	<i>559,795</i>
(Actuals)	253,314	206,413	52,226	511,953
% of TOTAL	49.5 %	40.3 %	10.2 %	100.0 %

Note:

- Numbers in normal text denote Main Estimates numbers and Planned Spending (2003-04 *Report on Plans and Priorities*). *Numbers in italics* denote Total Authorities for 2003-04 (Main Estimates and Supplementary Estimates and other authorities). **Bolded numbers** denote actual expenditures/revenues in 2003-04 (shown in the Public Accounts).
- Due to rounding figures may not add to totals shown.

Table 5. Respendable Revenues

Respendable Revenues (\$ thousands)

				2003-04	
	Actual 2001-02	Actual 2002-03	Total Planned Revenues	Total Authorities	Actual
Revenue Credited to the Parks Canada Revolving Funds					
Townsites					
Municipal Fees	3,162	–	–	–	–
Subsidies	7,927	–	–	–	–
Hot Springs Revenues	4,098	–	–	–	–
Golf Course Revenues	1,201	–	–	–	–
Total Revenue Credited to the Revolving Funds					
	16,388	–	–	–	–
Operational Revenues (Pursuant to section 20 of the Parks Canada Agency Act)					
Rentals, Lands, Buildings and Concessions	15,471	16,099	12,000	17,843	17,843
Entrance Fees	29,724	32,100	31,000	34,886	34,886
Recreational Fees	16,014	22,240	26,000	25,004	25,004
Municipal Fees	–	1,755	2,200	2,014	2,014
Other Revenue	12,687	5,844	2,958	5,842	5,842
Total – Operational Revenues	73,896	78,038	74,158	85,589	85,589
Total Revenues Parks Canada	90,284	78,038	74,158	85,589	85,589

Table 6. Non-Respendable Revenues
Non-Respendable Revenues by Business Line (\$ thousands)

Business Lines	Actual 2001-02	Actual 2002-03	2003-04		Actual
			Total Planned Revenues	<i>Total Authorities</i>	
Stewardship of National Heritage Places	–	–	–	–	–
Use & Enjoyment by Canadians	–	–	–	–	–
Corporate Services Other Revenue	35	37	–	12	12
Total Parks Canada	35	37	0	12	12

Table 7A. Transfer Payments Summary

Transfer Payments by Business Line (\$ thousands)

Business Lines	Actual 2001-02	Actual 2002-03	2003-04			Actual
			Main Estimates	Total Planned Spending	Total Authorities	
GRANTS						
Stewardship of National Heritage Places	23	23	23	23	3,423	3,423
Use & Enjoyment by Canadians	1,600	–	–	–	–	–
Corporate Services	–	–	–	–	–	–
Total Grants – Parks Canada	1,623	23	23	23	3,423	3,423
CONTRIBUTIONS						
Stewardship of National Heritage Places	954	2,105	–	–	4,048	3,283
Use & Enjoyment by Canadians	16	180	189	189	40	40
Corporate Services	631	32	–	–	–	–
Total Contributions – Parks Canada	1,601	2,317	189	189	4,088	3,323
TOTAL TRANSFER PAYMENTS – PARKS CANADA						
	3,224	2,340	212	212	7,511	6,746
CONTRIBUTIONS FROM THE NEW PARKS AND HISTORIC SITES ACCOUNT						
Stewardship of National Heritage Places	1,517	1,381	–	1,000	616	616
Total	1,517	1,381	0	1,000	616	616

Table 7B. Transfer Payments Details

Parks Canada Transfer Payments (in \$)

	Actual 2001-02	Actual 2002-03	Actual 2003-04
GRANTS			
Grants in support of activities or projects related to national parks, national marine conservation areas, national historic sites and historic canals	1,622,700	22,700	22,700
Grant to the Kivalliq Inuit Association for the establishment of the Community Initiatives Fund	–	–	3,000,000
Grant to the Kivalliq Inuit Association for the establishment of the Kivalliq National Park Scholarship Trust	–	–	400,000
Total Grants – Parks Canada	1,622,700	22,700	3,422,700
CONTRIBUTIONS			
Contributions in support of activities or projects related to national parks, national marine conservation areas, national historic sites and historic canals	1,601,146	2,317,018	3,322,930
Total Contributions – Parks Canada	1,601,146	2,317,018	3,322,930
TOTAL TRANSFER PAYMENTS – PARKS CANADA	3,223,846	2,339,718	6,745,630
CONTRIBUTIONS FROM THE NEW PARKS AND HISTORIC SITES ACCOUNT			
Contributions under the Parks Canada National Cost Sharing Program	1,517,090	1,381,396	616,387

Table 8. Capital Spending by Business Line

Parks Canada (\$ thousands)

	Actual 2001-02	Actual 2002-03	2003-04			Actual
			Main Estimates	Total Planned Spending	Total Authorities	
Parks Canada						
Stewardship of National Heritage Places	26,337	19,363	26,272	36,272	24,125	24,107
Use & Enjoyment by Canadians *	33,462	20,931	15,070	15,070	38,198	38,117
Corporate Services	1,622	2,489	3,700	3,700	3,832	3,815
Total	61,421	42,783	45,042	55,042	66,155	66,039

* Includes spending for the Revolving Funds in 2001-02 only.

Capital Spending From the New Parks and Historic Sites Account

Stewardship of National Heritage Places	3,155	4,746	–	14,000	21,523	6,534
Total Capital Spending	64,576	47,529	45,042	69,042	87,678	72,573

Definitions Applicable to Major Capital Projects

Major Capital Project – An Agency 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 Agency 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.

Table 9. Capital Projects

Details of Major Capital Projects (\$ thousands)

Projects by Activity and Region	Current Estimated Total Cost	Actual 2001-02	Actual 2002-03	2003-04		
				Planned Spending	Total Authorities	Actual
Stewardship of National Heritage Places						
Yukon						
SS Klondike NHS – Retrofit (S-DA)	2,600	406	364	400	380	380
British Columbia						
Gwaii Haanas NP – Haida Heritage Centre (S-DA)	4,500	–	700	3,800	–	–
Alberta						
Banff NP – Wildlife Crossing over the Rundle Canal near Canmore (S-DA)	3,000	–	75	2,800	2,366	2,366
Ontario						
Bruce Peninsula NP – Land Acquisition (I-DA)	13,500	190	58	300	216	216
Fort Henry NHS – Major Repairs (S-DA)	10,000	–	1,377	3,300	720	720
HMCS Haida NHS – Restoration and Relocation (S-DA)	7,500	–	3,638	2,300	3,434	3,434
Trent-Severn Waterway NHS – Swift Rapids Dam – Major Repairs (S-DA)	4,526	–	2,388	1,800	1,866	1,866
Quebec						
Fort Temiscamingue NHS – Development (S-DA)	3,800	54	73	100	98	98
Saguenay NP – Marine Park Development (S-EPA)	29,800	2,807	172	1,000	1,020	1,020
Nova Scotia						
Fortress of Louisbourg NHS – Slate Roof Replacement of King's Bastion (S-DA)	3,300	157	1,276	1,900	1,665	1,665

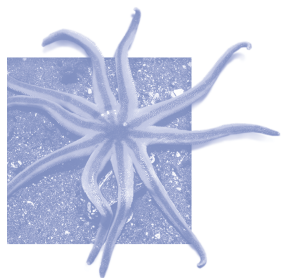
Table 9. Capital Projects (*cont'd*)**Details of Major Capital Projects (\$ thousands)**

Projects by Activity and Region	Current Estimated Total Cost	Actual 2001-02	Actual 2002-03	2003-04		
				Planned Spending	<i>Total Authorities</i>	Actual
Use and Enjoyment by Canadians						
British Columbia						
Glacier NP – Snowshed Lighting and Pavement (S-DA)	4,797	2,132	2,424	100	241	241
Yoho NP – Field Sewage Treatment Plant Major Repairs and Upgrade (S-DA)	3,549	170	207	3,200	3,172	3,172
Alberta						
Lake Louise NP – Sewage Treatment Plant Upgrade (S-DA)	5,800	1,938	803	1,300	1,121	1,121
Manitoba						
Riding Mountain NP – Wasagaming Sewage Treatment Plant Major Repairs and Upgrade (S-DA)	2,200	–	242	200	56	56
Riding Mountain NP – Wasagaming Water Treatment Plant Major Repairs and Upgrade (S-DA)	4,100	–	34	2,800	2,691	2,691
Ontario						
Bruce Peninsula NP –Visitor Centre (S-DA)	7,300	455	720	–	40	40
Trent-Severn Waterway NHS – Ranney Falls Locks 11-12 – Major Repairs (S-DA)	6,600	31	16	6,400	3,092	3,092
Canada Marine Discovery Centre – Hamilton Building and Site Development (S-DA)	8,400	472	1,037	6,500	6,556	6,556
Canada Marine Discovery Centre – Exhibits and Galleries (S-DA)	3,200	–	540	2,100	1,924	1,924
Quebec						
La Mauricie NP – Park Enhancement (S-DA)	6,200	862	1,006	600	609	609
Nova Scotia						
Grand Pre NHS –Visitor Centre (S-DA)	4,170	301	2,133	1,200	1,566	1,566
Cape Breton NP – Cabot Trail – Urgent Repairs (S-DA)	3,340	–	–	2,060	1,160	1,160
Newfoundland						
Gros Morne NP – Highway 430 & 431 – Urgent Repairs (S-DA)	7,460	–	818	4,550	4,383	4,383

Table 10. Contingent Liabilities

Parks Canada has contingent liabilities that amount to \$29.6 million. This information represents action suits that have been commenced against the Government but they are not recorded as liabilities.





APPENDIX 1: BACKGROUND ON PERFORMANCE INFORMATION

This section provides some background information about how heritage places are established or designated, details of some specific designations, and information on how various aspects of the Agency's performance are measured.

1. How Parks Are Established

National parks are usually established according to a five-step sequence. Steps one and two, identifying representative areas and selection of a park proposal, rely primarily on a scientific approach. Step three, feasibility assessment, is more complex and time-consuming because it involves: studying the area's ecological resources and human uses; identifying potential social and economic impacts on local residents; developing ecological park boundary options; and conducting public consultations to share information and seek input. Step four, negotiating a park agreement, can also be time-consuming since it may involve comprehensive land claims by Aboriginal peoples, complications in determining final park boundaries, and decisions about land acquisition. Step four is completed when

the Minister, with Cabinet approval, signs the negotiated park establishment agreement. Parks Canada is then responsible for the operation of the national park or national park reserve under the authority of various provincial, territorial and/or federal regulations. For system planning purposes, a natural region is represented in the system when step four is completed. The fifth and final step is protection of the park or reserve under the *Canada National Parks Act*.

It often takes years to move through all the steps of establishing a national park. Many issues, including the need for local community and provincial or territorial government support, competing land-use pressures, and the need to secure funds for the establishment and operation of new parks make the pace of advancement hard to anticipate and at times difficult for Parks Canada to control. The length of time required and the complexity of the negotiation process create risks that some representative examples of natural regions will disappear before they can be protected and that costs for completing the system will continue to escalate.

2. How Marine Conservation Areas Are Established

National marine conservation areas are established according to a process similar to the five-step procedure that guides the establishment of terrestrial parks (i.e., identifying and selecting representative marine areas through studies of area resources and quality of representation assessments, assessing the feasibility of, and public support for a specific proposed national marine conservation area, negotiating a formal federal-provincial-territorial agreement setting out the terms and conditions under which the national marine conservation area will be established and managed; and establishing a new national marine conservation area in legislation). The *Canada National Marine Conservation Areas Act* requires the preparation of an interim management plan prior to the final legislative step in national marine conservation area establishment. Depending on local circumstances, the preparation of such a plan may occur in parallel with the negotiation of an establishment agreement, but it could begin earlier, during the feasibility stage, or later. A region is considered to be represented in the system when stage four, negotiating a federal-provincial-territorial agreement, is complete.

3. How Parks Canada Screens Nominations for Designation of Places, Persons, and Events

Nominations received by the Historic Sites and Monuments Board of Canada Secretariat are reviewed and screened by a Parks Canada historian or archaeologist. Detailed criteria and guidelines on nominations are published on Parks Canada's Web site (www.pc.gc.ca). Some illustrative criteria include the requirement for a place to have been built prior to 1975 to be considered for designation, and that a person be deceased for at least 25 years (with the exception of Prime Ministers) prior to consideration for designation. A nomination is assumed to be acceptable unless, through screening, it can be demonstrated that it does not meet the criteria or guidelines, or that a precedent or benchmark by the HSMBC during past deliberations would make the designation unlikely.

4. Designations Related to Strategic Priorities in the National Historic Site System Plan (2003-04)

ABORIGINAL HISTORY: this priority area includes the full record of the presence and activities of First Nations, Inuit and Métis people in Canada. Although the National Historic Sites of Canada system includes a number of sites, persons, events and other phenomena commemorating aspects of Aboriginal history, gaps in representation remain.

Chapel Island – Important gathering place, a location for government, and a site of spiritual significance to the Mi'kmaq.	Chapel Island, Nova Scotia
Lac Ste. Anne Pilgrimage – Important place of social, cultural and spiritual rejuvenation, which are important aspects of the traditional summer gathering.	Lac Ste. Anne, Alberta

ETHNOCULTURAL COMMUNITIES HISTORY: a term adopted by Parks Canada to describe identifiable ethnocultural groups that make up the Canadian social mosaic. This program definition does not include peoples of French, British or Aboriginal origins.

Addison Sod House – Remarkably well-preserved and rare surviving example of the sod type of construction.	Kindersley, Saskatchewan
Tilting – Possesses a landscape illustrating adaptations of Irish settlement patterns; i.e., a cultural landscape.	Tilting, Newfoundland and Labrador

WOMEN'S HISTORY: women's history in Canada is now a major field of study. By identifying women's history as one of its strategic priorities, Parks Canada intends to reflect this important trend in its commemorative program.

La Corne Nursing Station – Best extant example of the network of dispensary-residences established by the "Service medical aux colons."	La Corne, Quebec
Wilberforce Red Cross Outpost – Exemplifies the key role of nurses in providing health care and health education in isolated areas.	Wilberforce, Ontario
Mary Electa Adams – At the forefront of reforms to the traditional approach to women's education in Canada.	Sackville, New Brunswick
Margaret Ridley Charlton – Pioneer medical librarian and co-founder of the Medical Library Association, 1898.	Montreal, Quebec
Formation and development of the Canadian Home and School Federation – Made an outstanding contribution to childhood well being.	Baddeck, Nova Scotia

5. Management Planning Processes at Parks Canada

The *Canada National Parks Act* requires that all national parks have a management plan approved by the Minister and tabled in Parliament within five years of park establishment, and that the plan be reviewed every five years. The *Parks Canada Agency Act* sets out the same requirements for national historic sites and other protected areas.

For both national parks and national historic sites, management planning starts with the preparation of a scoping document that identifies the main issues to be addressed and the proposed time frame to complete the plan. Once the CEO of Parks Canada approves the scoping document, formal management planning is launched. Public consultations that may include issue identification, the generation of solutions and reviewing of draft plans are required in all management planning. Once a plan is completed, it is submitted to the Minister for approval, on the recommendation of the CEO and, in some cases, the recommendation of other organizations. The process typically takes one to two years to complete, depending on the complexity of the issues involved.

The management planning process for national parks also includes the preparation of a State of the Park Report (SOP) prior to the scoping document. The SOP report is focused on the state of ecological integrity in the park. Its findings are a key consideration in evaluating the effectiveness of the park's current management plan, and the magnitude of adjustments that may be required.

The management planning process for national marine conservation areas is similar to that of the national parks and historic sites with two exceptions. First, the *Canada National Marine Conservation Areas Act* requires that an interim management plan be prepared before a National Marine Conservation Area can be formally established under the Act. There is no such requirement for national parks or historic sites. Second, because national marine conservation areas are managed in collaboration with Department of Fisheries and Oceans, any provisions of a national marine conservation area management plan that deal with fisheries management must be agreed to by the Minister of Fisheries and Oceans.

6. Ecological Integrity Measures and Ratings

The table below provides an overview of the measures used to report on the state of the ecological integrity of the land components of the national parks according to the three general categories of Parks Canada's overall EI reporting framework: Biodiversity, Ecosystem Process and Stressors. Within each of these three categories, two or three measures are used to report on the overall health of the ecosystem.

	Measure	Ratings
Biodiversity	<p>Diversity</p> <p>Ecosystems with more species are flexible in responding to change and generally operate more efficiently than ecosystems with fewer species. Parks Canada maintains lists of the species present in each park rated according to abundance. The expected number of species in a park is determined based on an analysis of the average species numbers found within a given zone across North America. Not surprisingly, more species are expected in hotter areas.</p>	<p>Green: the number of species is close to or greater than what is expected for the climate (i.e., within one standard deviation¹ of the expected number)</p> <p>Yellow: the number of species is between one and two standard deviations lower than the expected number</p> <p>Red: the number of species is more than two standard deviations lower than expected for the climate</p>
	<p>Predator & Prey</p> <p>In healthy ecosystems, the populations of predators and their prey maintain a rough balance over time. Loss of a key predator or a large change in abundance (either up or down) can lead to large-scale ecosystem impacts (e.g., lack of a predator can lead to overgrazing by its usual prey with impacts on vegetation, soil erosion and loss of nutrient cycling). Scientists in Parks Canada determine whether characteristic predators and prey are present in a park in sufficient number, and the extent to which loss of characteristic predators and/or prey is having larger impacts on the ecosystem.</p>	<p>Green: all native large predators and prey are present in numbers consistent with historical variability</p> <p>Yellow: the abundance of at least one native large predator or prey is outside levels of historical variability, but no secondary impacts on the ecosystem are presently known</p> <p>Red: the abundance of at least one native large predator or prey is outside the range of historical variability and there is evidence of significant secondary ecosystem impacts</p>
	<p>Species Loss</p> <p>In a healthy ecosystem, viable populations of breeding native species are maintained over time. Parks Canada tracks the number of breeding species within a park in its species database. A determination of whether a species has been lost reflects the consensus of our scientists who study species at risk. How many species an ecosystem can afford to lose is a matter of judgement. Generally, the loss of one or two species in a park would reduce the number of species by less than one per cent; a loss of several species would reduce the numbers by less than 15 per cent. Greater loss implies more ecosystem change.</p>	<p>Green: less than 1% of native, breeding species lost</p> <p>Yellow: between 1% and 1.5% of species are lost, suggesting concern that all aspects of the ecosystem are not working properly</p> <p>Red: more than 15% of species are lost, indicating possible loss of whole groups of organisms and definite ecosystem change</p>
<p>1 – Standard deviation is a statistic that describes how ordinary a value is. At one standard deviation from the average a value is slightly odd, while two standard deviations from the average is quite unusual.</p>		

	Measure	Ratings
Functions	<p>Plant Growth</p> <p>An important question to ask about an ecosystem is whether the rate of plant growth is consistent over time. A strong increase in plant growth creates the potential for native species to be replaced, while a steep decline in plant growth leads to a weak response to other changes.</p> <p>An indirect measure of plant growth is the amount of light absorbed each year by plants and soils. Satellite photography – the same images used for daily weather reports can measure light absorption quite precisely over large areas. This information was used to study whether plant growth in national parks was increasing or declining over the 1993-2001 period.</p>	<p>Green: no identifiable trend in plant growth.</p> <p>Yellow: a slight change up or down (a slope² between two and four standard errors³ from zero) in plant growth</p> <p>Red: a definite change up or down (a slope greater than four standard errors from zero) in plant growth</p>
	<p>Forest Fires</p> <p>Over time, fire changes and rearranges the age and composition of vegetation within national parks and contributes to the existence of healthy ecosystems with greater biodiversity. The historic average number of hectares burned per year has been determined for twenty-four national parks based on fire history studies (e.g., a combination of physical fire evidence, historical accounts and vegetation age stand analysis).</p>	<p>Green: annual average area burned is 20% or more of the area burned historically</p> <p>Yellow: average 5% to 20% of the area burned historically</p> <p>Red: annual average of area burned is 5% or less of the area burned historically</p>
Stressors	<p>Developed Area</p> <p>Developed areas in and around parks can disrupt native species and natural ecological processes. An indirect measure of the extent of human development is the percentage of the greater park ecosystem that contains outdoor light in excess of specific levels. Parks Canada is able to calculate this percentage using U.S. Defence Department satellite images of Earth at night (2000). Studies have suggested thresholds for the percentage of a given area in which development (as indicated by light levels) is likely to have disruptive effects on native species.</p>	<p>Green: 3% or less development</p> <p>Yellow: 3% to 41% of the greater park ecosystem developed</p> <p>Red: 41% or more development</p>
	<p>Population Density</p> <p>Another indication of stress on ecosystems is density of human population. A recent study of U.S. national parks shows that human population density is correlated with the rate of species loss. Parks Canada calculates human population density in greater park ecosystems by matching population density values from Statistics Canada's 2001 census tracks to the greater park ecosystem and computing the average number of persons in a square kilometre.</p>	<p>Green: less than one person per square kilometre</p> <p>Yellow: one to 100 people per square kilometre</p> <p>Red: more than 100 people per square kilometre</p>
<p>2 – Slope describes how rapidly a relationship changes (in this case, with each successive year).</p> <p>3 – A standard error is a standard deviation corrected for the number of observations made.</p>		

	Measure	Ratings
Stressors	Internal Road Densities Roads are a dominant type of human infrastructure in national parks. Roads contribute to landscape fragmentation, reduced habitat range, higher levels of invasive species and increased species mortality. The density of roads within national parks is measured from national topographical series maps produced by Natural Resources Canada (e.g., the number of metres of road per square kilometre of national park area). Reviews of scientific literature on road density have suggested that densities beyond certain critical values have negative effects on large mammal species.	Green: Density 200 metres or less of road per square kilometre Yellow: Density of 200-600 metres of road per square kilometre Red: Density of more than 600 metres of road per square kilometre

7. Measuring Commemorative Integrity

Small multi-functional teams composed of eight to ten people from the site, service centres and the national historic sites directorate (managers, historians, heritage presentation specialists), complete evaluations of commemorative integrity over a one to three day period. The evaluation involves the completion of a detailed questionnaire based on the commemorative integrity statement for the site. The assessment focuses on:

- The condition of, and threats to, the resources based on information in existing asset inventory systems, and any work completed since the last formal condition assessment, as well as the expertise of the evaluation team in assessing the overall condition of the site and threats to the resources.
- The effectiveness of communication, based on the content of the presentation program, the media used and its effectiveness, and audience understanding of the messages. The assessment draws on surveys of visitors' understanding of key messages or local evaluations when these are available (see the Heritage Presentation section for

more detail on the surveys), and expert judgment by the team on the quality and completeness of the presentation program.

- Whether management decisions and actions respect heritage values, is based on an assessment of the degree to which the site is managed according to Parks Canada's Cultural Resource Management Policy. The site is assessed on the existence of complete inventories of its resources, whether the resources have been evaluated for their historical importance, the effectiveness of interventions, the existence of monitoring and review programs for the management of the resources, and whether adequate records are kept of decisions affecting the site. If appropriate management practices are in place, it is concluded that the site's heritage values are being respected in the decisions and actions affecting the site.

8. Measuring Visitor Attitudes – Parks Canada's Visitor Information Program

Parks Canada's Visitor Information Program aims to conduct a survey every five years, starting in 2000, at 114 of the national parks, national historic sites, or heritage places and exhibits administered by Parks Canada. Of the

114 sites, 110 report on the number of person-visits to the site. These 110 sites account for 98% of the recorded visits to national parks and national historic sites. The number of unique locations conducting surveys over the last four years and those planned in 2004-2005 is shown in Figure 34 along with the percentage of recorded visits to Parks Canada at the locations surveyed.

As of March 2004, 76 locations had conducted a VIP survey with nine planned for the 2004-2005 fiscal year (including three locations that do not report attendance data). In total, 75% of the 114 participating sites, representing about 79% of the person-visits to Parks Canada-administered heritage places, will have been covered in the first five-year cycle (i.e., including the planned surveys in 2004-2005).

It should be noted that some locations exclude some visitors from the target groups for the survey (e.g., visitors who arrive on bus tours, or in the case of canals, only surveying land-based visitors and not boaters).

In order to control potentially misleading results due to the refusal to accept or failure to return a survey, all visitors who are approached to participate in the survey are asked to respond to a few questions. The characteristics of those who return surveys are then compared to those who do not participate or do not return surveys. In all cases, where the groups differed, survey results were weighted to more accurately reflect the specific population of visitors of interest at the park or site.

Parks Canada carried out a review of the attendance monitoring and visitor information programs between September 2003 and March 2004. Data reported here come from the review and differ slightly from the figures reported in 2002-2003 (i.e., the number of participating locations and the per cent of eligible locations participating). A final approved version of the review is expected in fall 2004. Contact the Manager, Performance, Audit and Review, Strategy and Plans, Parks Canada, (25-6-P) 25 Eddy St., Gatineau, Quebec, K1A 0M5 for additional information.

Figure 34: Number and Percentage of Participating Locations in Visitor Information Program

Year	Number of Participating	Locations % of Eligible Locations (n=114)	Participating Locations % of Recorded Visits
2004	9*	8	1
2003	7*	6	1
2002	12	11	9
2001	30*	26	15
2000	27	24	53
Total	85	75	79

* A survey(s) took place or is planned for a location that did not report attendance data nationally in each of these years.

9. Measuring Visitor Attendance

Person-visit information is useful for communicating the extent of the demand for heritage places, for calculating the economic impacts of these places, for operational planning and for obtaining contextual information about the potential environmental effects of people on natural resources.

Parks Canada's national person-visit information is based on data collected from 125 reporting units (35 national parks, two national marine conservation areas, and 88 national historic sites and exhibits administered by Parks Canada). At 35 of these sites, the number of person-visits is counted directly. However, in most national parks and national historic sites the number of visits must be estimated because multiple uncontrolled points of entry make a precise count of the number of visitors impossible. In these cases, the estimate is based on, for example, counts of vehicle traffic in the park or site and periodic surveys. The surveys identify the average number of people travelling by vehicle, the reasons for visiting and the number of people re-entering the park on the same day. Similar kinds of surveys can be undertaken at the places where visitors arrive on foot (e.g., the Forks National Historic Site of Canada in Winnipeg or the Fortifications of Quebec National Historic Site of Canada in Quebec) or by boat (e.g., Rideau Canal National Historic Site of Canada, in Ontario).

Parks Canada is committed to improving, by March 2004, its procedures for estimating the number of person-visits, particularly at the 20 parks or sites that attract 80% of visits. Each location is expected to have a methodology that leads to at least moderate confidence in the data, which is defined as having estimates of the number of visits from all access points and a survey to adjust counts of visitor traffic

within the last ten years. As of March 2004, 15 of the 20 sites with the most person-visits meet these criteria. The frequency in which sites are able to review and update their methodology is the major issue in meeting these commitments.

In some cases, reporting units do not provide information on the number of visits for part or all of their operating season due to problems with measuring equipment or changes in personnel or measurement approaches. In these situations, Parks Canada uses the previous years visit total for the same period as the best estimate of the missing information. In 2003-2004 visits were estimated for 19 reporting units using this method, and these visits accounted for 21% (5.5 million person-visits) of the total person-visits reported during the year. Three reporting units (i.e., Kootenay/Yoho National Parks of Canada and Rideau Canal National Historic Site of Canada) account for more than 95% of the visitation data that is estimated in this way. Problems encountered in 2003-2004 for the collection of visitation data in Kootenay/Yoho National Parks of Canada will be addressed in 2004-2005.

10. Increasing Visitation to National Historic Sites

Fourteen potential national historic sites were chosen and assessed against the following nine considerations for participation in a new Marketing Program for National Historic Sites of Canada:

1. Regional Population Base – size and composition of market for local and repeat visit potential
2. Number of Visitors to Region – Canadian visitors traveling 80 km
3. Distance to Major Markets – travel time

4. Venue Capacity – physical capacity, access issues
5. Organizational Capacity – ability to deliver higher volumes
6. Revenue Potential – increase in paying customers
7. External Opportunities – DMO support/partnerships, positioning
8. Regional Considerations – distribution, markets, east/west mix
9. Thematic Mix Overall – variety of themes, stories, experiences

Based on the assessment, Fort Langley National Historic Site of Canada, in British Columbia, Fort George National Historic Site of Canada, in Ontario, Fort Lennox National Historic Site of Canada, in Quebec, and the Fortress of Louisbourg National Historic Site of Canada, in Nova Scotia, were chosen to participate in the marketing program. Three sites are close to major urban areas and the fourth, Fortress of Louisbourg National Historic Site of Canada, is a major attraction outside of a smaller urban area.

11. Measuring the Number of Safety Incidents

As part of the Public Safety Evaluation, Parks Canada conducted a written survey of all 32 field units to gather baseline public safety information. The survey asked field units to report incident data for fiscal years 1998-1999 to 2002-2003. Respondents were asked to estimate the number of incidents in each of the following categories: Green: uninjured search and rescue (SAR) or, non-life threatening injuries (e.g. ankle fracture);

Yellow: potentially life threatening injuries (e.g. femur fracture); Red: life-threatening injuries (e.g. unconscious head injury); and Black: deceased. The data was also broken into SAR or non SAR where a search to locate the victim was not required.

Twenty-seven out of 32 field units responded to the survey. Some field units provided several responses, one for each of their parks or sites. A few of the field units provided their data for calendar years as opposed to fiscal years. In these cases, the data was included in the fiscal year where most of the visits to the park actually take place. For example, 1999 calendar year incident data for a park where most visits take place in the summer was reported in the 1999-2000 fiscal year. There is no standard definition of a public safety incident and field units may include different types of incidents in their reporting (e.g., some field units report through highway traffic accidents as part of their public safety data, while other field units do not). Data on incidents involving a park assisting another jurisdiction in search and rescue outside the boundary of the park were not included. Finally the field units were asked to state their level of confidence in the data, based on the availability of supporting records. Twenty-one of the responses indicated “high level of confidence” (complete records), 15 reported “moderate level of confidence” (partial records, or complete records for some of data), and one reported “low confidence” (inadequate records).



APPENDIX 2: FIVE-YEAR REVIEW OF HUMAN RESOURCES REGIME

The *Parks Canada Agency Act* requires Parks Canada to develop and apply a set of values and principles in the management of human resources in the Agency (Section 16 (1) (b)), and that:

“The Chief Executive Officer must, at least every five years, have prepared by a person or body, other than the Agency or any of its officers or employees, a report on the consistency of its human resources regime with the values and principles that are to govern the management of its human resources.” (Section 35 (1)).

The Parks Canada Agency Human Resources Values and Operating Principles were developed by a Joint Union Management Working Group with extensive consultation with staff, in 1998, and were approved by the Chief Executive Officer in February 1999. These

Values and Principles then guided other Joint Union Management Working groups in the development of frameworks, which formed the foundation of the new Human Resources Regime for the Parks Canada Agency.

In October of 2003, Parks Canada engaged Hay Management Consulting to conduct the independent review required by the Act. The final report of the review was submitted in July 2004 and is posted on Parks Canada’s Web site (www.pc.gc.ca).

The independent third-party examined the consistency of Parks Canada’s three values and seven operating principles against 11 human resource functions shown below. For each function, specific criteria were identified that indicated, where applicable, that the regime was consistent with the value or principle.

Parks Canada’s Values and Principles

Values

- Competence
- Fairness
- Respect

Principles

- Accountability
- Effectiveness
- Adaptability
- Openness
- Efficiency
- Consistency
- Simplicity

HR Functions Examined

- Framework for HR Strategy and Planning
- The HR Policy Framework
- Employment Equity
- Official Languages
- Recruitment and Staffing
- Learning and Development
- Classification, Pay and Compensation
- Managing Conflict in the Workplace
- Labour/Management Relations
- Health and Safety in the Workplace
- Performance Management – Recognition and Rewards

According to the reviewers:

“Our overall conclusion is that Parks Canada’s HR regime is mostly consistent with its values and principles (or is developing in a manner that is consistent with them) but that there are exceptions and areas that require further work. We find that Parks Canada is consistently mindful of its values and principles and that it routinely applies its values and principles in its analytical and decision making processes.” (p.4)

The reviewers found a reasonable to high degree of consistency between the human resources regime and both the values of respect and fairness, and the principles of efficiency, consistency, and simplicity. They found limited evidence to draw conclusions on the implementation of the principle of effectiveness, since many elements of the human resources regime are in the planning stages or are only in the process of being rolled-out. But the reviewers did note, “The Agency has been highly effective where it has invested its limited time and attention in the development of its human resources regime.”

Areas where more work is needed or progress was limited included the implementation of the value of competence and the principles of accountability and adaptability.

- With respect to competence, it was noted that while the Agency does recruit, select and promote employees on the basis of competence, it does not yet have in place all of the corporate, workforce-level HR systems and processes that it needs for long-term assurance that its workforce remains appropriately skilled, knowledgeable and competent and that the Agency does not yet approach competence in an integrated or systematic manner.

- With regard to accountability, the major concern of the reviewers was the lack of a comprehensive, integrated, consistent and universally applied performance management process in the Agency.
- Finally with respect to adaptability, the reviewers concluded that the Agency’s ability to apply this principle to tailor collective agreements and terms and conditions of employment to the needs of the Agency is constrained by the requirement to have its bargaining mandates approved by the Treasury Board, by pressures to maintain comparability to the core public service, and by the requirement that the Agency self-fund any significant departures from the core public service.

In response, the Agency plans to continue to develop its Human Resources Regime, addressing priority issues within its financial capabilities, to achieve a diverse and competent workforce that is working in a positive and enabling environment, while respecting its Human Resources Management Values and Principles.

With respect to the specific concerns raised:

- The Agency is developing a comprehensive Sustainable Workforce Strategy, which will build on, and integrate, initiatives currently underway, such as the development of generic work descriptions, recruitment and skill standards, targeted succession planning, a Corporate Learning Strategy and strengthened performance management.

- The Chief Executive Officer has directed that all employees of the Agency are to receive a formal performance appraisal for the year ending April 2004 and in future years, and that a training and development plan is to be prepared for each employee by 2005, consistent with the new Agency Learning Strategy.
- The Agency will continue to pursue incremental improvements in collective agreements and terms and conditions of employment, to reflect the particular needs of Parks Canada operations, through the normal course of collective bargaining.

ENDNOTES



- 1 A document showing the changes and additions to results and expectations compared to the commitments in the 2003-2004 to 2007-2008 Corporate Plan can be found on Parks Canada's Web site (www.pc.gc.ca). The current report also does not cover the former service lines "Management of Parks Canada" and "People Management." Relevant information is incorporated in the report where necessary.
- 2 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.
- 3 In the *2002-2003 Annual Report* it was reported that 56% of the land in Grasslands National Park of Canada had been acquired due to an error in counting land acquired outside the park boundary.
- 4 Supersedes earlier policy framework for governing establishment and management of these areas.
- 5 In 2003-2004 a new database was developed to capture all data for the nomination/designation process. As a result of the review of existing files, there are some changes to the number of nominations reported by year here compared to the *2002-2003 Annual Report*.
- 6 In the *2002-2003 Annual Report*, it was indicated that, over the three year period, 106 submission reports had been prepared, 45 of these in 2002-2003. Due to the above noted file review, these numbers have been revised to 118 submission reports prepared, 33 in 2002-2003.
- 7 Two meetings of the Historic Sites and Monuments Board of Canada were held in 2003-2004, however, only the results from the spring meeting are shown. Results of the fall 2003 meeting were not available.
- 8 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.
- 9 As of March 2004, a total of 451 designations were not commemorated. The HSMBC recommended that for various reasons, 48 of these 451 designations not be commemorated by a plaque.
- 10 The number of buildings evaluated in any one year is dependent on the number of submissions received from custodial departments.
- 11 Between April 1, 2003, and March 31, 2004, 11 buildings were evaluated and recommended for designation. The Minister has not formally approved them.

- 12 Designated heritage buildings may be sold or demolished in which case they are removed from the list. In a few cases buildings have been added to the list after removal because they were erroneously reported as sold or demolished (i.e., three added in 2003-2004). Net adjustments are based on custodial departments voluntary reporting and not a comprehensive survey of the status of all buildings on the list.
- 13 Generally, the yearly budget is \$135,000 of which \$120,000 is Canada's contribution to the World Heritage Fund.
- 14 As a result of the review of the management planning progress for Parks Canada-administered national historic sites, the target of March 2006 was revised to December 2006.
- 15 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.
- 16 Individual historic objects represent approximately 20% 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), which are not assigned condition ratings due to the time and effort required to collect this information.
- 17 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).
- 18 An intervention is any change, including acquiring, selling, dismantling or demolishing a building, that may affect the heritage character of a federal heritage building.
- 19 Two heritage rivers, the Cowichan in British Columbia and the Clearwater/Christina in Alberta, were designated in February 2004 and therefore have not submitted Annual Reports and Checklists.
- 20 Includes the Manitoba section of the Bloodvein River designated in 1987.
- 21 Response rates (i.e., the percentage of visitors approached to participate in the survey who returned questionnaires) were 49% for the one national park, between 24% and 89% in the five national historic sites and 83% for the one historic canal. These response rates compare favourably to the overall response rate of 26% for Visitor Surveys administered by the U.S. National Park System using a somewhat different methodology (www.nature.nps.gov/socialscience/docs/napa03.pdf).
- 22 The current measure does not show whether visitors have previously visited the site and used heritage presentation products or services.

- 23 See for example Jones, Thomas & Sasser, W. Earl, *Harvard Business Review*, Nov./Dec. 95, Vol. 73, Issue 6
- 24 Grasslands National Park of Canada did not meet the very satisfied target by 14 points, and Carillon Canal National Historic Site of Canada with a combination of boater and land user surveys, did not meet the very satisfied target by eight points.
- 25 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.
- 26 Parks Canada is currently revising its estimates of visits to the mountain national parks. This is likely to result in fewer estimated visits. Results of this review will be available in the Fall of 2004 and will be posted on Parks Canada's Web site.
- 27 Question was not asked in 2000.
- 28 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).
- 29 The survey was conducted in 2003-2004 and collected data for a five-year period ending in 2002-2003.
- 30 Parks Canada does not use the common measurement tool for its visitor surveys since the tool works best for transactional office-oriented service environments. Parks Canada offers an integrated experience based service.

