



PARKS CANADA AGENCY

*Corporate Plan
2005/06 - 2009/10*



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

Corporate Plan 2005/06 – 2009/10

Interpretation:
Kouchibouguac
NP of Canada (NB)
by B. Townsend, 2002

Innuukshuk: Auyuittuq
NP of Canada (NU)
by M. Beedell, 1981

Red River Cart
by W. Lynch

Underwater archeologist
at wreck site: Fathom
Five National Marine
Park of Canada (ON)
by D. Pagé, 1989

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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the Chief Executive Officer of Parks Canada, 2005

Catalogue No.: R61-12/2010
ISBN: 0-662-68738-8

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Section 1:

MINISTER'S MESSAGE



*The Honourable Stéphane Dion
Minister of the Environment*

Canada is a world leader in the breadth of its natural, historic and cultural heritage, and Canadians must be world leaders in protecting that heritage. We must safeguard nature and honour the significant places, people and events of our history.

By conserving and celebrating Canada's historic places and natural spaces, we provide tangible environmental, economic, social, recreational and cultural benefits for ourselves and for generations to come.

Parks Canada is charged with ensuring the ecological integrity of national parks, the commemorative integrity of national historic sites, and the wise use of national marine conservation areas. Proper stewardship of Canada's special places is fundamental to a sustainable economy and a sustainable environment. The livelihood of hundreds of communities and tens of thousands of Canadians depends on the wise management of these places. The actions outlined in this Plan will have an important impact on billions of tourism dollars. But these actions will also impact upon the health of endangered species, opportunities for our children to understand the country's past, the empowerment of Aboriginal peoples, air and water quality, the protection of biodiversity, high-quality visitor experiences, and inspiration for onsite and online visitors.

A key success factor for Parks Canada in fulfilling these important roles is the forging of strong partnerships with a vast range of Canadians.

That sense of mutual responsibility and full inclusion of Canadians in the work of Parks Canada is at the very heart of the vision and actions outlined in this document. The extremely dedicated people at Parks Canada share my enthusiasm and commitment to working closely with provinces and territories, Members of Parliament, local and outlying communities, environmentalists, business, labour, educators, heritage experts, the voluntary sector and individual citizens.

That spirit of partnership is evident throughout this Plan in very pragmatic ways: the undertaking of collaborative science initiatives; the development of new learning opportunities for new Canadians, young people and urban audiences; the strengthened emphasis on effective consultation mechanisms; and the advancement of measures to spur private sector efforts in support of heritage conservation.

The history of Canada is rich with passion and honour, daring and determination, sacrifice and triumph. The natural treasures of Canada include awe-inducing landscapes, breathtaking coastlines, and an array of unique and irreplaceable wonders. I encourage all Canadians to join with the people of Parks Canada in acting with purpose, energy and pride in fulfilling our shared obligation to that national heritage. Through good will, hard work and cooperation, Canadians can together act as wise trustees of our country's enormous historic and natural blessings; in that very real sense, we can together be world leaders.

A handwritten signature in black ink, reading "Stéphane Dion".

Stéphane Dion
Minister of the Environment

MANAGEMENT REPRESENTATION

This document has been prepared based on the reporting principles and disclosure requirements contained in the Guide to the preparation of the 2005/2006 Report on Plans and Priorities:

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by Treasury Board Secretariat.

- It is comprehensive and accurate.
- It is based on sound underlying corporate information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.



Alan Latourelle
Chief Executive Officer
Parks Canada

February 7, 2005

Date

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



*Alan Latourelle
Chief Executive Officer
Parks Canada Agency*

Canada's historic places are intertwined into the fabric of the country. They are central to Canadians' self-awareness, sense of community, and identity as citizens and human beings. The conservation, restoration and redevelopment of Canada's historic places are vital to the role of Parks Canada. The only

truly effective way for Parks Canada to fulfill this mandate is to build long-term, effective partnerships with Canadians. The more that we at Parks Canada work in harmony with as many Canadians as possible, the more successful we will all be in building a culture of heritage conservation in Canada.

Canada's natural spaces are replete with extraordinary beauty, raw strength and unmatched environmental richness. They are the doorways to truly understanding Canada; they represent the soul and the spirit of the country. Preserving and presenting that natural heritage are also vitally important to Parks Canada. Our ability to promote the health of national parks, maximize the sustainable use of national marine conservation areas, foster Canadians' enjoyment and understanding of our natural spaces, and maximize the benefits these places offer for today and tomorrow depends on the creation and strengthening of partnerships with Canadians from every walk of life and in every part of the country.

For over a century, visitors have made deeply personal connections with Canada's natural and historic sites through their memorable experiences at these places. Parks Canada strives to build the personal relationship between visitors and Canada's national parks, historic sites and marine conservation areas through the provision of information, programs and services, and facilities and infrastructure. The significance of that work is underscored by the fact that Parks Canada is a mainstay of 38,000 jobs in the Canadian tourism industry and contributes \$1.2 billion annually to Canada's economy. As the top provider of the country's tourism destinations, Parks Canada welcomes 26 million visitors annually. The men and women of Parks Canada have worked hard over many decades to establish the organization as one of the most highly rated federal entities for service to Canadians.

For all these successes, Parks Canada cannot and must not rest on its laurels. The realities of Canada are changing. The expectations of Canadians are changing. The responsibilities of Parks Canada have expanded. And the issues confronting the Agency are very challenging.

It is not enough for Parks Canada to concentrate on the operational aspects of the visitor services and facilities we provide to the people we welcome to our sites. We need to take advantage of the profound opportunities that exist, and overcome the challenges we face. We need to think about those millions of Canadians who do not have an opportunity to come to national historic sites. We must think about the fact that most Canadians now live in urban centres – often a far distance from our national parks. Parks Canada must explore ways and means to reach out

to newer Canadians. Given the role of Aboriginal peoples in the establishment and expansion of parks and historic sites, it is also vital for Parks Canada to work collaboratively with Aboriginal peoples in all aspects of our work. Although providing high quality services remains a key priority, the Agency must and will place a new emphasis on understanding and anticipating the needs and expectations of its potential as well as its actual visitors. In short, Parks Canada needs to provide the right services, programs and facilities to meet the expectations of all Canadians.

Better understanding the expectations of actual and potential visitors – onsite and online – will help Parks Canada make better decisions and build support for our ecological, cultural and economic responsibilities. We must strive to provide opportunities for Canadians to enjoy memorable visitor experiences. We do that by forging partnerships with Canadians and by meeting their wishes and their needs. By focusing on facilitating memorable experiences, Parks Canada is, in fact, focusing on creating new partners for the protection of Canada's natural and cultural symbols.

This emphasis on working hand in hand with all Canadians is central to the future of Parks Canada's work throughout the life of this Plan and beyond – from setting our vision ... right through to the day-to-day management of sites. Canadians have more and more rigorous standards for institutional governance and accountability. The surest route for Parks Canada to meet those standards is to make certain that Canadians are fully involved in everything we seek to accomplish and everything we do. We have made major strides at Parks Canada in forming very successful partnerships with provinces and territories, municipal governments, Aboriginal peoples, multicultural organizations, property owners, tourism operators, teachers, environmental organizations, private sector developers, park towns and nearby communities, and thousands of volunteers. Budget Plan 2005 provides \$46 million over five years to Parks Canada to advance the Historic Places Initiative – the strong federal-provincial-territorial partnership forged for the restoration and preservation of Canada's built

heritage. We are determined to make even greater strides in advancing our partnerships throughout the country.

Despite our determination, achievements, and vision, the challenges facing Parks Canada are very real. Many of our visitor facilities were built 30-50 years ago and must be rebuilt, repaired or updated within the next five years to ensure continued public satisfaction. Many of the highways and bridges Parks Canada manages are in urgent need of repair to ensure continued public safety. Many national historic sites are deteriorating and require immediate restoration to ensure their long-term commemorative integrity and prevent the permanent loss of these special places.

Budget Plan 2005 acts to address these issues by providing Parks Canada with \$209 million over five years to meet the pressures facing the physical infrastructure under its care. This investment will help in the maintenance and acquisition of capital assets in national parks and will help ensure that Parks Canada's built heritage continues to be preserved for future generations.

In 2000, the Panel on Ecological Integrity of Canada's National Parks confirmed that every national park faced serious threats to ecological integrity and required immediate and long-term action. Budget Plan 2003 allocated \$75 million over five years plus on going funding of \$25 million per year for Parks Canada to implement the Government's plan to maintain or improve ecological integrity. The Agency has utilized these funds to pursue a strategically focused program in six of the existing 41 national parks and will make investments in four key areas: better understanding ecological integrity; restoring ecological integrity; regional partnerships; and the protection of species at risk. Budget Plan 2005 builds on these investments by providing an additional \$60 million over five years to enhance and expand ecological integrity measures.

However, there is a great potential for Parks Canada to play a more significant role in the life of Canada and Canadians than it already does. Through new and expanded partnerships, we can protect and

rebuild natural spaces and historic places, share Canada's stories, and reflect the cultural and geographic diversity of the country. Those partnerships can contribute to national economic growth, spur Aboriginal opportunities, provide enormous benefits for rural and northern Canada, encourage rehabilitation of vacant commercial buildings, and engage our children so that they become stewards of Canada's heritage.

The more that Parks Canada reaches out to Canadians, the more we provide Canadians with understanding and the more we give them the means to direct the future of Parks Canada, the better we can meet the mandate set for the Agency by Parliament and the better we can serve Canadians.

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

Alan Latourelle
Chief Executive Officer
Parks Canada Agency

Section 2:

PLANNING OVERVIEW AND AGENCY PRIORITIES

Agency Budget

Over the planning period the Parks Canada budget is forecast as:

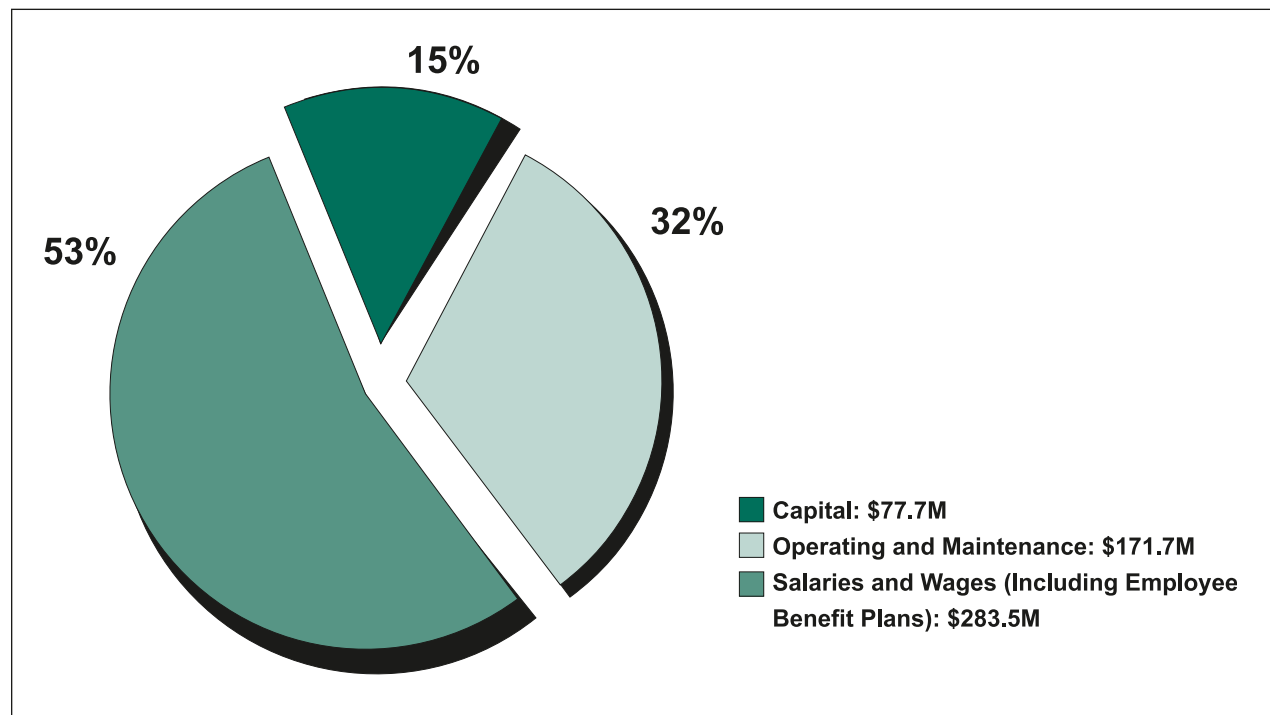
Planned Spending and Full Time Equivalents

	Forecast Spending	Planned Spending				
	2004/2005*	2005/2006*	2006/2007	2007/2008	2008/2009	2009/2010
\$Thousands	493,877	532,858	571,423	575,695	594,695	614,695
FTE	3,980	4,017	4,020	4,020	4,020	4,020

*Reflects the best forecast of total budget for the 2005/2006 fiscal year

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

Figure 1: Agency Budget Breakdown 2005/2006



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

Planning Overview

The Parks Canada Agency fulfils its mandate through its management and administration of Canada's national heritage protected areas networks, which preserve and present the rich diversity of Canada's natural and cultural heritage to the benefit of Canadians and visitors from around the world. Its three major networks are the System of National Historic Sites of Canada, the System of National Parks of Canada and the System of National Marine Conservation Areas of Canada.

Parks Canada receives its mandate from the 1998 *Parks Canada Agency Act*, establishing it as a separate Government of Canada Agency. Parks Canada also carries out responsibilities outlined in other legislative Acts, notably the *Historic Sites and Monuments Act*, the *Canada National Parks Act*, and the *Canada National Marine Conservation Areas Act*. The *Canada National Parks Act*, passed in 2000, modernized Parks Canada's historic role and affirmed ecological integrity as an Agency priority when considering all aspects of park management. The *Canada National Marine Conservation Areas Act*, passed in 2002, provides for the creation of a system of marine conservation areas representative of the country's oceanic and Great Lakes waters. In December 2003, the Government announced the transfer of responsibility for the Parks Canada Agency and certain associated functions from the Minister of Canadian Heritage to the Minister of the Environment.

Parks Canada also receives direction from other Acts, including the *Heritage Railway Stations Protection Act* and the *Department of Transport Act* (Historic Canals). Of special importance, Parks Canada is one of three federal departments whose mandate includes implementing the Species at Risk Act, a horizontal initiative designed to protect species at risk. For a complete list of the legislation governing the Parks Canada Agency, see Annex 4.

Canada's System of National Historic Sites includes 904 sites designated as being of national historic significance as of March 31, 2004. Of these, 149 are directly administered by Parks Canada. The System includes 588 persons of national historic significance and 357 historically significant events. Canada's System of National Parks is made up of 41 national parks representing 27 of Canada's 39 distinct natural regions. Canada's System of National Marine Conservation Areas presently includes two sites, which will ultimately represent Canada's 29 marine regions.

Parks Canada is also responsible for leading programs related to the grave sites of former Prime Ministers, federal heritage buildings, heritage railway stations, heritage rivers, federal archaeology, and the United Nations Educational Scientific and Cultural Organization's (UNESCO) Man and the Biosphere Initiative.

The Parks Canada Agency contributes to the protection of:

- 166 heritage railway stations
- 39 heritage rivers
- 11 Grave Sites of Prime Ministers
- Over 1,274 designated federal heritage buildings

Together, these national heritage areas will welcome more than 26 million visitors in more than 460 communities this year and will support some 38,000 direct jobs to Canadians. Additionally, during the 2003/2004 fiscal year, the Parks Canada Web site had traffic of nearly 5 million visits.

Parks Canada leads the implementation of Canada's obligations related to the World Heritage Convention, works in cooperation with Environment Canada to help coordinate national implementation of the Convention on Biological Diversity Programme of Work on Protected Areas, and provides leadership on other international heritage conservation agreements.

The *Parks Canada Agency Act* requires that the Minister convene, at least every two years, a round table of persons interested in matters for which the Agency is responsible and to advise the Minister on the performance of the Agency. The Minister's Round Table on Parks Canada brings together a wide range of people who are passionate about Canada's protected heritage areas. The last Minister's Round Table took place in February 2005. For more information please consult www.pc.gc.ca/agen/trm-mrt/2005/index_e.asp



*Head-Smashed-In Buffalo Jump World
Heritage Site and National Historic Site*
© Parks Canada Photo: Jazhart Studios

Building strong and trusting relationships with Aboriginal communities continues to be key to Parks Canada's success in achieving its mandate. The establishment and conservation of a large number of heritage areas is only possible thanks to the active leadership and partnership of Aboriginal communities. This relationship is appreciated on a daily basis by the people at Parks Canada and forms an essential element of its operations.

Priorities

Recapitalizing Parks Canada's assets is the most important operational challenge the Agency faces. Budget Plan 2005 provided \$209 million over the next five years to address the shortfall chronicled in the Agency's Long Term Capital Plan: 29% of assets in good condition, 40% in fair condition needing to be recapitalized within five years, 29% in poor condition needing attention urgently to eliminate risks of structural failure, and 2% failed and closed. Parks Canada will seek out and listen to the views of Canadians on service expectations and priorities for investment and ensure that the new funding is directed to the most urgent needs.

Parks Canada will continue to advance the Government of Canada's Action Plan announced in 2002. The Action Plan called for the creation of ten new national parks and five new national marine conservation areas by March 2008. Funding provided in Budget 2003 allows significant progress toward completing the action plan but not its full completion. Once current funding has been fully expended, Parks Canada will return to the Government with a proposal to complete the remainder of the action plan.

Work continues on, assessing, selecting and negotiating sites for future national parks in other still unrepresented natural regions across Canada. The Government is also working with partners to establish new national marine conservation areas that would add an estimated 15,000 square kilometers to the system. More on this initiative is provided in the section covering Program Activity One.

With the new funding announced in Budget Plan 2005 of \$60 million over five years, Parks Canada will accelerate its actions over the next four years to improve the ecological integrity of Canada's 41 existing national parks – implementing the Action Plan developed in response to the April 2000 Panel on the Ecological Integrity of Canada's National Parks.

Playing a leadership role in ecosystem management and encouraging Canadians to become stewards on matters of ecological integrity are key themes. This is consistent with the Parks Canada Charter commitment to protect and present the ecological integrity of these special places to Canadians. Parks Canada's public education efforts and communications will make important links to bio-diversity, clean air and water, and other sustainability issues in coming years.

The Government announced a reorganization of the public service on December 12, 2003, that included the transfer of Parks Canada Agency responsibility to the Minister of the Environment. Included in this announcement was additional Parks Canada responsibility for historic places in Canada and for the design and implementation of programs that relate to built heritage. Parks Canada will assume the lead role for developing policy and implementing the Historic Places Initiative – one of the most significant collaborative conservation efforts related to historic sites in the nation's history.



*Long Island Dam, Rideau Canal
National Historic Site of Canada
© Parks Canada Photo: A. Guindon*

Only a small number of historic places in Canada are owned by the Federal Government, so cooperation with owners and with communities is key. The Historic Places Initiative involves a broad coalition of provinces, territories and municipalities, coupled with equally valuable collaboration with Aboriginal peoples and heritage experts. More on this initiative is provided in the section covering Program Activity Three and at www.historicplaces.ca.

Programs and activities to support heritage places include the 2004 launch of the Canadian Register of Historic Places, which provides for the first time in one place, the ability to register buildings and sites that are recognized to be of historic significance by any level of government. The year 2004 also marks the selection of the first rehabilitation projects to be eligible for federal funding through the Commercial Heritage Properties Incentive Fund, a four-year, \$30 million program designed to tip the balance in favour of conservation over demolition.

Budget 2005 affirmed the Government of Canada's commitment to the development of initiatives that support the restoration and preservation of Canada's built heritage. It provided \$46 million over five years and \$8 million per year thereafter to complete and maintain the Canadian Register of Historic Places, support the certification process for restoration expenditures and external agreements with provinces and territories for the Historic Places Initiative.

As part of the Historic Places Initiative and to ensure that the federal house is in order with respect to the Government's responsibilities for the historic places under its jurisdiction, Parks Canada will complete the preparation of a legislative initiative for consideration by Government that would provide legal protection for historic places on federal lands and all archaeological resources on or under federal lands.

In an effort to improve Parks Canada's link to all Canadians, a national marketing strategy will be developed to promote awareness, appreciation, understanding and opportunities for engagement, including memorable first hand, real-life experiences with Canada's natural and cultural heritage. The overarching goal of the marketing strategy will be to bring nature and culture closer to Canadians, facilitating a link with each other as citizens and to share among themselves a passion for their heritage and for its protection. The central theme of the marketing strategy will be that of building the Parks Canada brand and promoting a range of memorable and distinct natural and cultural experiences.

Challenges and Opportunities

Figure 2: Presents a snapshot of the challenges and opportunities for Parks Canada.

Challenges	Opportunities
Protection of Heritage Areas As highlighted recently by the Auditor General of Canada, many national historic sites of Canada under the care of Parks Canada are showing significant signs of deterioration, which is leading in many cases toward permanent loss of national treasures. Similarly, natural heritage and ecological integrity is under stress at national parks and other protected areas for which Parks Canada is responsible.	To develop a visionary and practical management plan for each heritage place under the care of Parks Canada, to address the management of assets, ecological and/or commemorative integrity objectives, the visitor experience objective and the public education objective.
Government Commitments Completely achieving the remaining goals established in the Government's 2002 Action Plan to create ten new national parks and five new national marine conservation areas and expand three existing national parks by 2008. While the initial funding made available in <i>Budget Plan 2003</i> will allow for substantial implementation of the action plan, it will not be possible to secure all that was hoped for with the funds currently available.	To continue to negotiate agreements to establish new national parks and national marine conservation areas within existing funding, and to plan additional sites.
Protecting Ecological Integrity Evidence provided by the Panel on Ecological Integrity of Canada's National Parks in 2000 and continuing with State of Protected Heritage Areas reports, suggests native biodiversity and habitat are under considerable stress and suffering progressive loss in Canada's national parks. Funding provided in Budget 2003 and the additional funding of \$60 million made available in Budget 2005 will allow restoration initiatives in addition to those already started in six national parks.	The implementation of the ecological integrity program provides opportunity for: better understanding of the national park ecosystems, improvement of the health of those ecosystems, increased regional partnerships and influence and involve Canadians on Ecological Integrity.
Protecting Commemorative Integrity Canada's built heritage continues to be threatened as 20% of heritage buildings in Canada have been lost in one generation and two-thirds of Parks Canada's cultural assets are in fair or poor condition. There is a continued need to monitor the condition of these resources and implement strategies to halt deterioration. Funding provided in Budget 2005 will improve the commemorative integrity at key national historic sites.	Commemorative integrity evaluations and integrity statements will form the foundation of sound management plans at sites administered by Parks Canada. The new <i>Standards and Guidelines for the Conservation of Historic Places</i> will help in the rehabilitation and restoration of resources not administered by the Agency.
Infrastructure Recapitalization A key challenge over the next five years will be addressing the most pressing investment needs in a cohesive and pragmatic fashion. Budget 2005 provided \$209 million over the next five years to address these issues.	To seek out and listen to Canadians' opinions on capital investment priorities at heritage sites and renew our service offer in a manner that reflects the expectations and needs of our visitors.

Figure 2 (cont'd)

Challenges	Opportunities
<p>Building Strong Aboriginal Relations</p> <p>The historic places of Aboriginal peoples go back more than 10,000 years in Canada. Parks Canada would be unable to establish and manage the majority of new national parks and some national historic sites without working closely with Aboriginal peoples at the local, regional and national level.</p>	<p>To ensure that Aboriginal voices and stories become an even more integral part of Parks Canada programs and management.</p>
<p>Increasing Public Support and Addressing Changing Demographics</p> <p>National parks and national historic sites have an established and loyal visitor population. When taken together with demographic challenges, however, the Agency needs to better connect with both new and established audiences to generate support and interest. Canada's population is more ethnically diverse and urbanized (79.3% of Canadians live in an urban area, and 37% live in one of the five largest cities). In 2001, the 5.5 million foreign-born Canadians accounted for 18% of the total population, and this proportion is expected to rise to 30% by 2026. Parks Canada faces the challenge of being relevant to an urban and ethnically diverse audience and of attracting them to experience Canada's natural and cultural heritage. Reaching out and engaging existing and new audiences, providing relevant learning opportunities and connecting with the individuals and symbols that chronicle Canada's past is viewed as essential.</p>	<p>To generate popular support among Canadians to better protect and present Canada's special places. To reach new audiences through increased investment and efforts in education services supplemented by partnerships with the tourism industry and non-governmental organizations.</p>
<p>Enhancing the Visitor Experience</p> <p>Parks Canada recognizes that the tourism industry is evolving, driven by demand from Canadian, as well as foreign visitors. An improved understanding must be established in order to provide a service offer that proposes a lasting, memorable visitor experience while protecting these same places for generations yet to come.</p>	<p>To meet the needs of visitors to Canada's national heritage places, leaving them with quality, memorable experiences that connect them with Canada's rich natural and cultural history.</p>

Parks Canada Strategic Planning Framework

Parks Canada delivers its mandate through a Program Activity Architecture composed of eight program activities (see Figure 3 for details). The core programs are delivered through the first four program activities: Establish Heritage Places, Conserve Heritage Resources, Promote Public Appreciation and Understanding, and Quality Visitor Experience. Two of the remaining program activities are not core programs for Parks Canada but represent significant public good responsibilities, that of Townsite Management and Throughway Management. The last two program activities represent corporate services at Parks Canada.

The Connection Between Parks Canada's Program Activities

As shown in the Parks Canada Charter on the inside front cover, the Agency has a mandate to protect and present nationally significant examples of Canada's natural and cultural heritage. The core programs all revolve around this common goal.



Interpretation of Han Hwech'in history and culture, Dawson Historical Complex National Historic Site of Canada
© Parks Canada Photo: J.F. Bergeron

The establishment of heritage places and their conservation are both addressed in the first two program activities as described in Figure 3, the Parks Canada Strategic Planning Framework.

Program activity areas three and four, the promotion of Public Appreciation and Understanding, together with Quality Visitor Experience, are the primary means by which Parks Canada fulfills its mandate to foster the appreciation and enjoyment of national heritage places. These two interconnected activity areas are also key mechanisms through which the Agency will reinforce its identity and increase its relevance to Canadians.

Parks Canada employees tell Canada's stories and assist Canadians in connecting with these special places. Visitors appreciate, understand and enjoy Canada's special heritage places.



Fort Battleford National Historic Site of Canada
© Parks Canada Photo: M. Fieguth

Parks Canada is a partner with its stakeholders in reaching out to Canadians and facilitating their enjoyment and benefit from these special places. Specific activities to promote appreciation and understanding respond to Parks Canada's mandate to present Canada's heritage and activities in ways that provide quality visitor experience and respond to the needs and expectations of Canadians. This also leads to understanding the values of these areas and the need to protect them. Together, the activities of these program areas allow Parks Canada to provide visitors with the opportunities for memorable experiences in national historic sites, national parks and national marine conservation areas.

Figure 3: Parks Canada Strategic Planning Framework

Program Activity*	Description	Planned Results/Priority	Priority Status		Performance Expectations
			On-going	New	
1. Establish Heritage Places Capital \$ 695 Salary \$ 7,694 Operating \$10,332 Total \$18,721	Program for planning, identification, negotiation, and bringing heritage places to an operational state and for expanding existing heritage places. National heritage places include national parks, national marine conservation areas, and national historic sites, both federal and third party owned as well as Prime Ministers grave sites, Canadian World Heritage Sites and others.	1. Create national parks and national marine conservation areas in unrepresented regions. 2. Complete or expand selected parks. 3. Designate and commemorate places, persons and events of national historic significance, particularly in under-represented priority areas. 4. Designate other heritage places e.g., Historic Places Initiative, Federal Heritage Buildings Review Office, heritage rivers, railway stations, Prime Ministers grave sites and work toward the designation of new World Heritage Sites and Biosphere Reserves.	✓ ✓ ✓ ✓		National Parks / National Marine Conservation Areas 1. 34 of 39 terrestrial regions and eight of the 29 marine regions are represented by March 2008. 2. Expand three national parks by March 2008 and increase the percentage of land holdings in three unfinished national parks. National Historic Sites 3. On average, designate 27 new sites, persons and events per year of which, on average, 11 which relate to Aboriginal People, ethnocultral communities and women. 4. On average, 30 commemorative plaques placed annually. Other Heritage Places 5. Heritage Programs meet their registration or designation targets.
2. Conserve Heritage Resources Capital \$ 11,986 Salary \$ 91,469 Operating \$ 71,590 Total \$175,045	Program to ensure maintenance and protection of ecological and commemorative integrity and management of natural and cultural resources in national heritage places managed by Parks Canada, and to influence conservation of heritage resources managed by others.	5. Maintain or improve the ecological integrity of national parks and the sustainability of national marine conservation areas. 6. Maintain or improve the commemorative integrity of national historic sites; maintain or improve the state of other cultural resources administered by Parks Canada. 7. Support and encourage the commemorative integrity of national historic sites; maintain or improve the state of heritage resources not administered by Parks Canada.	✓ ✓ ✓		National Parks / National Marine Conservation Areas 6. National park management plans are up to date and consistent with latest management plan guidelines by March 2010. 7. All national parks have fully functioning ecological integrity monitoring and reporting systems by March 2008. 8. Improve aspects of the state of ecological integrity in each of Canada's 41 national parks by March 2014. 9. Minimize environmental impacts of Parks Canada's operations. National Historic Sites 10. All national historic sites administered by Parks Canada have a current, approved management plan by December 2006. 11. Improve all elements of commemorative integrity that are rated as poor. 12. Improve the state of other cultural resources managed by Parks Canada by March 2014. 13. Other owners of national historic sites are aware of commemorative integrity and have access to information on best practices in maintaining commemorative integrity. Other Heritage Places 14. Interventions on all built cultural heritage not administered by the Agency are certified.
3. Promote Public Appreciation and Understanding Capital \$ 3,474 Salary \$40,799 Operating \$11,995 Total \$56,268	Program to increase the awareness and understanding of the cultural and natural heritage of Canada, and enhance appreciation and support of national parks, national marine conservation areas and national historic sites.	8. Canadians, visitors and stakeholders appreciate and understand the significance of national parks/national marine conservation areas and support their protection. 9. Canadians, visitors and stakeholders appreciate and understand the significance of national historic sites and support their protection. 10. Canadians, visitors and stakeholders appreciate and understand the significance of other cultural resources and support their protection.	✓ ✓ ✓		National Parks / National Marine Conservation Areas 15. Maintain 50% participation of national park visitors in learning experiences related to the natural and/or cultural heritage of national parks/national marine conservation areas. 16. Maintain 85% visitor satisfaction, with 50% being very satisfied with onsite heritage presentations programming. 17. Maintain 75% visitor understanding of the significance of the national park/national marine conservation area. 18. Canadians, visitors and stakeholders actively support the integrity of the national park/ national marine conservation area. National Historic Sites 19. 10% increase in the number of visits to targeted national historic sites for March 2008. 20. Maintain 80% participation of national historic site visitors in learning experiences related to the natural and/or cultural heritage of national historic sites. 21. Maintain 85% visitor satisfaction, with 50% being very satisfied with onsite heritage presentations programming. 22. Maintain 75% visitor understanding of the significance of the national historic site 23. Canadians, visitors and stakeholders actively support the integrity of national historic sites. Other Heritage Places 24. Canadians, visitors and stakeholders actively support the integrity of other heritage programs
4. Quality Visitor Experience Capital \$ 30,372 Salary \$ 98,440 Operating \$ 45,045 Total \$173,857	Program to provide access, recreational opportunities and reception, orientation, information and public safety at heritage places managed by Parks Canada.	11. Visitors are welcome, have safe visits and are satisfied with service quality at national parks/national marine conservation areas. 12. Visitors are welcome, have safe visits and are satisfied with service quality at national historic sites.	✓ ✓		National Parks / National Marine Conservation Areas 25. Maintain 85% visitor satisfaction, with 50% being very satisfied with their experience at a national park or national marine conservation area. 26. Maximize the number of visitors with memorable experiences at national parks/national marine conservation areas. 27. Maximize visitor safety at national parks/national marine conservation areas. National Historic Sites 28. Maintain 85% visitor satisfaction, with 50% being very satisfied with their experience at a national historic site. 29. Maximize the number of visitors with memorable experiences at national historic sites. 30. Maximize visitor safety at national historic sites.
5. Townsite Management Capital \$ 4,169 Salary \$ 3,860 Operating \$ 3,226 Total \$11,255	Program for providing services to communities located within Canada's national parks. Services include: water and sewer; garbage collection; road works; bylaw enforcement; fire and emergency services; business licence administration; development proposal review and planning; identification and mitigation of environmental issues in the five townsites within national parks.	13. Parks communities are efficiently administered-townsite services 14. Parks communities are efficiently administered general municipal 15. Parks communities are models of environmental stewardship.	✓ ✓ ✓		31. 100% cost recovery for municipal services (water, sewer and garbage collection) 32. Minimize environmental impacts of townsites.
6. Throughway Management Capital \$22,211 Salary \$10,260 Operating \$11,801 Total \$44,272	To maintain reliable and safe through-transit that minimizes ecological impact. Program for all work on the Trans-Canada Highway system or provincial numbered transportation routes that pass through protected heritage areas (e.g., avalanche control, maintenance) and for the management of water levels in historic canals.	16. Highways are safe, open to through traffic and minimize environmental impacts. 17. Waterways are safe, open to through marine traffic and minimize environmental impacts.	✓	✓	33. Highways are open to through traffic. 34. Safety incidents are minimized. 35. Minimize environmental impacts of highways. 36. Canals/waterways are safe and open to marine traffic. 37. Safety incidents are minimized. 38. Minimize the environmental impacts of canals/waterways.
7 & 8 Corporate Services 7. Management of Parks Canada 8. People Management Capital \$ 2,085 Salary \$30,903 Operating \$17,702 Total \$50,690	Program for the development of policy, regulation and planning in support of the Parks Canada Agency, and for the delivery of financial, business services and data and information technology and management for effective operations. To maintain or improve management integrity, particularly focusing on effective decision-making and results-based management. Program for recruitment, compensation, training and staff relations and occupational health and safety, including establishing and maintaining supporting services, infrastructure and accountability mechanisms. To maximize the Agency's performance through the provision of timely and sound corporate information, analysis and direction.	18. Demonstrate accountability, effective decisions and deliver timely, accessible, reliable management services. 19. A diverse and capable workforce-working in a positive and enabling environment.	✓		39. Auditor General audits of financial and performance information that find no material concerns 40. Corporate service expenditures will not exceed 12% of total operating budget. 41. Five-year human resources reports that identify no significant discrepancies between the values and principles and the human resources regime. 42. Representative workforce as measured by regional labour force availability.

*Capital, Operating and Salary figures are forecasts for 2005/2006, (in \$ thousands).

Figure 4: National Parks System

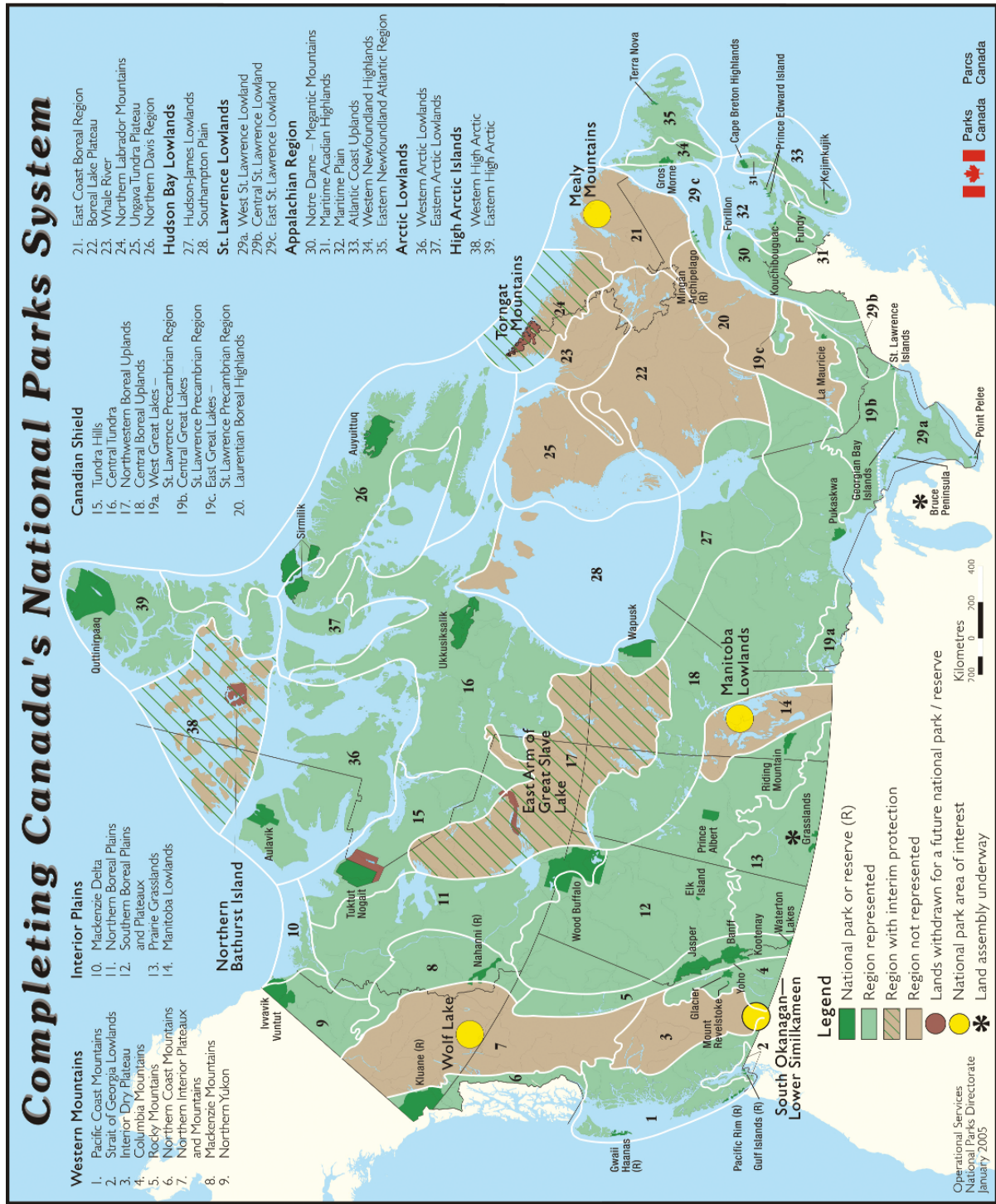


Figure 5: National Marine Conservation Areas System

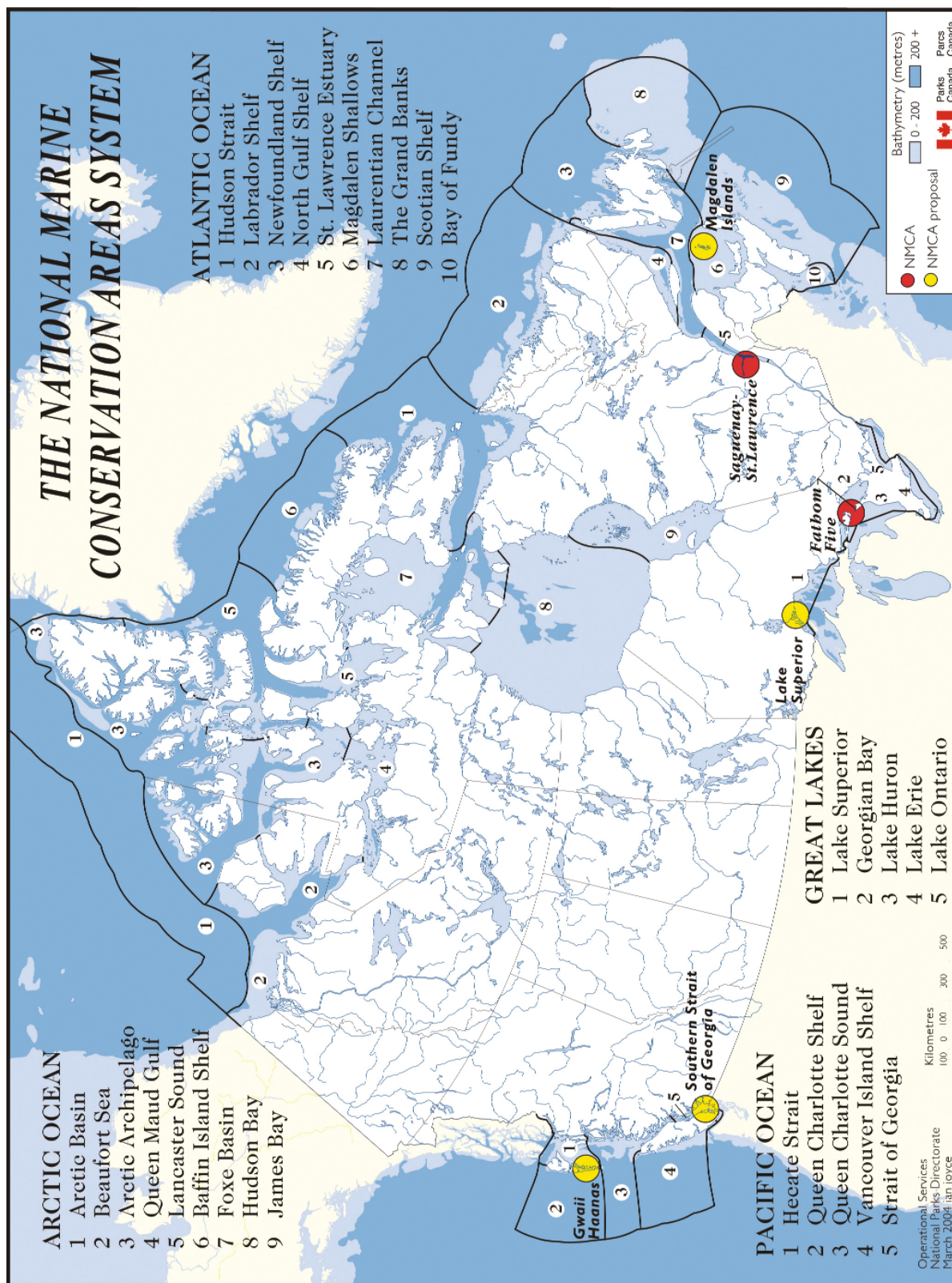
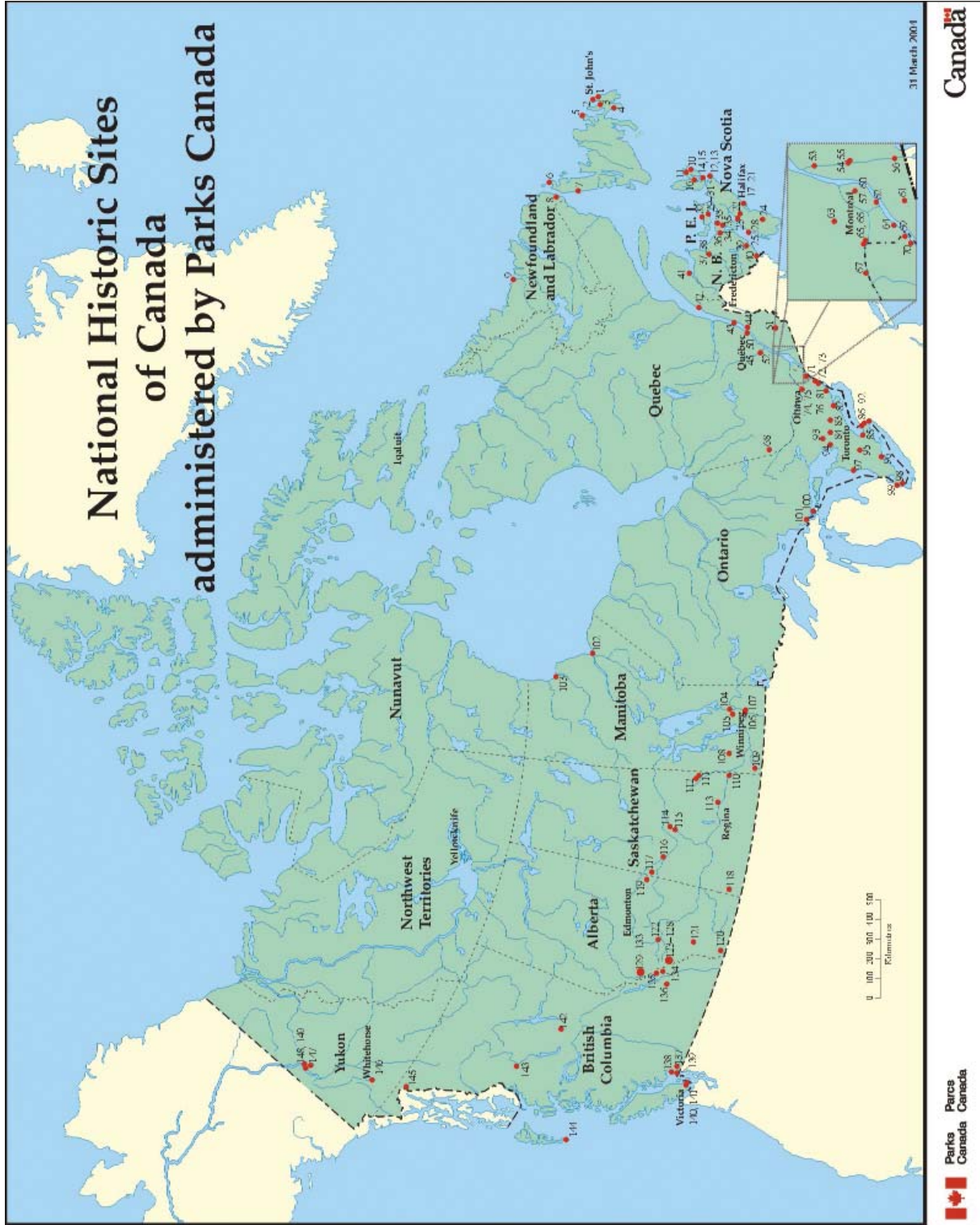


Figure 6: National Historic Sites System



National Historic Sites of Canada administered by Parks Canada

Newfoundland and Labrador

1. Cape Spear
2. Signal Hill
3. Hantrome Cottage
4. Castle Hill
5. Ryan Premises
6. L'Anse aux Meadows
7. Port au Choix
8. Red Bay
9. Ilopedale Mission

Nova Scotia

10. Fortress of Louisbourg
11. Marconi
12. Grassy Island Fort
13. Canso Islands
14. St. Peter's Canal
15. St. Peter's
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. Kijikujik
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 Cope Dry Dock
36. Monument-à-Élévire
37. Boisbriand
38. Beaubears Island Shipbuilding
39. Carleton Martello Tower
40. St. Andrews Blockhouse

Quebec

41. Battle of the Restigouche
42. Pointe-au-Père Lighthouse
43. Gros Cap and the Irish Memorial
44. Lévis Fort
45. Saint-Louis Fort and Châteaux
46. Cartier-Brebeuf
47. Fortifications of Québec
48. Maillon House

Quebec continued

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

Ontario

69. Glenora 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. Munro Tower
79. Shoal Tower
80. Cathcart Tower
81. Fort Henry
82. Trent-Severn Waterway
83. Peterborough Lift Lock
84. Munkinam Fish Weirs
85. HMCS *Haida*
86. Navy Island
87. Quinceston Heights
88. Hurler'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. Southworld Earthworks
97. Point Clark Lighthouse
98. Fort Malden
99. Bois Blanc Island Lighthouse
100. Fort St. Joseph
101. Sauli 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. Haulche
115. Battle of Fish Creek
116. Fort Battleford
117. Frendman House
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. Iowase 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. Kluwana Fort
144. Nan Sdms
145. Chilkooot Trail

Yukon Territory

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

31 March 2004

Section 3:

PLANNED RESULTS AND PERFORMANCE INDICATORS

This section describes Parks Canada's eight program activities, planned results and performance expectations for the next five years. The plan outlines the initiatives Parks Canada is undertaking on behalf of Canadians to

ensure that the unique natural and cultural heritage of Canada is protected for present and future generations to experience, appreciate and enjoy.

Program Activity 1: ESTABLISH HERITAGE PLACES

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

	Forecast Spending	Planned Spending				
	2004/2005*	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Capital	809	695	675	675	675	675
Salary**	7,768	7,694	7,837	7,870	7,867	7,867
O&M	10,023	10,332	14,557	14,467	14,467	14,467
Sub Total	18,600	18,721	23,069	23,012	23,009	23,009
FTE	119	123	125	125	125	125
Allocation of Corporate Services	3,308	2,235	2,713	2,684	2,683	2,683
Total: Includes Corporate Services	21,908	20,956	25,782	25,696	25,692	25,692
FTE: Includes Corporate Services	133	137	139	139	139	139

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

**Salary totals includes Employee Benefit Plans.

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

Description

This Program Activity covers system planning, establishing national parks and national marine conservation areas, establishing national historic sites and other heritage places, and negotiating with stakeholders for inclusion in the national systems.

Benefit to Canadians

Canada's national parks, national marine conservation areas, as well as the persons, places and events of national historic significance to Canada, are symbols to the world and part of what we stand for

as a country. Current and future Canadians will enjoy a system of protected heritage areas that represent the full mosaic of diverse natural and cultural assets.

All Canadians will be given the opportunity to demonstrate environmental leadership and their commitment to protecting and preserving these representative areas, places and symbols. Canada's national historic sites chronicle the determination and ingenuity of Canadians and will continue to shape our nation for future generations.

Planned Results and Performance Expectations

1. ESTABLISH HERITAGE PLACES	
Planned Results	Performance Expectations
1. Create national parks and national marine conservation areas in unrepresented regions.	1. 34 of 39 terrestrial regions and eight of the 29 marine regions are represented by March 2008.
2. Complete or expand selected existing national parks.	2. Expand three national parks by March 2008 and increase the percentage of land holdings in three unfinished national parks.
3. Designate and commemorate places, persons and events of national historic significance, particularly in under-represented priority areas.	3. On average, designate 27 new sites, persons and events per year of which, on average, 11 which relate to Aboriginal People, ethnocultural communities and women. 4. On average, 30 commemorative plaques placed annually.
4. Designate other heritage places, e.g., Historic Places Initiative, Federal Heritage Buildings Review Office, heritage rivers, railway stations, Prime Ministers grave sites, and work toward the designation of new World Heritage Sites and Biosphere Reserves.	5. Heritage programs meet their registration or designation targets.

Strategies to Achieve Planned Results

Planned Result 1: Create national parks and national marine conservation areas in unrepresented regions

Creating National Parks

Parks Canada will work closely with partners to meet the Government's commitment to establish ten new national parks and expand three existing national parks by March 2008. As well, Parks Canada will continue to add land to complete three other national parks pursuant to their national park establishment agreements (Bruce Peninsula, Grasslands and Gulf Islands).

Budget Plan 2003 provided Parks Canada \$144 million over five years to move forward on the Government's commitments, and subsequent ongoing funding of \$29 million per year to operate the resulting new national parks and national marine conservation areas. This funding will allow significant progress to be made in many areas across the country, but will not allow for full implementation of the Government's 2002 Action Plan. Parks Canada will continue negotiations and conclude as many agreements as possible within approved funding levels, anticipated to complete five national parks, two national marine conservation areas and two park expansions. The Agency will also endeavour to seek all potential means available to meet the Government's Action Plan commitments in their entirety.

The creation of new national parks in Canada's North contributes to the Government's 2004 Speech from the Throne commitment to develop a Northern Strategy. In December 2004, the Prime Minister and First Ministers representing the Northwest Territories, Yukon and Nunavut released a framework for the first-ever jointly developed Northern Strategy that will, in part, protect the northern environment. Parks Canada is committed to ensuring that these parks are managed in cooperation with Aboriginal

peoples in a way that protects this vulnerable environment, while producing economic benefits for the nearby communities.



Wager Bay, Ukkusiksalik National Park of Canada
© Parks Canada Photo: F. Mercier

Agreements were signed in 2003 for the creation of two new national parks, Ukkusiksalik National Park of Canada in the Wager Bay area of Nunavut, and Gulf Islands National Park Reserve of Canada in British Columbia. Parks Canada, will take the formal steps required to schedule these two parks under the *Canada National Parks Act*.

In addition, memoranda of understanding were signed with the Government of British Columbia, to advance a candidate national park reserve and two national marine conservation areas; with the Government of Manitoba, for work towards establishing a national park, and the Dehcho First Nations to pursue the expansion of Nahanni National Park Reserve of Canada.

In early 2005, the Government of Canada signed two agreements that will lead to the formal establishment of the Torngat Mountains National Park Reserve of Canada. A federal-provincial Land Transfer Agreement with the Government of Newfoundland and Labrador provides for the transfer of 9,700 square kilometres of land in northern Labrador to Parks Canada for the purpose of establishing a national park reserve. A Park Impacts and Benefits Agreement with the Labrador Inuit Association will establish the relationship

between Parks Canada and the Labrador Inuit to cooperatively manage the lands as a national park reserve.

The Government's expansion plan builds on Parks Canada's continuing efforts to complete the national parks system by ensuring that each of the 39 terrestrial natural regions Parks Canada has identified across the country is represented in the system. These natural regions have distinctive geology, landforms, vegetation and wildlife. At present, 27 distinctive natural regions are represented in Canada's national parks system. Once the Action Plan is fully achieved and fully funded, 34 of 39 natural regions will be represented. In addition to the two new national parks for which agreements have already been completed, Parks Canada will continue to work with its partners toward the potential creation of five other national parks:

- **Manitoba Lowlands**, Manitoba (negotiations to begin 2005) – Parks Canada will work with the Government of Manitoba to implement the terms of the 2004 Memorandum of Understanding, and to negotiate a national park establishment agreement with the support of Aboriginal and local communities in 2005/2006. This national park will protect boreal forest ecosystems in the interlake portion of Manitoba.
- **Bathurst Island**, Nunavut (negotiations to begin 2005) – Parks Canada will approach the Qikiqtani Inuit Association with a view to entering into negotiations on an Inuit Impact and Benefit Agreement (IIBA). It will also work with the Qikiqtani Inuit Association to undertake studies on matters of common interest, such as tourism and economic benefits, that would assist the negotiations. The Nunavut Land Claim Agreement of 1993, which provides direction on the establishment of national parks in Nunavut and the content of the Inuit Impact and Benefit Agreement will guide negotiations. A high arctic environment along with the habitat for the endangered Peary caribou will be protected in this park.
- **Mealy Mountains**, Labrador (feasibility study in progress) – Parks Canada will work with a wide range of partners to complete the current park feasibility study and public consultations, and to achieve a park establishment agreement by March 2007. Parks Canada will also work to achieve this national park through the land claims process in this area, which involves the governments of Canada and Newfoundland and Labrador, and the Innu Nation. This park will protect a representative portion of the East Coast Boreal Forest natural region.
- **East Arm of Great Slave Lake**, Northwest Territories (feasibility study in progress) – Parks Canada will continue to work with the community of Lutsel K'e and through the Akaicho / Treaty Eight Process to achieve the establishment of this national park. Technical studies and public consultations will continue. Work will be undertaken pursuant to a Band Council Resolution passed by Lutsel K'e in October 2004 that opened the door to the negotiation of new protected areas including the national park proposal.
- **South Okanagan – Lower Similkameen**, British Columbia (feasibility study in progress) – Consistent with the Memorandum of Understanding of October 2003 between Canada and British Columbia, Parks Canada will continue a national park reserve feasibility study by consulting with other agencies, First Nations, stakeholders and the public, along with conducting various technical studies. Parks Canada will also report back to stakeholders in the region about the results of the first round of consultations undertaken in the fall of 2004. This park will represent the Interior Dry Plateau natural region.

Parks Canada will identify by March 2006 candidate sites for the final three new national parks envisioned by the Action Plan. They will be located in the Yukon or British Columbia portions of the Northern Interior Plateaus and Mountains natural region, and the Ontario portion of the Great Lakes / St. Lawrence natural region.

Creating National Marine Conservation Areas

Parks Canada will continue to work with its partners, including provincial governments, First Nations, coastal communities and fishers to significantly advance the representation of Canada's marine regions. The objective is to establish five new national marine conservation areas by March 2008. New funding provided in *Budget Plan 2003* will allow Parks Canada to initiate work on the creation of five national marine conservation areas. Once funding has been fully expended, Parks Canada will return to Government with a proposal to complete the remainder of the Action Plan.

The creation of new national marine conservation areas will also contribute to the Government's 2004 Speech from the Throne commitment to establish a network of marine protected areas under its Oceans Action Plan. Parks Canada will work to achieve protection of the following four sites by 2008:

- **Lake Superior**, Ontario (in negotiation) – Parks Canada will seek to establish with the Government of Ontario a mutually acceptable date on which to sign the Agreement-in-Principle for the establishment of a national marine conservation area of Canada in western Lake Superior. Consultations will continue with the Robinson Superior Treaty Group and other affected Aboriginal communities. Protection of this area will result in the establishment of potentially the largest freshwater protected area on the planet.
- **Gwaii Haanas**, British Columbia (consultations on interim management plan) – Parks Canada will work with the Council of the Haida Nation to conclude and implement a protocol agreement that will direct further work on this proposed national marine conservation area. Once completed, Parks Canada will embark on a major communication and consultation program related to the development of interim management guidelines for the national marine conservation area. Studies will be completed on resource use in support of the development of a marine zoning system.

Once established, this national marine conservation area will represent two of Parks Canada's five Pacific marine regions.

- **Southern Strait of Georgia**, British Columbia (feasibility study in progress) – Following up on the initial open houses held in 2004, Parks Canada will continue to conduct major stakeholder communication and consultations throughout the year, as well as consultations with affected First Nations. Work will be undertaken to develop a vision that is shared by communities and major stakeholders, as well as goals and objectives for this proposed national marine conservation area of Canada, which, if established, will help conserve the marine waters and wildlife offshore from Gulf Islands National Park Reserve of Canada.
- **Magdalen Islands**, Quebec (feasibility study in progress) – Parks Canada will work with the local advisory committee and other stakeholders to undertake the necessary biological and cultural studies required to identify potential boundaries for a national marine conservation area of Canada in the archipelago of the Magdalen Islands. Work will begin on phase I of a mineral and energy resource assessment, which is required by government policy. Stakeholder communication and consultations will continue throughout the year.

Planned Result 2: Complete or expand selected parks

The 2002 Action Plan identified three existing national parks where Parks Canada will work with other governments, First Nations, and stakeholders to add adjacent lands to these parks, which will make them more representative of their natural region and improve their ecological integrity.

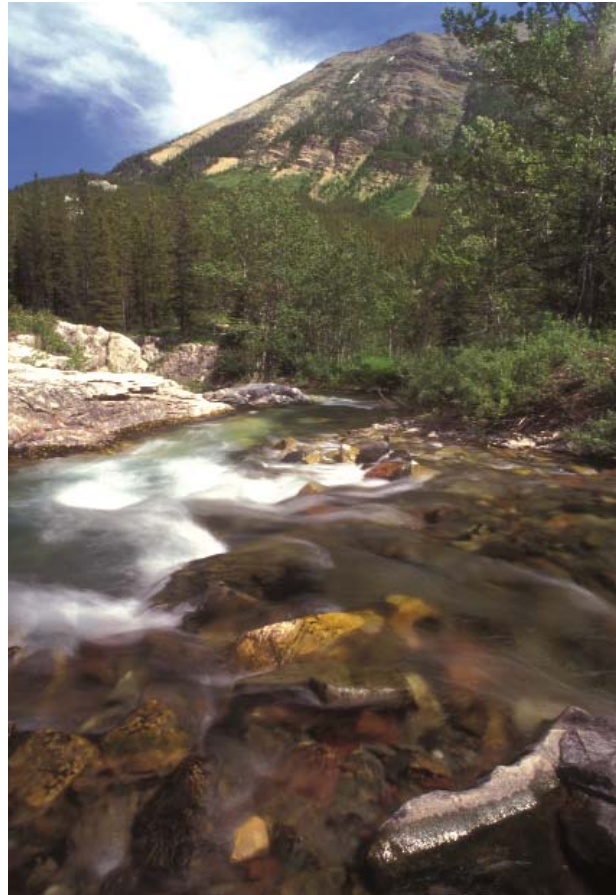
- **Nahanni National Park Reserve of Canada**, Northwest Territories – Parks Canada, in partnership with the Dehcho First Nations will continue its program of natural and cultural resource research and the mineral and energy resource assessment managed by the Geological

Survey of Canada. Consultations with the public, local communities and stakeholders will be undertaken. Parks Canada and the Dehcho are working to identify lands within the South Nahanni River watershed to add to the existing national park reserve, which will include karst landscapes and critical wildlife habitat, and offer additional visitor opportunities.

- **Tuktut Nogait National Park of Canada,** Northwest Territories and Nunavut – Parks Canada will sign the Impact and Benefits Plan that was negotiated with the Sahtu Dene Métis for the purpose of adding an additional 1,800 square kilometers to this existing national park. This addition includes the headwaters of several rivers running through the park. Parks Canada will also initiate discussions with Inuit in Nunavut to ascertain if there is support for assessing and negotiating the expansion of Tuktut Nogait National Park of Canada into Nunavut.
- **Waterton Lakes National Park of Canada,** British Columbia – Parks Canada remains interested in assessing the feasibility of expanding the boundary of Waterton Lakes National Park into the Flathead Valley of southeastern British Columbia, subject to the support of the Government of British Columbia. The lands of interest in the Flathead Valley are subject to an outstanding land claim by Aboriginal people that has been accepted for negotiation by Canada.

Parks Canada will continue to acquire land to complete three unfinished national parks – Bruce Peninsula, Grasslands and Gulf Islands. All three parks are guided by park establishment agreements that provide for land acquisition.

Parks Canada and the Nature Conservancy of Canada (NCC) have entered into an agreement to work collaboratively with a focus on national parks where ecological integrity is under severe threat, and



Waterton Lakes National Park of Canada
© Parks Canada Photo: J.F. Bergeron

where the acquisition of certain lands would greatly improve the situation. Following the necessary consultations with local residents, other levels of government and Aboriginal peoples, lands may be added to existing national parks or be otherwise conserved by the NCC or others. The priority list includes St. Lawrence Islands, Point Pelee, Georgian Bay Islands, Bruce Peninsula, Prince Edward Island, Grasslands, Riding Mountain and Gulf Islands National Parks of Canada.

Planned Result 3: Designate and commemorate places, persons and events of national historic significance, particularly in under-represented priority areas

Based on its *National Historic Sites of Canada System Plan* (2000), (www.pc.gc.ca/docs/r/system-reseau/sites-lieux1_e.asp) Parks Canada will continue to do more to mark the historic achievements of Canadians, in particular Aboriginal peoples, ethnocultural communities and women. Parks Canada's goal is to bring about 135 new designations of national historic significance within a five year window, including 55 designations specifically commemorating the history of Aboriginal people, ethnocultural communities and women.

Of the 1,835 national historic designations in Canada, 192 commemorate Aboriginal history.

Although the Minister of the Environment and Parks Canada are responsible for officially commemorating designated places, people or events, the designations themselves are made by the Minister on the advice of the independent Historic Sites and Monuments Board of Canada. Any indicated group or government can make a formal submission to the Board.

The process to nominate a place, person or event to be designated is rigorous because Canadians expect all national historic recognitions to have deep meaning and significance. As this may put those without knowledge of the system or process at a disadvantage in making submissions, Parks Canada has launched efforts in the past few years to ensure that more Canadians know how to initiate and prepare a nomination, including a major outreach program to ethnocultural communities, which includes both information meetings and user-friendly educational material. Parks Canada is proactively

approaching community groups to encourage their participation. For more information, please consult: www.pc.gc.ca/clmhc-hsmbc/clmhc-hsmbc/index_e.asp

Through the Agency's recent efforts, sufficient nominations have been submitted to the Historic Sites and Monuments Board of Canada to meet the performance expectation to, on average, designate 27 new sites, persons and events per year, of which, on average, 11 which relate to Aboriginal People, ethnocultural communities and women.

Consultations on the review of the system plan identified the history of Aboriginal peoples, ethnocultural communities and women as insufficiently represented. These differ from thematic priorities in that they cross-cut or overlay all of the themes. These three areas are Parks Canada's strategic priorities. To achieve these three strategic designation priorities, Parks Canada will maintain its focus on partnership efforts with Aboriginal peoples, building awareness of the commemoration program, expanding its work with ethnocultural communities, and strengthening its strategic planning related to the history of women.

Given these enhanced efforts in the early years of this planning period, the target for designations will be reviewed annually to ensure that the historic achievements of Canadians of both genders and from all backgrounds are appropriately commemorated by the nation.

Designation of places, persons or events is important but it is only the beginning. Parks Canada must also maintain many of the country's most important national historic sites. The protection of Canada's heritage resources is central to the mandate of Parks Canada and one of the big challenges in the years ahead.

Planned Result 4: Designate other heritage places

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.



Churchill River
© Parks Canada Photo: B. Olsen

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.

The Canadian Register of Historic Places:

Established as an element of the Historic Places Initiative, the Canadian Register of Historic Places (CRHP) is managed by Parks Canada (www.historicplaces.ca). The CRHP is a pan-Canadian collaboration involving federal, provincial and territorial governments. Parks Canada, through the Directory of Federal Heritage Designations, 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, there are plans to have 77% of these places listed in the Register and 100% by March 2006. Over the next five years, all participating jurisdictions will fully document the records for historic places from their jurisdiction on the Register. When the Register is fully developed, it will be an easy-to-use reference on historic places in Canada and an important Internet-based source for planners, policymakers, community organizations, teachers, students and families interested in learning about and helping preserve the past. Most jurisdictions have already listed historic places on the Register. For the first time, in one place, Canadians have ready access to information on historic places that are recognized by different jurisdictions throughout Canada.

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 CRHP, assist them in meeting its 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 Canadian Register of Historic Places will make information easily available on some 20,000 historic places.

The initial target is to ensure that the estimated 20,000 historic places in Canada meet the Canadian Register of Historic Places documentation standards and are listed on the CRHP by March 31, 2009. The Canadian Register of Historic Places is expected to grow at an annual rate of 2% thereafter.

Federal Heritage Buildings Program: In accordance with the *Treasury Board Heritage Buildings 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, acting as a secretariat, 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.

All buildings 40 years old or older under government ownership must be evaluated against criteria that measure their historical association, architectural significance and place within their current environment. A building may be designated either as “classified” (the higher level of significance) or as “recognized” by the Minister or, not designated. 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”.

The Canadian Heritage Rivers System: The Canadian Heritage River System 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 (www.chrs.ca/).



Athabasca River
© Parks Canada Photo: W. Lynch

Recognizing 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 December 2004, three designations were approved by the federal Minister responsible for Parks Canada. These were the Three Rivers in Prince Edward Island, the Tatshenshini River, in the Yukon, and the Missinaibi River, in Ontario bringing the total number of designated Canadian rivers to 34. Six of the designated rivers are managed by Parks Canada, including:

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

Heritage Railway Stations: The *Heritage Railway Stations Protection Act* proclaimed in 1990, affirms the federal Government's commitment to safeguard the historical character of heritage railway stations under the ownership of federally regulated railway companies. Parks Canada 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/gfp-hrs/index_e.asp).



Kensington Railway Station National Historic Site of Canada
© Parks Canada Photo: J. Butterill

Two designated stations currently administered by Parks Canada are the former Via Rail station in Churchill, Manitoba, which is now used as a visitor reception centre for the Prince of Wales Fort National Historic Site of Canada and Wapusk National Park of Canada, and the former Canadian National Railway station in the town of Jasper (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. There are a total of 166 railway stations in the program.

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/clmhc-hsmbc/pm/index_e.asp).

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.



John A. Macdonald Grave Site National Historic Site of Canada
© Parks Canada Photo: J. Butterill

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. The program is managed under the Historic Sites and Monuments Board of Canada Secretariat.

World Heritage Sites: The UNESCO General Conference adopted in 1972 the Convention Concerning the Protection of the World Cultural and Natural Heritage (the World Heritage Convention). The Convention established the World Heritage List as a means of recognizing that some places, either natural or cultural, are of significant importance and should be the responsibility of the international

community. Participating nations pledge to care for World Heritage Sites in their own territory and 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 its implementation.

There are currently 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 include:

- Nahanni National Park Reserve of Canada
- Wood Buffalo National Park of Canada
- Gros Morne National Park of Canada
- 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)



Kluane National Park of Canada
© Parks Canada Photo: J. Butterill

- Waterton-Glacier International Peace Park WHS (Waterton Lakes National Park of Canada)
- L'Anse aux Meadows National Historic Site of Canada
- Historic District of Québec WHS (includes Fortifications of Québec National Historic Site of Canada along with other Parks Canada administered national historic sites)
- S'Gaang Gwaii (Anthony Island)

The Minister of the Environment has released Canada's Tentative List for future World Heritage Sites that was approved in April 2004, and will be working with other levels of government, Aboriginal representatives and other organizations over the next decade to bring forward the identified sites for consideration by the World Heritage Committee. The first report setting out the status of, and challenges related to, the 13 existing Canadian World Heritage Sites is also nearing completion, satisfying a requirement of State parties to the convention. This report will assist Canada in fulfilling its commitments to managing its World Heritage Sites according to accepted standards.

Man and Biosphere: The Man and Biosphere program is a collaboration of local communities, business enterprises and governments for the creation of biosphere reserves around the world. Biosphere reserves are areas of terrestrial and coastal/marine ecosystems or a combination thereof which is internationally recognized within the framework of UNESCO's Program on Man and Biosphere (MAB) (www.Biosphere-Canada.ca). A biosphere reserve is composed of a core area, buffer zone and an area of cooperation. Of the 440 biosphere reserves in the world, 13 are located in Canada. National parks of Canada comprise the core area of seven of the reserves. These parks are: Kejimikujik, St. Lawrence Islands, Bruce Peninsula, Riding Mountain, the Long Beach component of Pacific Rim, Georgian Bay Islands, and Waterton Lakes.

Program Activity 2: CONSERVE HERITAGE RESOURCES

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

	Forecast Spending	Planned Spending				
	2004/2005*	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Capital	15,919	11,986	15,936	21,336	24,936	30,936
Salary**	92,048	91,469	93,438	91,924	91,890	91,890
O&M	55,513	71,590	83,722	76,933	76,933	76,933
Sub Total	163,480	175,045	193,096	190,193	193,759	199,759
FTE	1,274	1,307	1,308	1,308	1,308	1,308
Allocation of Corporate Services	17,972	17,535	18,158	17,889	17,881	17,881
Total: Includes Corporate Services	181,452	192,580	211,254	208,082	211,640	217,640
FTE: Includes Corporate Services	1,446	1,479	1,480	1,480	1,480	1,480

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

**Salary totals includes Employee Benefit Plans

Description

This Program Activity 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 biodiversity, ecosystem function, species at risk, and the impact of pollution, fragmentation of habitat, alteration of natural processes, climate change and other stressors on ecosystems). It also includes the management of fire, insect infestations, wildlife diseases and invasive species, restoring ecosystem biodiversity, and working with neighboring partners on land use changes in areas adjacent to protected heritage areas. Parks Canada is also focusing its

efforts toward protecting ecosystem services such as clean air, freshwater and healthy wildlife, which not only contributes to the health of the parks and protected areas, but that of areas adjacent to national parks and eventually Canada as a whole.

Benefit to Canadians

Parks Canada protects nationally significant examples of Canada's natural and cultural heritage so that citizens of today and tomorrow can experience and be inspired by the special places and rich stories of our nation's past. Ecological and commemorative integrity are guiding management principles for national parks and national historic sites, and environmental sustainability is key to national marine conservation areas. These when achieved, ensure that Canada's national treasures are conserved for present and future generations.

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

Parks Canada also benefits Canadians by playing the critical – and increasingly important – role of

encouraging the protection of heritage places and spaces not administered by Parks Canada.

Planned Results and Performance Expectations

2. CONSERVE HERITAGE RESOURCES	
Planned Results	Performance Expectations
5. Maintain or improve the ecological integrity of national parks and the sustainability of national marine conservation areas.	<p>6. National park management plans are up to date and consistent with latest management plan guidelines by March 2010.</p> <p>7. All national parks have fully functioning ecological integrity monitoring and reporting systems by March 2008.</p> <p>8. Improve aspects of the state of ecological integrity in each of Canada's 41 national parks by March 2014.</p> <p>9. Minimize environmental impacts of Parks Canada's operations.</p>
6. Maintain or improve the commemorative integrity of national historic sites; maintain or improve the state of other cultural resources administered by Parks Canada.	<p>10. All national historic sites administered by Parks Canada have a current, approved management plan by December 2006.</p> <p>11. Improve all elements of commemorative integrity that are rated as poor.</p> <p>12. Improve the state of other cultural resources managed by Parks Canada by March 2014.</p>
7. Support and encourage the commemorative integrity of national historic sites; maintain or improve the state of heritage resources not administered by Parks Canada.	<p>13. Other owners of national historic sites are aware of commemorative integrity and have access to information on best practices in maintaining commemorative integrity.</p> <p>14. Interventions on all built cultural heritage not administered by the Agency are certified.</p>

Strategies to Achieve Planned Results

Planned Result 5: Maintain or improve the ecological integrity of national parks and the sustainability of national marine conservation areas

Improve the State of Ecological Integrity of National Parks



*Research Program, Northern Flying Squirrel
Fundy National Park of Canada
© Parks Canada Photo B. Townsend*

Parks Canada's objective is to maintain or improve aspects of the ecological integrity of Canada's national parks. Building passion among Canadians for the protection of national parks is a key part of meeting this objective. Cultivating visitor understanding through education, enhancing the park experience and creating opportunities for Canadians to be involved in actions that support ecological integrity are fundamental to making certain that Canada's national parks are healthy.

In 2000, the Panel on the Ecological Integrity of Canada's National Parks confirmed that every national park faced serious threats to ecological integrity that required both immediate and long-term action. The Panel recommended that Parks Canada required funding of \$328.3 million over five years, with \$85.5 million ongoing to address these threats.

Budget Plan 2005 provided \$60 million over five years in addition to the \$75 million allocated in Budget Plan 2003. Parks Canada will use the new funds to accelerate the implementation of the Government's plan to maintain or improve the ecological integrity of existing national parks. The Agency will seek to expand its program of investment to the full system of parks as outlined below:

1. Better understanding of ecological integrity
2. Restoration of ecological integrity
3. Regional partnerships
4. Protection of species at risk

1. Better Understanding of Ecological Integrity

The strategy to attain information for better park management includes the introduction of a national monitoring and reporting framework for evaluating the health of all national parks. The initiative will enhance the understanding of Parks Canada and that of its partners with regard to biodiversity, ecosystem functions and processes, as well as stressors. The Agency will implement this integrated monitoring and reporting program using traditional aboriginal knowledge, ecological knowledge, ecosystem science and indicators of ecological integrity objectives, to build a credible information base to support decision-making, park management planning and state of the park reporting.

As a priority the Agency will conduct studies into the most significant stresses and influences (natural and human generated) that impair ecological integrity in the most threatened national parks. Projects for knowledge acquisition will be identified based on available resources and in collaboration with other levels of government, academic experts and interested parties. The study results will increase available information to Canadians on park ecosystems, including human influences. By communicating the available scientific information, and presenting it in an understandable and easily accessible format, Parks Canada can help build the essential public support required to meet long-term ecological integrity objectives.

2 Restoration of Ecological Integrity

Restoration work will be undertaken in three areas: reintroducing fire into fire-dependant ecosystems, restoring degraded areas and impaired ecological processes, and implementing strategies to optimize human use. Priorities for these active management initiatives will be set with the involvement of the Agency's partners.



Prescribed Burn, Mt. Revelstoke National Park of Canada
© Parks Canada Photo: R. Grey

The resources provided in Budget Plan 2005 will allow Parks Canada to expand its program of parks restoration projects. The initiatives to date include the reintroduction of plains bison to the grasslands ecosystem in Grasslands National Park, Point Pelee habitat restoration and measures to protect grizzly bears and their habitat in Mountain Parks. These projects focus on maintaining bio-diversity and reducing the negative impact of the top stressors.

3 Regional Partnerships

National parks are usually core protected areas within a larger ecosystem or landscape. By engaging partners at the regional and local level, Parks Canada can identify strategies to improve ecological integrity in national parks. Parks Canada, at the field unit level, will reach out to fully engage neighbouring communities, other governments, and the tourism

and other business sectors operating within greater park ecosystems to accomplish this goal. Examples of forms of engagement include:

- Collaboration of community groups in land use discussions outside the park, active involvement in data collection and community meetings on conservation issues, community planning;
- Managing volunteer and cooperating association programs, to ensure that individuals and organizations contribute their energy and talent to help achieve Agency objectives.

Parks Canada continues to focus on improving regional cooperation and its relationships with Aboriginal peoples. The Agency will ensure full inclusion of Aboriginal communities in the planning of the selected ecological integrity initiatives, drawing upon the wisdom and practical experience of Aboriginal peoples as neighbouring landowners and traditional users of national parks. Pilot projects focusing on including traditional ecological knowledge in park management decisions are planned. Aboriginal communities are also playing an increasingly active and positive role in helping to establish and manage national parks, a strength that Parks Canada intends to build upon.

4 Protection of Species at Risk

Parks Canada received \$30 million in *Budget Plan 2003* to help implement the National Strategy for the Protection of Species at Risk in Canada's protected heritage areas over the next five years.



Burrowing Owl, Grasslands National Park of Canada
© Parks Canada Photo: W. Lynch

Over half of Canada's endangered and threatened species at risk can be found in the protected heritage areas administered by Parks Canada. Parks Canada will protect these species and their critical habitat in the Agency's heritage areas, lead the development and implementation of recovery strategies, undertake the surveying and monitoring of species at risk, and conduct public education programs.

Endangered species are not bound by the boundaries of a national park. A rare bird or mammal will follow its own instincts or community and range beyond a national park. This means that a key priority for Parks Canada will be coordination with other governments and local communities to protect species at risk. The issues are often complex, particularly when they involve Canadians who make their living from the land, such as farmers and ranchers. Parks Canada appreciates that theory is often difficult in practice and will ensure that throughout the life of this Corporate Plan, the emphasis will be on finding cooperative solutions to shared objectives.

Environmental Management

Parks Canada will implement the priority aspects of the National Environmental Management System Framework to minimize the environmental impacts of its operations. Parks Canada will:

- Reduce greenhouse gas emissions to meet the commitments of the Federal House in Order Initiative.
- Assess each known and suspected contaminated site it is responsible for and apply due diligence in the development of remediation or risk management plans, giving priority to the highest risk sites. A complete list of Parks Canada's contaminated sites can be found at www.tbs-sct.gc.ca/dfrp-rbif/cs-sc/home-accueil.asp.
- Manage and operate petroleum storage tanks in accordance with regulations and codes of practice.
- Reduce the use of halocarbons with a high ozone-depleting potential and eliminate releases.
- Phase out PCBs, ensuring storage and disposal in compliance with applicable regulations.

Parks Canada will be a leader in demonstrating environmental leadership in its operations. Actions will run the gamut from the purchase of hybrid vehicles to introducing technologically advanced heating and ventilation systems for its buildings. In an effort to reduce the environmental impacts of its fleet, Parks Canada has committed to purchasing hybrid and alternative fuel vehicles, minimizing body sizes and specifications, and making use of fuel efficient or electric utility vehicles where feasible. In this manner, the Agency is acting on the federal Government's agenda to reduce its greenhouse gas emissions and build a sustainable Canada for this and future generations.

Parks Canada communities, as identified in the section describing Townsite Management in Program Activity Five, will be models of environmental sustainability, and all investments in national heritage places under its control will be implemented according to the principle of no net negative environmental impact.

Parks Canada's work in environmental management also applies to Planned Result Six, relating to national historic sites.

Planned Result 6: Maintain or improve the commemorative integrity of national historic sites; maintain or improve the state of other cultural resources administered by Parks Canada

In addition to the funding provided to address the deteriorating condition of Parks Canada cultural assets, Budget Plan 2005 also provided \$46 million over the next five years and a permanent \$8 million per year allocation to continue working with partners in built heritage conservation. This funding ensures the long-term viability of the Canadian Register of Historic Places, the Standards and Guidelines for the Conservation of Historic Places, and the certification process for conservation projects. It also establishes the Historic Places partnership with provinces and territories on a permanent basis.

One of Parks Canada's objectives is to ensure the national commemorative integrity of national historic sites. As part of the Historic Places Initiative, Parks Canada led the development of the recently completed *Standards and Guidelines for the Conservation of Historic Places in Canada*. The Standards and Guidelines are a result of a major collaborative effort among federal, provincial, territorial and municipal governments, heritage conservation professionals, heritage developers and individual Canadians. Parks Canada has adopted the Standards and Guidelines for use in its stewardship of Canada's national historic sites and other heritage properties. This first-ever pan-Canadian benchmark of standards and guidelines for heritage conservation in Canada will be a foundation reference document for the rehabilitation and restoration of the country's heritage properties and buildings and a tool that can be used by architects, engineers, builders and all Canadians.

For further information, consult the Parks Canada Web site www.pc.gc.ca/docs/pc/guide/nldclpc-sgchpc/index_e.asp

As part of the Historic Places Initiative, and to ensure that the federal house is in order with respect to the Government's responsibilities for historic places under its jurisdiction, Parks Canada will complete the preparation of a legislative initiative, for consideration by Government, to offer legal protection for historic places on federal lands and all archaeological resources on or under federal lands.

While many of Canada's historic places are buildings, for Aboriginal peoples historic places are far more likely to be found near petroglyphs, in ceremonial places or on sacred grounds. Parks Canada will continue to draw upon the wisdom of Elders and others to find appropriate ways to fully engage Aboriginal peoples in the Historic Places Initiative and to meet their practical needs.

Protecting Commemorative Integrity

At each national historic site managed by Parks Canada on behalf of Canadians, the prime objectives are ensuring that the cultural resources of the site are not impaired or under threat; that the national



*Officers' quarters of 1797,
Fort Anne National Historic Site of Canada
© Parks Canada, Photo: B. Pratt*

significance of the site is communicated effectively and that all decisions and actions respect the site's heritage values.

To maintain or improve the commemorative integrity of national historic sites administered by Parks Canada and respond to the November 2003 Report of the Auditor General of Canada (Chapter 6), the Agency will focus on improving those elements that have been rated as poor as a result of a commemorative integrity evaluation.

Management Planning

Parks Canada is required to provide the Minister of the Environment with a detailed and long-term management plan for each national park and national historic site of Canada it administers. The Agency continues to act on a commitment made in the previous Corporate Plan to have management plans for each site in place by December 2006. Management plans for 110 of the 149 national historic sites it administers (as of March 31, 2004) will be completed by December 2005, with management planning for the remaining sites completed by December 2006. In support of these commitments, the Agency will continue to staff and develop its planning community and further streamline its management plan drafting, review and approval processes.

Commemorative Integrity Statements

In conjunction with the development of management plans, Parks Canada will continue to develop commemorative integrity statements for the national

historic sites it administers. A commemorative integrity statement describes the manner in which the Agency proposes to keep the health or wholeness of the site intact. A commemorative integrity statement is the foundation of a sound management plan. Parks Canada understands the need to have approved commemorative integrity statements for all of the national historic sites it administers and plans to achieve this goal by December 2006.

Parks Canada also recognizes the need to undertake evaluations of the state of commemorative integrity at each national historic site. The purpose of the evaluation is to ensure that site management practices achieve the goals and intentions set out in each site's commemorative integrity statement. With this goal in mind, Parks Canada will undertake 15 new commemorative integrity evaluations annually, and will complete commemorative integrity evaluations for all of the sites it administers by 2011.

Managers must report annually on sites that have had "poor" ratings in commemorative integrity evaluations. The results of commemorative integrity evaluations are used to guide revisions to the management plans for sites and assist in making timely investment decisions to deal with the most serious observations.

Cultural Resource Management

The principles and practice of cultural resource management apply to national parks as well as to national historic sites. A cultural resource is a human work or a place that shows evidence of human activity or has spiritual or cultural meaning, and that has been determined to have historic value. Cultural resources take a range of forms: masonry fortifications, log buildings, marine engineering works, and archaeological resources or collections. Cultural resources face many threats. Some of the most common include erosion, water infiltration, frost action, harsh marine environments, invasive vegetation and, of course, human activities.

Parks Canada received the recommendation from the 2003 Minister's Round Table on Parks Canada to ensure the protection of its most important assets first.

At the national parks, national historic sites, and national marine conservation areas of Canada for which it is responsible, Parks Canada will inventory, manage, conserve and present cultural resources and ensure that their condition is monitored. With the new funding provided in Budget Plan 2005, the Agency will accelerate its investment in the conservation of a variety of cultural resources. This is a positive step and will begin to address the nearly two-thirds of all Parks Canada assets which are in need of repair.

Planned Result 7: Support and encourage the commemorative integrity of national historic sites, maintain and improve the state of heritage resources not administered by Parks Canada

National Historic Sites Managed by Others

Canadians expect Parks Canada to take a broad view of the country's national historic sites, which is not limited to just those sites that Parks Canada administers. As part of the National Historic Sites Program, Parks Canada is focused on engaging

partners in protecting their heritage sites through the promotion of a comprehensive strategy that includes financial incentives and legislative measures to halt the deterioration and loss of heritage icons, and to ensure that they continue to contribute to sustainable economies across Canada.

The Agency will also encourage all other jurisdictions to adopt the *Standards and Guidelines for the Conservation of Historic Places in Canada* as described under Planned Result six, to benefit from a common benchmark for conservation practices in Canada.

www.pc.gc.ca/docs/pc/guide/nldclpc-sgchpc/index_e.asp

In the year ahead, Parks Canada will further the implementation of the Commercial Heritage Properties Incentive Fund, a new program announced

In recent years, Parks Canada has provided funding toward five restoration projects at national historic sites owned and operated by Aboriginal groups.

late in 2003 to encourage the rehabilitation of historic buildings. The Fund is a \$30 million plan to tip the balance in favour of heritage conservation over demolition. Taxable Canadian corporations are eligible for reimbursement of a portion of the cost of restoring or rehabilitating historic properties for commercial use. To qualify, buildings must be on the new Canadian Register of Historic Places, projects must follow the new Standards and Guidelines, and all submissions must be evaluated by a new certification process involving expert evaluation. At the end of four years, Parks Canada will review the program's results with the intention of recommending permanent incentives to the Government.

Historic Places Initiative

The Historic Places Initiative is a very significant heritage conservation collaboration that builds on a foundation of programs and policies developed by numerous jurisdictions and heritage organizations in Canada. The keystone of the initiative is federal-provincial, territorial-municipal cooperation coupled with the equally valuable collaboration of Members of Parliament, Aboriginal peoples, heritage experts, and a comprehensive number of institutions, organizations, communities and individuals.

Canada's historic places can be buildings, shipwrecks, parks, sacred Aboriginal sites, bridges, homes, gravesites, railway stations, entire urban districts, ruins, schools, canals, courthouses, theatres or markets.

There is a broad consensus that all jurisdictions, municipalities and segments of the heritage conservation sector need to work collaboratively to stop the loss of our heritage and to build a culture of heritage conservation in Canada.

In Budget Plan 2005, the Government of Canada provided permanent funding to maintain the national partnership of the Historic Places Initiative. This funding will enable Parks Canada, in collaboration with provinces, territories, and heritage conservation experts, to continue with the core

conservation programs including the Canadian Register of Historic Places, the *Standards and Guidelines for Conservation of Historic Places*, and a Certification Program supporting the implementation of the Commercial Heritage Properties Incentives Fund. The funding will also be extended to provinces and territories to support their participation in the development of these programs.

Parks Canada plays both a leadership and partnership role in making this consensus move from concept to reality. Parks Canada, on behalf of the federal government, will continue to work together with other levels of government to achieve common goals – including the need to provide all Canadians with the practical information and tools they need to protect their historic places. It is also imperative for the federal Government to become a model custodian of its own historic places. In that regard, Parks Canada will work cooperatively with other federal departments, agencies and crown corporations.

International Obligations

Parks Canada leads the implementation of Canada's obligations related to the World Heritage Convention and other international heritage conservation agreements. On another front, Parks Canada led Canada's contribution to the global protected areas program of work negotiated under the Convention on Biological Diversity, in February 2004, and as a result, will work with Environment Canada, the Department of Fisheries and Oceans and other levels of government to implement the required actions in Canada.

Parks Canada also serves as the state member for IUCN, the World Conservation Union. As part of this role, Parks Canada contributes to the work of IUCN's six Commissions and leads Canada's delegation to the World Conservation Congress that is held every four years. Parks Canada also plays a strong supporting role in the Canadian Commission for IUCN.

Program Activity 3: PROMOTE PUBLIC APPRECIATION AND UNDERSTANDING

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

	Forecast Spending	Planned Spending				
	2004/2005*	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Capital	4,044	3,474	3,374	3,374	3,374	3,374
Salary**	40,061	40,799	41,544	41,711	41,697	41,697
O&M	11,991	11,995	12,355	12,355	12,355	12,355
Total	56,096	56,268	57,273	57,440	57,426	57,426
FTE	557	557	557	557	557	557
Allocation of Corporate Services	6,926	6,346	6,347	6,339	6,335	6,335
Total: Includes Corporate Services	63,022	62,614	63,620	63,779	63,761	63,761
FTE: Includes Corporate Services	634	634	634	634	634	634

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

**Salary totals includes Employee Benefit Plans

Description

Promotion of public appreciation and understanding activities include interpretation and outreach aimed at educating the public about the significance of national heritage places; building awareness, an understanding and appreciation of the heritage areas systems; and building support for the Agency's heritage conservation values. Specific activities include onsite heritage presentation and outreach programs. This program activity also includes the media relations work and ceremonies that Parks Canada undertakes in conjunction with the establishment of new national parks and national marine conservation areas, and with Historic Sites and Monuments Board of Canada plaque unveilings.

Benefits to Canadians

Through the building of awareness and understanding, Parks Canada's goal is to ensure that Canadians are comfortable in the knowledge that their special heritage places are protected for present and future generations.

Visitors to Canada will have the opportunity to experience and appreciate Canada's national treasures. Canadians benefit from a greater sense of shared identity and from the economic benefits of visitation to Canada.

Parks Canada's objective over the next decade is to ensure that programs are representative of Canada and relevant to all Canadians.

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

Planned Results and Performance Expectations

3. PROMOTE PUBLIC APPRECIATION AND UNDERSTANDING	
Planned Results	Performance Expectations
8. Canadians, visitors and stakeholders appreciate and understand the significance of national parks/national marine conservation areas and support their protection.	15. Maintain 50% participation of national park visitors in learning experiences related to the natural and/or cultural heritage at national parks/national marine conservation areas. 16. Maintain 85% visitor satisfaction, with 50% being very satisfied with onsite heritage presentations programming. 17. Maintain 75% visitor understanding of the significance of the national park/national marine conservation area. 18. Canadians, visitors and stakeholders actively support the integrity of the national park/national marine conservation area.
9. Canadians, visitors and stakeholders appreciate and understand the significance of national historic sites and support their protection.	19. 10% increase in the number of visits to targeted national historic sites for March 2008. 20. Maintain 80% participation of national historic site visitors in learning experiences related to the natural and/or cultural heritage of national historic sites. 21. Maintain 85% visitor satisfaction, with 50% being very satisfied with onsite heritage presentations programming. 22. Maintain 75% visitor understanding of the significance of the national historic site. 23. Canadians, visitors and stakeholders actively support the integrity of national historic sites.
10. Canadians, visitors and stakeholders appreciate and understand the significance of other heritage programs and support their protection.	24. Canadians, visitors and stakeholders actively support the integrity of other heritage programs.

Strategies to Achieve Planned Results

Canada is becoming increasingly urban and culturally diverse and Parks Canada will meet the challenge of being more relevant and representative. A national marketing strategy will promote awareness, appreciation and understanding while

providing opportunities for involvement with Canada's natural and cultural heritage. The goal of the marketing strategy, an extension of our 2002 Engaging Canadians Framework, will be bringing nature and culture closer to Canadians, ensuring their ability to share with us the passion for our heritage.

Planned Result 8, 9 and 10: Canadians, visitors and stakeholders appreciate and understand the significance of national heritage places and support their protection and support other heritage programs



*Fathom Five National Marine Park of Canada –
Canada's first national marine conservation area*
© Parks Canada, J. Butterill

Social Science

The foundation for the marketing strategy and other strategic initiatives is research aimed at understanding the complexities of public appreciation and understanding. Parks Canada will invest in gaining knowledge of the needs and expectations of existing and potential audiences. Such effort is often done in partnership with other governments and the private sector. For example, in 2005/06 the Agency and other government partners will undertake the Travel Activities and Motivations Study, the results of which will be the primary source of data on traveler needs, expectations and desires.

The Parks Canada Science Strategy guides all scientific research at the Agency. In the social science domain, programs for monitoring performance expectations and understanding of onsite and offsite activities will continue.



Carleton Martello Tower National Historic Site of Canada
© Parks Canada B. Townsend

The Agency will define, monitor and evaluate our learning opportunity initiatives and participation in offsite and outreach programs. An example of how Parks Canada will do this is through the Visitor Information Program (VIP), which allows the Agency to monitor performance against expectations and modify service offer as required.

Marketing to All Canadians

Specific external communication initiatives will be aimed at promoting public appreciation and understanding. Our national marketing will:

- Build the Parks Canada brand, promoting distinct natural and cultural experiences;
- Position Parks Canada as the steward of national heritage treasures;
- Engage a broad spectrum of partners;
- Promote appropriate visitation at national heritage places, respecting ecological integrity in national parks and commemorative integrity of national historic sites.

Parks Canada will expand new media opportunities with the tourism industry and continue to provide information via a toll-free telephone service and through the Parks Canada Web site.

The Agency is in the second year of a five-year major marketing campaign to increase visitation to selected national historic sites. Onsite programming and external communications efforts have been enhanced at four targeted national historic sites.

A central theme of the national marketing strategy will be to build the Parks Canada brand of quality services and the resulting experiences. The promise to Canadians represented by the brand will be based on the Agency's recognized strength as a provider of distinctive experiences and the commitment to respond to the needs and expectations of visitors. As the brand is rolled out over the next five years, it will position Parks Canada as an international leader among heritage experience providers. The Canadian Tourism Commission's branding and visioning efforts place significant emphasis on the natural and cultural experiences gained from travel within and to Canada. As the cornerstones behind quality natural and cultural tourism experiences, the national parks, national marine conservation areas and national historic sites of Canada can be positioned as the quintessential opportunities to experience Canada.

Reaching All Canadians – Education Communications



Greenwich Discovery Centre
© Parks Canada Photo: J. Sylvester

A majority of Canadians do not live close to a national heritage place. Parks Canada will increase its outreach efforts in order to help all Canadians connect to their national heritage. The Agency will support broadcast programming on national heritage places in partnership with the private sector.

Communications initiatives will focus on active involvement and interaction with all Canadians, with particular attention to youth and new Canadians in urban settings.

An emphasis will be placed on communicating the challenges and initiatives related to improving the ecological integrity of national parks and the commemorative integrity at national historic sites. The Agency will also build awareness and understanding through the National School Curriculum Program.

To strengthen interpretation and outreach programming and capacity, Parks Canada will develop additional learning tools and activities, putting a premium on the full involvement of members of communities adjacent to heritage places, the tourism industry and other partners with a regional interest.

Learning about history is seen as an important reason for Canadians to visit national historic sites.

Parks Canada will reach students in grades 4 to 12 in Canadian schools through its National School Curriculum Program. The program will ensure that stories of Canada's national heritage systems are part of students' learning experiences in classrooms across the country. The school program will emphasize and recognize the role of women, Aboriginal peoples and ethnocultural communities.

The program will also engage young Canadians in support of ecological integrity and commemorative integrity in hopes of developing the stewards of the future.

Engaging Partners and Stakeholders

National parks, national marine conservation areas and national historic sites across Canada are cornerstones of the tourism industry and work closely with local and regional stakeholders. Through shared leadership and cooperation, Parks Canada will strive to follow the principles of sustainable tourism consistent with the Sustainable Tourism Accord established between the Tourism Industry Association of Canada (TIAC) and Parks Canada in 2001. In 2005, Parks Canada will work with TIAC and members of the tourism industry to advance sustainable tourism through collaborative initiatives including the implementation of a revised code of ethics for sustainable tourism, fora and other planning sessions, and through Parks Canada's contributions to TIAC's National Awards for Tourism Excellence.

Parks Canada will seek to involve its partners through different means, including the Minister's Round Table on Parks Canada. The Agency will also continue to build strong partnerships with hundreds of local communities located adjacent to protected areas.

Visitors are Welcome: Onsite programming

Visitors are welcome to the nation's special heritage places. Parks Canada will reach out to all Canadians, but particularly to those new to this country. The Agency will engage them in appreciating and experiencing our shared national and cultural heritage.



*Nature Walk with naturalist,
La Mauricie National Park of Canada*
© Parks Canada Photo: J. Pleau

Parks Canada will improve onsite heritage presentation through investments in personal interpretation, enhancing real life experiences and educational programming. Aging displays, exhibits and audiovisual programming will be replaced or updated within our budgetary limits. Strategic alliances will be developed with the private sector to expand our capacity to reach out to Canadians.

The Agency will explore and integrate new media in order to meet the increasing technological needs of our audiences. For example, Parks Canada is funding two large-scale education initiatives in Banff and Fundy National Parks of Canada that will offer real and virtual park visitors a convincing, powerful opportunity to learn about and experience ecological integrity in action.

The Government of Canada will participate in a planned \$1.5 billion renewal of the Toronto Waterfront. Parks Canada is continuing discussions with other government partners on a role for Parks Canada in this project. A Parks Canada Discovery Centre is an option if new resources are allocated to the Agency. A Discovery Centre would give Parks Canada a much needed "window" in Canada's largest metropolitan area. As well, Parks Canada is working

with partners to explore the possibility of a Discovery Centre in Victoria, British Columbia, to focus on education regarding sustainable development in addition to the new national park and national marine conservation area being created in the region.

Other strategic investments will also stimulate innovation in Aboriginal themed programming, learning, enrichment, travel and species at risk.



*Greenwich Dunes Trail & VRC,
Prince Edward Island National Park of Canada
© Parks Canada Photo: J. Sylvester*

Program Activity 4: QUALITY VISITOR EXPERIENCE

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

	Forecast Spending	Planned Spending				
	2004/2005*	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Capital	13,132	30,372	40,372	51,472	62,872	71,872
Salary**	98,068	98,440	101,388	102,913	103,982	103,982
O&M	44,806	45,045	40,417	40,417	40,417	40,417
Total	156,006	173,857	182,177	194,802	207,271	216,271
FTE	1,353	1,353	1,353	1,353	1,353	1,353
Allocation of Corporate Services	19,019	19,895	19,719	20,157	20,160	20,160
Total: Includes Corporate Services	175,025	193,752	201,896	214,959	227,431	236,431
FTE: Includes Corporate Services	1,539	1,539	1,539	1,539	1,539	1,539

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

**Salary totals includes Employee Benefit Plans

Description

Parks Canada welcomes annually more than 26 million visitors to the national parks, national historic sites and national marine conservation areas of Canada. The Agency facilitates the opportunity for visitors to enjoy memorable, high-quality experiences through the provision of infrastructure, facilities, programs, services and personnel. The visitor experience is the cumulative outcome of the individual's visit and interactions with Parks Canada including pre and onsite trip planning information, reception and orientation services, campgrounds, hiking trails and other recreational services, public safety programs, and post visit information and engagement.

Benefits to Canadians

Through the services, facilities and programs offered at national parks, national marine conservation areas and national historic sites; Parks Canada provides Canadians with opportunities to enjoy and appreciate Canada's natural and cultural heritage. Parks Canada aims to offer memorable experiences that help to foster a shared sense of responsibility for environmentally and culturally sound actions that will extend beyond park and site boundaries, and influence the values of Canadians as a whole. Experiences gained through visits to national parks, national historic sites and national marine conservation areas provide visitors with a clear and strong sense of Canada, adding to the well-being and health of all Canadians.

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

Planned Results and Performance Expectations

4. QUALITY VISITOR EXPERIENCE	
Planned Results	Performance Expectations
11. Visitors are welcome, have safe visits and are satisfied with service quality at national parks and national marine conservation areas	25. Maintain 85% visitor satisfaction, with 50% being very satisfied with their experience at a national park or national marine conservation area. 26. Maximize the number of visitors with memorable experiences at a national park or national marine conservation area. 27. Maximize visitor safety at national parks and national marine conservation areas.
12. Visitors are welcome, have safe visits and are satisfied with service quality at national historic sites	28. Maintain 85% visitor satisfaction, with 50% being very satisfied with their experience at a national historic site. 29. Maximize the number of visitors with memorable experiences at national historic sites. 30. Maximize visitor safety at national historic sites.

Strategies to Achieve Planned Results

A visitor experience is unique and personal. It results from: purposeful and personal connections with the heritage resources and settings; personal interactions with Parks Canada's guides, storytellers and guardians; and the provision of information, facilities, infrastructure, services and programs designed to respond to visitor needs and expectations. Parks Canada will continue to provide opportunities to contribute to a visitor's personal growth, explanation and connection with these authentic, nationally important, natural and cultural places. Programs, services and facilities will continue to be provided that respect the Agency's traditional high standards for quality, cleanliness and safety, and a commitment to the protection of the heritage values of these places.

Parks Canada has always provided high quality programs and services. The Agency is now refining its approach to better understand and subsequently meet the emerging interests of visitors. In consideration of visitor needs and expectations, the Agency will tailor opportunities for them to experience the natural and

cultural wonders of the national parks, national marine conservation areas and national historic sites of Canada.

Planned Results 11 and 12: Visitors are welcomed, have safe visits and are satisfied with service quality

Visitor Research

It is essential that Parks Canada gain a better understanding of visitors' needs and expectations. This will allow Parks Canada to both influence and better meet visitor requirements in the context of protected heritage areas. The travelling public is a dynamic entity; their needs, expectations and behaviours change over time. In 2005, the Visitor Information Program (VIP) will be enhanced, in consideration of the Government of Canada's Service Improvement Initiative to capture additional information relevant to the visitor satisfaction performance expectations. This will include more complete information regarding: program participation; knowledge acquisition; availability,



*Interpretive Tour with warden,
Nahanni National Park Reserve of Canada
© Parks Canada Photo: J. Butterill*

knowledge and courteousness of staff; availability and access to facilities and services; meeting of visitor expectations; and monitoring of other service quality topics.

Visitor Information and Orientation

The visitor experience begins prior to arrival at a national park, national marine conservation area or national historic site. The provision of information that helps to influence visitor expectations will help facilitate a high quality memorable experience. Parks Canada will continue to provide pre-visit information via its national toll-free telephone service (1-888-773-8888), its tourism industry partners and its own Web site. Building on the pilot of 2004, Parks Canada will fully expand the capability and scope of its campground reservation system from eight to 20 locations, helping to meet visitor expectations concerning availability of camping and campsites in national parks. Opportunities will also be explored via new media and other existing technologies to enhance communications before, during and after visits.

A key component of information provision is onsite welcoming and orientation. Providing visitors with the right information at this stage of their visit will further enhance their opportunities for safe,

memorable and enjoyable experiences. In 2005, Parks Canada will enhance its visitor services training by incorporating the information required to offer the personal contact, materials, facilities and safety programs that visitors require upon their arrival at a national park, national marine conservation area or national historic site. Over the next five years, Parks Canada will enhance signage and other information services to assist in delivery of safe facilities, infrastructure and other opportunities.

Visitor Safety

Parks Canada prides itself in promoting visitor safety and providing welcoming heritage locations. Safety is included in all staff training and orientation programs, providing for a program wide awareness and readiness to manage the visitor's safety. Pre-visit information, reception and orientation programs and services, signage and staff preparedness allow Parks Canada to provide a safe environment for all visitors. Recent Parks Canada prevention initiatives include the "Ice Safety Prevention and Rescue Program" for the Chambly region and the "Safe Travel in Nunavut" video.

Parks Canada contributes significantly to the National Public Safety Program by working in partnership with many organizations such as the National Search and Rescue Secretariat and the Canadian Avalanche Association. The Canadian Search and Rescue Tabletop Exercise Program recently evaluated and enhanced this cooperation for the planning and delivery of services to approximately 32 communities, national parks and national historic site areas. The Canadian Incident Command System (ICS) Program is presently being developed to identify and recommend a command and control management system for managing Ground Search and Rescue operations throughout Canada. This will be followed by the delivery of 13 provincial/territorial full simulation search and rescue exercises incorporating the ICS model.

Programs and Services

Research shows a memorable and engaging heritage experience hinges on visitor interaction with Parks Canada staff. In an effort to ensure Parks Canada staff are equipped to respond to visitor needs and expectations, the Agency will place increased emphasis on the role of all staff, including traditional visitor services staff (campgrounds, information centres etc.) as well as park wardens, grounds and cleaning crews, among others, in engaging visitors.



*Visitor Orientation Centre
Bar U Ranch National Historic Site of Canada
© Parks Canada Photo: J. Yee*

In 2005, the Agency will prepare staff for this enhanced role by providing them with the required knowledge and skills as part of the annual visitor services training initiatives. This will support opportunities for enjoyable and engaging visitor experiences, which foster appreciation and stewardship of Canada's natural, cultural and historic resources, and special places. Parks Canada will facilitate workshops and training opportunities for enhanced project development, which will lead to initiatives such as a 2006 pilot program with the cruise industry. The program will see increased opportunities made available to this growing segment to participate in the national park and national historic site visitor experience.

In addition, in 2005, the Employee Orientation Program, which includes a specific visitor experience component, will be offered to new Parks Canada staff. This will help to ensure that interaction between staff and visitors contributes in a positive way to the total visitor experience.

Facilities and Infrastructure

Through the provision of various facilities and infrastructure in natural, historic or marine settings, Parks Canada strives to make memorable visitor experiences available to visitors in places and in ways that would otherwise be difficult or impossible. Facilities such as day-use areas, trails, campgrounds, visitor centres, water and sewer systems, and park roads provide onsite opportunities that facilitate visitor understanding, enjoyment and appreciation of Canada's natural and cultural heritage.



*Covered Bridge, Fundy National Park of Canada
© Parks Canada Photo: J. Pleau*

By the very nature of national parks, national marine conservation areas and national historic sites, services often vary by scope and level of service from one location to another and are dependent on the unique characteristics of each location, as well as the needs and expectations of different visitor groups.

Parks Canada manages contemporary assets related to visitor use valued at \$3.4 billion. Many of these facilities were built in the 1950s to 1970s and are now approaching or have reached the end of their normal life cycle. Ongoing maintenance is no longer sufficient to keep these facilities safe and in good condition, and many parks and sites are approaching the point where critical public infrastructure and visitor facilities are becoming a risk to public health and safety. Two-thirds of these contemporary assets now need major capital repairs or rebuilding.

Rather than automatically rebuilding and replacing facilities and infrastructure in-kind, Parks Canada will be seeking opportunities to make adjustments to its asset base by achieving a better understanding of how its facilities respond to visitor expectations and contribute to meaningful visitor experiences. The Agency will take advantage of opportunities, where appropriate, to right size, innovate and modernize infrastructure to realize improved efficiency, standards and levels of service. In cases where facilities are no longer responding to visitor needs and expectations for environmentally or culturally sensitive experiences, they will be phased-out or decommissioned.

Parks Canada intends to invest \$25 million in revenue per year from proposed fee increases to renew visitor experience assets and will augment this amount with some of the recapitalization funding provided in Budget Plan 2005.

Value and Pricing

One way in which Parks Canada will address the facilities and infrastructure funding shortfall will be to ensure that its user fees reflect the true value of the services it offers to Canadians.

National parks, national marine conservation areas and national historic sites are special because they illuminate the essence of what it is to be Canadian and provide exceptional opportunities for visitors to experience this in person. They are highly valued by visitors for the scope, variety and richness of the experiences that are made possible by this personal engagement. In the future, these places will continue



Saguenay-St. Lawrence Marine Park
© Parks Canada Bergeron

to be highly sought after as places to enjoy exceptional and genuine Canadian experiences as other opportunities become increasingly rare.

Visitors, group tour operators and the businesses that operate within national parks and national historic sites all benefit in a direct way from the valuable Parks Canada services and facilities that they use and enjoy, yet user fees currently cover only 25 per cent of the related costs. In a recent poll, Canadians were asked if they would prefer Parks Canada to raise user fees or reduce services. Seven out of ten Canadians preferred the choice of fee increases. In response, Parks Canada has developed a multi-year National Pricing Strategy through which revenues from proposed fee increases are earmarked for improvements to visitor facilities. This strategy is based on the principle that individuals and organizations that benefit directly from the programs and services it provides 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 level of service, regardless of the location where it is provided. The Strategy's overriding goal is to allow the Agency to continue offering high-quality heritage experience opportunities to Canadians by investing new revenues in sustaining its facilities and levels of services.

In surveys and polling, the Parks Canada Agency has consistently received high visitor satisfaction ratings. The Agency has established ambitious but attainable visitor service targets and will survey as appropriate to measure satisfaction against pre-established targets. In those instances where a visitor is not satisfied with services received, a full money-back guarantee is the Parks Canada policy.

Parks Canada sets prices for national parks and national historic sites based on the consideration of the costs of providing services and their value relative to other comparable heritage attractions and recreational activities. The Agency will continue to offer price incentives for youth, seniors, families, school classes, frequent visitors and high volume commercial operators.

Changes to Parks Canada's fee structure require consultations with visitors and stakeholders. Members of Parliament provide oversight, as prescribed by the *User Fees Act*, which directs that all proposed user fees must be tabled for review by House of Commons and Senate committees prior to receiving final approval. Consistent with this, Parks Canada will present its 2005 to 2008 user fee proposals to the Minister for tabling in 2005.

Working with Partners

National parks, national marine conservation areas and national historic sites are situated in host communities and tourism regions in which services and markets are intricately linked to other public and private sector providers and influenced by key stakeholders. Parks Canada recognizes the importance of these partners as valuable contributors to the tourism experiences that its visitors enjoy before, during and after their visits to national parks, national marine conservation areas and national historic sites.

Parks Canada respects the rights and values of host communities, neighbouring property owners and Aboriginal peoples in its planning and in its delivery of services and facilities. The Agency will involve and work closely with community and business stakeholders in the design of mutually beneficial visitor experience opportunities that meet the needs of their shared markets. Through partnership, Parks Canada will strive to optimize the long-term economic, social, cultural and environmental benefits to the host communities.

Building on Parks Canada's Reputation

To Canadians and people worldwide, national parks, national marine conservation areas and national historic sites are representative of Canada. This very positive image is reflected by the high esteem with which the public regards national parks and national historic sites. It is founded on the attributes of authenticity, national significance, uniqueness, quality of service, sustainability and good value. Most importantly, national parks and national historic sites continue to be highly valued by visitors for the scope, variety and richness of the experiences that are possible only through personal engagement.

Canadians have consistently ranked the services offered by Parks Canada among the top in the federal Government for service quality. This high standard of quality has been confirmed by Parks Canada's own surveys of visitors to national parks, national marine conservation areas and national historic sites.

Program Activity 5: TOWNSITE MANAGEMENT

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

	Forecast Spending	Planned Spending				
	2004/2005*	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Capital	4,853	4,169	4,049	4,049	4,049	4,049
Salary**	3,719	3,860	3,934	3,951	3,949	3,949
O&M	3,441	3,226	3,334	3,334	3,334	3,334
Total	12,013	11,255	11,317	11,334	11,332	11,332
FTE	40	40	40	40	40	40
Allocation of Corporate Services	1,231	1,043	1,034	1,067	1,066	1,066
Total: Includes Corporate Services	13,244	12,298	12,351	12,401	12,398	12,398
FTE: Includes Corporate Services	45	45	45	45	45	45

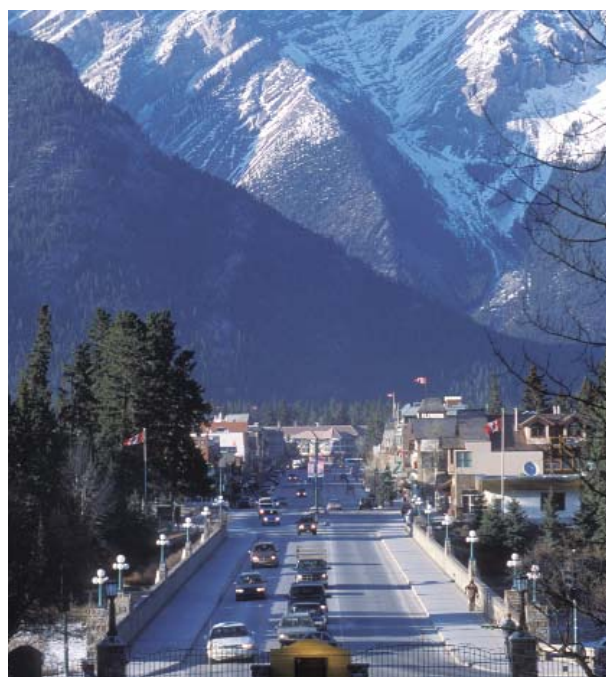
*Reflects the best forecast of total net planned spending to the end of the fiscal year.

**Salary totals includes Employee Benefit Plans

Description

This program activity relates to the Parks Canada Agency's management and operation of communities within Canada's national parks. The Agency provides municipal services such as drinking water, snow removal, garbage pick-up and disposal, sewage treatment, road and street maintenance, and fire services. Parks Canada is directly responsible for managing five townsites in national parks, which have permanent populations ranging from less than 100 to 300, and welcome millions of visitors annually.

These five townsites are: Field in Yoho National Park of Canada, British Columbia; Lake Louise in Banff National Park of Canada, Alberta; Wasagaming in Riding Mountain National Park of Canada, Manitoba; Waskesiu in Prince Albert National Park of Canada, Saskatchewan; and Waterton, in Waterton Lakes National Park of Canada, Alberta.



Banff townsite, Banff National Park of Canada
© Parks Canada Photo: B. Wroblewski

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

The Banff townsite (www.townofbanff.com) in Banff National Park of Canada has been self-governed since 1990 under a federal-provincial agreement and is not directly administered by Parks Canada. Parks Canada retains final approval for the Town of Banff Community Plan and Land use Bylaw. Jasper townsite (www.jasper-alberta.com) in Jasper National Park of Canada has been operating under self-government authorities since April 2002. Parks Canada retains authority for land-use planning and development in Jasper.

Community plans have been completed and approved for each community and guide their ongoing management and development.

Benefits to Canadians

The townsites are operated so that they enhance the overall park experience of visitors, while minimizing the ecological impact of the communities on adjacent park lands. Furthermore, the townsites preserve and protect built heritage and archaeological resources so that current and future generations may experience the unique community character they provide. Considered premium visitor destinations by the traveling public, the townsites contribute considerable economic benefits to Canada. Finally, through growth management strategies, the Agency demonstrates sustainable forms of development to Canadians.

Planned Results and Performance Expectations

5. TOWNSITE MANAGEMENT	
Planned Results	Performance Expectations
13. Parks communities are efficiently administered. (Townsite services)	31. 100% cost recovery for municipal services (water, sewer and garbage collection)
14. Parks communities are efficiently administered. (General municipal)	
15. Parks communities are models of environmental stewardship.	32. Minimize environmental impacts of townsites.

Strategies to Achieve Planned Results

The Agency's primary activity over the next five years will be to implement the community plans placed before Parliament. Achieving the planned results requires collaboration between those living inside national parks, the visiting public and Parks Canada.

Planned Results 13, 14 & 15: Parks communities are efficiently administered and are models of environmental stewardship

Community plans for the national park communities provide a strategy for the management of growth and development in each community. Community plans also provide guidance for minimizing impacts

on adjacent park lands, protection of cultural resources, appropriate uses, and learning opportunities. Community plans have been completed and tabled in Parliament for:

Waskesiu, in 2000
Wasagamung, in 2000
Waterton, in 2001
Field, in 1999
Lake Louise, in 2001

Four principles guide the community plans:

- No Net Negative Environmental Impact
- Responsible environmental stewardship
- Heritage conservation
- Responsible growth management

The principle of No Net Negative Environmental Impact (3NEI) is applied to all national park townsites to ensure that these communities do not negatively affect the ecological health of the national parks in which they are located. A 3NEI framework that includes monitoring and action plans to mitigate the ecological impacts of each townsite will be in place in 2005. Over the life of this Corporate Plan, performance frameworks for the other three principles will be developed. As each is developed and then implemented, Parks Canada will monitor progress against performance expectations and will work with the communities to develop indicators and management systems to support reporting. These individual frameworks will provide input to State of the Parks reports and periodic review of community plans. The implementation of each framework and its success will be subject to review by Parks Canada and its partners at least once every five years. Taken together, the frameworks will allow Parks Canada to report against its planned result of efficient administration of national park communities.

Parks Canada will continue to invest in upgrades to drinking water facilities at townsites in national parks. The Agency is also committed to upgrading sewage treatment facilities to ensure that effluent quality meets or exceeds national and provincial standards. Completion of the recapitalization of the water and sewer infrastructure will ensure that the Agency's objectives are achieved.



Field, in Yoho National Park of Canada
© Parks Canada Photo: W. Lynch

Program Activity 6: THROUGHWAY MANAGEMENT

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

	Forecast Spending	Planned Spending				
	2004/2005*	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Capital	13,612	24,961	30,311	24,811	27,811	32,811
Salary**	10,511	10,260	10,451	10,494	10,490	10,490
O&M	11,841	11,801	12,090	12,090	12,090	12,090
Total	35,964	47,022	52,852	47,395	50,391	55,391
FTE	159	159	159	159	159	159
Allocation of Corporate Services	3,262	3,636	3,668	3,383	3,382	3,382
Total: Includes Corporate Services	39,226	50,658	56,520	50,778	53,773	58,773
FTE: Includes Corporate Services	183	183	183	183	183	183

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

**Salary totals includes Employee Benefit Plans

Description

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

Parks Canada is responsible for approximately 868 kilometres of provincial and inter-provincial highways, including six sections of the Trans-Canada and Yellowhead highways. This responsibility stems from the location of these sections of the highways within national park boundaries. The highways are integral to Canada's national highways system, and some have significant year-round traffic volumes ranging from 1.4 to 5.7 million vehicles per year.

Parks Canada is responsible for seven national historic canals/waterways including the Trent-Severn Waterway and the Rideau, Lachine and Chambly canals. There are more than 500 kilometres of waterway and 25,000 square kilometers of drainage basin involved, affecting more than 100,000 private land-owners and countless communities.

Benefits to Canadians

All Canadians benefit from Parks Canada's efforts toward maintaining safe highways and waterways. This is accomplished by ensuring that highways – for example, that portion of the Trans-Canada highway from Calgary to Vancouver running through the Mountain national parks – remain open and continue to provide reliable, safe through-transit.

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

Canadians also benefit from Parks Canada's waterway management activities. Waterways remain open to provide reliable, safe through-transit and recreation; water levels are maintained and contribute to community and industrial water supplies, hydroelectric power generation and the health of natural ecosystems.

This is accomplished in a manner that reduces wildlife-traffic conflicts and minimizes ecological impacts. The efficient movement of people and commercial goods, together with effective watershed management in densely populated Southern Ontario, are benefits to Canadians.

Planned Results and Performance Expectations

6. THROUGHWAY MANAGEMENT	
Planned Results	Performance Expectations
16. Highways are safe, open to through traffic and minimize environmental impacts.	33. Highways are open to through traffic. 34. Safety incidents are minimized. 35. Minimize environmental impacts of highways.
17. Waterways are safe, open to through marine traffic and minimize environmental impacts.	36. Canals/waterways are safe and open to marine traffic. 37. Safety incidents are minimized 38. Minimize the environmental impacts of canals/waterways

Strategies to Achieve Planned Results

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

There are 97 highway bridges and over-passes within the boundaries of national heritage areas in eight provinces. On the canal/waterway systems, there are many more bridges, over-passes and dams. To ensure due diligence and to address issues related to provincial standards not being uniform, Parks Canada will establish guidelines for the inspection and maintenance of structures. The guidelines will be based on appropriate standards and safety considerations. As part of its strategy to maintain these critical structures, the Agency will enhance its infrastructure inspection program to assess structures against industry standards.

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

Planned Result 16: Open, Safe Highways with Minimal Ecological Impact

Trans Canada Highway Twinning

As part of the Government's effort to improve Canada's infrastructure and integrate this work with provincial and territorial needs, Parks Canada received \$50 million over four years to continue twinning the portion of the Trans-Canada Highway that runs through Banff National Park of Canada. The money will help to:

1. Improve motorist public safety
2. Reduce wildlife-vehicle conflicts

3. Foster other related environmental improvements
4. Increase the efficient movement of people and goods

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



*Trans-Canada Highway,
Yoho National Park of Canada*
© Parks Canada Photo: T. Grant

Parks Canada's planned result also includes a commitment to minimize the environmental impact of highways running through national heritage areas. An ecological reporting framework for highways has been completed and progressive implementation of the related activities and subsequent reporting will begin in 2005/2006.

Planned Result 17: Waterway Management

Waterway management is a significant responsibility for Parks Canada that includes water level management, flood control in support of property owners and communities, pleasure and commercial watercraft, through transportation (detailed in the Quality Visitor Experience program activity), and power generation. Parks Canada has custodial responsibilities for a complex system of canals, bridges, dams and locks.



*Peterborough Lift Lock, Trent-Severn Waterway
National Historic Site of Canada*
© Parks Canada Photo: B. Morin

A challenge in the coming planning period will be the development of a better understanding of this aspect of Parks Canada operations within the context of changing land-use practices, urbanization, aging infrastructure and climate change. That much of the land bordering canals is not owned by Parks Canada is an additional challenge not found in other parks or sites.



Lachine Canal National Historic Site of Canada
© Parks Canada Photo: E. Kedl

Program Activities 7/8: CORPORATE SERVICES

Planned Spending (\$ thousands) and Full Time Equivalents (FTE) are reflected in each of the six previous Program Activity Planned Spending Tables

	Forecast Spending	Planned Spending				
	2004/2005*	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Capital	2,427	2,085	2,025	2,025	2,025	2,025
Salary**	31,529	30,903	31,479	31,609	31,597	31,597
O&M	17,762	17,702	18,135	17,885	17,885	17,885
Total	51,718	50,690	51,639	51,519	51,507	51,507
FTE	478	478	478	478	478	478

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

**Salary totals includes Employee Benefit Plans

Description

These program activities address the provision of corporate services, including budgeting and programming; financial investment and administrative management; real property and asset management; the development of legislation and policy; and senior management. It also includes areas of labour relations, collective bargaining, compensation, occupational safety and health, corporate classification, human resourcing strategies, programs and systems, internal communications and administration.

Benefits to Canadians

Parks Canada strives to have the right workforce and be reflective of the mosaic of Canadian society.

Management decisions will be based on rigorous analysis, adhere to public service values, reflect probity, and be focused on citizens.

Parks Canada will not only meet its mandate but will also maximize the resources devoted directly to program activities. Public reporting will be balanced, transparent and easy to understand.

Canada is a nation whose history is woven by women and men of more than 200 ethnic backgrounds. It is the first officially multi-cultural country in the world.

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

Planned Results and Performance Expectations

7/8: CORPORATE SERVICES	
Planned Results	Performance Expectations
18. Demonstrate accountability and effective decision-making and deliver timely, accessible and reliable management services.	39. Auditor General audits of financial and performance information find no material concerns. 40. Corporate service expenditures will not exceed 12% of total operating budget.
19. A diverse and capable workforce, working in a positive and enabling environment.	41. Five-year human resources reports that identify no significant discrepancies between the values and principles and the HR regime. 42. Representative workforce as measured by regional labour force availability.

Strategies to Achieve Planned Results

In the past few years, Parks Canada has faced major legislative, regulatory, environmental and administrative changes. The Parks Canada team has shown progress and results but its work is not yet complete. It will continue to focus on achievements over the next five years in specific areas: financial management, information technology, human resources and environmental stewardship. Key goals include:

- Developing a long term financial strategy to protect historic and contemporary assets, aligning financial and non-financial performance information.
- Meeting the due diligence requirements typical of Government departments or agencies and implementing approved comptrollership initiatives.
- Ensuring sustainable business practices.
- Integrating asset management with other program activity management.
- Ensuring that the Parks Canada team is competent, professional and representative of the Canadian population, and that Parks Canada team members can work as a cohesive team in an environment of fairness and demonstrating respect.

- Accountability. The Parks Canada Agency, will strive to function as a single organization.
- Developing mechanisms and approaches to improve internal communications within the Agency with special emphasis on two-way communication that effectively engages all members of the Parks Canada team.

Planned Result 18: Maximizing Agency Performance

Human Resources

Parks Canada's employees are highly committed, enthusiastic, passionate and professional people, with a significant number scheduled to retire over the next few years. Parks Canada will continue in its efforts to accurately reflect the diversity of the Canadian population. The Agency will ensure that there are no systemic barriers to employment of visible minorities and the disabled. Managers' performance accountability contracts will include performance clauses related to diversity hiring.



*The Forks National
Historic Site of Canada
© Parks Canada : D. Dealey*

New permanent employees will be greeted with an orientation program to provide a good understanding of all programs managed by the Agency, and its values and operating principles.

As part of the Agency's national learning strategy, the Agency will develop and implement a national learning program to support team members in meeting their career objectives, to ensure the consistent application of the Agency's values and operating principles, and to develop functional learning programs. To the extent possible, learning programs will be cross-functional.

The results of the first Parks Canada Employee Survey were published in 2004 and the first-ever Independent Report on the Agency's Human Resource Regime (an independent review of the Agency is required by law every five years) was completed. The Survey and the Independent Review will lead to changes in the Agency HR plans and priorities and in the HR plan of each management unit in the Agency. Throughout the life of this Corporate Plan, the progress of Parks Canada in this area will be assessed, furthering the Agency's goal of achieving workplace health.

Asset Management

Every Parks Canada asset is directly related to one of the six program activities. The increased funding provided in Budget Plan 2005, \$209 million over five years, will allow Parks Canada to address the urgent and pressing needs at the country's most important natural and cultural heritage sites.

Asset Framework

Parks Canada is a major custodian of government-owned assets, and is responsible for holdings ranging from modern digitally controlled buildings to 19th century dams to highways cut through the Rocky Mountains. The current replacement cost of these assets is \$7.1 billion.

Parks Canada will review and revise its national, geographic and field unit asset management capacities and structures to improve the direction and support provided to the asset management function.

Parks Canada developed a corporate asset management system in 2004. Progressive implementation of the system, including an interface with the financial system, will begin in 2005 to:

- Improve access to reliable and current asset inventory, condition and investment information
- Improve informed decisions and strategic decision making
- Improve understanding of the relationship between assets and program activities
- Facilitate oversight of asset management activities

In addition, Parks Canada will review industry best practices to improve maintenance and inspection guidelines to ensure conformity with legislation and safety of the public and staff, and improve consistency and effectiveness in the approach to the management of assets.

Finally, a summarized version of the asset plans, as they relate to the Agency's activities, has been incorporated into the Corporate Plan.

Information Technology and Management

Parks Canada continues to enhance its information technology and use of new media to improve its services. Initiatives over the next five years will enhance the visitor experience, including the learning experience for onsite and on-line visitors; enhance other visitor services through means such as an on-line campground reservation system; reach and engage new audiences – especially young, urban and new Canadians – more effectively by increasing the Parks Canada presence in major metropolitan areas such as Toronto and Montreal.

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

Internal Communications

Internal communications is both a priority and a challenge for Parks Canada. Strong and ongoing internal communications has the potential to enhance the Agency's operational effectiveness, as well as to empower its employees to act as ambassadors of Parks Canada. Through information, knowledge and idea sharing, the Agency intends to strengthen its corporate culture, foster positive and respectful working relationships between employees at all levels, and be better positioned for future success.

The challenge for Parks Canada stems from its organizational structure and the diversity of its workforce. Parks Canada's nearly 5,000 employees are dispersed across the country. Many work in the north and in other regions with limited Internet reach, or have no access to a computer during their normal workday. Our workforce includes blue and white-collar workers, as well as scientists, engineers, computer experts and other highly-skilled professionals. Reaching all of these employees with messages that meet their information and knowledge needs, and ensuring they are equipped to communicate effectively with their colleagues, can be challenging.

Parks Canada will therefore develop and implement a comprehensive, Agency-wide internal communications strategy. This plan will draw on the findings of the 2003 Parks Canada employee survey, which will act as a benchmark to measure the Agency's success in achieving its internal communications goals.

Existing internal communications tools, such as the Parks Canada intranet site (launched in 2003) and e-mail messages, will also be evaluated to ensure that they are effective and that they are used effectively. The Agency will also consider new technologies, protocols and approaches to enhance its internal communications capabilities.

Parks Canada's goal is to encourage and support vertical and lateral two-way communication between employees at all levels of the Agency. It will strive to not only ensure that all employees are aware of and understand Parks Canada's vision and goals, but also to engage them in the fulfillment of its mandate. Ultimately, in a decentralized organization such as Parks Canada, the true power of knowledge lies in sharing it as widely as possible.



*Warden Planting Eastern
White Pine, La Mauricie
National Park of Canada
© Parks Canada: J. Poirer*

Section 4:

ORGANIZATION

On December 12, 2003, a restructuring of several departments and agencies 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.

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

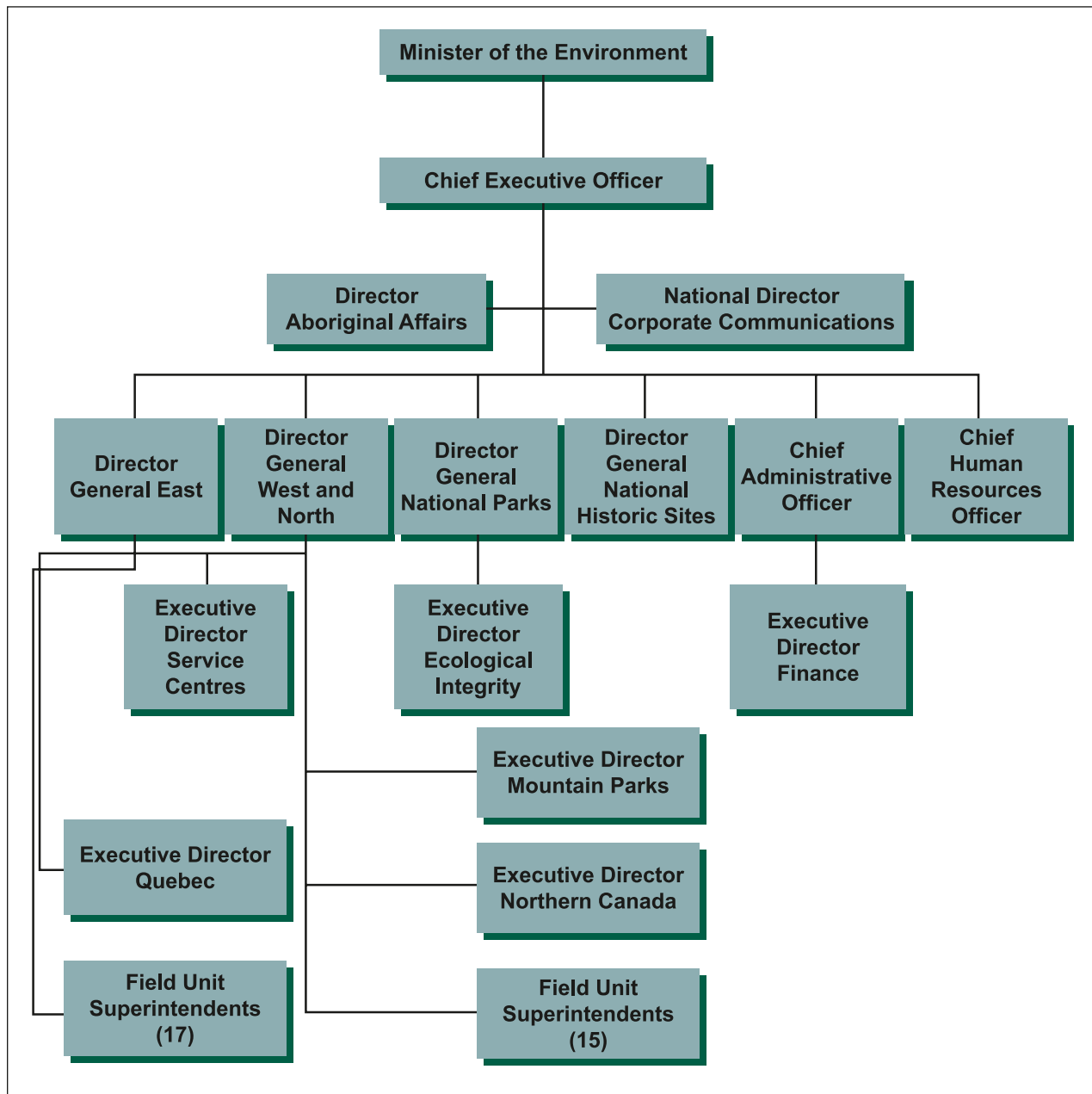
Parks Canada manages three major programs and directs or coordinates several other smaller programs:

1. **System of National Parks of Canada:** The national parks program protects representative examples of Canada's natural regions 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 third-party owners of national historic sites.
3. **System of National Marine Conservation Areas of Canada:** The national marine conservation areas program supports the sustainable use of our national marine areas of Canadian significance that are representative of the country's ocean and Great Lakes environments, 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 coordinates 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; the Historic Places Initiative; and the National Program for the Grave Sites of Canadian Prime Ministers.

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

Accountability Framework

Figure 7



Parks Canada delivers its programs and services in a complex and ever changing environment. To keep pace with the expectations of its visitors and retain stakeholder confidence, the Agency must clearly identify the risks and challenges it faces and address them by organizing its priorities and investments accordingly.

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

Section 5:

FINANCIAL INFORMATION

AND TABLES

This chapter outlines Parks Canada's funding sources, multi-year planned spending, planned capital projects and financial requirements for new parks, historic sites and marine conservation areas.

The financial tables that follow highlight the Agency's planned spending of \$532.8 million

annually². Approximately half of its resources are devoted to personnel costs (salaries, allowances and benefits) with the remaining half devoted to operating, capital and other costs.

As outlined earlier, the most significant resource challenge facing the Agency is asset recapitalization.

Agency Planned Spending 2005/2006

Figure 8: Source of Funds

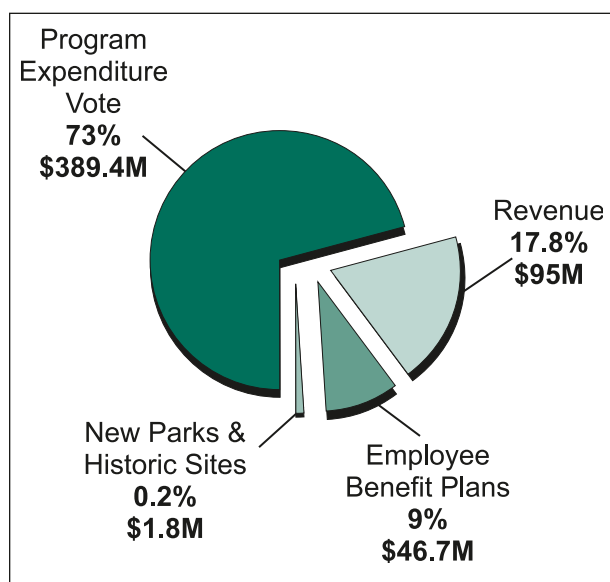
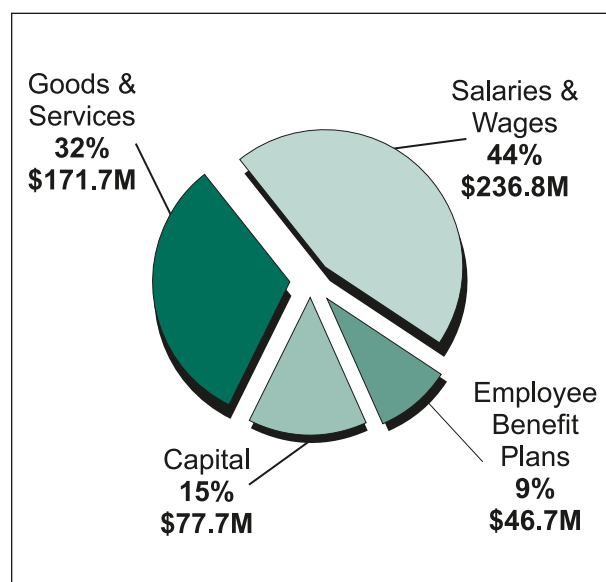


Figure 9: Planned Use of Funds



² The financial information displayed in the following tables of this Corporate Plan corresponds with the content and procedures of the 2005/2006 Report on Plans and Priorities.

a) The information is on a cash basis, not on an accrual basis.

b) The forecast for fiscal year 2004/05 is the Main Estimates, plus funding of approved Supplementary Estimates plus increase in operational revenues, plus collective agreement monies.

c) Fiscal year 2005/06 equates to the Main Estimates, plus collective agreement monies, plus budget 2005.

d) Fiscal years 2006/07 onwards equate to the Agency's approved reference levels plus an increase in operational revenue, plus collective agreement monies, plus budget 2005.

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

TABLE 1: AGENCY PLANNED SPENDING & SUMMARY OF CHANGES (\$ THOUSANDS)

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Establish Heritage Places	21,179	20,311	24,971	24,848	24,848	24,848
Conserve Heritage Resources	161,141	167,052	176,131	164,330	164,330	164,330
Promote Public Appreciation and Understanding	59,262	57,277	57,422	57,392	57,392	57,392
Quality Visitor Experience	163,821	180,846	180,149	184,519	184,519	184,519
Townsite Management	12,895	11,975	11,944	11,974	11,974	11,974
Throughway Management	38,240	47,047	49,188	38,897	38,897	38,897
Total Main Estimates	456,538	484,508	499,805	481,960	481,960	481,960
<i>Adjustments</i>						
Supplementary Estimates:						
Additional Funding Forest Fire Suppression in National Parks	9,334					
Additional funding associated with the transfer of responsibility for Historic Places Initiative from the Department of Canadian Heritage to Parks Canada Agency under the <i>Public Service Rearrangement and Transfer of Duties Act</i>	3,631					
Additional funding for emergency repairs to the Rideau Canal at Kingston, Ontario	3,000					
Funding related to government advertising programs (<i>horizontal item</i>)	905					
Spending authorities available within the Vote	(2,049)					
Spending authorities available from another Vote	(3,000)					
Budget Announcement (Feb/05):						
Asset Recapitalization		11,000	25,000	43,000	55,000	75,000
Preservation of Canada's built heritage		12,000	10,000	8,000	8,000	8,000
Ecological Integrity		5,000	10,000	15,000	15,000	15,000
Procurement reform		(700)				
Other:						
Collective Agreement Monies	23,518	21,050	26,618	27,735	27,735	27,735
Increase to operational revenues	2,000				7,000	7,000
<i>Total Adjustments</i>	37,339	48,350	71,618	93,735	112,735	132,735
Total Planned Spending	493,877	532,858	571,423	575,695	594,695	614,695
Total Planned Spending	493,877	532,858	571,423	575,695	594,695	614,695
Less: Non-Respendable revenue						
Plus: Cost of services received without charge	40,958	41,612	40,404	40,318	40,354	40,354
Net cost of Program	534,835	574,470	611,827	616,013	635,049	655,049
Full Time Equivalents	3,980	4,017	4,020	4,020	4,020	4,020

TABLE 2: PROGRAM ACTIVITIES (\$ THOUSANDS)

2005/2006							
Program Activity	Budgetary			Non-Budgetary			
	Operating	Capital	Grants and Contributions	Loans, Investments and Advances	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
Establish Heritage Places	19,564	724	23		20,311	645	20,956
Conserve Heritage Resources	149,672	9,051	8,329		167,052	25,528	192,580
Promote Public Appreciation and Understanding	53,469	3,619	189		57,277	5,338	62,615
Quality Visitor Experience	169,986	10,860			180,846	12,906	193,752
Townsite Management	7,631	4,344			11,975	323	12,298
Throughway Management	23,903	23,144			47,047	3,610	50,657
Total	424,225	51,742	8,541		484,508	48,350	532,858

TABLE 3: VOTED AND STATUTORY ITEMS LISTED IN MAIN ESTIMATES (\$ THOUSANDS)

Vote or Statutory Item	Truncated Vote or Statutory Wording	2005-2006 Current Main Estimates	2004-2005 Previous Main Estimates
20	Program expenditures	344,562	330,769
25	Payment to the new Parks and Historic Sites Accounts	1,800	5,000
(s)	Expenditures equivalent to revenues	95,000	78,000
(s)	Contributions to employee benefit plans	43,146	42,769
	TOTAL	484,508	456,538

TABLE 4: NET COST OF PROGRAM ESTIMATES FOR 2005/2006
(\$ THOUSANDS)

	Parks Canada Program
Total Planned Spending	532,858
Plus: Services Received without Charge	
Contributions covering employers share of employees' insurance premiums and expenditures paid by TBS	17,258
Accommodation provided by Public Works and Government Services Canada (PWGSC)	15,412
Services provided by the Department of Canadian Heritage for information management, information technology, finance, human resources, and administrative support	7,510
Salary and associated expenditures of legal services provided by Justice Canada	830
Audit services provided by the Office of the Auditor General	490
Workers' compensation coverage provided by Social Development Canada	112
Sub Total	41,612
<i>Less: Non-Re-spendable Revenue</i>	0
2005/2006 Net Cost of Program	574,470

**TABLE 5: SUMMARY OF CAPITAL SPENDING BY PROGRAM
ACTIVITY (\$ THOUSANDS)**

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
1. Establish Heritage Places	861	724	702	709	709	709
2. Conserve Heritage Resources	16,564	12,351	16,273	21,756	25,356	31,356
3. Promote Public Appreciation and Understanding	4,302	3,619	3,508	3,542	3,542	3,542
4. Quality Visitor Experience	13,907	30,810	40,776	51,975	63,375	72,375
5. Townsite Management	5,163	4,344	4,211	4,250	4,250	4,250
6. Throughway Management	13,999	25,894	31,272	25,510	28,510	33,510
Total	54,796	77,742	96,742	107,742	125,742	145,742

TABLE 6: PLANNED OPERATIONAL REVENUE (\$ THOUSANDS)

Displays the various sources of revenues from operations

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Entrance Fees	34,500	41,500	46,000	46,000	51,000	51,000
Recreation Fees	25,000	27,000	27,000	30,000	32,000	32,000
Rents from Land, Buildings and Concessions	14,300	18,000	18,000	19,000	19,000	19,000
Other	4,200	6,500	7,000	7,000	7,000	7,000
Municipal Service Fees	2,000	2,000	2,000	2,000	2,000	2,000
Total Operational Revenues	80,000	95,000	100,000	104,000	111,000	111,000

TABLE 7: NATIONAL PRICING STRATEGY – FEE PROPOSALS³

Name of Fee Activity	Fee Type	Fee Setting Authority ⁴	Reason for Fee Introduction or Amendment	Effective date of planned change to take effect	Planned Consultation & Review Process
National Park and National historic Site Entry Fees – Amending Terra Nova e.g. \$4.50 to \$6.00	Service	Parks Canada Agency Act	Rebuild or replace deteriorated visitor facilities using new revenues from fee increases.	2005/06, 2006/07, 2007/08, 2008/09	The Parks Canada Agency Act requires that all fee increases be subject to consultation with the public and stakeholders. Parks Canada consulted between November 2003 and February 2004 on a four-year fee strategy through various mechanisms including public opinion polling, focus groups, the Canadian Tourism Research Institute, discussions with provincial park and tourism ministries, Members of Parliament, regional and national stakeholders and through a Tourism Association of Canada membership survey. Information was also provided on the Parks Canada Web site regarding the proposed fee increases.
National Park Camping Fees – Amending Primitive e.g. \$1.50 to \$1.70	Service	Parks Canada Agency Act	As above	2005/06, 2007/08, 2008/09	
Historic Canal Lockage Fees – Amending	Service	Parks Canada Agency Act	As above	2005/06, 2006/07, 2008/09	
Seasonal Fishing License – Amending e.g. \$20.00 to \$35.00	Service	Parks Canada Agency Act	As above	2005/06, 2006/07, 2007/08, 2008/09	
National Park and National Historic Site Recreation Fees – Amending Fort Lennox e.g. \$3.50 to \$4.00	Service	Parks Canada Agency Act	As above	2005/06, 2006/07, 2007/08, 2008/09	
Business Licenses – Amending Consultation on process	Rights and Privileges	Parks Canada Agency Act	To permit the government to earn a fair return for the use of publicly owned resources	2006/07	Parks Canada also consulted locally with the public and stakeholders through meetings with advisory and client groups and through direct mailings. Prior to being approved by the Minister, a user fee submission must be tabled in Parliament as required by the new User Fees Act.
Film and Location Fees – New Terra Nova e.g. Firewood \$6.00 to \$7.00 per bundle	Rights and Privileges	Parks Canada Agency Act	As above	2005/06	

³ According to Sections 23 and 24 of the Parks Canada Agency Act, the Minister sets all fees and charges for rights and privileges. When consultations are completed, the Chief Executive Officer will develop a fee proposal for the Minister's consideration.

⁴ According to Sections 23 and 24 of the Parks Canada Agency Act, the Minister sets all fees and charges for rights and privileges.

TABLE 8: PLANNED MAJOR CAPITAL PROJECTS – BACKGROUND

Part 1 – Strategies and Priorities

Addressing the underfunding of assets is a major component of the Agency's Agenda.

CONTEXT

Parks Canada manages a diverse and broad range of assets with an estimated replacement cost of \$7.1 billion (net book value \$1.5B). The majority fit into three groups:

1. **Cultural Resources (\$1.7 billion):** Found in Parks Canada's 149 national historic sites and 41 national parks, these assets include historic and archaeological resources that are nationally significant or have historic value. Cultural resources are irreplaceable. The consequence of not making timely capital interventions is the permanent loss of elements of Canada's historical record.
2. **Contemporary (\$3.4 billion):** Provide opportunities for Canadians to access, learn about and experience their natural and cultural heritage. They are the mainstay of Parks Canada's \$85 million revenue program and among the principal assets of Canada's tourism industry, contributing \$1.2 billion to the Gross Domestic Product and the equivalent of 38,000 full-time jobs.
3. **Assets administered on behalf of the Government of Canada (\$2.0 billion):** Include contemporary bridges and dams on historic canals, municipal structures in national park townsites, and close to 900 kilometres of through highways in national parks. These assets are not required to deliver Parks Canada's mandate; they are required to meet other Government of Canada responsibilities.

Many contemporary assets were built between the late 1950s and early 1970s and have reached the end of their serviceable lives. As of 1999⁵: 29% of Parks

Canada's contemporary assets were in good condition, 40% were in fair condition and needing to be recapitalized within five years, 29% were in poor condition and needing attention urgently to eliminate risks of structural failure, and 2% were failed and closed.

CAPITAL ASSET MANAGEMENT STRATEGY

Budget Plan 2005 provided \$209 million over five years with \$75 million ongoing to resolve this recapitalization shortfall. Parks Canada will use these new funds and existing capital resources to address the recapitalization challenge in a strategic and focused manner. In addition to the strategic investment program, the Agency will also pursue the following actions:

- Reduce the asset portfolio and retain only the essential assets required to deliver programs efficiently;
- As outlined earlier, implementing a four-year user fee proposal to reduce the shortfall by \$25 million;
- Increasing the proportion of resources devoted to assets through a program of reallocation at the management unit level;

To address the risks and minimize the consequences in the short term, the Agency is also working to manage the existing asset base more effectively and make appropriate changes as funding increases. The following improvements will also provide a rational context for resourcing considerations and project approvals:

- Implementing an asset management system to provide access to reliable asset information to support strategic decision making, compliance to legal and due diligence obligations, and to improve the understanding of the role assets play in the delivery of programs that they support as well as to facilitate oversight of asset management activities.

⁵ Asset conditions are being updated and a 2005 condition rating will be published in the next plan.

- Introducing standards to ensure conformity with legislation and safety obligations, and undertaking a review of industry best practices to improve maintenance and inspection guidelines and ensure consistency.
- Reviewing and revising asset management capacities and structures to improve strategic direction and support the asset management function.

Implementing the steps outlined above will address the long-standing recapitalization shortfall and gradually improve the overall condition of the Agency's assets and associated services.

TABLE 8: DETAILS ON PROJECT SPENDING (\$ MILLIONS)

The following table provides a project profile including expenditure forecasts and descriptions for the planned major capital projects with a total estimated cost over \$2 million.

Program Activity	Forecast Spending to March 31, 2005	Planned Spending 2005/06	Planned Spending 2006/07	Planned Spending 2007/08	Future Year Spending Requirement	Current Estimated Total Cost	Project Description
1. Establish Heritage Places							
British Columbia							
Gulf Islands NPR Park Administration Building & Compound	1.9	2.3		–	–	4.2	The Gulf Islands NP Reserve administration building will be co-located at the existing site in Sidney. Construction is to begin in Sept/04 and will be completed by June/05. The new building will serve as the main administration centre for the NP reserve, and future NMCA.
Ontario							
Bruce Peninsula NP Land Acquisition	8.1	0.3	0.3	0.3	4.5	13.5	The Bruce Peninsula NP of Canada is an unfinished national park. There are parcels of land within the established park boundaries that are privately held. The GoC is buying these parcels of land in order to complete the park on a willing seller-willing buyer basis.
2. Conserve Heritage Resources							
Yukon							
SS Klondike NHS Retrofit	2.5	0.1	–	–		2.6	Located in the city of Whitehorse, the S.S. <i>Klondike</i> NHS includes the sternwheel ship and a Yukon barge entitled the <i>Atlin</i> . In 1959, the HSMBC recommended that the GoC purchase one of the sternwheel riverboats at Whitehorse and initiate steps for its preservation. The Agency has continued to focus on preserving the site's CI and on providing appropriate and cost-effective visitor services.

TABLE 8: DETAILS ON PROJECT SPENDING (IN MILLIONS OF DOLLARS) (cont'd)

Program Activity	Forecast Spending to March 31, 2005	Planned Spending 2005/06	Planned Spending 2006/07	Planned Spending 2007/08	Future Year Spending Requirement	Current Estimated Total Cost	Project Description
2. Conserve Heritage Resources (cont'd)							
Manitoba							
Prince of Wales Wall Conservation	0.5	0.4	0.2	0.3	1.3	2.7	The project will involve stabilization of unstable sections of the original walls and the installation of a drainage system on the rampart to mitigate the main threat of water penetration. This approach is in keeping with the PWF Management Plan and current international practice of historic masonry conservation.
Ontario							
Kingston Mills Dams	4.0	0.1	-	-	-	4.1	Related to emergency stabilization of the Kingston Mills Dam including increasing the overall height of the structure.
Fort Henry NHS Major Repairs	5.0	5.0	-	-	-	10.0	Fort Henry intersects three important waterways: the Rideau Canal, the St. Lawrence River, and Lake Ontario. PC will focus investment on preserving the site's CI and on providing appropriate and cost-effective visitor services.
3. Promote Public Understanding and Appreciation							
4. Quality Visitor Experience							
British Columbia							
Gwaii Haanas NP Haida Heritage Centre	1.1	1.5	1.9	-	-	4.5	This project honours a commitment made to the Haida First Nation regarding cooperative management of the Gwaii Haanas NP Reserve and Haida Heritage Site prior to the signing of the <i>Gwaii Haanas Agreement</i> . The Haida Heritage Centre, to be completed in 2005, will provide the Agency's operation on Haida Gwaii with secured long-term office, research and teaching space and expanded interpretation of Parks Canada and the natural and cultural values of Haida Gwaii.

* No major capital projects over \$2M

TABLE 8: DETAILS ON PROJECT SPENDING (IN MILLIONS OF DOLLARS) (cont'd)

Program Activity	Forecast Spending to March 31, 2005	Planned Spending 2005/06	Planned Spending 2006/07	Planned Spending 2007/08	Future Year Spending Requirement	Current Estimated Total Cost	Project Description
4. Quality Visitor Experience (cont'd)							
Ontario							
Bruce Peninsula NP New Visitor Centre	5.3	2.0	–	–	–	7.3	The Bruce Visitor Reception Centre is a multi-function visitor reception centre that is part of the establishment agreement for the Bruce Peninsula NP of Canada.
5. Townsite Management							
* No major capital projects over \$2M							
6. Throughway Management							
Alberta							
Banff NP Trans Canada Highway (TCH) Twinning	3.3	11.9	22.8	12.0	7.5	57.5	The TCH passes through Banff NP for a distance of 82 kilometers. Over the past 10 years, traffic volumes have increased annually by 1.5%. The three project objectives include; to increase efficient movement of people and commercial goods, improve motorist safety, reduce wildlife-traffic conflicts and foster other related environmental improvements.
Total Major Capital (>2M)		23.6	25.2	12.6			
Total Minor Capital (<2M)		54.1	71.5	95.1			
Total Planned Spending:		77.7	96.7	107.7			

TABLE 9: DETAILS ON TRANSFER PAYMENT PROGRAMS
(\$THOUSANDS)*

Name of Transfer Payment Program: Contribution in support of the Commercial Heritage Properties Incentive Fund				
Start Date: 2003/2004		End Date: 2006/2007		Total Funding: \$26.4 million
Purpose of Transfer Payment Program: Engage a broad range of businesses in the task of preserving Canada's heritage properties				
Objective(s), expected result(s) and outcomes				
Expected results: Participation of private sector partners (taxable Canadian corporations) in preserving Canada's heritage through rehabilitation of historic properties for commercial or rental use.				
Expected outcomes: Better preservation and protection of Canada's historic places and greater public and private sector awareness of the importance of conservation and of the significance of Canada's historic places.				
Ensuring that more historic properties are "given a function in the life of communities" through use for commercial or rental purposes.				
Name of Transfer Payment Program: Historic Places Initiative Class Contribution Program				
Start Date: 2002/2003		End Date: Ongoing		Total Funding:
Purpose of Transfer Payment Program: To provide direct support for provinces and territories to participate in the development of the Canadian Register of Historic Places and the Standards and Guidelines for the Conservation of Historic Places in Canada, and to engage municipalities, stakeholders, and the general public in the conservation of historic places.				
Objective(s), expected result(s) and outcomes				
Expected results: Creation and maintenance of a Canadian Register of Historic Places; development and dissemination of national Standards and Guidelines for the Conservation of Historic Places; partnership between Parks Canada and provincial and territorial authorities to identify, preserve and protect Canada's historic places; and creation of the basis for further initiatives to encourage preservation and protection of Canada's historic places.				
Expected outcomes: Better preservation and protection of Canada's historic places; and greater public awareness of the importance of conservation and of the significance of Canada's historic places.				
	Forecast Spending 2004/2005	Planned Spending 2005/2006	Planned Spending 2006/2007	Planned Spending 2007/2008
Conserve Heritage Resources				
*Contributions – CHPIF	5,883	7,419	9,873	0
Contributions – HPI	**8,740	9,000	7,000	5,000
Total Transfer Payment Programs	14,623	16,419	16,873	5,000

*Cash flow reflects Agency reference levels

** Includes monies spent by the Department of Canadian Heritage

TABLE 10: NEW PARKS AND HISTORIC SITES ACCOUNT
(\$ THOUSANDS)

	Forecast Spending 2004/2005	Planned Spending 2005/2006	Planned Spending 2006/2007	Planned Spending 2007/2008	Planned Spending 2008/2009	Planned Spending 2009/2010
Source of Funds						
from Payment Vote 25	2,000	1,800	3,000	3,000	3,000	3,000
from Sale of Land and Buildings	5,400	500	500	500	500	500
from General Donations	320	0	0	0	0	0
from Carryforward of Previous Years	15,329	0	0	0	0	0
Total	23,049	2,300	3,500	3,500	3,500	3,500
Use of Funds						
for Capital Projects	9,300	1,500	1,500	1,500	1,500	1,500
for Cost Sharing Contributions	100	800	2,000	2,000	2,000	2,000
Total	9,400	2,300	3,500	3,500	3,500	3,500

Annex 1:

STRATEGIC ENVIRONMENTAL ASSESSMENT (SUMMARY)

The strategic objectives of the Corporate Plan are not expected to result in any unacceptable environmental impacts. Some strategic objectives are particularly key to environmental protection. The identification of specific actions and performance expectations is a valuable tool to communicate how these objectives will be implemented. For example, within individual field units, the challenges of managing human use and infrastructure must be guided by information resulting from improved internal science capacity, refined park monitoring programs, and social science research. The ability to monitor and report on a select suite of indicators and targets for national parks and the completion of management plans for all national historic sites is vital. Strategic environmental

assessments of management plans for national parks and national historic sites should consider how such information has been used in decision-making to support ecological and commemorative integrity.

More detailed environmental assessments may be required as the Plan leads to specific initiatives at the field unit level. These assessments are an essential resource in the planning and implementation of specific projects. Strategic environmental assessment should continue to be an integral part of the business planning process to ensure that environmental consequences of alternatives are considered and to support informed decision-making.

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Annex 2:

NEW PARKS AND HISTORIC SITES ACCOUNT

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

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

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

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

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

Annex 3:

GLOSSARY

Aboriginal Peoples are descendants of the original inhabitants of North America. The Canadian Constitution recognizes three groups of Aboriginal peoples – Indians, Métis and Inuit. These are three separate peoples with unique heritages, languages, cultural practices and spiritual beliefs.

Accountability is the Agency's commitment to be clear and transparent in reporting to Canadians about the challenges to the Agency and the results achieved.

Assets Parks Canada owns and manages an inventory of 15,233 contemporary assets (75% of total asset value), 2,398 cultural assets (24%) and 1,023 heritage presentation assets (1%).

Asset Recapitalization signifies the amount of money that is required to ensure the health and safety of the asset. The accepted amount required per annum is 2% of the total value of the asset.

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

Audit Criteria are the reasonable standards, policies, practices, procedures or requirements against which the auditor compares and assesses collected audit evidence regarding management, financial control or reporting systems. The criteria are used by the auditor to judge the degree to which the audited organization conforms to expectations that have been expressly articulated and sanctioned.

Capital Asset is any improvement that is placed upon the land and for the Parks Canada Agency, land is not a Capital Asset.

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

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

Cultural Heritage is the tangible evidence of human experience, such as artifacts, archives and printed material, and intangible evidence such as folklore, language, customs, traditions and "know-how"

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

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Commemorative Integrity describes the health and wholeness of a national historic site. A national historic site possesses commemorative integrity when:

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

Corporate Plan is the yearly 5-year plan developed to achieve Agency objectives. It is a single document that outlines the Agency's overall corporate direction for the next five years. It is Agency wide and assigns responsibilities, authorities and accountabilities at the corporate level.

Cultural Resource Management involves the generally accepted practices for the conservation and presentation of cultural resources. It is founded on established principles and carried out in a manner that integrates professional, technical and administrative activities to ensure the historic value and protection of the resources.

Ecological Integrity is a condition where the structure and function of an ecosystem are unimpaired by human-induced stresses.

Endangered species are species threatened with imminent extinction or extermination throughout all or a significant portion of its Canadian range.

Heritage presentation assets are the physical products, tools or venues that assist in delivering educational information about the significance of Parks Canada and the natural and cultural heritage of the country. These include exhibits, interpretive signage, audiovisual productions and equipment.

Inuit Impact and Benefit Agreements (IIBA)

are agreements that are drawn up between a developer/organization and an Inuit group after a land claim agreement has been finalized. They govern the actions of the developer/organization in connection to the Inuit land in question and may include any matter connected with major development projects that could have a detrimental impact on Inuit or that could reasonably confer a benefit on Inuit. An IIBA shall be consistent with the terms and conditions of project approval, including those terms and conditions established pursuant to any ecosystemic and socio-economic impact review.

Land Claims were recognized in 1973 by the federal government under two broad classes – comprehensive and specific. Comprehensive claims are based on the recognition that there are continuing Aboriginal rights to lands and natural resources and include such things as land title, fishing and trapping rights and financial compensation. Specific claims deal with specific grievances that First Nations may have regarding the fulfillment of treaties. Specific claims also cover grievances relating to the administration of First Nations lands and assets under the *Indian Act*.

Management Plan is a document that outlines the objectives for managing a national park, historic canal or a national historic site, as well as the implementation means and strategies established to achieve these objectives.

Program Activity Architecture Structure: This document is based on the programs and activities that an agency carries out and has been approved by Treasury Board Ministers. It is the basis for accountability for the planned results and performance expectations with the resources and authorities provided.

Program Activity information contained in each of Parks Canada's seven program activity areas indicate the activities in which planned results and performance expectations are indicated for the next five years.

Regulations are used to assist in the management of national parks, national historic sites, park reserves and national marine conservation areas. Regulations are brought into force through publication in the Canada Gazette Part II where, by Order, the Agency presents the full text of the Regulation and the Regulation comes into force. Regulations cannot be brought forward for promulgation without appropriate public notice and consultation.

Strategic Planning Accountability indicates the Agency's planned results and performance expectations, which provide benchmarks for determining measurable results in meeting the long-term objectives and five-year plan.

Stewardship is the management of heritage resources in such a way that they can be passed on with integrity to future generations.

Sustainable Development is any development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Annex 4:

LEGISLATION

The following are Acts that pertain to the Parks Canada Agency

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

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

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

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Town of Jasper Zoning Regulations
Wood Buffalo National Park Game Regulations
National Historic Parks General Regulations
National Historic Parks Order
National Historic Parks Wildlife and Domestic Animals Regulations
Historic Canals Regulations, under the Department of Transport Act
Heritage Railway Stations Regulations, under the Heritage Railway Stations Protection Act
Dominion Water Power Regulations, under the Dominion Water Power Act

