



Parks Canada

Performance Report

For the period ending
March 31, 2002

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

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

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

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

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Available in Canada through your local bookseller or by mail from

Canadian Government Publishing — PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/84-2002

ISBN 0-660-62142-8



Foreword

In the spring of 2000, the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the Government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments and agencies strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organisation according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:
<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to:

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PARKS CANADA AGENCY

Departmental Performance Report *for the period ending March 31, 2002*



The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage



TABLE OF CONTENTS

MINISTER'S MESSAGE	4
CHIEF EXECUTIVE OFFICER'S MESSAGE	5
SECTION 1: PARKS CANADA PROFILE	6
Legislation	6
Agency Status and Authorities	6
Governance	6
National Programs	7
System of National Parks	7
System of National Historic Sites	8
System of National Marine Conservation Areas	8
Other National Programs	8
International Obligations	8
SECTION 2: CONTEXT AND KEY ACTIVITIES IN 2001-2002	9
SECTION 3: PERFORMANCE AGAINST PLAN	13
How We Plan and Report	13
PART ONE: CORE MANDATE	17
Establishment of National Heritage Places	17
Description and Expenditures	17
Initiatives and Achievements	17
Establishment of National Parks and National Park Reserves of Canada	17
National Park Completion and Land Acquisition	22
Establishment of National Marine Conservation Areas and NMCA Reserves of Canada	22
Enhancing the System of National Historic Sites of Canada	26
Heritage Resource Protection	31
Description and Expenditures	31
Initiatives and Achievements	31
Planning For Ecological Integrity in the National Parks	31
Measuring Ecological Integrity in National Parks	32
Planning for Sustainable Use at National Marine Conservation Areas	35
Commemorative Integrity at National Historic Sites	36
Planning for Commemorative Integrity at Parks Canada Administered NHSs	37
Measuring Commemorative Integrity at Parks Canada Administered NHSs	38
Condition and Threats to Other Cultural Resources Managed by Parks Canada	39
Commemorative Integrity of National Historic Sites Not Administered by Parks Canada	40
Heritage Presentation	41
Description and Expenditures	41
Initiatives and Achievements	41
Engaging Canadians	41
Parks Canada's On-Site Heritage Presentation Programming	42
Visitor Services	45
Description and Expenditures	45
Initiatives and Achievements	45
Visitor Impacts	45
Public Safety	47

PARKS CANADA AGENCY

Satisfaction of Visitors	48
PART 2: MANDATE SUPPORT	50
Townsites	50
Description and Expenditures	50
Initiatives and Achievements	50
Principle-Based Community Management	50
Recovery of Operating Costs	51
Land Rents	52
Through Highways	52
Description and Expenditures	52
Initiatives and Achievements	53
Highway Condition	53
Managing Highways in a Sustainable Manner	53
Management of Parks Canada	54
Description and Expenditures	54
Initiatives and Achievements	55
Performance Measurement Strategy	55
Enhanced Participation of Aboriginal people in Canada's Heritage	55
People Management	56
Description and Expenditures	56
Initiatives and Achievements	56
Creating a Positive Work Environment	56
Toward a Qualified Workforce	58
Toward a Representative Workforce	59
SECTION 4: CONSOLIDATED REPORTING	61
Material Management	61
Underground Storage Tanks	61
Service Improvement Initiative	61
Government On-Line	61
Modern Comptrollership	62
Human Resource Management	62
Sustainable Development	62
LEGISLATION ADMINISTERED AND ASSOCIATED REGULATIONS	66
SECTION 5 FINANCIAL PERFORMANCE	68
Financial Performance Overview	69
Financial Summary Tables	70

TABLE OF FIGURES

Figure 1: Parks Canada's Business and Service Lines	13
Figure 2: Results for Canadians	14
Figure 3: Mandate and Support Activities and Key Accountabilities.....	16
Figure 4 : Natural Regions and National Parks.....	18
Figure 5: Progress on Completing the National Park System (2001-2002).....	20
Figure 6: Marine Natural Regions and National Marine Conservation Areas.....	24
Figure 7: Progress on Completing the NMCA System (2001-2002).....	25
Figure 8: Designations Related to Strategic Priorities in the NHS System Plan (2001-2002)	28
Figure 9: National Historic Sites of Canada Administered by Parks Canada.....	29
Figure 10: Ecological Integrity Reporting Framework.....	33
Figure 11: Percentage of National Parks by Level of Stress.....	35
Figure 12: Parks Canada's Role Regarding Commemorative Integrity of NHSs.....	37
Figure 13: Commemorative Integrity at 12 NHSs (1999) and 13 NHSs (2001-2002)	39
Figure 14: Ratings of Asset Condition of Built Cultural Resources at NHSs Administered by Parks Canada	39
Figure 15: Percentage of Visitors Correctly Answering Four or More Questions About the Significance of a Park or Site.....	44
Figure 16: Number of Places (n=30) Meeting or Exceeding Standards for Visitor Satisfaction	48
Figure 17 : National Labour Market Availability and the Percentage of Parks Canada Workforce in Employment Equity Groups	59

MINISTER'S MESSAGE



Parks Canada continues to be instrumental in fostering a strong and vibrant Canadian society. Ours is a country that is diverse and dispersed, but there is something that connects us no matter where we are, or who we are.

That something is our culture. It is what defines us as a society, and it is what we are referring to when we talk about our Canadian identity. Our goal is to strengthen and promote the diverse elements that make us a country that is respected for its bilingualism, multiculturalism, valuing our cultural and natural heritage, and our creativity, innovation and cohesiveness.

Parks Canada is committed to its ongoing efforts to establish national heritage places, and to preserving those places for the enjoyment of generations to come. Much like a library or museum, Canada's natural and cultural heritage is preserved in these sites and they must be protected from further degradation.

In a constantly evolving world, Parks Canada and the 18 other Canadian Heritage Portfolio members, as well as a broad range of other partners across the country, strive to create programs and policies that represent what matters to Canadians.

This Performance Report highlights the outcome of the partnerships and collaborations established by Parks Canada, a key member of the Canadian Heritage Portfolio. It emphasizes the pride that the Government of Canada and its employees take in its artists, athletes, language and cultural community, our cultural and natural resources, and our commitment to making Canada's stories, culture, and values available to the world and right here at home.

Sheila Copps

Canada¹³¹

CHIEF EXECUTIVE OFFICER'S MESSAGE

This Departmental Performance Report covers the achievements of the Parks Canada Agency from April 1, 2001 to March 31, 2002.

Parks Canada's key priorities during this period were to:

- maintain or restore the ecological integrity and sustainability of national parks and national marine conservation areas and the commemorative integrity of national historic sites and cultural resources;
- establish new national parks and national marine conservation areas in unrepresented areas and designate new national historic sites;
- engage Canadians so that they feel a strong connection to Canada's protected heritage areas;
- maintain quality service to visitors;
- continue renewal of the human resources regime; and
- ensure adequate long-term funding and financial sustainability of the Parks Canada Program.

The 2001-2002 Performance Report builds on the successes described in previous performance reports. Again, we have made progress in advancing the establishment and protection of national parks, national marine conservation areas and cultural resources. We are moving forward in engaging Canadians and a variety of stakeholders in protecting and presenting these places, and Parks Canada's quality of service to visitors continues to be rated among the highest in governmental institutions. We are doing this in the face of tremendous challenges to protect natural and cultural resources before they are lost, and to maintain the resources entrusted to our stewardship.

The fact that we have been able to accomplish so much is a testament to the dedication and efforts of all our employees across the country.

Alan Latourelle

SECTION 1: PARKS CANADA PROFILE

Legislation

Parks Canada was established as an agency of the federal government in the *Parks Canada Agency Act* in December 1998. Its mandate is to protect and present nationally significant examples of Canada's natural and cultural heritage, and to foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

Agency Status and Authorities

The Parks Canada Agency has been established as a "departmental corporation" under Schedule II of the *Financial Administration Act*. This means that Parks Canada is a separate legal entity, reporting to the Minister of Canadian Heritage, dedicated to delivering the programs set out within the Agency's legislation and policy authorities. The Minister remains responsible for the overall direction of the Agency and is accountable to Parliament for all Parks Canada activities.

The Parks Canada Agency has been provided with more flexible human resource, administrative and financial authorities. These authorities include:

- a) Separate employer status to enable the design of a human resources management framework that is more responsive to Parks Canada's particular operational requirements and the conditions in which its employees work;
- b) Full revenue retention and reinvestment to contribute to the financing of services;
- c) A two-year rolling budget to promote the wise investment of public funds and to allow for funding advances; and
- d) A non-lapsing account to finance the establishment of new national parks, national historic sites and national marine conservation areas.

In addition, Parks Canada has received new capital program, contracting and real property authorities to streamline administrative processes and paperwork, while continuing to be accountable to the Minister and Parliament who oversee the Agency's operations.

Governance

Parks Canada's Executive Board comprises the Chief Executive Officer, the four Directors General, the Chief Administrative Officer, the Executive Directors in Quebec, in the Mountain Parks and in Northern Canada, the Executive Director Ecological Integrity, the Chief Human Resources Officer, the Senior Financial Officer, the Director of Communications, the Senior Legal Counsel and the Chief of Staff. The CEO reports to the Minister of Canadian Heritage

As the senior decision-making body, the Executive Board sets the long-term strategic direction and priorities for the organization. The Board also approves resource allocations, new initiatives and service innovations proposed each year in national office, field unit and service centre business plans.

The Audit and Evaluation Committee of the Executive Board oversees internal audit and evaluation activities in the Agency. Their role includes reviewing and approving the yearly update to the three-year Audit/Evaluation Plan, receiving and approving all completed audit and evaluation reports and ensuring that any recommendations are incorporated into the priority settings, planning and decision-making processes.

The National Parks and the National Historic Sites Directorates develop program direction and operational policy for Parks Canada's natural and cultural heritage programs respectively. The Strategy and Plans Directorate provides business, information technology, real property and financial services. The Human Resource National Office provides overall direction for the function as well as supporting Parks Canada's responsibilities as the employer. The Communications Directorate provides strategic communication support to the Agency. The Director General Eastern Canada and the Director General Western and Northern Canada give strategic direction to the field units and service centres.

The Aboriginal Affairs Secretariat is responsible for the overall coordination of Aboriginal issues in Parks Canada (with the exception of land claim issues) and reports directly to the CEO.

Program delivery, including on-site services to visitors, is the responsibility of Parks Canada's 32 field units. Field units are groupings of national parks, national historic sites and national marine conservation areas that are usually in proximity to one another. Their proximity allows them to share management and administrative resources. The field unit superintendents are accountable to the CEO through annual business plans and reports. They report to and receive advice and program guidance from the Directors General for Eastern Canada and Western and Northern Canada.

There are also four service centres, located in Halifax, Québec City, Cornwall/Ottawa and Winnipeg, with smaller branches in Calgary and Vancouver, which support the organization in a variety of professional and technical disciplines such as biology and history. The service centres are accountable to the CEO through their annual business plans. They also report to and receive advice and program guidance from the Directors General for Eastern Canada and Western and Northern Canada.

National Programs

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

System of National Parks

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

System of National Historic Sites

The national historic sites program fosters knowledge and appreciation of Canada's past through a national program of historical commemoration. The Minister of Canadian Heritage on the advice of the Historic Sites and Monuments Board of Canada designates sites, persons and events determined to be of national historic significance.

System of National Marine Conservation Areas

In 1986, the national marine conservation areas program was established to protect and conserve for all time national marine areas of Canadian significance that are representative of the country's ocean environments and the Great Lakes, and to encourage 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 delivery in additional programs that conserve aspects of Canada's heritage. These programs are the: Federal Heritage Buildings Program, Heritage Railway Stations Program, Canadian Heritage Rivers System Program, Federal Archaeology Program, and the National Program for Grave Sites of Canadian Prime Ministers. More detailed descriptions of these programs can be obtained at the Parks Canada web site (http://parkscanada.pch.gc.ca/parks/main_e.htm).

International Obligations

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

Parks Canada represents the Government of Canada on the UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage (the World Heritage Convention). Parks Canada also contributes to the UNESCO program on Biosphere Reserves by providing advice and financial support to the four biosphere reserves that contain national parks and by providing funding and secretarial support to the system of 10 biosphere reserves in Canada. Parks Canada also serves as a state member for Canada in the World Conservation Union (IUCN), and serves jointly with the Canadian Conservation Institute as the representative to the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM).

SECTION 2: CONTEXT AND KEY ACTIVITIES IN 2001-2002

In the January 30, 2001 Speech from the Throne, the Government of Canada said it would invest in the creation of new national parks and implement a plan to restore existing parks to ecological health. It also made a commitment to work with partners toward more integrated, sustainable management of Canada's oceans and to re-introduce legislation for marine conservation areas. The Speech also signalled the Government of Canada's intention to work with others to strengthen Canada's cultural infrastructure and help Canadians to strengthen their bonds of mutual understanding and respect, to celebrate their achievements and history and to exercise their shared citizenship. The Parks Canada Agency is a key instrument to help the Government of Canada achieve these goals. At the same time, the Agency faces unprecedented environmental, social, cultural, economic and technological changes that will profoundly influence its future.

Human activities are altering the pace of ecological change -- Canada is losing wilderness at the rate of one acre every 13 seconds (*World Wildlife Fund* 2001), ecosystems are being degraded, more species are becoming endangered every year, and genetic diversity is being reduced. Human use and development also threatens the built cultural heritage with over 20% of Canada's historic places lost since the 1970s.

Protection of these resources is important to Canadians and contributes to the economy of Canada. According to a 1999 poll (Market Facts of Canada), 9 out of 10 Canadians consider it important that their governments take action to protect wilderness. A Goldfarb Report (2001) found that the majority of Canadians (91%) think that preservation of the historical record is essential in promoting pride in the country. The systems of national parks and national historic sites are important symbols of Canadian identity – national parks and national historic sites are ranked 3rd and 4th respectively (Enviroics 2000). A study commissioned by Parks Canada showed that Canada's systems of national parks, national historic sites, and marine conservation contribute in excess of \$1.2 billion to the gross domestic product and provide 50,000 full-time jobs annually. (http://parkscanada.pch.gc.ca/Library/eco_imp/eco_imp_e.html).

In 2001-2002, Parks Canada continued to work toward representing all terrestrial and marine regions in the systems of national parks and marine conservation areas. In 2001-2002 negotiations for the establishment of national parks were concluded with the Government of British Columbia for the creation of a national park reserve in the southern Gulf Islands and with the Kivalliq Inuit Association for establishment of Ukkusiksalik National Park in Wager Bay, Nunavut. Legislation for the establishment and management of a system of marine conservation areas was re-introduced in Parliament as the proposed *Canada National Marine Conservation Areas Act*, (Bill C-10) and passed by the House of Commons in November 2001. It was tabled before the Senate in March 2002.

Enhancement of the system of national historic sites of Canada continued with the designation of 15 national historic sites, four national historic persons, and three national historic events. Six of these designations related to Parks Canada's strategic priorities for the system.

Achievement of virtually all of Parks Canada's key results depends critically on a network of partners and stakeholders. Establishment and protection of national parks and marine conservation areas involves the consent, support and cooperation of other levels of government, Aboriginal groups and a variety of local and regional businesses and community interests. Advancement of the *National Historic Sites System Plan* involves working closely with the Historic Sites and Monuments Board of Canada as well as owners and operators of national historic sites. Balanced commemoration of significant aspects of Canadian history involves supporting aboriginal and ethno-cultural communities in order to increase their capacity to make nominations of persons, sites or events for designation. Parks Canada's communications and educational programs engage the tourism industry, the educational community and mass media producers.

In April 2001, approximately 90 of these stakeholders participated in the Minister's Round Table on Parks Canada, a requirement in the *Parks Canada Agency Act*. The Round Table is intended to advise the Minister of Canadian Heritage on the performance of Parks Canada and matters related to the Agency's responsibilities. Participants made 45 recommendations related to improved ecological integrity in the national parks, strengthening commemorative integrity of national historic sites, and enhancing a shared sense of Canada. A Report responding to the recommendations was released in October 2001 (http://parkscanada.pch.gc.ca/RoundTable/English/message_e.htm). Parks Canada also unveiled its proposed Charter (http://parkscanada.pch.gc.ca/charter/english/chartr_e.htm) for consultations. Development of the charter fulfils a commitment in the founding legislation for the Agency.

In 2001-2002, Parks Canada took a lead role, along with the Department of Canadian Heritage in a broad inter-governmental initiative to protect and conserve Canada's historic places by providing tools to engage more Canadians in heritage conservation. The initiative will provide a comprehensive registry of historic places in Canada, a single clear and easy to follow set of national guidelines for the conservation and rehabilitation of historic places, and a certification process to determine eligibility of expenses to support future financial incentives. The initiative is expected to be in place by March 2004. Parks Canada is responsible for the implementation, operation and general management of the Register, Standards and Guidelines, and the Certification Office.

Canada is increasingly a multicultural and pluralistic society. By the year 2006, one in six persons are expected to be members of a visible minority. By the year 2011, seniors will account for one in seven Canadians while Aboriginal communities are younger and growing faster than the overall population. For many, the Canadian experience is also an urban one. Changing demographics challenge Parks Canada to develop strategies to reach out and be relevant to a more diverse audience and to reflect Canada's changing make-up within its ranks.

Parks Canada already engages with a variety of Canadians. In 2001-2002, visitor services within national parks and national historic sites were supported by 51 cooperating associations (commonly referred to as "Friends") serving 64 national parks, national historic sites and national marine conservation areas. All aspects of Parks Canada's mandate are supported by Parks Canada's National Volunteer Program which in 2000-2001 engaged 3,219 volunteers who

contributed more than 100,000 hours creating historical enactments, designing exhibits and studying wildlife for research purposes among other activities.

In 2001-2002, Parks Canada, building on its previous success in reaching young people through influencing provincial educational curriculum, created a national work group to oversee efforts in this area. The group carried out extensive research on the school market and developed a coordinated approach to working with teachers and curriculum developers in the future.

Following a recommendation from the Minister's Round Table, Parks Canada began work on a Strategy to engage Ethnocultural Communities in identifying and nominating people, places and events of national historic significance to enhance representativity of the system of national historic sites of Canada.

Parks Canada also continues to place priority on five areas related to working with Aboriginal peoples. They are building relationships with Aboriginal peoples, creating economic partnerships, increasing programming at parks/sites, enhancing employment opportunities and commemoration of Aboriginal themes. Efforts are underway to ensure that these priorities are referenced within the Business Plans for National Parks and National Historic Sites.

At the Minister's Round Table, it was recommended that a national Aboriginal consultative body be struck in order to provide advice and guidance to Parks Canada on issues of importance to Aboriginal peoples. In 2001-2002 Parks Canada began the process of establishing the Aboriginal Consultative Committee with the first meeting scheduled for spring 2002. The committee will focus on broad topics such as: the use of Parks and Sites for traditional spiritual and ceremonial purposes; advancing the presentation of Aboriginal history and culture by Aboriginal people within National Parks and National Historic Sites; and, opportunities relating to education, training and employment. Also, underway is the translation of the Parks Canada Charter into Aboriginal languages both in a written and spoken presentation.

In 2001-2002, Parks Canada received the report of the Standing Senate Sub-Committee on Aboriginal Economic Development In Relation To Northern National Parks. Parks Canada is reviewing the report and a response should be forwarded to the Standing Senate Committee in the Spring of 2002.

There has also been a revolution in our ability to communicate. Technological change and the information revolution have created a more knowledge-based economy and society. Canadians are becoming one of the most connected nations in the world in terms of Internet usage. E-commerce and the Internet are becoming more dominant forces in tourism. In 2001-2002 as part of its commitment to Government on Line (GOL) and under the aegis of the Canadian Heritage On-line Reservations and Ticketing project, Parks Canada began work on development of a national campground reservation system. The system, when it is implemented in 2004, will provide customers with the ability to make and change campground reservations in national parks using the Internet or a toll-free Call Centre.

Additional attention needs to be given to resource requirements for ecological integrity, commemorative integrity, extension of the systems of parks and sites, operations and

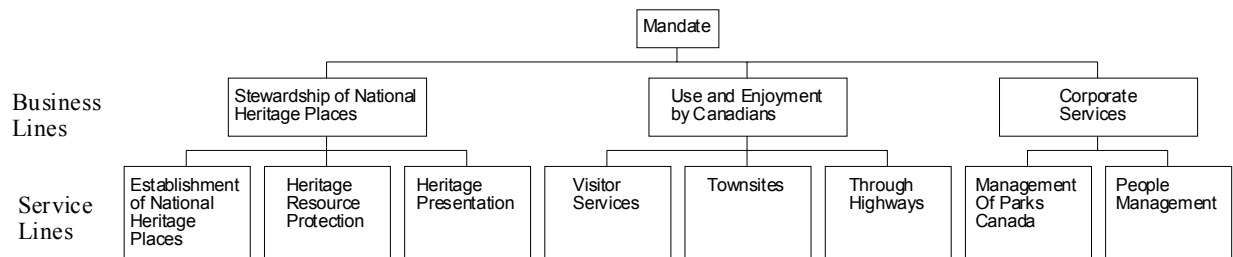
PARKS CANADA AGENCY

management of built assets. New funding is being sought to protect and commemorate national historic sites not administered by Parks Canada and to expand the National Historic Sites of Canada Cost-Sharing Program. Parks Canada has over \$7 billion dollars of assets in the form of visitor facilities, canals, historic resources and highways. Current projections show a need for an additional \$425 million investment to update these assets over the next five years and an additional \$100 million per year thereafter to maintain them according to engineering standards. Parks Canada must also continue its efforts to recruit a competent and diverse workforce and ensure succession plans are in place to meet the challenges of tomorrow.

SECTION 3: PERFORMANCE AGAINST PLAN

How We Plan and Report

Figure 1: Parks Canada's Business and Service Lines



Parks Canada's business lines and service lines are the basis of its Planning, Reporting and Accountability Structure (PRAS). At the highest level, three business lines represent groups of key activities and results to be achieved. Flowing from the business lines are eight service lines that provide a more detailed breakdown of activities and results. Within service lines planned results and performance expectations represent more specific commitments. Planned results are the building blocks for planning and reporting both corporately and for individual business units within Parks Canada.

This Report documents performance against commitments in both the *2001-2002 Report on Plans and Priorities (RPP)* and the *2001/02 --- 2005/06 Corporate Plan*. The two plans contain the same planned results, with some minor changes in wording, but are organised differently. In the RPP, the planned results are linked to business lines key result commitments without reference to the intervening service line objectives. In the Corporate Plan, the commitments are organised by service lines with only general reference to the overall business-line key results. The complete system of business line key results, service line objectives, planned results and performance expectations is shown in Figure 2 (see below). Some of the wording of planned results was updated between finalising the *2001-2002 Report on Plans and Priorities* and the *2001/02 to 2005/06 Corporate Plan*. The wording shown in Figure 2 is the wording from the Corporate Plan with changes or additions from the RPP highlighted.

For purposes of reporting the eight service lines are divided into two groups. The core mandate activities are establishment, protection, heritage presentation and service to visitors. Mandate support activities are not part of Parks Canada's core mandate, but are of significant public interest (i.e., townsites and highways) or support the work of other service lines (i.e., Parks Canada management and people management).

Figure 2: Results for Canadians

Mandate	To protect and present nationally significant examples of Canada's natural and cultural heritage, and to foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations				
	CORE MANDATE				
Key Result 2001-2002 Operating Expenditures	The establishment, protection and presentation of places that are of natural and cultural heritage significance. \$183.0M				
SERVICE LINE Strategic Objectives 2001-2002 Operating Expenditures	1: Establishment of National Heritage Places To work toward completing the systems of national parks and national marine conservation areas in representing all of Canada's terrestrial and marine regions and to enhance the system of national historic sites which commemorates Canada's history. \$28.0M	2: Heritage Resource Protection As the first priority, to ensure the ecological integrity of national parks the commemorative integrity of national historic sites and the sustainability of national marine conservation areas. \$111.6M	3: Heritage Presentation Ensure that commemorative and ecological integrity values are understood and supported by Parks Canada's stakeholders and the public. \$43.2M		
Planned Results (changes in wording from RPP are bolded).	Creation of new national parks and new national marine conservation areas in unrepresented regions and completion of unfinished parks	Designation and commemoration of new national historic sites, persons and events of national historic significance, particularly in under-represented priority areas.	Maintain or restore ecological integrity of national parks and the sustainability of national marine conservation areas.	Maintain or improve commemorative integrity of national historic sites.	Increased awareness, understanding of and support for the values of national parks and national historic sites.
Performance Expectations	<ul style="list-style-type: none"> Sign agreements to establish two new national parks based on the availability of funding. Continue negotiations to establish one new marine region 	<ul style="list-style-type: none"> 135 new designations by March 2006 of which 55 will be in under-represented priority areas. 	<ul style="list-style-type: none"> Improve the suite of ecological integrity indicators by March 2003. Update reporting framework and expand monitoring system by March 2004. 	<ul style="list-style-type: none"> Complete commemorative integrity statements for 75% of the Parks Canada administered sites by March 2002, 90% by March 2003, 100% by March 2004. 100% of Parks Canada administered sites will have approved management plans by December 2003. Evaluate the commemorative integrity of all 145 Parks Canada administered sites by 2011, with 14 to 15 new evaluations conducted yearly. No targets set for national historic sites not administered by Parks Canada 	<ul style="list-style-type: none"> Performance framework for <i>Engaging Canadians</i> to be developed by March 2002. Utilization and understanding targets to be reviewed in 2001-2002 Satisfaction targets for Heritage Presentation: 85% overall satisfied, 50% very satisfied.

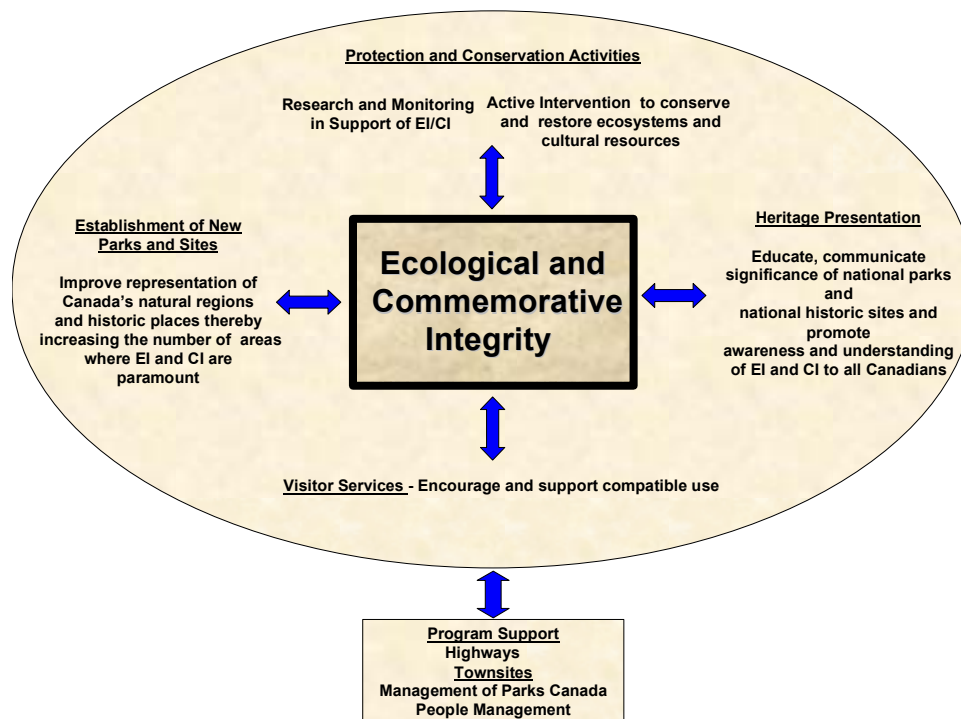
Figure 2: Results for Canadians

To protect and present nationally significant examples of Canada's natural and cultural heritage, and to foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations					
CORE MANDATE		MANDATE SUPPORT			
Canadians use and enjoy national heritage places while supporting and participating in the conservation of Canada's heritage. \$168.7M		Parks Canada provides strong leadership, both directly and indirectly, in effectively and efficiently managing its resources to protect and present heritage places. \$50.1M			
4: Visitor Services To provide visitors with services to enable them to safely enjoy and appreciate heritage places, while ensuring that the associated levels of impact on resources are minimized. \$129.6M	5: Townsites Park communities are effectively governed and efficiently administered as models of sustainability. \$19.3M	6: Through Highways To maintain reliable, safe through-transit that minimizes ecological impact. \$19.8M	7: Management of Parks Canada To maintain or improve management integrity, particularly focussing on effective decision making and results-based management. \$39.5M	8: People Management To manage Human Resources so that a qualified Parks Canada workforce, representative of the Canadian population, works in a positive and enabling environment. \$10.6M	
Visitor expectations and use are managed to ensure visitor satisfaction and minimize impact on natural and cultural resources.	Park communities have sound management practices and are leaders in environmental stewardship.	Highways remain open to through traffic and interventions are designed to minimize ecological impact.	Improved management frameworks to ensure effective decision making and accountability	Enhanced participation of Aboriginal peoples in Canada's heritage places.	Improved work environment, workplace renewal and representativeness.
<ul style="list-style-type: none"> Visitor service satisfaction targets: 85% overall satisfied, 50% very satisfied Expand visitor impact indicators by March 2004 Establish public safety framework by March 2002 	<ul style="list-style-type: none"> Approved community plan for Jasper by March 2002. Report on environmental performance by March 2002 100% cost recovery for municipal services. Ensure that adjusted land rents are affordable, comparable and predictable 	<ul style="list-style-type: none"> Highways open to through traffic. Ecological reporting framework by March 2003 	<ul style="list-style-type: none"> Complete Modern Comptrollership capacity check and action plan by June 2002. Performance indicators and information systems for reporting for all planned results by March 2005 	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> Key performance measurement indicators by March 2004. Workforce representative of both official languages groups. Workforce representative of employment equity groups

Finally, expenditures by business line and service line are also included in Figure 2 in keeping with the past reporting practice of showing expenditures against key results areas. More details of expenditures by service line are reported below. The figures in this document are reported on cash-based accounting while the figures in Parks Canada's Annual Report are calculated on accrual-based accounting.

The relationship among the service lines is shown in Figure 3. All the service lines directly or indirectly support the achievement of Parks Canada's key accountabilities: ecological and commemorative integrity.

Figure 3: Mandate and Support Activities and Key Accountabilities



In the next section, each service line is described followed by the service line strategic objectives planned results and performance expectations contained in the *2000-2001 to 2005-2006 Corporate Plan*. Initiatives and achievements describe the Agency performance relative to the outcomes and expectations that were set in the *Report on Plans and Priorities* and the *Corporate Plan*.

PART ONE: CORE MANDATE

Establishment of National Heritage Places

Description and Expenditures

This service line covers system planning, negotiating with stakeholders, and establishing national parks, national historic sites and national marine conservation areas, negotiating with stakeholders for inclusion in the national systems, obtaining ministerial approval and establishing new heritage places. Expenditures for the service line were:

(Cash-based figures)

Operating (not including amortisation)	2001-2002 \$28,091,000	2000-2001 \$20,170,000
Capital	\$5,709,000	\$2,278,000

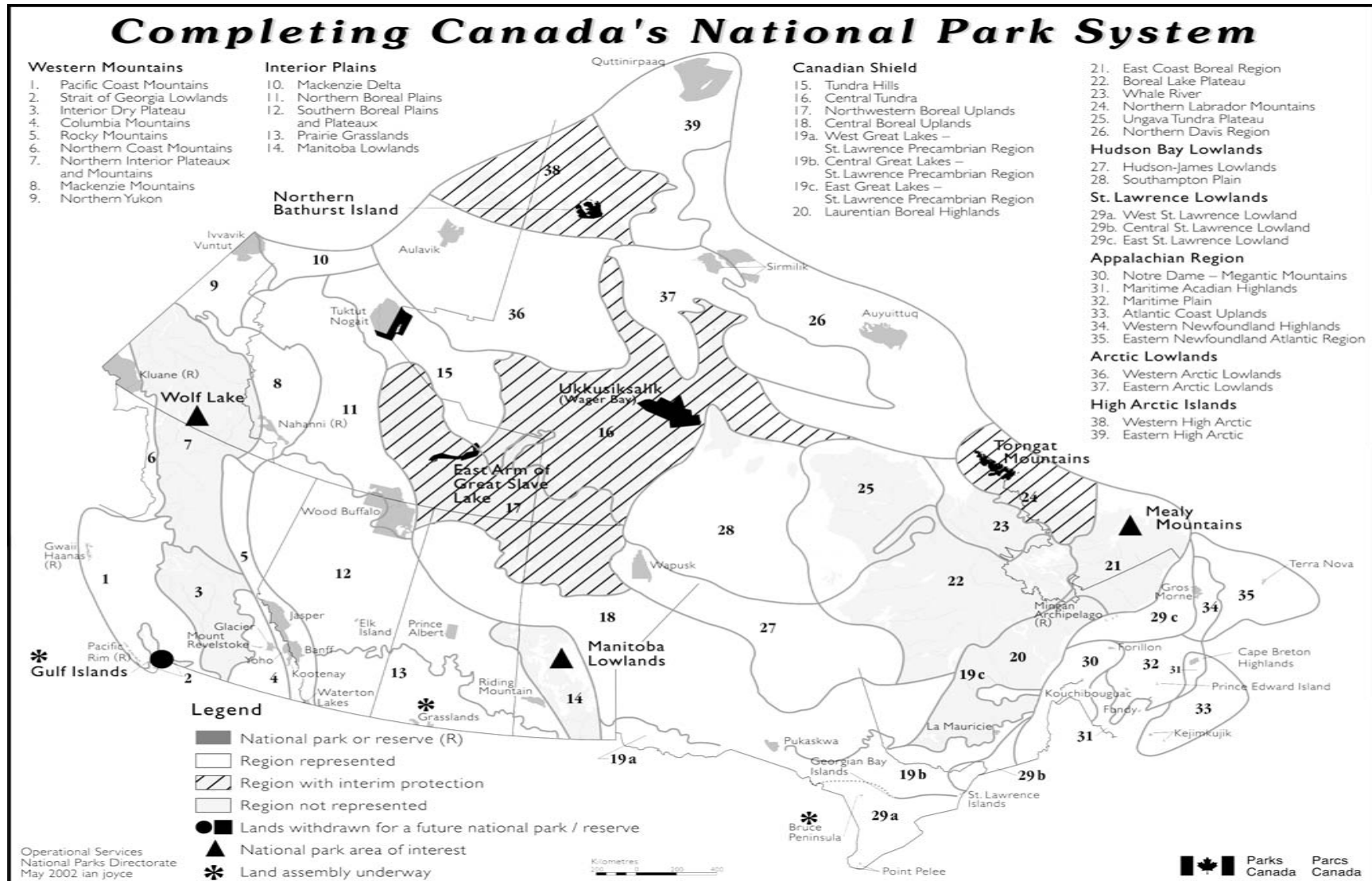
Strategic Objective	Planned Results	Performance Expectations
To work toward completing the systems of national parks and national marine conservation areas in representing all of Canada's terrestrial and marine regions and to enhance the system of national historic sites which commemorates Canada's history.	Creation of new national parks and new national marine conservation areas in unrepresented regions and completion of unfinished parks.	<ul style="list-style-type: none"> • Sign agreements to establish two new national parks based on the availability of funding. • Continue negotiations to establish one new national marine conservation area based on the availability of funding.
	Designation and commemoration of new national historic sites, persons and events of national historic significance, particularly in under-represented priority areas.	<ul style="list-style-type: none"> • 135 new designations by March 2006 of which 55 will be in under-represented priority areas.

Initiatives and Achievements

Establishment of National Parks and National Park Reserves of Canada

Parks Canada continues to focus on the completion of the national parks system. The long-term goal of system planning is to protect a representative sample of each of Parks Canada's natural regions. *The National Parks System Plan* (1997) divides Canada into 39 distinct "National Park Natural Regions" based on geology, physiography (the appearance of the land) and vegetation. The complete system of the 39 natural regions and national parks and national park reserves established within these regions is shown in Figure 4.

Figure 4 : Natural Regions and National Parks



A national park reserve is an area managed as a national park but where the lands are subject to one or more land claims by Aboriginal people. A region with interim protection is not represented by a national park or a national park reserve, but has lands formally protected for national park purposes (i.e., withdrawn from other uses), pending the negotiation and signing of a new park agreement. Finally, a national park area of interest is a natural area that is representative of the natural region, and has been selected for a new park feasibility study.

The 39 existing operational national parks and national park reserves represent 25 (64%) of the natural regions since more than one park exists in some regions. In total, the parks and park reserves cover 244,540 square kilometers representing approximately 2.4 % of Canada's total land mass.

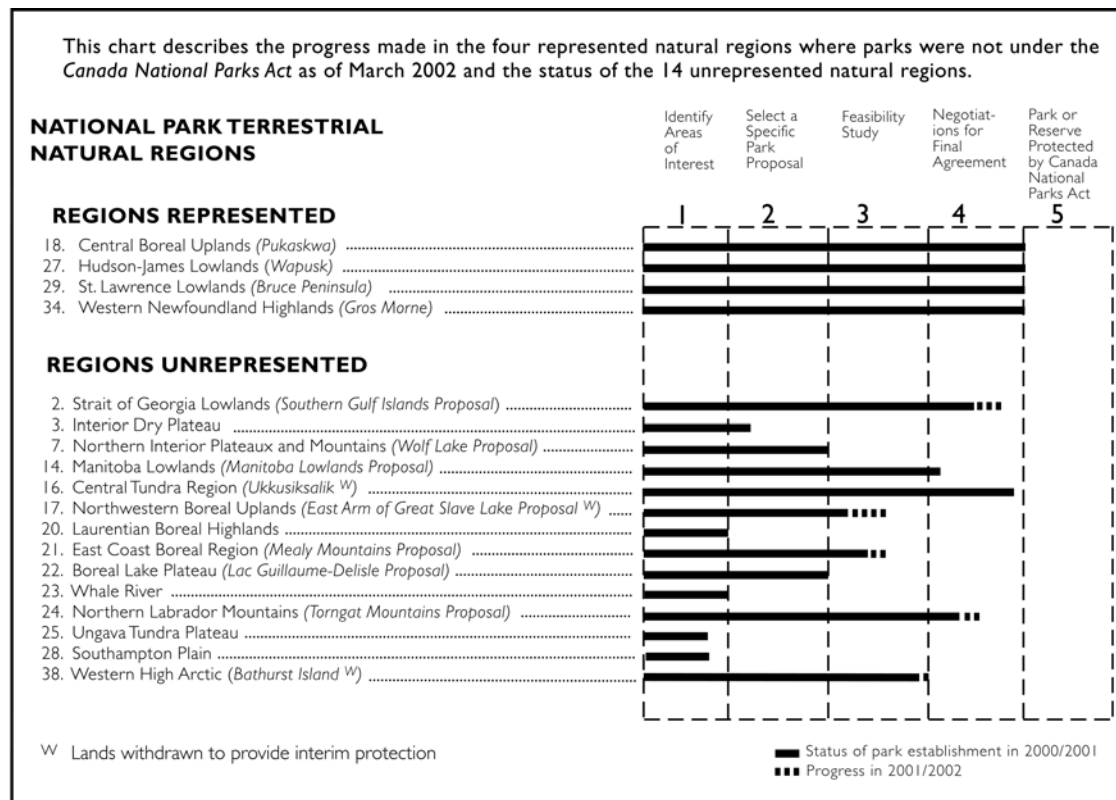
Parks Canada's progress toward establishing parks in the 14 unrepresented natural regions varies. Many issues including the need for local and provincial government support, competing land use pressures, and lack of funds for establishment and operation of new parks make the pace of advancement hard to anticipate and difficult for Parks Canada to control. It often takes years to move through all the steps of establishing a national park. The length of time required and the complexity of the negotiation processes create risks that some representative examples of natural regions will disappear before they can be protected and that costs for completing the system will continue to escalate.

National parks are usually established according to a five-step sequence. Steps one and two, identifying representative areas and selection of a park proposal, rely primarily on science. Step three, feasibility assessment, is typically the most complex and time-consuming because it involves extensive public consultations and the completion of studies of the area's resources, park boundary options and the impacts of park creation on the social and economic well-being of local residents.

Step four, negotiating a park agreement, can also be time consuming since it may involve comprehensive land claims by Aboriginal people, and complications in determining final park boundaries, and decisions about land acquisition. Step four is completed when the Minister, with Cabinet approval, signs the negotiated Park Establishment Agreement. Parks Canada is then responsible for the operation of the national park or national park reserve under the authority of various provincial and/or federal regulations. For system planning purposes, a natural region is considered to be represented in the system when step four is completed.

The fifth and final step is protection of the park or reserve under the *Canada National Parks Act*. Changes in the Act (February 2001) simplified the requirements of step five (i.e., an amendment to the legislation is no longer required to protect a park under the Act) and so should speed up the process in the future.

Figure 5 summarizes progress in four regions with operational parks or park reserves but where the park was not protected under the *Canada National Parks Act* as of March 2002, as well as in the 14 unrepresented regions. More detail on each unrepresented area is found in the *1999 State of Protected Heritage Areas Report* (http://parkscanada.pch.gc.ca/Library/SOP/main_e.htm).

Figure 2: Progress on Completing the National Park System (2001-2002)

As of March 2002, there were 35 national parks and national park reserves protected under the *Canada National Parks Act* (i.e., four of the 39 operating parks and reserves have not yet been proclaimed in the Act). No new parks were created in 2001-2002.

Gros Morne and Wapusk National Parks, while listed in Schedule I of the Act, have not yet been proclaimed. Regulations to manage traditional renewable resource harvesting activities, as permitted by the park establishment agreements must be in place before proclamation can occur. Pukaskwa and Bruce Peninsula National Parks were not covered by the new Act in February 2001 due to unresolved Aboriginal issues. In addition, land acquisition has not been completed for Bruce Peninsula National Park.

The 2001/02 — 2005/06 Corporate Plan committed (subject to new funding) to signing park establishment agreements in two unrepresented regions (Region 2 Strait of Georgia Lowlands and Region 16 Central Tundra). During 2001-2002, progress on negotiations for a national park or national park reserve (Step 4) was made in two regions:

Region 2: Parks Canada and the Government of British Columbia negotiated a final agreement during 2001-2002 for the creation of a national park reserve in the southern Gulf Islands. The Gulf Islands National Park Reserve, once established and operating, will protect approximately 2,500 hectares over 13 islands in one of

Canada's most endangered natural regions. The British Columbia cabinet ratified the agreement in December 2001.

Region 16: Subsequent to the negotiations for an Inuit Impact and Benefit Agreement for Ukkusiksalik National Park (Wager Bay, Nunavut) during 2000-2001, the Kivalliq Inuit Association ratified the agreement. Signing the agreement (i.e., completing step 4) expected by March 2002 has been delayed until Parks Canada secures the necessary funding to implement the agreement. As a result Step 4 is not shown as complete in Figure 5. The land withdrawal of the proposed national park remains in place.

Relative to their status as of March 2001, progress was also made in the following regions:

Region 14: Parks Canada continued to make progress towards formal negotiations on a federal-provincial agreement, which are expected to commence in 2002/2003. During the past year, Parks Canada and Manitoba Parks worked to identify a revised park boundary to improve regional representation and ecological integrity in order to meet the new standards set by the Panel on the Ecological Integrity of Canada's National Parks and the new *Canada National Parks Act*. Discussions were also undertaken with community and First Nation leaders to identify issues and means to involve them in negotiations for the proposed national park.

Region 17: In the context of the Akaitcho Process for resolving treaty entitlement of affected First Nations, renewed interest in the national park proposal for the East Arm of Great Slave Lake was expressed by the community of Lutsel K'e, and discussions between Parks Canada and community leaders commenced. Land for the proposed park was withdrawn in 1970 but lack of community support and lack of a forum for addressing broader treaty issues has delayed progress.

Region 21: Parks Canada initiated work on the feasibility study announced by the Minister of Canadian Heritage in March 2001, staffing an office in the town of Happy Valley - Goose Bay, Labrador, for the purpose of building local understanding and support for the proposed park. After a year of informal discussions with several communities and Aboriginal people, Parks Canada has concluded that there is strong interest in the region in studying the feasibility of this national park proposal. The Steering Committee, which is guiding the study and is fully representative of the diverse community interests in the region, held its first meeting in March 2002.

Region 24: Negotiations commenced between Parks Canada and the Labrador Inuit Association on a Park Impact and Benefit Agreement, which is required under their land claim agreement-in-principle. This agreement will formalize the relationship between Parks Canada and Labrador Inuit, as well as define the benefits that the national park reserve will bring to the Labrador Inuit, who are devoting a third of their traditional homeland to the national park reserve. Negotiations continue with the Government of Newfoundland and Labrador

toward another agreement to transfer land required for a national park reserve. The agreement-in-principle requires all parties to complete these negotiations by the fall/winter of 2002.

Region 38: With regard to the establishment of Bathurst Island National Park, progress was made in developing a federal government position on the park boundary for negotiating purposes. Negotiations for an Inuit Impact and Benefit Agreement, pursuant to the land claims agreement, could begin in 2002/2003, subject to the availability of new funding.

National Park Completion and Land Acquisition

Parks Canada continues to acquire land for completing existing national parks where lands were not available for purchase at the time of the creation of a park. Acquiring additional land can serve both to complete the representation of a nature region and enhance the ecological integrity of a national park.

The Minister of Canadian Heritage announced in March 2001 that the federal government would open negotiations with the Sahtu Lands Corporation to complete Tuktut Nogait National Park (Region 15) within the traditional territory of the Sahtu Dene and Metis. Parks Canada expects negotiations for an agreement should be completed in 2002-2003, and the implementation of the agreement should commence when new funding is provided.

Parks Canada tabled its "Areas of High Conservation Value" on lands adjacent to Nahanni National Park Reserve (Region 8) with the Deh Cho Process in November 2001. It is hoped that the Deh Cho Process will assist in defining which areas should be ultimately added to Nahanni National Park Reserve and how other areas will be managed to help sustain the park's greater ecosystem.

Parks Canada worked with the Government of British Columbia through its land use planning process for the southeastern Rocky Mountains to assess a proposal for a national park reserve in the Flathead Valley, which, if successful, would be established on the western boundary of Waterton Lakes National Park (Region 5).

Finally, Parks Canada continues to seek to acquire land in or adjacent to both Bruce Peninsula and Grasslands National Parks (Regions 13 and 29 respectively) as it becomes available.

Establishment of National Marine Conservation Areas and NMCA Reserves of Canada

A policy regarding national marine conservation areas (NMCA) was first approved in 1986, and updated in 1994¹, as a basis to protect and conserve a network of areas representative of

¹ In 1986 national marine conservation areas were called national marine parks. The updated 1994 policy changed the name to national marine conservation areas to reflect the different management regime required in marine areas relative to terrestrial national parks.

Canada's marine environments. A system plan, similar to the one for national parks, guides the establishment of new areas. Entitled *Sea to Sea to Sea* (<http://www.parkscanada.gc.ca/nmca/>), the plan divides Canada's oceanic waters and Great Lakes into 29 marine natural regions. Legislation setting out a framework for the establishment and management of a system of national marine conservation areas was reintroduced in Parliament as the proposed *Canada National Marine Conservation Areas Act*, (Bill C-10) in February 2001. The Bill was passed by the House of Commons in November 2001 and was tabled before the Senate in March 2002.

The National Marine Conservation Areas program is still young. The complete system of 29 marine regions and the operational and proposed national marine conservation areas or NMCA reserves within those regions are shown in Figure 6.

The two operational sites represent two of the 29 marine natural regions (7%) and cover 1,251 square kilometres.

As is the case in completing the national parks system, the pace of progress in establishing new national marine conservation areas is, in part, often beyond the direct control of Parks Canada. Complex regional resource use issues and long-established resource users are important factors that must be considered. In addition, Parks Canada has been hampered by the lack of a legislative base for the program, and by a lack of financial resources to devote to the enhancement of our scientific expertise and to the establishment and protection of national marine conservation areas.

National marine conservation areas are established according to a process similar to the five-step procedure that guides the establishment of terrestrial parks. Step one and two consist of identifying and selecting representative marine areas through studies of area resources and quality of representation. Step three is undertaken to assess the feasibility of and public support for a specific proposed national marine conservation area. Step four is focused on negotiating a formal federal-provincial-territorial agreement setting out the terms and conditions under which the NMCA will be established and managed. A region is considered to be represented in the system when stage four is complete. Step five consists of establishing a new NMCA in legislation. Figure 7 shows progress in the 2 regions with operational national marine conservation areas as well as the progress in the other unrepresented regions.

Figure 6: Marine Natural Regions and National Marine Conservation Areas

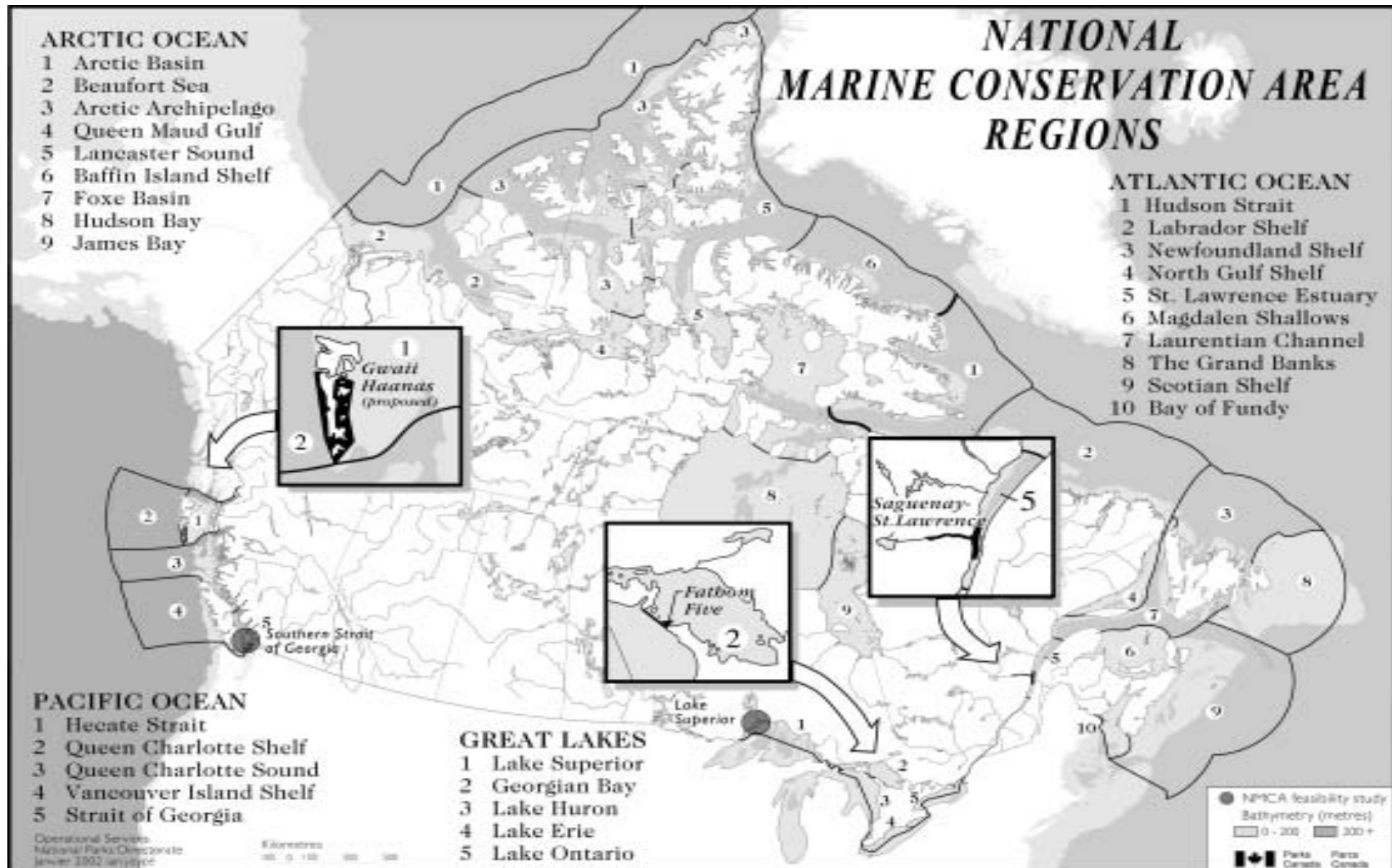
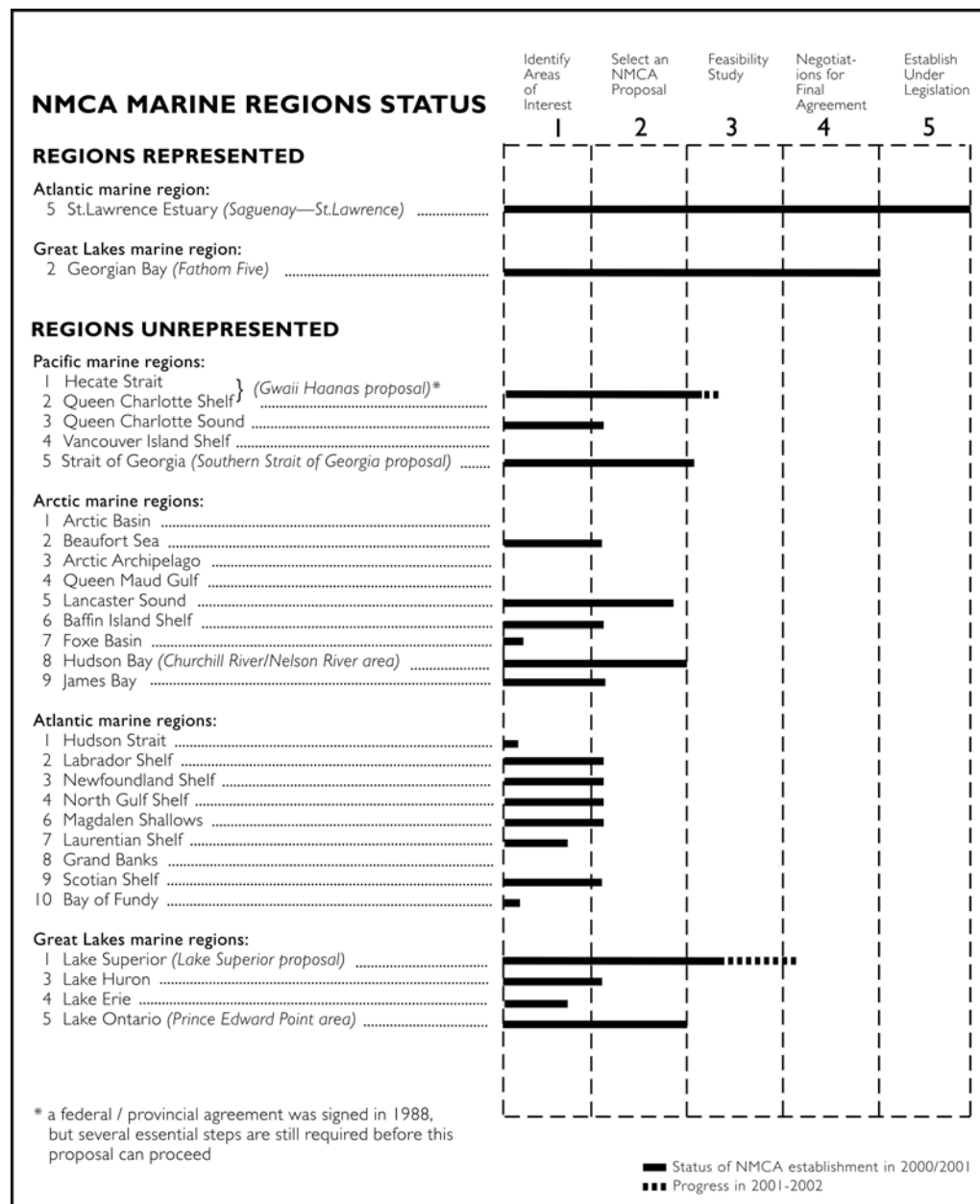


Figure 7: Progress on Completing the NMCA System (2001-2002)

The only marine conservation area to have completed step 5 in the establishment process is the Saguenay-St. Lawrence Marine Park in Quebec (Atlantic Ocean - Region 5) which is managed under its own legislation with objectives similar to those of Bill C-10. Fathom Five National Marine Park (Great Lakes - Region 2) has not been formally transferred to the federal government but is managed by Parks Canada through delegated authorities from the Province of Ontario and under an approved management plan (Step 4).

In 2001-2002, some progress was made on establishment of national marine conservation areas or NMCA reserves in three regions.

Pacific Ocean, Regions 1 and 2: A 1988 Federal-Provincial Agreement between Canada and British Columbia committed both governments to establishing a national marine conservation area reserve adjacent to Gwaii Haanas National Park Reserve of Canada, which should represent two marine regions. Work is underway to implement the existing agreement and to negotiate a separate agreement with the Haida Nation.

Great Lakes, Region 1: Parks Canada is negotiating an NMCA to represent the Great Lakes — Region 1. In the last Annual Report, it was noted that a feasibility study (step 3) for the establishment of a national marine conservation area on Lake Superior concluded that there was strong local support for the proposal. A second review, completed in November 2001, cleared the way for Parks Canada to open negotiations with the Government of Ontario to establish the Lake Superior NMCA. A final agreement is anticipated in 2002.

It should be noted that given current resource constraints, Parks Canada's work on extending the system of national marine conservation areas is focused only on the regions noted above.

Enhancing the System of National Historic Sites of Canada

In October 2000 a new *National Historic Sites of Canada System Plan* (http://www.parksCanada.gc.ca/nhs/sysplan/english/main_e.htm) was released. This Plan presents a long-term strategy to address the need for enhancing the system of commemoration of places, people, and events that shaped our history. The plan identifies the history of Aboriginal peoples, ethnocultural communities and women as insufficiently represented in the system and makes these Parks Canada's strategic priorities. As of March 2001, there were approximately 1789 designations including sites (869), persons (569) and events (351) of national historic significance. Approximately, 19% of these sites, persons and events (331) relate to one or more of the three strategic priorities identified in the system plan.

Implementation of the *National Historic Sites of Canada System Plan*, unlike the situation with the national parks and national marine conservation areas system plans, is the responsibility of several different stakeholders of which Parks Canada is only one. Others include the public, who make most of the nominations for designation; the Historic Sites and Monuments Board of Canada (HSMBC), which reviews all submissions and recommends those subjects that represent nationally significant aspects of Canadian history; and the Minister of Canadian Heritage, who designates places, persons and events of national historic significance. More details on the roles and responsibilities of each of the stakeholders, and in particular Parks Canada, at each step of the process are outlined below.

Nominations of places, persons and events for designation and marking are the primary way the public provides input into the system of designations. Parks Canada in its role as secretariat for the HSMBC receives more than 2,200 inquiries each year about the program and possible designations. In the last two years, Parks Canada has received 68 and 61 nominations respectively, most (95%) from the public. About a third of the nominations received during this time represented one or more of the three strategic priorities identified in the system plan.

Parks Canada plays a largely indirect role in the nomination process through: 1) development of the *National Historic Sites of Canada System Plan*, 2) publicizing the plan, and the program and role of the HSMBC, 3) providing support to build capacity of communities to bring their nominations to the HSMBC, and, 4) occasionally proposing places, persons or events for possible designation based on system plan framework studies.

Parks Canada, in its capacity as the HSMBC Secretariat, is directly responsible for screening and preparing submission reports for those nominations that meet the criteria. In the last two years, Parks Canada has screened in about 76% of the nominations received. Once a nomination is accepted, Parks Canada is responsible for the preparation of an individual submission report on the subject and its historical importance. In the last two years, Parks Canada prepared 61 submission reports for the Board, of which 43% concerned strategic priorities.

Recommendations for designations are made by the HSMBC based on the submission reports prepared by Parks Canada and the Board's own expert knowledge of Canadian history. The Board meets twice a year (spring and fall) to consider submissions. It may or may not recommend designation, or defer a recommendation by requesting supplementary information and then reconsider the submission at a latter meeting. In the last two years, the Board has recommended designations for 93% of the submissions it has reviewed. In general, the Board impartially looks at each submission on its own merit and therefore is no more likely to recommend designations for submissions related to the strategic priorities than those related to other areas.

The Minister makes designations. Following each of the Board's semiannual meetings, Parks Canada acting as the Secretariat prepares Minutes that outline the Board's recommendations and submits them to the Minister. This process takes about six months. In 2001-2002, the Minister approved HSMBC recommendations for 24 designations, nine of which relate to strategic priorities.

Performance expectations with respect to designations focus on the total number of designations (i.e., 135 over five years) and the number of designations related to strategic priorities (i.e., 55 designations over five years).² This represents an average of 27 designations per year of which 11 (approximately 40%) should be related to strategic priorities. It should be noted that the intent is not to achieve 27 per year but that over five years, the number of designations should average 27 per year and that on average 11 of these would relate to strategic priorities. Year-to-year variation is natural and expected.

In 2000-2001 there were 35 recommendations for designations to the Minister of which 12 related to strategic priorities. In 2001-2002 there were 22 such recommendations for designation of which six related to strategic priorities. The six designations related to the strategic priorities are shown in Figure 8.

² Parks Canada has not set targets for other parts of the designation process including its role as a secretariat. These will be considered in 2002-2003.

Figure 8: Designations Related to Strategic Priorities in the NHS System Plan (2001-2002)

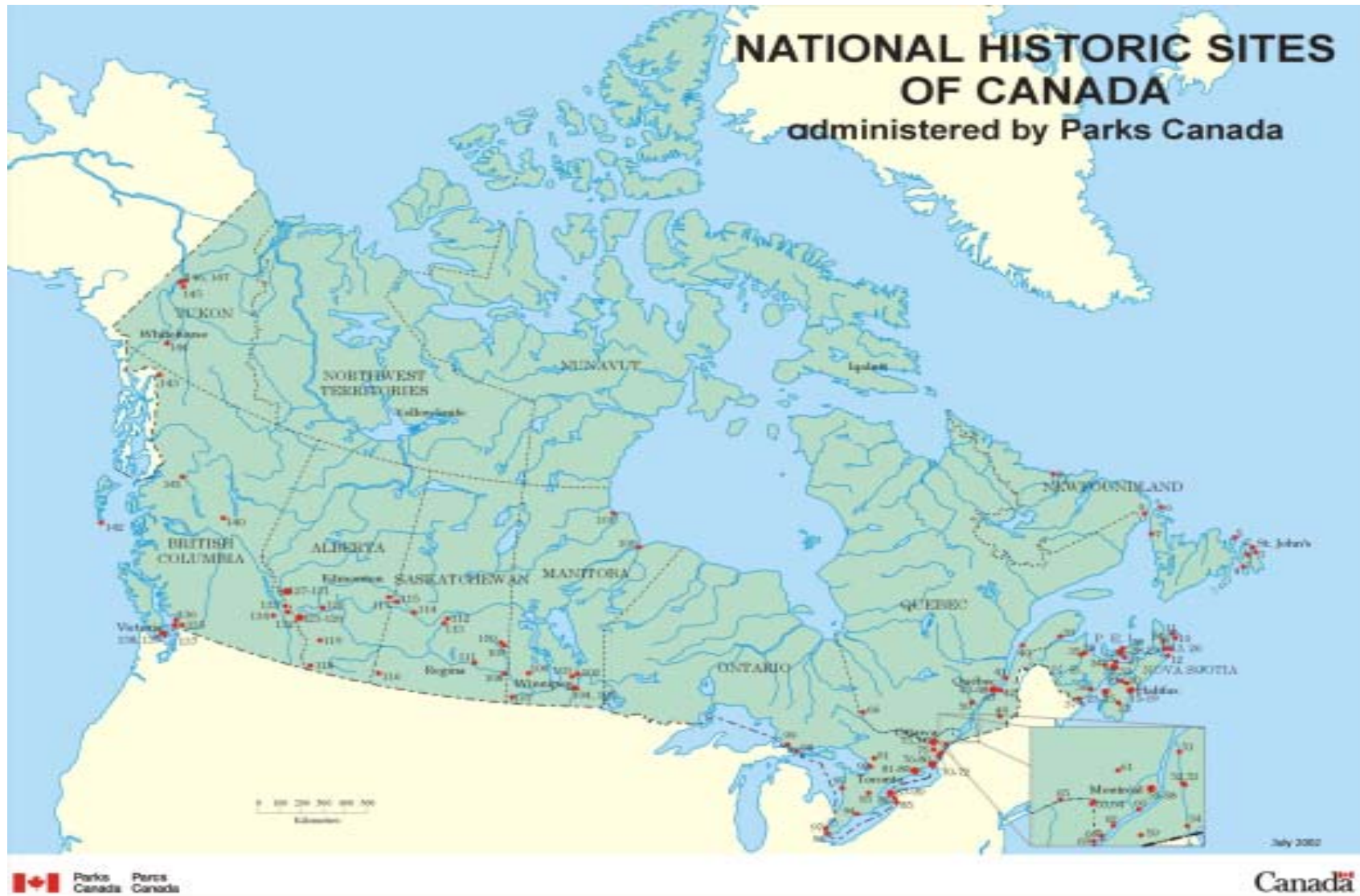
<p>Ethnocultural Communities History and Aboriginal History Victoria Settlement – Exceptional illustration of Ukrainian Canadian and Métis settlement farms on the Prairies</p> <p>Ethnocultural Communities History Norwegian Training in Canada – Illustrates the importance of the Alliance of free nations with armed forces from occupied Europe against the Axis</p>
<p>Aboriginal History Tr'ochëk – Representative of the Hän cultural landscape of the middle Yukon River valley Joseph Sylvester – Contributed to the successful exploration and mapping of Newfoundland by W. E. Cormack in 1822 Mathieu Michel (1846 – 1921) – Renowned Mi'kmaw hunter, guide and prospector; exceptional contribution to the exploration and mapping of the Northern Peninsula of Newfoundland Oronhyatekha (1841 – 1907) – Distinguished career in fraternalism and philanthropy; built the Independent Order of Foresters into a successful international and financially healthy organization</p>

The total of 57 recommendations for designations to the Minister in the last two years represent three more than the 54 expected based on an average target of 27 per year and show good progress toward the target of 135 over five years. The 18 new designations over the last two years related to the three strategic priorities represent four less than the 22 expected based on an average target of 11 per year. This result is consistent with normal variation and is not a cause for concern.

As a result of the 22 recommendations for designation in 2001-2002, the number of designated sites, persons and events of national historic significance grew to 1,811 (i.e., 884 sites, 573 persons and 354 events) of national historic significance. The percentage of designations related to the three strategic priorities remains at about 19% (337).

One hundred and forty seven of the 884 national historic sites across Canada, or about one in six, are administered directly by Parks Canada. Many of the Parks Canada sites were acquired through the transfer from other federal departments to Parks Canada when the asset had been declared surplus and is of national significance. A small number of sites have been acquired specifically to address thematic gaps as identified in the previous system plan. National historic sites not administered by Parks Canada are owned by individual citizens, heritage agencies, corporations, federal government departments, or other levels of government. The national historic sites administered by Parks Canada are shown in Figure 9. During 2001-2002, Parks Canada added two new sites to those it directly administers.

Figure 9: National Historic Sites of Canada Administered by Parks Canada



The 147 national historic sites of Canada administered by Parks Canada

NEWFOUNDLAND

1. CAPE SPEAR
2. SIGNAL HILL
3. HAWTHORNE COTTAGE
4. CASTLE HILL
5. RYAN PREMISES
6. L'ANSE AUX MEADOWS
7. PORT AU CHOIX
8. BOWFORD MISSION
9. RED BAY

NOVA SCOTIA

10. FORTRESS OF LOUISBOURG
11. MARCONI
12. GRASSY ISLAND FORT
13. ST. PETERS CANAL
14. ALEXANDER GRAHAM BELL
15. FORT McNAB
16. GEORGES ISLAND
17. HALIFAX CITADEL
18. PRINCE OF WALES TOWER
19. YORK REDoubT
20. FORT EDWARD
21. GRAND-PRÉ
22. KEDDIEVILLE
23. FORT ANNE
24. SCOTS FORT
25. PORT-ROYAL
26. ST. PETERS

PRINCE EDWARD ISLAND

27. FORT-LA-JOIE - FORT AMHERST
28. ARDGOWAN
29. PROVINCE HOUSE
30. DALVOY-BY-THE-SEA HOTEL

NEW BRUNSWICK

31. FORT GASPAREAU
32. FORT BEAUSÉOUR
33. LA COUPE DRY DOCK
34. MONUMENT LÉVELLÉ
35. BORNHEBERT
36. CARLETON MARTELLO TOWER
37. ST. ANDREW'S BLOCKHOUSE
38. BEAUFORT ISLAND SHIPBUILDING

QUÉBEC

39. BATTLE OF THE RESTIGOUCHE
40. POINTE-AU-PÈRE LIGHTHOUSE
41. GROSSE ÎLE AND THE IRISH MEMORIAL
42. LEVIS FORTS
43. ARTILLERY PARK
44. CARTER-BRÉHÉL
45. FORTIFICATIONS OF QUÉBEC
46. MAILLOU HOUSE
47. QUÉBEC GARRISON CLUB
48. MONTMORENCY PARK

QUÉBEC *continued*

49. LOUIS S. ST. LAURENT
50. FORGES DU SAINT-MAURICE
51. SAINT-OURS CANAL
52. CHAMBLÉ CANAL
53. FORT CHAMBLÉ
54. FORT LENNOX
55. THE FUR TRADE AT LACHINE
56. LACHINE CANAL
57. LOUIS-JOSEPH PAPINEAU
58. SIR GEORGE-ÉTIENNE CARTIER
59. BATTLE OF THE CHÂTEAUGUAY
60. SAINTE-ANNE-DE-BELLEVUE CANAL
61. SIR WILFRED LAURIER
62. CÔTEAU-DU-LAC
63. CARILLON BARRACKS
64. CARILLON CANAL
65. MANOIR PAPINEAU
66. FORT TEMISCAMINGUE
67. SAINT-LOUIS FORTS AND CHÂTEAUX

ONTARIO

68. GLENGARRY CABIN
69. SIR JOHN JOHNSON HOUSE
70. INVERARIDEN HOUSE
71. BATTLE OF THE WINDMILL
72. FORT WELLINGTON
73. LAURIER HOUSE
74. RIDEAU CANAL
75. MERRICKVILLE BLOCKHOUSE
76. BELLEVUE HOUSE
77. MURNEY TOWER
78. SHOAL TOWER
79. CATHART TOWER
80. FORT HENRY
81. TRENT - SEVERN WATERWAY
82. MONTKANEING FISH WEIRS
83. CANAL LAKE CONCRETE ARCH BRIDGE
84. PETERBOROUGH LIFT LOCK
85. NAVY ISLAND
86. QUEENSTON HEIGHTS
87. BUTLER'S BARRACKS
88. FORT GEORGE
89. FORT MISSISSAUGA
90. MISSISSAUGA POINT LIGHTHOUSE
91. BETHUNE MEMORIAL HOUSE
92. SAINT-LOUIS MISSION
93. WOODSIDE
94. SOUTHWOLD EARTHWORKS
95. POINT CLARK LIGHTHOUSE
96. FORT MALDEN
97. BOIS BLANC ISLAND LIGHTHOUSE
98. FORT ST. JOSEPH
99. SAULT STE. MARIE CANAL

MANITOBA

100. YORK FACTORY

MANITOBA *continued*

101. PRINCE OF WALES FORT
102. LIVER FORT GARRY
103. ST. ANDREW'S RECTORY
104. THE FORKS
105. REEL HOUSE
106. RIDING MOUNTAIN PARK EAST GATE
REGISTRATION COMPLEX
107. LINCOLN MOUNTS

SASKATCHEWAN

108. FORT ESPERANCE
109. FORT PELLY
110. FORT LIVINGSTONE
111. WOOTHERWELL HOMESTEAD
112. BATOCHIE
113. BATTLE OF FISH CREEK
114. FORT BATTLEFORD
115. FRENCHMAN BUTTE
116. FORT WALSH

ALBERTA

117. FROG LAKE MASSACRE
118. FIRST OIL WELL IN WESTERN CANADA
119. BAR U RANCH
120. ROCKY MOUNTAIN HOUSE
121. SKOKOSSI LODGE
122. CAVE AND BASIN
123. HOWE PASS
124. BANTY PARK MUSEUM
125. ABBOT PASS REFUGE CABIN
126. SULPHUR MOUNTAIN COSMIC RAY STATION
127. JASPER PARK INFORMATION CENTRE
128. ATHABASCA PASS
129. YELLOWHEAD PASS
130. JASPER HOUSE
131. HENRY HOUSE

BRITISH COLUMBIA

132. KICKING HORSE PASS
133. TWIN FALLS TEA HOUSE
134. ROGERS PASS
135. FORT LANGLEY
136. STANLEY PARK
137. GULF OF GEORGIA CANNERY
138. FISGARD LIGHTHOUSE
139. FORT BORDO HILL
140. FORT ST. JAMES
141. KITWANDA FORT
142. NAN SINIS
143. CHILKOOT TRAIL

YUKON TERRITORY

144. S.S. KLONDIKE
145. DREDGE NO. 4
146. DAWSON HISTORIC COMPLEX
147. S.S. KENO

July 2002

Heritage Resource Protection

Description and Expenditures

This service line relates to maintaining or restoring ecological integrity in the national parks, sustainability of marine conservation areas and the protection and commemoration component of commemorative integrity in heritage places managed or influenced by the Parks Canada Agency. Expenditures for the service line were:

Operating (not including amortisation)	2001-2002 \$111,658,000	2000-2001 \$129,531,000
Capital for Ecological Integrity	\$1,385,000	\$6,128,000
Capital for Commemorative Integrity	\$15,783,000	\$16,839,000

Strategic Objective	Planned Results	Performance Expectations
As the first priority, to ensure the ecological integrity of national parks, the commemorative integrity of national historic sites and the sustainability of national marine conservation areas.	Maintain or restore ecological integrity of national parks and the sustainability of national marine conservation areas.	<ul style="list-style-type: none"> Improve the suite of ecological integrity indicators by March 2003. Update reporting framework and expand monitoring system by March 2004.
	Maintain or improve commemorative integrity of national historic sites.	<ul style="list-style-type: none"> Complete commemorative integrity statements for 75% of the Parks Canada administered sites by March 2002, 90% by March 2003, 100% by March 2004. Obtain Ministerial approval of management plans for 145 national historic sites by December 2003. Evaluate the commemorative integrity of all 145 Parks Canada administered sites by 2011, with 14 to 15 new evaluations conducted yearly. No targets are set for national historic sites not administered by Parks Canada.

Initiatives and Achievements

Planning For Ecological Integrity in the National Parks

There are 39 national parks or national park reserves in the system. The maintenance and restoration of ecological integrity is the first priority for the national parks. The *Canada National Parks Act* defines ecological integrity as:

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

A management plan, including an ecological integrity statement providing baseline information on the state of the ecosystem and why it is significant, is the key direction setting document for maintenance or restoration of ecological integrity in a national park. The *Canada National Parks Act* requires that all national parks have a management plan approved by the Minister and tabled in Parliament within five years of park establishment, and that the plan be reviewed every five years. Management planning starts with preparation of a scoping document that identifies the main issues to be addressed and the proposed time frame required to complete the plan. The CEO of Parks Canada approves the scoping document and formal management planning is launched. Public consultations that may include issue identification, generations of solutions and reviewing of draft plans are required in all management planning. Once a plan is completed it is submitted to the Minister for approval, on the recommendation of the CEO and in some cases the recommendation of other organizations. The process typically takes one to two years depending on the complexity of the issues involved.

As recommended by the Panel on the Ecological Integrity of Canada's National Parks, Parks Canada will prepare a State of the Park Report for each national park. This five-year document will report on the state of the park's ecosystem, in the context of the greater park ecosystem, and on progress towards achieving the goals of the park management plan. The first three Reports will be completed by March 2003.

Currently, 29 of the 39 national parks have approved management plans. In 2001-2002, no management plans were tabled in Parliament. The management plans of 14 of these parks are overdue for revision. The status of the parks and park reserves whose management plans are overdue has not changed from the previous Annual Report. Twelve of these parks are in the process of conducting the review, with eight reviews near completion. In the case of two parks, local Aboriginal and community issues need to be resolved before proceeding with the planning process.

The remaining 10 parks without an approved management plan are either in the early stages of planning or being guided by interim management guidelines. This has not changed from the previous Annual Report. Of the four parks or park reserves without interim management plan guidelines, one is in the final approval stages, one is a newly established park not due for a plan until 2003-2004 and two planning exercises cannot be launched until local Aboriginal and community issues are resolved.

Measuring Ecological Integrity in National Parks

Parks Canada is committed to reducing ecosystem stressors and maintaining and restoring biodiversity and ecosystem natural functions. In 1997 Parks Canada introduced a framework, Figure 10, for reporting on these interrelated aspects of ecosystems.

Figure 10: Ecological Integrity Reporting Framework

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

Ecosystems are complex and it is difficult to report on a national basis on all elements of the framework at one time. Different elements of the framework have been reported on in the *1997 State of the Parks Report*, and the *1999 State of Protected Heritage Areas Report*. Included in this have been reports of the percentage of original species in each park, the number of invasive exotic species, the percentage of park-land affected by fire, and the rate of vegetation productivity in the park. As well, several measures of stressors facing each park have been reported including landscape fragmentation, number of visitors per sq. km, impacts of climate change and the results of surveys of park experts on the range of stressors facing each national park. These indicators represent a mixture of both locally produced data (e.g., number of species in a park) and nationally produced data (e.g., vegetation productivity based on analysis of satellite image data).

Ultimately, Parks Canada aims to report on a consistent set of nationally agreed on ecological integrity indicators that permit conclusions about the overall state of ecological integrity of national parks. In order to reach this goal additional significant scientific effort is required to identify reliable and useful indicators on all the elements of the framework, and for updating the framework as required. Parks Canada's commitments to improve these aspects of ecological monitoring are laid out in its *Performance Information Action Plan*.

In 2001-2002, as part of its commitments in the *Performance Information Action Plan*, Parks Canada hired a national Monitoring Coordinator and established a national working group for ecological integrity. An inventory of existing monitoring practices (to be completed by spring

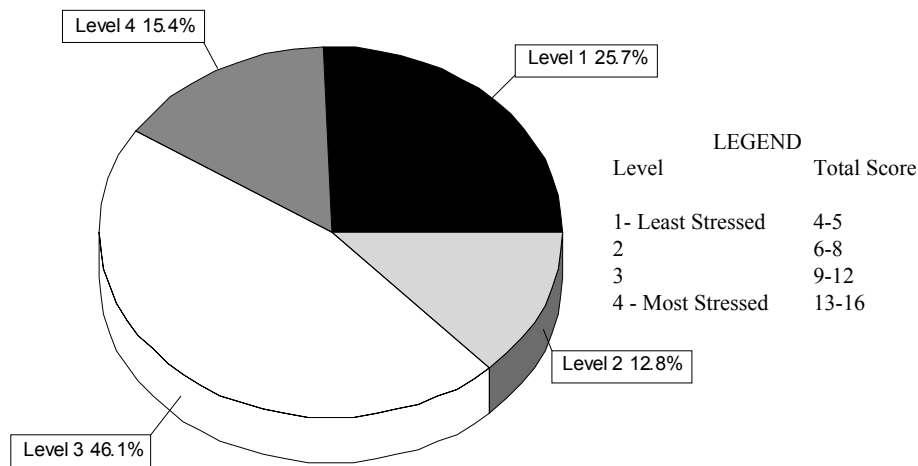
2002) was assembled. A conference was held to assess potential geological indicators (i.e., new abiotic-indicators) for inclusion in a modified EI reporting framework. The proceedings from the conference are in press. An new comprehensive Species in Parks System (SIPS) which provides data relevant to many of the biodiversity measures in the EI monitoring framework was completed in March 2002. One national monitoring protocol was developed. By March 2002, most national parks had completed ecological integrity statements, which update information on the main stressors operating on the park as well as reporting on progress toward development of a suite of indicators.

In 2002-2003, Parks Canada will focus on the development of standardised protocols for the existing monitoring framework. It was originally expected that national protocols would be developed for each element of the framework in 2002-2003. However, without additional capacity at the national and field unit levels, development of the monitoring program will be at a reduced pace, with some parks developing more rapidly than others. With current resources several years will be required to complete the development of protocols for all elements of the framework.

As noted, although Parks Canada does not yet have a complete system in place to report on all elements of the ecological integrity reporting framework it does have information on some stressors and components of the ecosystem in each national park. Drawing on this information allows Parks Canada to classify the national parks into four levels of stress or impairment. The classification is based on information concerning the size of the park, the density of roads in the region surrounding a park, the number of non-native species in a park, and the total number of visitors.

Small parks face the double jeopardy of both their small size, which provides less protected habitat for wildlife, and the fact they tend to be located in areas where there is already considerable human development and associated greater stress on their ecosystem. Both road density and the number of visitors are examples of stressors in the ecological integrity reporting framework. Road density provides an indication of the degree to which the habitat for the wildlife in a park or around a park is fragmented. An increase in visitors is associated with more direct stress on the environment and more built infrastructure (e.g. roads, campgrounds, buildings, etc.). Non-native species potentially compete with native species and change the species richness of the ecosystem. In general, smaller parks, with greater road density around the park, more invasive species and higher numbers of visitors are rated as more stressed and under threat.

For each of the four variables, parks are scored on a scale of one to four. The individual scores from each variable are totalled so that each park was rated overall from four to 16 with higher scores indicating greater ecological integrity challenges facing the park. The results for the 39 operating national parks are shown in Figure 11 along with the scores associated with each level of stress.

Figure 11: Percentage of National Parks by Level of Stress

Almost two thirds of the national parks, 62% (n=24) fall into the top two categories of stress and only 25% (n=10) fall into the category of least stressed parks. Virtually all of the least stressed national parks are in the Canadian north.

Parks Canada is currently testing the validity of this classification scheme as a guide for the level of human and financial resources necessary for resource conservation in the park and the associated levels of service related to resource conservation that should be expected. The assumption is that more stressed parks would warrant higher levels of resources and more services.

Planning for Sustainable Use at National Marine Conservation Areas

The *Canada National Marine Conservation Areas Act*, (Bill C-10) was re-introduced in Parliament in February 2001. This Bill sets out a basic principle for management of national marine conservation areas (NMCA's) that Parks Canada will work with federal and provincial agencies responsible for fisheries management and with users of renewable marine resources to achieve ecologically sustainable use of the areas, while simultaneously setting aside zones that afford full protection to special features or sensitive elements of marine ecosystems. The Bill also includes a requirement for biennial state of marine conservation areas reporting.

A primary consideration of an NMCA is to ensure ecologically sustainable use. At present there is no reporting framework similar to the one for ecological integrity in national parks. A Working Group to develop a reporting framework for NMCA's was expected to be in place in 2001 but due to resource pressures was not established. If funds are available a group will be established in 2002-2003. The Parks Canada framework may be guided in part by work now underway under the sponsorship of the NAFTA Commission for Environmental Cooperation to develop performance indicators for marine protected areas across North America.

Marine conservation areas require management plans that set direction to ensure sustainable use. A management plan was approved in 1998 for Saguenay-St. Lawrence Marine Park in Quebec and tabled in Parliament in March 2000. The governing legislation calls for a review of the plan at least once every seven years, with the next scheduled for 2004-2005. The management plan for Fathom Five National Marine Park in Ontario was approved in 1998 and is scheduled for review in 2002-2003. Preparation of an interim management plan for Gwaii Haanas National Marine Conservation Area Reserve planned for 2001-2002 was delayed due to lack of funding and is now scheduled to begin in 2002-2003 if the necessary funding is secured.

Commemorative Integrity at National Historic Sites

The family of national historic sites in Canada includes 147 administered by Parks Canada and 739 owned and operated by individual citizens, heritage agencies, corporations, other federal government departments and other levels of government. Since the mid-1990's Parks Canada has promoted the concept of commemorative integrity of all national historic sites.

Commemorative integrity describes the health and wholeness of a site. It is achieved when resources directly related to the reasons for 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 are respected in all decisions and actions affecting the site.

Parks Canada's role and level of influence over the commemorative integrity of a site depends on whether it administers the site. For those sites it administers, Parks Canada is directly accountable for ensuring commemorative integrity by protecting and presenting them for the benefit, education and enjoyment of this and future generations. For sites it does not administer, Parks Canada encourages and supports other owners to protect and present the sites they administer but Parks Canada cannot directly control those actions. Figure 12 outlines the roles and responsibilities of Parks Canada with regard to sites it does and does not administer.

Figure 12: Parks Canada's Role Regarding Commemorative Integrity of NHSs

Sites Administered by Parks Canada	Sites Administered by Others
<ul style="list-style-type: none"> Protects resources directly associated with reasons for national historic significance Presents reasons for designation of the National Historic Site (onsite and outreach) Manages cultural resources 	<ul style="list-style-type: none"> Contributes funding for conservation and presentation through National Historic Sites of Canada Cost-Sharing Program to NHSs not administered by the federal government Builds capacity for stewardship through professional and technical advice, publications and training in cultural resource management
<ul style="list-style-type: none"> Prepares Commemorative Integrity Statements (CISs) and Management Plans for each site and assesses state of Commemorative Integrity 	<ul style="list-style-type: none"> Provides funding for CIS's and Conservation and Presentation Plans through the NHSC Cost-Sharing Program Provides guidance on preparation of CISs Responds to specific requests to help measure commemorative integrity
<ul style="list-style-type: none"> Provides public access to NHSs Promotes awareness of NHSs and system of NHSs 	<ul style="list-style-type: none"> Promotes awareness of NHSs and system of NHSs in publications and internet/Schoolnet web program Supports efforts of NHSs to form alliances and networks

Planning for Commemorative Integrity at Parks Canada Administered NHSs

Commemorative Integrity Statements (CIS) and national historic site management plans are the basic direction-setting documents with respect to commemorative integrity at national historic sites administered by Parks Canada. The CIS identifies where value lies and what conditions must be met for the values and resources not to be impaired and for the effective communication of reasons for national historic significance.

The *2001/02 to 2005/06 Corporate Plan* targeted 108 (75%) completed CISs for the Parks Canada administered sites by March 2002. As of this date, 113 sites (77%) had completed (i.e., 90) or draft (i.e., 23) CISs. Parks Canada continues to target 130 (90%) completed CISs by March 2003 and all 147 sites by March 2004.

Under the 1998 *Parks Canada Agency Act*, Parks Canada must provide the Minister with management plans for the national historic site it administers. Management plans set forth strategies and actions necessary to ensure the commemorative integrity of the site or sites covered in the plan and are subject to review every five years.

In 2001-2002, the Minister approved seven management plans covering 11 national historic sites. In total, 12 plans covering 18 national historic sites administered by Parks Canada have been approved by the Minister in the last two years (i.e., 12% of the sites have approved management plans). Parks Canada had expected that up to 61 management plans could be provided to the Minister for approval in 2001-2002 and the remaining plans in 2002-2003. However, resource constraints in the field meant that this target could not be achieved. In 2002-2003, Parks Canada will put a plan in place to establish priorities in meeting its management planning obligations for national historic sites.

Measuring Commemorative Integrity at Parks Canada Administered NHSs

The *Parks Canada Agency Act* states that it is in the public interest to ensure the commemorative integrity (CI) of national historic sites. Knowing whether or not sites are in a state of commemorative integrity, informs decisions about priority actions and investments, both locally and nationally.

Evaluations of commemorative integrity are completed by small multi-functional teams, which focus on the three aspects of commemorative integrity. The evaluation usually takes place over a two-day period. The teams include experts from the relevant cultural and natural resource management disciplines as well as those who are most familiar with the operations of the site. Members are drawn from National Historic Sites Directorate, Service Centres and Field Units as well as the site itself. The makeup of the team ensures independence and national consistency in the assessment.

The evaluation involves completion of a detailed questionnaire based on the commemorative integrity statement for the site. Assessment of the condition of and threats to the resources draws on information in existing asset inventory systems, taking into consideration work completed since the last formal condition assessment, as well as the expertise of the evaluation team in assessing the overall condition of the site and threats to the resources. Ratings of the effectiveness of communication consider content of the presentation program, the media used and its effectiveness, and audience understanding of the messages. The assessment draws on surveys of visitors' understanding of key messages or local evaluations when these are available (see service line 3: Heritage Presentation for more detail on the surveys) and expert judgment by the team on the quality and completeness of the presentation program. Ratings of whether management decisions and actions respect heritage values depend on an assessment of the degree to which the site is managed according to Parks Canada's Cultural Resource Management Policy. The site is assessed on the existence of complete inventories of resources, whether resources have been evaluated for their historical importance, the effectiveness of interventions, the existence of monitoring and review programs for the management of the resources, and whether adequate records are kept of decisions affecting the site. If appropriate management practices are in place it is concluded that the site's heritage values are being respected in the decisions and actions affecting the site. In summary, the evaluation of commemorative integrity involves a mixture of outcome measures (i.e., resource condition, visitor understanding data) and measure of Parks Canada's activities and outputs (i.e., presence of inventories, resources that have been evaluated).

In the *2000-2001 Annual Report*, Parks Canada committed to evaluate the state of commemorative integrity at all 145 sites that it administers over a ten-year period. Prior to 2000-2001, Parks Canada had evaluated the commemorative integrity of 12 sites (i.e., eight for the *1997 State of the Parks Report* and the same eight plus four more for the *1999 State of Protected Heritage Areas Report*). In 2001-2002, the commemorative integrity of 13 sites administered by Parks Canada was evaluated.³ Sites were selected from those with a completed CIS to represent a range of locations, sizes, complexity of operations and themes. It can not be assumed that they are representative of other national historic sites administered by Parks Canada. The ratings of

³ The Commemorative Integrity Statement for one of the sites to be evaluated was not completed on time.

these 13 sites, along with the rating of the 12 sites reported in the *2000-2001 Annual Report* are summarized in Figure 13.

Figure 13: Commemorative Integrity at 12 NHSs (1999) and 13 NHSs (2001-2002)

Ratings	Resource Condition		Effective Communication		Management Practices	
	1999	2001	1999	2001	1999	2001
Good	3	7	4	3	7	8
Fair	8	5	5	5	5	4
Poor	1	1	3	5	0	1
Total	12	13	12	13	12	13

For the most part, the results from the evaluations carried out in 2001-2002 appear consistent with the results of the 1999-2000 evaluations. The one exception is with respect to resource condition where more of the sites assessed in 2001-2002 were rated as having a good resource condition relative to the sites assessed in 1999-2000. This difference may reflect the particular sample of sites selected and cannot be used to draw conclusions about resource condition at national historic sites as a whole.

As noted in previous annual reports, Parks Canada has also collected condition ratings of built cultural resources, an element of the resource condition dimension of commemorative integrity, for most sites it administers. The condition ratings of built cultural assets (i.e., buildings, bridges, fortifications, marine works, and grounds), shown in Figure 14, were last updated in 1999-2000.

Figure 14: Ratings of Asset Condition of Built Cultural Resources at NHSs Administered by Parks Canada

	Asset Condition of Cultural Resources as a Percentage of Total Number of Assets			
	Good	Fair	Poor	Closed
1997-98 (n= 952)	33	50	14	3
1999-00 (n=1223)	34	41	21	4

About two-thirds of the assets shown in Figure 14 were rated in fair or poor condition in both reporting years. Assets rated fair require recapitalization to avoid failure of a major element in three to five years. Assets rated poor require intervention within two years. Of concern is the fact that the percentage of assets in poor condition is growing.

Condition and Threats to Other Cultural Resources Managed by Parks Canada

In addition to the national historic sites discussed in the previous section Parks Canada is also responsible for managing and protecting a large number of archaeological sites, and archaeological and historical objects. Parks Canada has reported on the condition of many of these resources in previous State of the Parks Reports (See the *1997 State of the Parks Report* for the most recent example). However, following the *1999-2000 Annual Report*, Parks Canada

recognized the need to build a system to report more accurately and consistently on the condition and threats to these cultural resources.

In the *2000-2001 Annual Report* completion of a reporting structure to address the need for consistency in reporting cultural resource information at a national level was targeted for March 2003. Work has progressed on this initiative, however the timeline for completion of the reporting structure have been modified. Working definitions and a national database for historic objects are in place now. Working definitions for archaeological resources will be in place in March 2003. An inventory of existing databases of archaeological sites and objects has been completed and standards to identify and catalogue this information will be in place by March 2003. By March 2004, Parks Canada is expecting to establish national standards, procedures and protocols for the management of archaeological and historic objects (i.e. condition rating of the object; ongoing monitoring of objects). As well Parks Canada expects to identify core information for both national reporting and internal management purposes (e.g., number and location of sites, level of protection under cultural resource management policy, number and location of objects, % of catalogued/uncatalogued artifacts).

Commemorative Integrity of National Historic Sites Not Administered by Parks Canada

Parks Canada seeks to encourage and support other owners in ensuring the commemorative integrity of sites it does not administer through the provision of professional and technical advice, publications and training. Parks Canada's primary tool to assist owners and operators of non-federally administered national historic sites in planning, acquiring, protecting and presenting national historic sites is the National Historic Sites of Canada Cost-Sharing Program. The program was established in 1987. While working on specific conservation and/or presentation projects, Parks Canada seeks to increase site owners' and managers' awareness and understanding of commemorative integrity and have them integrate the concept into their future decision-making about the site. Parks Canada has not set targets related to commemorative integrity of sites it does not administer and has not measured the CI of these sites.

As of March 2002, Parks Canada had entered into 60 cost-sharing agreements with 53 national historic sites since 1987. No new cost-sharing agreements were signed in 2001-2002 due to a lack of funds. The 60 cost sharing agreements represent a total investment of approximately \$26.6 million over the life of the program. Of the 60 agreements, 13 were active in 2001-2002, a decrease of two from the previous year.

The waiting list of national historic sites with written notification from the Minister that they are eligible for a cost-sharing agreement stood at 64 sites in March 2002. No national historic sites were added to the list in 2001-2002. Based on historic average costs per agreement, the waiting list of 64 sites represents an approximate commitment of \$30 million. Given current funding levels the program can make little progress in reducing the number of sites on the waiting list. Parks Canada is seeking additional funding for the program in order to deal with the highest priority sites.

Due to the uncertain availability of funds the targets set in the *2000/01 to 2004/05 Corporate Plan* for the number of signed cost-share agreements and the number of sites on the waiting list to be funded were dropped from the *2001/02 to 2005/06 Corporate Plan*.

One means of promoting commemorative integrity of non-Parks Canada administered sites is through supporting owner/operators in completing a commemorative integrity statement for their sites. For example, owners/operators of national historic sites not owned by the federal government may apply to the National Historic Sites of Canada Cost-Sharing Program for funds to complete a CIS for their site. Others may ask Parks Canada to provide expert advice in completing a CIS. Prior to March 2001, CISs for 51 national historic sites not administered by Parks Canada had been approved, the majority for national historic sites participating in the Cost-Sharing Program. In 2001-2002, three more sites not administered by Parks Canada had CISs approved. As of March 2002, 22 additional non-Parks Canada sites had draft CISs pending approval. These sites are split about equally between those which have participated in the Cost-Sharing Program and those which have not.

Heritage Presentation

Description and Expenditures

Heritage presentation activities increase the public's awareness and understanding of Canada's cultural and natural heritage and build appreciation and support for Canada's national parks, national historic sites and national marine conservation areas. Expenditures for the service line were:

	2001-2002	2000-2001
Operating (not including amortisation)	\$43,263,000	\$36,970,000
Capital	\$5,668,000	\$3,710,000

Strategic Objective	Planned Result	Performance Expectations
Ensure that commemorative and ecological integrity values are understood and supported by Parks Canada's stakeholders and the public.	Increased awareness, understanding of and support for the values of national parks and national historic sites.	<ul style="list-style-type: none"> Performance framework for <i>Engaging Canadians</i> to be developed by March 2002. Utilization and understanding targets for on-site presentation to be reviewed in 2001-2002. Satisfaction with Heritage Presentation products and services: 85% overall satisfied, 50% very satisfied.

Initiatives and Achievements

Engaging Canadians

Heritage presentation in Parks Canada has traditionally focused on interpretation, education and outreach activities in support of the mandate. These activities encompass communications aimed at building awareness and understanding of National Parks, National Historic Sites, and National Marine Conservation Areas systems and heritage conservation, and support for Parks Canada

heritage conservation values. In addition, heritage presentation includes specific programming aimed at educating visitors and other members of the surrounding communities about the significance of particular national parks and national historic sites.

In the *2000-2001 Annual Report*, it was noted that Parks Canada was in the process of developing an overall strategy, called *Engaging Canadians*, to better coordinate and manage all external communications in the Agency including all traditional heritage presentation activities. The Strategy, which began to be implemented in fall 2001, identifies key target audiences, messages to be delivered and innovative ways to reach new audiences. Parks Canada had committed in the *2000-2001 Annual Report* to developing a performance reporting framework in conjunction with the overall strategy with a particular focus on measurement of national level reach, satisfaction and understanding. It was expected that the performance framework would be completed by March 2002. However, due to resource constraints, the work has not proceeded as quickly as anticipated. It is now expected that the framework will be completed by fall 2002.

Although the performance framework is not completed, Parks Canada continued with its approach to measurement outlined in previous annual reports.

Parks Canada also conducted a public opinion survey as part of its approach to measuring national level reach, satisfaction and understanding. A telephone survey of 5,202 Canadians 18 years and older was carried out in March 2002. In total, 14% of those households contacted participated. This rate is considered typical for the industry although it may not lead to a representative sample. The survey collected data on utilization of national parks and national historic sites as well as information on the public's awareness, understanding and support for Parks Canada's values, and the systems of national parks, marine conservation areas and historic sites. Information on the estimated number of adult Canadians who used national parks and national historic sites within the last year is presented in service line 4 in the discussion of visitor impacts. Information related to awareness, understanding and support for heritage and ecological values is still being analyzed and will be reported in the *2002-2003 Annual Report*.

Parks Canada's On-Site Heritage Presentation Programming

Use

Visitors' attitudes and behaviors concerning use of heritage presentation products and services were assessed at 30 locations (seven national parks and 23 national historic sites) during the 2001 season. It should be noted that the sites and parks surveyed in 2001 are not necessarily representative of the other national parks and historic sites and therefore the results may not apply to the systems of national parks or national historic sites as a whole. In addition, some parks and sites target the survey at specific kinds of visitors (e.g., excluding visitors who arrive on bus tours) and therefore the results of the survey may not apply to all visitors at a site.

Response rates (i.e., the percentage of visitors approached to participate in the survey who returned surveys) varied from 10% to 83% in the seven national parks (average 46%) and

between 8% and 93% in the twenty-three national historic sites (average 69%).⁴ In order to control for potential misleading results due to the refusal to accept or failure to return a survey, all visitors who are approached to participate in the survey are asked to respond to a few questions. The characteristics of those who return surveys are compared to those who do not participate or return surveys. In all cases, where the groups differed, survey results were weighted to more accurately reflect the specific population of visitors of interest at the park or site.

Visitors at all 30 participating sites were asked to rate their overall satisfaction with the interpretation activities in which they had participated.⁵ It was assumed that visitors who provided a rating of overall satisfaction with interpretation activities participated in at least one heritage interpretation activity. Participation in interpretation activities was found to vary between 58% and 91% in national parks with an average of 76% of the visitors across the seven parks using at least one interpretation activity or product. At national historic sites between 77% and 98% of the visitors used at least one interpretation activity or product with an average of 89% across 23 sites. The relatively lower level of participation in interpretation activities in national parks compared to national historic sites is consistent with results presented in *the 2000-2001 Annual Report* which showed national park visitors using fewer specific heritage presentation products and services.

At this time, the Agency is not considering setting targets for the percentage of visitors who should use heritage presentation products and services.

Satisfaction

Parks Canada's expectation is that 85% of participants at each location surveyed should be at least satisfied and that 50% should be very satisfied with heritage presentation overall.⁶ At least 85% of visitors were satisfied with interpretation activities in all 30 locations surveyed in 2001, except for one national park. In addition, three of the national parks and two national historic site did not meet the standard that 50% of the visitors would be very satisfied.

Understanding

Parks Canada is responsible for conveying to visitors the unique cultural, historical, and/or natural features that each historic site or national park protects and presents. Success in conveying these messages is assessed by having users of heritage presentation activities respond

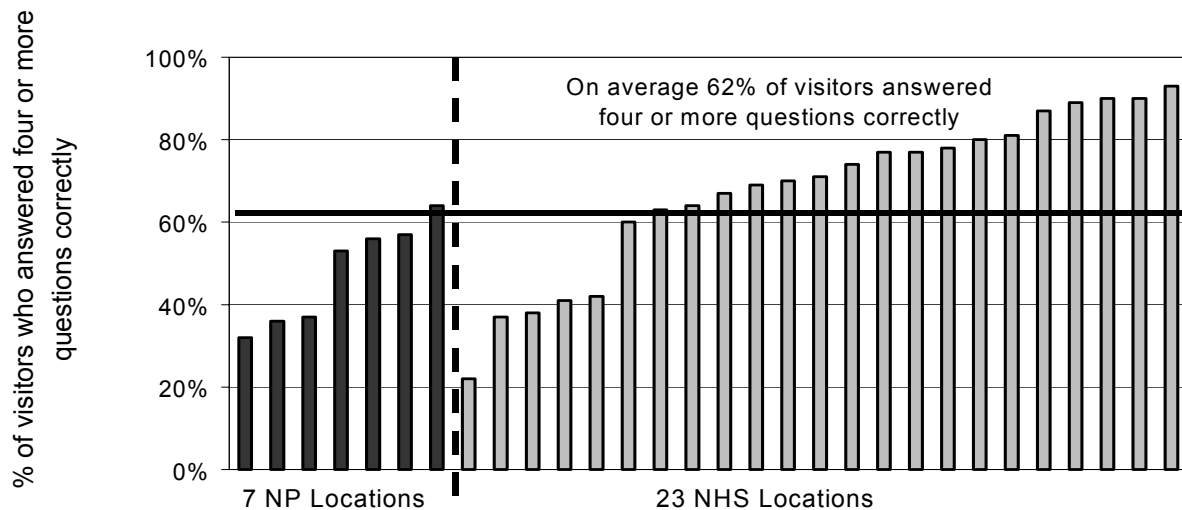
⁴ By way of comparison, the overall response rate for the 2001 season of the National Parks System Visitor Surveys in the United States is reported to be 26% (<http://www.nps.gov/socialscience/waso/napa01.pdf>). It should be noted that the US National Parks uses very different survey methodology than Parks Canada.

⁵ In the *2000-2001 Annual Report* visitors satisfaction ratings with specific heritage presentation products and services were reported. In the 2001 season, visitors at some sites were asked to rate specific products or services (e.g., visitor centre exhibits or displays). At other sites visitors were asked to rate specific aspects of general interpretation activities (e.g., clarity of interpretation panels, length of presentations) or availability of services (e.g., number of activities offered). These differences in question wording meant the performance information shown in the previous report could not be reproduced

⁶ Note, the standard for very satisfied was increased from 40% to 50% during 2001

true or false to six factual statements about the reasons the park or historic site is significant. Those who understand more about the park or site should provide more correct answers. The distribution of places where visitors answered four or more of the six questions correctly is shown in Figure 15. Although only visitors who used at least one heritage presentation product or service were included in the analysis, it can not be assumed that visitors' responses to the questions are related to Parks Canada's on site presentation activities. Visitors may be able to respond correctly to the questions based on prior knowledge and experience.

Figure 15: Percentage of Visitors Correctly Answering Four or More Questions About the Significance of a Park or Site



Visitors to national historic sites answered more questions correctly (3.95) compared to visitors to national parks (3.20). This pattern is consistent with the results reported in the *2000-2001 Annual Report* (i.e. 4.06 and 3.68 respectively) and the finding that visitors to national parks use fewer heritage presentation products and services. Visitors at national parks are also less likely to rate the availability of learning opportunities, and the learning experience as satisfactory or very satisfactory compared to visitors to national historic sites (i.e., see Visitor Satisfaction in service line 4 below).

During 2001-2002 a target of 75% of visitors who should answer four or more of the questions correctly was proposed for further management discussion. Most locations surveyed in 2001 (i.e., 63%) did not meet this target. Parks Canada will consider the financial and practical implications before committing to a target.

Visitor Services

Description and Expenditures

This service line includes activities necessary to provide access; recreational opportunities; public safety; visitor reception, orientation and information; and related law enforcement services. Expenditures for the service line were:

	2001-2002	2000-2001
Operating (not including amortisation)	\$129,664,000	\$130,938,000
Capital	\$14,132,000	\$12,990,000

Strategic Objective	Planned Result	Performance Expectations
To provide visitors with services to enable them to safely enjoy and appreciate heritage places, while ensuring that the associated levels of impact on resources are minimised.	Visitor expectations and use are managed to ensure visitor satisfaction and minimise impact on natural and cultural resources.	<ul style="list-style-type: none"> • Visitor service satisfaction targets: 85% overall satisfied, 50% very satisfied. • Expand visitor impact indicators by March 2004. • Establish public safety framework by March 2002.

Initiatives and Achievements

Visitor Impacts

Parks Canada is working with those who market and use protected heritage areas. This includes federal and provincial tourism industries. Successful collaboration will ensure an understanding of the purpose of Parks Canada and influence or involve them in attracting the right number of visitors to the right places at the right times with the right expectations. These collaborative efforts and other initiatives will contribute to minimizing the impact of these visitors on the resources that are entrusted to Parks Canada's stewardship.

As noted above in service line 3, the March 2002 public opinion survey provided an estimate of the number of adult Canadians using national parks and national historic sites within the last year. Respondents to the survey were asked whether they had visited a national park or national historic site in the last year. If they answered yes, they were asked to name the site in order to eliminate people who for example confused a provincial park with a national park. In total, 35% percent of the respondents reported visiting a specific national park and/or a historic site administered by Parks Canada within the last year. This represents approximately 8 million

Canadians 18 years and older⁷ who visited a national park and/or national historic site during the year preceding the survey in March 2002. Interestingly, only 17% of the self-identified visitors reported visiting both a national park and a national historic site administered by Parks Canada. A majority of the visitors (51%) reported visiting just a national park while a third (33%) reported at least one visit to a Parks Canada administered national historic site.

The overall estimate of the percentage of Canadians who visit a Parks Canada facility is higher than the results of a study by the National Parks Service in the United States (June 2001, <http://www.nps.gov/socialscience/waso/NatSurvTechRep.pdf>). The study of 3,515 randomly selected adults conducted between February and May 2000 found that 32% of US adults had visited a national park facility (national parks, historic and cultural sites, and national monuments) within the last two years.

While it is important to know the number of Canadian users of the systems of national parks and national historic sites, Parks Canada is equally interested in how many times national parks and national historic sites are used by all visitors. This is measured as the number of person visits.

Person-Visits

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

At some smaller sites the number of person visits and the time of the year when they occur is counted. However, the fact that many national parks and national historic sites have multiple uncontrolled points of entry makes a precise count of the number of visitors at most locations impossible. In these cases, the number of person-visits must be estimated based for example on the counts of vehicle traffic in the park or site and periodic surveys. The surveys identify the average number of people travelling by vehicle, the reasons for visiting, and the number of people reentering the park on the same day. Similar kinds of surveys can be undertaken at the places where visitors arrive on foot (i.e., the Forks National Historic Site in Winnipeg, or the Fortifications of Quebec in Quebec City) or by boat (Rideau Canal, Ontario).

In 2001 as part of its *Performance Information Action Plan*, Parks Canada committed to improving its procedures for estimating the number of person visits, particularly at the parks or sites which attract the most visitors in order to ensure each place has an up to date and reasonable approach to estimation given available resources. It also committed to reducing the number of sites for which information on attendance was not available for significant parts of the year. In 2000-2001, 25% of the person-visits had to be estimated based on the previous year's data compared to an average of 4% over the previous four years. In 2001-2002, 16% of the person-visit data had to be estimated. The amount of missing data is more significant for national parks where 25% of the person-visits were estimated compared to national historic sites where only 2% of the person-visits were estimated. For these reasons, estimates of person visits should be treated cautiously.

⁷ Statistics Canada 2001 Census Data reports a Canadian population of 30,007,095, 77% of who are 18 and older.

The estimates of total person-visits at all national parks and national historic sites have remained fairly stable over the last five years with between 24 and 27 million person-visits per year, roughly 10 to 10.5 million at national historic sites and 14 to 16 million at national parks. In 2001-2002, it is estimated that there were approximately 26.6 million person-visits.

Although Parks Canada knows something about the number of person-visits to national parks and national historic sites, little is known about which locations people visit within these places (i.e., their spatial distribution) and the physical, biological and social impacts of these visitors. Tourism and visitor facilities were the most commonly reported stressor by Parks Canada managers in the *1997 State of the Parks Report* (i.e., 26 of 36 national parks reported this stressor).

In the absence of better natural, cultural and social sciences it is impossible to assess risk and improve the management of use and impacts. Scientific information is essential for comparing the relative impact of visitors as a source of stress on national park ecosystems to a host of other stressors such as climate changes, and land management practices surrounding national parks. The *Report of the Panel on the Ecological Integrity of Canada's National Parks* attributed this information gap to a lack of resources and research capacity within Parks Canada to collect, understand and use relevant information on the impacts of visitor use and other stressors.

In response to the lack of information regarding visitor impacts Parks Canada is in the process of developing a results framework for the impact of visitors. The work will focus first on visitor impacts on national parks followed in subsequent phases by work on impacts on national historic sites. The visitor impact indicator framework for national parks will be developed conjointly with work on the ecological integrity monitoring and reporting framework described in service line 2. The first phase of framework will involve reviewing and summarizing existing and potential indicators, development of a draft framework, and testing it with a sample of practitioners by March 2003. Development of protocols for data collection, analysis and reporting in all field units is expected to take an additional two years and be in place by March 2005, one year later than the performance expectation in the *2001/02 --- 2005/06 Corporate Plan*.

Public Safety

In 2001-2002 Parks Canada began work on an evaluation framework for its public safety program. The framework described the existing program, the results it seeks to achieve, outlines what performance information is available and what needs to be developed. It also tentatively targets 2003- 2004 as the date for a formal evaluation of the public safety programming in Parks Canada. The framework will be completed by September 2002.

Parks Canada is also in the process of developing a national electronic occurrence tracking system that will record public safety occurrences, as well as law enforcement and other resource management information. This system is being developed based on the wide array of local systems currently in use in national parks. It is expected that the system will be complete by March 2003. The completion of the system should allow for reporting on public safety occurrence information in the *2002-2003 Annual Report*.

Satisfaction of Visitors

Parks Canada uses a variety of mechanisms to monitor visitor expectations and satisfaction with the services it delivers and to make changes to services. These include consultation sessions undertaken for management plans, local advisory committees and co-management boards, and comment cards completed by visitors in the park as well as its program of visitor surveys. Visitor feedback from detailed survey questions as well as comment cards and other consultation mechanisms have led to a number of changes in the service offer over the years. For example, in 2001-2002, based on visitor feedback, interpretation services at a national historic site were reviewed and are currently being revised to better respond to visitors' needs.

As noted in service line 3, visitor surveys were carried out in 30 locations (i.e., seven national parks and 23 national historic sites) during the 2001 season. Results from these surveys cannot be expected to apply to other national parks and national historic sites and only apply to the specific groups at each site who participated in the survey.

Parks Canada expects that 85% of the visitors at each park or site will rate their overall visit as at least satisfactory and that 50% will be very satisfied with their visit. Very satisfied visitors are the most loyal, demanding, and responsive to changes in service delivery. Tracking the level of satisfaction of this group can serve as an early warning sign of required actions.

Visitors are asked to rate their satisfaction with several aspects of their visit on a five point scale ranging from one, very satisfied, to five, not at all satisfied. These results are shown in Figure 16.

Figure 16: Number of Places (n=30) Meeting or Exceeding Standards for Visitor Satisfaction

Standards	Overall Visit	Staff Courtesy	Language of Service	Availability of Learning Opportunities	Learning Experience	Recreational Experience	Value For Entrance Fee
85% of visitors are at least satisfied	30	30	30	26	27	27	24
50% of visitors very satisfied	30	30	30	26	27	25	28

Consistent with previous years' survey results, most visitors at national parks (93% on average) and national historic sites (96% on average) rate their overall visit as at least satisfactory and at least half of them rate their visit as very satisfactory. This is consistent with results of previous national surveys of the perceived quality of government services (e.g., *Citizen First 1998*: <http://www.ccmd-ccg.gc.ca/pdfs/cit-firstf.pdf>; and *Citizens First 2000*: <http://www.ipaciapc.ca/english/menu.htm>) where the quality of service in national parks was among the highest rated of any federal government services.⁸

⁸ High levels (i.e., upward of 90%) of visitor satisfaction with facilities, services and recreational opportunities are also typically found in surveys conducted by the US National Parks Service (<http://www.nps.gov/socialscience/waso/napa01.pdf>). In general, surveys of clients and recipients of government services in the United States find that federal services pertaining to benefits, public information, and recreational

Most visitors are also satisfied or very satisfied with staff courtesy and with service in the official language of their choice. The results regarding satisfaction with language of service are consistent with the number of complaints received by the Commissioner of Official Languages. In 2001-2002 there were nine complaints, the same number as the previous year and about half the number that were received in 1999-2000.

Those areas where the standards were not met follow the pattern noted in the *2000-2001 Annual Report*. Visitors to national parks were less likely to rate the availability of learning opportunities and the learning experience as satisfactory or very satisfactory (i.e., only one national historic site did not meet the standard on these two ratings). In contrast, visitors at national historic sites were less likely to rate the recreational experience as satisfactory (i.e., all five sites which did not meet the standard were national historic sites). National parks were less likely to meet the standard of 85% of visitors satisfied with value for entrance fee (i.e., four of six sites that did not reach the 85% target were national parks, and two of these sites did not meet the 50% very satisfied target). It should be noted that those parks and historic sites that did not meet the standard were often very close to the standard (i.e., within a few percentage points).

land use obtain high satisfaction scores (American Customer Satisfaction Index, Government Satisfaction Scores, December 17, 2001. (<http://www.theacsi.org/government/govt-01c.html>))

PART 2: MANDATE SUPPORT

Townsites

Description and Expenditures

This service line includes all activities related to the Parks Canada Agency's management of communities within national parks. Parks Canada is directly responsible for managing the townsites of Field in Yoho National Park of Canada, British Columbia; Lake Louise in Banff National Park of Canada, Alberta; Wasagaming in Riding Mountain National Park of Canada, Manitoba; Waskesiu in Prince Albert National Park of Canada, Saskatchewan; and Waterton in Waterton Lakes National Park of Canada, Alberta. The Banff Townsite in Banff National Park has been self-governed since 1990, under a federal-provincial agreement and is not directly administered by Parks Canada. In 2001, Jasper Townsite in Jasper National Park became self-governing under a model where Parks Canada retains authority for land use planning and development. Expenditures for this service line were:

Operating (not including amortisation)	2001-2002 \$19,291,000	2000-2001 \$16,465,000
Capital	\$4,920,000	\$3,390,000

Strategic Objective	Planned Result	Performance Expectations
Parks Communities are effectively governed and efficiently administered as models of sustainability.	Park communities have sound management practices and are leaders in environmental stewardship.	<ul style="list-style-type: none"> • Approved community plan for Jasper by March 2002 • Report on environmental performance by March 2002 • 100% cost recovery for municipal services • Ensure that adjusted land rents are affordable, comparable and predictable

Initiatives and Achievements

Principle-Based Community Management

The *Canada National Parks Act* requires a community plan for each of the national park communities including the Banff and Jasper Townsites. The principles of no net negative environmental impacts (3NEI), appropriate use, responsible growth management and leadership in environmental stewardship and heritage conservation guide each community plan. In practical terms, this means setting objectives with respect to community boundaries, commercial zones, and allowable development, target populations and other measurable expectations. The Banff Community Plan was approved in 1998, Field's plan was approved in 1999. The Minister approved community plans for Wasagaming, Waskesiu and Waterton in October 2000. The Jasper and Lake Louise plans were approved in June 2001.

It should be noted that community plans set limits to development within the community boundaries. Parks Canada will continue to work with adjacent landowners and communities to influence land use activities outside of the park.

In the *2000/01 — 2004/05 Corporate Plan*, Parks Canada committed to the development of performance measures to assess park communities as models of environmental excellence. In order to do this, each community is developing a no net negative environmental impact (3NEI) framework that includes performance measures. As part of its *Performance Information Action Plan*, Parks Canada had expected to complete, by March 2002, a review of progress on the development of 3NEI frameworks including identifying common environmental indicators between communities and data on environmental impacts in some parks. Due to time pressures this review was started but not completed in 2001-2002. It is expected it will be completed by March 2003.

Although the review has not been completed it is known that some communities (i.e., Banff, Waskesiu, and Field) have draft frameworks including some proposed indicators. Two communities (i.e., Wasagaming and Waterton) were expected to develop draft frameworks by March 2002 but these are now re-scheduled for 2002-2003. Lake Louise began work on its framework following approval of their community plan and Jasper expects to begin work on their framework in 2002-2003. Several more years will be required to develop both performance indicators and management systems to support good reporting for the complete array of environmental quality objectives for all communities.

In the absence of complete frameworks, Parks Canada communities are working towards reducing their environmental impacts. A community boundary and commercial zone boundary survey has been substantially completed for each community. Registration of community boundaries, commercial lands and limits to commercial floor space will contribute to the achievement of limits to urban growth in national parks. It is expected that these surveys will be registered in 2002-2003.

One area of environmental impact in most communities is sewage treatment. Banff currently has working drawings before Parks Canada for a new sewage treatment plant. Upgrading of the sewer lagoon began at Waskesiu in 2001-2002 and is expected to be complete by 2004-2005. At Field, construction of a new plant is targeted to begin in 2002-2003. Upgrades to the existing plant at Lake Louise were made in 2001-2002 improving the quality of effluent discharged into the Bow River. The design for a new sewage treatment plant for Jasper was approved in 2001-2002 with construction to commence in 2002-2003. In all cases, it is intended that effluent will meet the standards suggested in the *Federal Wastewater Guidelines* contributing to the long-term protection of the ecological integrity of the receiving environment.

Recovery of Operating Costs

Parks Canada is committed to recover 100% of the costs related to provision of water, sewer, and garbage services in the six parks communities (not including Banff) with other municipal costs being funded by Parks Canada. Parks Canada's capital and operating costs for the townsites were \$16.4 million. A total of \$3.1 million was recovered in fees for delivery of water, sewer and garbage services resulting in a net cost to Parks Canada of approximately \$13.3 million for

the townsites. Costs of providing water, sewer and garbage services were \$2.7 million, meaning that the target of 100% cost recovery was exceeded by less than 15% (\$0.4M). The surplus from water and sewer is being directed to recovery of capital costs for all utilities (water, sewer and garbage services) and the net operating loss in garbage services.

Land Rents

Revised rental rates on national park leasehold properties, subject to decennial rent setting, were set effective April 1, 2000. Consistent with the Minister's announcements in March of 2000, authority to forgive the rent increases above the 1999 rental amount was granted by the Governor General in Council for the annual rental period in the years 2000-2001 and the first four months of the 2002 rental period. At the Minister's direction, Parks Canada has held discussions with community advisory committees and leasehold interest organizations to address concerns over high land value increases between 1990 and 2000 and the perception of unreasonably escalating land rent. Amendments to the regulations that will authorize new rent formulas have been published in Part II of the Canada Gazette and are scheduled for formal approval on June 13, 2002. In general, lessees are accepting of the new formula and agree that concerns over affordability, predictability and comparability have been addressed. For fairness, Parks Canada will be offering the old and new rent formulas to lessees with both 10-year and two year rent reviews.

Through Highways

Description and Expenditures

This service line includes the operation, maintenance and repairs of provincial and interprovincial highways that pass through national parks and national historic sites. Expenditures for highways were:

Operating (not including amortisation)	2001-2002 \$19,790,000	2000-2001 \$17,890,000
Capital	\$14,378,000	\$3,530,000

Capital spending on highways included \$5.8 million on the TransCanada highway through Terra Nova National Park in Newfoundland, \$2.4 million on the Icefields Parkway in Banff National Park, \$2.1 million on TransCanada highway in Glacier National Park and \$1.8 million on Highway 93 S in Kootenay National Park.

Strategic Objective	Planned Result	Performance Expectations
To maintain reliable, safe through-transit that minimizes ecological impact.	Highways remain open to through traffic and interventions are designed to minimize ecological impact.	<ul style="list-style-type: none"> • Highways open to through traffic. • Ecological reporting framework by March 2003.

Initiatives and Achievements

Highway Condition

There are sections of 21 numbered highways that pass through 16 national parks and one national historic site, extending a distance of almost 900 kilometers. Of these 21 highways, two of these, the Trans-Canada and Yellowhead (included in the National Highway System) pass through six national parks. The replacement value of these highways has been estimated at \$1.1 billion, representing about 16% of the replacement value of Parks Canada's entire asset portfolio.

Parks Canada is committed to keeping the highways open to through traffic barring uncontrollable environmental events (e.g., heavy snowfalls or excess rain resulting in rock-slides). In 2001-2002, no highway was closed due to problems with the condition of the assets.

Although highways and bridges remained open, data last updated in 1999 show that the majority of these assets are judged to be in fair (45%) or poor (32%) condition. Fair condition means the asset will need replacement or recapitalization to avoid failure of a major element in three to five years, while poor condition means it will need replacement or recapitalization to avoid failure of a major element within two years.

Managing Highways in a Sustainable Manner

As part of its commitment to sustainable highway management, and consistent with the *Canadian Environmental Assessment Act*, Parks Canada incorporates highway construction and design standards that mitigate the environmental impact of highways. This can include such sustainable practices as requiring contractors to follow an environmental plan during work in the park; reducing road salt usage; using siltation controls during construction; using materials that reduce long term maintenance and associated environmental risk (e.g., galvanizing versus painting of bridges) and use of local plant species in landscaping and rehabilitation of construction areas.

Sustainable management of highways also means reducing the effects of the highways on local animal and plant species. In Banff and Yoho National Parks efforts have focused on reducing wildlife mortality and to reconnect habitat separated by the Trans-Canada Highway.

Fencing some sections of highway and redirecting animal crossings can reduce animal mortality. Between April 1998 and March 2002, 15 (an increase of three individuals over 2001) elk, black bear or wolf were killed on the fenced portion of the highway compared to 67 in the non-fenced area, (an increase of 13 individuals over 2001). However, fencing is not an effective intervention for all species. Coyotes, for example, either dig or easily squeeze under the fences in search of food along the highway median and have a greater mortality rate in fenced areas compared to unfenced areas (i.e., 29 vs. 13 over the April 1998 to March 2002 period).

Fencing, although helpful in reducing the mortality of some species, contributes to habitat fragmentation, as does the highway itself. To address this problem, Parks Canada has built underpasses and overpasses along parts of the Trans Canada highway in the mountains parks for the exclusive use of wildlife. In 66 months of monitoring (November 1996 - March 2002), more

than 37,000 individual wildlife crossings by medium-sized and larger animals have been detected. Each of these crossings spares wildlife from exposure to potentially fatal vehicle traffic.

As part of its *Performance Information Action Plan*, Parks Canada had expected to complete, by March 2002, a review of field unit commitments with respect to sustainable highways as well as practices and performance indicators of sustainable highway management used in other jurisdictions. Due to pressures to address other commitments this review was started but not completed by the target date. It is expected that it will be completed by fall 2002. It is still intended that it will form the basis of future performance reporting commitments to be developed by March 2003.

Management of Parks Canada

Description and Expenditures

This service line relates specifically to national office and includes senior management, financial management, real property management, business services, data and information technology management, the development of legislation, policy and planning to guide the Agency as well as the provision of effective relations and liaison with clients and stakeholders. Expenditures for the service line were:

Operating (not including amortisation)	2001-2002 \$39,507,000	2000-2001 \$32,735,000
Capital	\$2,052,000	\$7,734,000

Strategic Objective	Planned Results	Performance Expectations
To maintain or improve management integrity, particularly focussing on effective decision making and results-based management.	Improved management frameworks to ensure effective decision-making and accountability.	<ul style="list-style-type: none"> Complete Modern Comptrollership capacity check and action plan by June 2002. Performance indicators and information systems for reporting for all planned results by March 2005.
	Enhanced participation of Aboriginal peoples in Canada's heritage.	<ul style="list-style-type: none"> To be determined

*Initiatives and Achievements***Performance Measurement Strategy**

The focus of the service line is on the development of a coherent planning, control and reporting framework and structures for the Agency in line with Treasury Board's concept of Modern Comptrollership. The Modern Comptrollership Initiative identifies several dimensions of comptrollership including strategic leadership, motivated people, accountability, values and ethics, integrated performance information, risk management, and rigorous stewardship. In this service line, Parks Canada is particularly focused on developing integrated performance information, an approach to business risk management, and rigorous stewardship of its financial and material resources.

In 2001-2002 Parks Canada began a formal assessment of the state of modern controllership in the organization. An independent consultant selected by Treasury Board Secretariat carried out the assessment that looked at each of the dimensions noted. The assessment and associated action plan will be completed by September 2002. Highlights of the assessment and action plan will be reported in the next annual report.

One of Parks Canada's significant challenges related to effective controllership is developing a complete spectrum of high quality integrated performance information. In 2000-2001 Parks Canada began work on an Action Plan to address these challenges. Progress on many elements of the plan have been noted throughout the current Annual Report (i.e., commitments to develop an improved ecological integrity monitoring system; to better report on the environmental impacts of both visitors and highways; to improve measures for public understanding of key messages resulting from national outreach). A key aspect of integrated performance information is the ability to link costs to planned results. Although some expenditure information by service line was provided in this Annual Report, more remains to be done linking costs to planned results. Parks Canada's target is to have credible and relevant performance information for each of its planned results with associated expenditures per planned result by March 2005.

Enhanced Participation of Aboriginal people in Canada's Heritage

Recognition of the contributions and achievements of Aboriginal people to the culture and history of Canada, increasing awareness of these contributions and achievements, and involving Aboriginal people in managing natural and cultural resources and telling the stories of these resources are priorities for Parks Canada. Information relevant to these priorities is found throughout this report including designations of nationally significant Aboriginal sites, persons, and events (Service Line 2), Parks Canada's progress in increasing its Aboriginal workforce (Service Line 8), and key activities related to strengthening relationships with Aboriginal people (Context and Key Activities 2001-2002).

People Management

Description and Expenditures

This service line encompasses a comprehensive human resource management strategy necessary for effective operation of the Agency. Expenditures for the service line were:

Operating (not including amortisation)	2001-2002 \$10,645,000	2000-2001 \$10,925,000
Capital	\$4,000	\$19,000

Strategic Objective	Planned Result	Performance Expectations
To manage Human Resources so that a qualified Parks Canada workforce, representative of the Canadian population, works in a positive and enabling environment	Improved work environment, workplace renewal and representativeness	<ul style="list-style-type: none"> • Key performance indicators by March 2004. • Workforce representative of both official language groups • Workforce representative of employment equity groups

Initiatives and Achievements

Creating a Positive Work Environment

As a separate employer under Schedule 1, Part II, of The *Public Service Staff Relations Act*, Parks Canada assumed responsibilities that were previously carried out by the Treasury Board Secretariat and the Public Service Commission. Parks Canada is building a new human resource management regime that will provide the infrastructure for employees to work in a positive and enabling work environment to deliver the Agency mandate and excellent client service. The regime is based on Values and Operating Principles for people management and will reflect the particular employee needs and operating environment of Parks Canada.

Building the new HR regime has been slower than originally anticipated due to significant financial pressures throughout the Agency which affected the availability of additional resources, and the underestimation of the amount of work involved. In March 2001, Executive Board reviewed progress in implementing the new regime and identified four priorities for completing the required new human resources infrastructure and policies by March 2005. These priorities as outlined in the 2001/02 - 2005/06 Corporate Plan include collective bargaining, the development of a human resources management accountability framework; development of an overall compensation framework including the identification and implementation of a new classification standard; and the completion of national classification reviews.

The establishment of Parks Canada as a separate employer offered a legislative opportunity to simplify and streamline the Agency collective bargaining infrastructure through the restructuring

of its bargaining units. The Public Service Alliance of Canada was certified as the bargaining agent for Parks Canada in April 2001 and the first round of collective bargaining began in the fall of 2001. An agreement had not been reached by March 2002. All current terms and conditions of employment and collective agreements will remain in effect until a first agreement is signed.

An Accountability Framework for People Management was developed in 2001-2002 but not approved until April 2002. The framework starts with the planned results in the Corporate Plan, and identifies key activities, performance expectations and potential performance indicators. Each result area is linked to Parks Canada's Human Resource Values and Operating Principles. Further refinement of the indicators and measurement tools including employee survey tools will continue and data gathering will commence in 2002-2003. It is expected that the tools will support the requirement in the *Parks Canada Agency Act* that an independent report be produced every five years on how the Agency has managed its human resources in keeping with its Human Resources Values and Operating Principles.

There are three steps in building an integrated compensation framework: 1) develop an overall compensation strategy; 2) create a new classification system; and 3) subsequent realignment of the staffing and pay systems. The integrated framework is expected to balance the need for both internal and external relativity, and to lead to simplified and flexible compensation programs and equitable employment arrangements that contribute to recruitment and retention in critical skill areas. Development of the broad compensation strategy, the first step, will commence following signing of a new collective agreement in 2002-2003.

Work on a new classification system has been deferred until 2004-2005 pending completion of national classification reviews by March 2004. These reviews are designed to ensure employees' work is accurately described and classified under the current classification system. A first phase of national reviews was completed in 2000-2001 (involving 1,000 positions). In a second phase during 2001-2002, approximately 2,100 positions that had not been examined since April 1998 were reviewed. It is expected that this work will be completed by December 2002 and that the goal of 80% of the positions being matched to generic job descriptions will be achieved. Phase three will focus on the Warden service and resource conservation positions and will be completed in 2003-2004. Models and options for a new classification system will be proposed by March 2004 and completion is targeted for March 2005, a year later than reported last year.

The third step in the compensation framework, realignment of the staffing and pay systems and terms and conditions of employment will take place following conversion to the new classification system.

Progress on high priority Human Resource policy development in the areas of staffing and resourcing, labour relations and compensation continues. Pending signing of a collective agreement and completion of the Compensation Framework, the focus is on critical adjustments to the new Agency environment. For example, policies on Isolated Post, Rate of Pay on Appointment to the Agency, Import of Vacation Leave Credits from prior Public Service employment, and Terms and Conditions of Employment for Students were developed or revised

during 2001-2002. Revised Conflict of Interest Guidelines were pending approval at the end of the reporting period.

During the year under review, further progress was made towards the achievement of a dispute resolution system which facilitates the resolution of disputes locally, quickly and through interest-based means, to the extent possible while still providing for rights-based recourse. The first priority was the establishment of the Agency's rights based mechanism, the Independent Third Party Review (ITPR) process that was established in 2000-2001. This process provides a single review mechanism for complaints in staffing, regular benefits policies and non-disciplinary termination.

There was also significant progress on the development of the interest-based process, the Alternate Dispute Resolution (ADR) system, although slower than planned due to the requirement for both union and management to focus on collective bargaining during the reporting period. Implementation is jointly managed through the Parks Canada National Labour Management Consultation Committee. Agreement on the process design and pilot approach was achieved and pilot projects will be implemented in fiscal year 2002-2003. The pilots will be evaluated after two years and strategies for further implementation will be developed jointly with the union.

Toward a Qualified Workforce

Demographic analysis has indicated that the employee population of Parks Canada is aging. Retirements are expected to put pressure on the Agency over the next five years, and particularly significant problems are anticipated in certain occupational groups. The highest forecasted retirement rate is for the management group at 50%. There are also serious concerns with the scientific and professional community where 23% of the workforce will be eligible to retire over the next five years. To address this issue, in March 2001, Parks Canada defined its approach to national coordination of recruitment, professional development and succession planning. This approach designates senior management functional leads (e.g. Finance, Ecological Integrity, Heritage Presentation, Human Resources, etc.) who will take the lead in developing human resources strategies for their "core work streams", in line with current and future business needs. The designation of functional leads and the confirmation of their roles and responsibilities are complete. Functional Leads will report on action and progress in their business plans commencing in 2002-2003. A workshop to scope and coordinate action planning will be held in the fall of 2002. Additional analytical capacity to support update of demographic information and human resource planning efforts will be in place during 2002-2003.

In the last Annual Report it was noted that as of March 2001 about a third of business units had submitted Human Resource Plans to the Directors General Eastern Canada, and Western and Northern Canada. The plans address in part local succession issues. As of March 2002 an additional 20% of sites had provided plans (total 57%). Analysis of these plans will provide input to functional planning efforts.

Toward a Representative Workforce

Parks Canada seeks a workforce that is both representative of the linguistic duality of Canada and representative of the four employment equity groups identified by the federal *Employment Equity Act*.

In 2001-2002 a National Employment Equity Strategy was established, based on the four pillars of: increasing representation; increasing awareness; clear accountability; and enhancing infrastructure to show progress. Annual employment equity priorities were established and a number of special initiatives were implemented to enhance representation.

The participation of English-speaking 76.8% and French-speaking 23.2% employees in the Agency as of March 31, 2002, generally reflects the proportion of both official languages communities in Canada. As of March 31, 2002, 81.9% of supervisors in bilingual positions in bilingual regions met the language requirements of their positions compared to 81% for the public service at large.⁹ Information on the satisfaction of visitors with service in the official language of their choice and on the number of complaints regarding language of service to the Commission of Official Languages was noted in Service Line 4.

Parks Canada expects its work force to reflect the national labour market availability of employment equity groups. Recently, Parks Canada has completed the coding of its occupations according to the National Occupational Classification Codes (NOCs). This allows the Agency to produce, for 2001-2002, a more precise and detailed comparison of its workforce with the external availability workforce. The completion of this project this year and the establishment of baseline data means that, in upcoming years, the Agency will be able to more fully evaluate its progress toward specific goals. National labour market availability and the percentage of Parks Canada's current work force in the four employment equity groups are shown in Figure 17.

Figure 17 : National Labour Market Availability and the Percentage of Parks Canada Workforce in Employment Equity Groups

Employment Equity Designated Group Labour Market Availability (%) ¹⁰ (Statistics Canada, Census 1996)		Percent of Parks Canada Workforce	
		March 2001	March 2002
Women	44.4	39.3	39.4
Aboriginal Persons	2.5	4.6	5.2
Persons with Disabilities	6.0	3.0	3.2
Visible Minorities	7.4	1.1	1.3

⁹ (March 2001) Treasury Board Secretariat, *Official Languages Annual Report*.

¹⁰ Parks Canada is using a new approach to calculate labour market availability which considers only Canadian citizens who are members of designated groups in National Occupational Codes corresponding to Parks Canada. The result is a slightly higher availability for Aboriginal persons (i.e., less than 1% point) and slightly lower availability for the other three groups (i.e., up to approximately 3%).

Overall in the last 12 months, the representation of designated group members has improved significantly in all areas. In 2001-2002, Parks Canada hired 31 women, 29 Aboriginal persons, 8 visible minorities, and 12 persons with disabilities.

A highly successful component of the Young Canada Works Program (“I Hear You”), targeting people who are d/Deaf¹¹ and students who are hard of hearing, was instituted to develop candidates for future indeterminate hiring and develop contacts with the d/Deaf and hard of hearing communities.

Parks Canada continues to fall short of representing visible minorities in its workforce relative to the group’s national availability in the workforce. This problem is particularly challenging due to the location of most of Parks Canada’s employment opportunities that are distant from major urban areas where most of the visible minority population is concentrated. It is also due to requirements for local hiring in some park establishment agreements (e.g., with a number of Aboriginal groups). Therefore a national strategy, “Embracing Change”, and special recruitment objectives were set for visible minority hiring which resulted in increases in both the absolute number of visible minorities and the percentage of the workforce they represent. Special initiatives included the development of a toolkit for visible minority recruitment, and dedicated national hiring processes in the Warden Service.

In addition to its continuing effort and commitment to national representation of equity groups in its total workforce, Parks Canada has commitments to particular employment equity groups resulting from a human rights complaint.¹² Pursuant to the settlement Agreement between Parks Canada and Ms. V. Demuth, Parks Canada is required to make any reasonable effort to recruit 33% women and 8% visible minorities into the Park Warden Service (October 1996 to December 30, 2002). Specific efforts related to employment of women and visible minorities in the Warden service continue within the initiatives noted above, and progress will be outlined in the final report to be completed at the end of the agreement period in December 2002.

¹¹ d/Deaf includes deaf (hearing disability) and Deaf (linguistic and cultural minority) communities

¹² Another agreement between the Government of Canada and the Assembly of Manitoba Chiefs (April 1, 1996 to March 31, 2001) was completed as of March 2001. It required that Parks Canada develop and implement plans to address Aboriginal employment issues in Manitoba, Saskatchewan, and Alberta and make reasonable efforts to meet or exceed hiring rates of 3.5%. The *2000-2001 Annual Report* provided details on Aboriginal employment in these provinces.

SECTION 4: CONSOLIDATED REPORTING

Material Management

In April 2000, Parks Canada had an operational module for property (chattels) in its Integrated Financial/Material System (IFMS) that included the accumulated total and the life-cost cycle of that property. Parks Canada was considering using one of the IFMS modules which, once altered to meet requirements, would make it possible to keep a current inventory of products and property of low unit value. Since altering this module was not a priority for the Working Group representing all departments/agencies using the IFMS, it would have been very costly for Parks Canada to bear all the costs involved itself. Other systems were considered; Parks Canada is now in favour of a system developed by another department that would make it possible to keep a national inventory on a progressive basis within three years.

Underground Storage Tanks

The Parks Canada Agency submitted its annual report on the *Canadian Environmental Protection Act*, Part IX Regulations respecting the registration of storage tank systems for petroleum products and allied petroleum products on federal lands to Environment Canada on April 30, 2002.

Service Improvement Initiative

A steering committee of senior managers was identified in 2001-2002 to lead the development of a national Service Improvement Plan that will outline the Agency's approach for implementing the Service Improvement Initiative. The Plan is scheduled to be in place by March 2003. Parks Canada annually monitors visitor expectations and visitor satisfaction with the services it delivers. Parks Canada continues to aim for at least 85% of visitors rating their overall visit as "satisfactory" or "fully satisfactory" and at least 50% or more indicating they were "fully satisfied". The section on Visitor Satisfaction under Visitor Services reports on the results of these surveys.

Government On-Line

As part of its commitment to Government On-Line (GOL) and under the aegis of the Canadian Heritage On-line Reservations and Ticketing project, Parks Canada is proceeding with the development of a national campground reservation system. This system will provide customers with the ability to make and change campground reservations in national parks using the Internet or a toll-free Call Centre. The system will be self financing based on the collection of registration fees from the system users. The knowledge and experience gained from this initiative will serve to advance the overall GOL project as it expands to develop reservation and ticketing options for other programs and services offered by the Department and Portfolio Agencies.

Parks Canada received \$850,000 from the Treasury Board's Government On-Line funds to upgrade informatics and telecommunications infrastructure in those parks and campgrounds that will use the national reservation system. Work is underway to determine the most appropriate solutions given the internal park telecommunication challenges. Wireless, satellite and land-line

solutions are being tested and implemented as appropriate. The target date for the completion of this task is December 2002 .

Parks Canada expects to enter into a contract for the development and implementation of the campground reservation system in the early fall 2002. Following development and testing of a prototype system, a pilot test will be conducted during the 2003 campground operating season. The pilot testing will be followed by a national roll-out of the campground reservation system during the 2004 campground operating season.

Modern Comptrollership

Parks Canada began a formal assessment of the state of Modern Comptrollership within the organization in 2001-2002. More details are provided in the section on Performance Measurement in the Management Service Line.

Human Resource Management

Details related to the human resource management, succession planning and a representative workforce are provided in the People Management section of this Report.

Sustainable Development

In February 2001, Parks Canada's first stand alone *Sustainable Development Strategy* (<http://www.parkscanada.gc.ca/Library/>) (SDS) was released. The SDS commitments have been integrated into Parks Canada's *2001/02 to 2005/06 Corporate Plan*. The following tables summarize Parks Canada's progress against the SDS strategic objectives (formally called goals), planned results (formally called objectives) and key activities. Note, two planned results regarding Parks Canada's environmental management system (EMS) are now treated as contributions to the ecological integrity strategic objective rather than as part of a separate strategic objective related to environmental stewardship in managing Parks Canada's operations.

SD Strategic Objective 1

To work toward completing the systems of national parks and national marine conservation areas in representing all of Canada's terrestrial and marine regions and to enhance the system of national historic sites which commemorates Canada's history.

Planned Results	Progress
Creation of new national parks and new national marine conservation areas in unrepresented regions and completion of unfinished parks.	Parks Canada's commitments in <i>the 2001/02 to 2005/06 Corporate Plan</i> modified the commitment in the original SDS. The revised commitment is to sign agreements to establish two new national parks based on the availability of funding, and to continue negotiations to establish one new marine region. The sections on Establishment of National Parks and National Park Reserves and Establishment of NMCAs report on progress against these commitments.
Designation and commemoration of new national historic sites, persons and events of national historic significance, particularly in under-represented priority areas.	Parks Canada's commitments in this area have not changed. Progress is reported in the section on Enhancing the System of National Historic Sites of Canada related to the target of 135 new sites, persons and events designated over five years and 55 designations related to Aboriginal, women's and ethno-cultural communities' history.

SD Strategic Objective 2

As the first priority, to ensure the ecological integrity of national parks, the sustainability of national marine conservation areas and the commemorative integrity of national historic sites.

Planned Results	Progress
Maintain or restore ecological integrity of national parks and the sustainability of national marine conservation areas.	<p>A detailed report on actions taken to respond to the priority recommendations of the <i>Report of the Panel on the Ecological Integrity of Canada's National Parks</i> can be found at http://parkscanada.pch.gc.ca/library/first_priority/english.html See also the sections on "Planning for and Measuring Ecological Integrity In National Parks" and "Planning for Sustainable Use in National Marine Conservation Areas."</p> <p>National parks have confirmed the status of species at risk under their authority. A Recovery Plan has been completed for the endangered Banff Spring snail and plans are being developed for six other species at risk by March 2004. Parks Canada is holding discussions with provincial and territorial authorities to identify other species at risk on which Parks Canada could take a lead. Once identified, one species will be selected and a Recovery Plan developed by March 2004.</p> <p>Under the <i>Federal House in Order</i> initiative, Parks Canada is required to reduce its greenhouse gas emissions by 5.2% from 1998-1999 levels by the year 2010. To achieve this target work began on a Master Plan for the Reduction of Greenhouse Gases within Parks Canada's operations. The Plan will be completed by March 2003. A partnership with Natural Resources Canada provides Parks Canada with expert information for renewable energy technologies. Parks and sites are purchasing ethanol-blended gasoline for their bulk fuel facilities and at commercial filling stations.</p> <p>Parks Canada has a complete web based inventory of its petroleum storage tanks prior to September 2001. All petroleum storage tanks are registered and reported on as per regulation under the <i>Canadian Environmental Protection Act</i>. Parks Canada is currently developing its inventory of PCBs and halocarbons.</p>
Maintain or improve commemorative integrity of national historic sites.	See the sections on "Planning for and Assessing Commemorative Integrity at Parks Canada Administered Sites" for progress on completing management plans and commemorative integrity statements for national historic sites, and on the results of the latest assessments of CI.

SD Strategic Objectives 3 and 4

Ensure that commemorative and ecological integrity values are understood and supported by Parks Canada's stakeholders and the public.

To provide visitors at national parks and national historic sites with services to enable them to enjoy and appreciate heritage places, while ensuring that the associated levels of impact on resources are minimized.

Planned Results	Progress
Increased awareness, understanding of and support for the values of national parks and national historic sites.	<p><i>Engaging Canadians</i>, an initiative to coordinate and manage all external communications (i.e. ecological and commemorative integrity messages, heritage presentation messages) was implemented in the fall of 2001. The development of a performance/evaluation framework targeted for completion by March 2002 is deferred to fall 2002. The commitment for an evaluation framework related to Parks Canada's work with the tourism industry has been integrated into this larger framework.</p> <p>Progress with respect to measurement of public awareness, understanding and support for the program along with visitors' understanding of key messages is reported in the Heritage Presentation service line.</p> <p>A <i>Media Study</i> to assess the extent to which a cross section of magazines, newspapers and travel guides contain key Parks Canada messaging has been completed and the results are being summarized.</p> <p>Progress on developing a visitor impacts framework is reported in the section on Visitor Services –Visitor Impacts.</p>
Visitor expectations and use are managed to ensure visitor satisfaction and minimize environmental impacts.	

SD Strategic Objective 5

Park communities are effectively governed and efficiently administered as models of sustainability.

Planned Result	Progress
Park communities have sound management practices and are leaders in environmental stewardship.	Progress on completing management plans for national park communities and for developing no net negative environmental impact frameworks including performance measures, is reported in the section on Principle-Based Community Management.

LEGISLATION ADMINISTERED AND ASSOCIATED REGULATIONS

The Minister has sole responsibility to Parliament for the following Acts and Associated Regulations:

Heritage Railway Stations Protection Act R.S. 1985, c.52 (4th Supp.)
Heritage Railway Stations Regulations

Historic Sites and Monuments Act R.S.1985, c. H-4
Laurier House Act R.S. 1952, c. 163

Canada National Parks Act S.C.2000, c. 32

National Parks Aircraft Access Regulations
National Parks Building Regulations
National Parks Businesses Regulations, 1998
National Parks Camping Regulations
National Parks Cemetery Regulations
National Parks Cottages Regulations
National Parks Domestic Animals Regulations, 1998
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 (1991)
National Parks Signs Regulations
National Parks Town, Visitor Centre and Resort Subdivision Designation Regulations
National Parks Water and Sewer Regulations
National Parks Wilderness Area Declaration Regulations
National Parks Wildlife Regulations
Town of Jasper Streetworks Taxes Regulations
Town of Jasper Zoning Regulations
Wood Buffalo National Park Game Regulations
Gros Morne Forestry Timber Regulations
National Historic Parks General Regulations
National Historic Parks Order
National Historic Parks Wildlife and Domestic Animals Regulations
Parks Canada Agency Act S.C. 1998, c.31
Saguenay-St. Lawrence Marine Park Act S.C. 1997, c. 37
Marine Activities in the Saguenay-St. Lawrence Marine Park Regulations

PARKS CANADA AGENCY

The Minister shares responsibility to Parliament for the following Acts and Associated Regulations:

<i>Dominion Water Power Act</i>	R.S. 1985, c. W-4
Dominion Water Power Act Regulations	

<i>Department of Transport Act</i> , sections 7,16,17	R.S. 1985, c. T-18
Historic Canals Regulations	

Statutory Annual Reports and Other Departmental Reports

<i>Parks Canada Agency Annual Report</i>	October, 2002
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*Parks Canada Agency Corporate Plan 2001/2002 to 2005/2006
and Parks Canada Agency Report 2002-2003 to 2006-2007*

Parks Canada – Report on Plans and Priorities 2002-2003	March 31, 2002
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SECTION 5 FINANCIAL PERFORMANCE

A. Financial Performance Overview

B. Financial Summary Tables

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

Approved by:

Mike Fay
A/Chief Administrative Officer
Parks Canada Agency

Financial Performance Overview

In 2001-02 Parks Canada's Main Estimates amounted to \$367,991,000. Throughout the year, additional funding was received bringing the total Authorities to \$494,405,290. These additional resources (\$126,414,290) were allocated to the following major initiatives:

(in millions \$)

•	Recapitalization of resources due to Rust-Out (Program Integrity II)	39.3
•	Operating budget carry forward from the previous year	23.0
•	Relief of funding pressures (in recently created national parks and historic sites)	11.9
•	Increase in collection of operating revenues	10.4
•	Land acquisition related to the National Parks System	10.0
•	Emergency measures and forest fire suppression	5.5
•	Fort Henry Stabilization	5.0
•	Historic Places Initiative	2.9
•	Lachine Canal	2.7
•	HMCS Haida	2.0
•	Contaminated Sites	1.7
•	Grande-Grave - Forillon	1.5
•	Havre St-Pierre	1.4
•	Increase in Contributions to Employee Benefit Plans	1.4
•	Interim Law Enforcement	1.2
•	Salary settlements for collective agreements, economic increases, signing bonuses, etc.	1.1
•	Canadian Culture On-Line Program	1.0
•	Government On-Line	0.8
•	Saguenay - L'Anse St-Jean & Recreational Marine Centre	0.5
•	Evaluation & Internal audit Policy, Modern Comptrollership	0.3
•	Deh Cho First Nations Negotiations	0.2

Financial Summary Tables

Table 1. Summary of Voted Appropriations

Financial Requirements by Authority (\$ thousands)

Vote		2001-02		
		Planned Spending	Total Authorities	Actual
110	Program Expenditures	269,546	369,916	324,255
115	Payments to the New Parks & Historic Sites Account	6,500	16,500	16,500
(S)	Expenditures equivalent to revenue resulting from the conduct of operations pursuant to section 20 of the <i>Parks Canada Agency Act</i>	63,500	73,896	73,896
(S)	Parks Canada Enterprise Units Revolving Fund*	(1,754)	(129)	(455)
(S)	Townsites Revolving Fund*	416	414	413
(S)	Contributions to Employee Benefit Plans	32,438	33,803	33,803
(S)	Refunds of previous years revenues	-	5	5
Total - Budgetary Expenditures		370,646	494,405	448,417
Total - Non Budgetary Expenditures		-	-	--
Total Parks Canada		370,646	494,405	448,417

* See Table 11 for further details on Revolving Funds.

PARKS CANADA AGENCY

Table 2. Comparison of Total Planned Spending to Actual Spending

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

PARKS CANADA/ Business Lines	FTEs	Operating	Capital	Voted Grants and Contri- butions	Subtotal: Gross Voted Expenditures	Statu-tory Grants and Contri- butions	Total Gross Expendit- ures	Less: Respen- dable Revenue (Revolving Funds)	Total Net Expenditures
Stewardship of National Heritage Places	1,837	155,301	32,427	23	187,751	--	187,751		187,751
<i>(Total authorities)</i>	1,837	203,732	26,422	977	231,131	--	231,131		231,131
(Actuals)	1,837	182,100	26,337	977	209,414	--	209,414		209,414
Use & Enjoyment by Canadians	1,247	127,226	22,828	189	150,243	--	150,243	15,417	134,826
<i>(Total authorities)</i>	1,247	186,529	33,487	1,616	221,632	--	221,632	15,417	206,215
(Actuals)	1,247	167,461	33,462	1,616	202,539	--	202,539	16,388	186,151
Corporate Services	382	44,369	3,700	-	48,069	--	48,069	--	48,069
<i>(Total authorities)</i>	382	54,783	1,645	631	57,059	--	57,059	--	57,059
(Actuals)	382	50,599	1,622	631	52,852	--	52,852	--	52,852
Total Parks - Budgetary	3,466	326,896	58,955	212	386,063	--	386,063	15,417	370,646
<i>(Total authorities)</i>	3,466	445,044	61,554	3,224	509,822	--	509,822	15,417	494,405
(Actuals)	3,466	400,160	61,421	3,224	464,805	--	464,805	16,388	448,417
Non-Budgetary									--
<i>Total authorities</i>									--
Actuals									--
Total Parks									370,646
<i>Total authorities</i>									494,405
Actuals									448,417

PARKS CANADA AGENCY

PARKS CANADA/ Business Lines	FTEs	Operating	Capital	Voted Grants and Contri- butions	Subtotal: Gross Voted Expendi- tures	Statu-tory Grants and Contri- butions	Total Gross Expendi- tures	Less: Respen- dable Revenue (Revolving Funds)	Total Net Expenditures
OTHER REVENUES AND EXPENDITURES									
Non-Respendable Revenues									-
<i>(Total authorities)</i>									35
(Actuals)									35
Cost of Services Provided by Other Departments									26,686
<i>(Total authorities) **</i>									36,889
(Actuals) **									36,889
Net Cost of the Program									397,332
<i>(Total authorities)</i>									531,259
(Actuals)									485,271

- Numbers in normal text denote Planned Spending (2001-02 *Report on Plans and Priorities*). *Numbers in italics* denote Total Authorities for 2001-02 (main and supplementary estimates and other authorities). **Bolded numbers** denote actual expenditures/revenues in 2001-02 (shown in the Public Accounts).
Due to rounding, figures may not add to totals shown.
- ** **Authorities and Actuals includes cost of services provided by the Department of Canadian Heritage of \$7,510,000**

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

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

Business Lines	Actual 1999-00	Actual 2000-01	2001-02		Actual
			Planned Spending	<i>Total Authorities</i>	
Stewardship of National Heritage Places	158,835	216,966	187,751	<i>231,131</i>	209,414
Use & Enjoyment by Canadians	140,982	183,749	150,243	<i>221,632</i>	202,539
Corporate Services	102,611	51,192	48,069	<i>57,059</i>	52,852
Total Parks - Gross Expenditures	402,428	451,907	386,063	<i>509,822</i>	464,805
Less: Respendable Revenues (Revolving Funds)	14,008	14,920	15,417	<i>15,417</i>	16,388
Total Parks - Net Expenditures	388,420	436,987	370,646	<i>494,405</i>	448,417
Non Budgetary	--	--	--	--	--
Total Parks Canada	388,420	436,987	370,646	<i>494,405</i>	448,417

Table 3B. Historical Comparison of Total Planned Spending to Actual Spending by Business Line

Departmental Planned Net Spending versus Actual Net Spending by Business Line (\$ thousands)

Business Line	Actual 1999-00	Actual 2000-01	2001-02		Actual
			Planned Spending	<i>Total Authorities</i>	
Stewardship of National Heritage Places	158,835	216,966	187,751	<i>231,131</i>	209,414
Use & Enjoyment by Canadians	126,974	168,829	134,826	<i>206,215</i>	186,151
Corporate Services	102,611	51,192	48,069	<i>57,059</i>	52,852
Total Parks Canada	388,420	436,987	370,646	<i>494,405</i>	448,417

Table 4. Resource Requirements by Organization and Business Line***Comparison of 2001-02 Planned Spending, and Total Authorities to Actual Expenditures by Organization and Business Lines (\$ thousands)***

Organization	Stewardship of National Heritage Places	Use & Enjoy- ment by Cana- dians	Corporate Services	TOTALS
Parks Canada	187,751	134,826	48,069	370,646
<i>(total authorities)</i>	<i>231,131</i>	<i>206,215</i>	<i>57,059</i>	<i>494,405</i>
(Actuals)	209,414	186,151	52,852	448,417
% of TOTAL	46.7%	41.5%	11.8%	100.0%

Note: Numbers in normal text denote Planned Spending (2001-02 *Report on Plans and Priorities*). Numbers in italics denote Total Authorities for 2001-02 (main and supplementary estimates and other authorities). **Bolded numbers** denote actual expenditures /revenues in 2001-02 (shown in the Public Accounts). Due to rounding figures may not add to totals shown.

Table 5. Respendable Revenues**Respendable Revenues by Business Line (\$ thousands)**

			2001-02		
Business Lines	Actual 1999-00	Actual 2000-01	Planned Revenues	Total Authori ties	Actual
Use & Enjoyment by Canadians					
Revenue Credited to the Parks					
Canada Revolving Funds					
Townsites					
Municipal Fees	2,991	3,426	3,844	3,844	3,162
Subsidies	5,746	6,253	6,223	6,223	7,927
Hot Springs Revenues	4,265	4,174	4,424	4,424	4,098
Golf Course Revenues	1,006	1,067	926	926	1,201
Total	14,008	14,920	15,417	15,417	16,388
Operational Revenues (Pursuant to section 20 of the Parks Canada Agency Act)					
Stewardship of National Heritage Places					
Entrance Fees	15,207	15,000	15,000	17,200	17,200
Other Revenue	1,744	2,000	2,000	2,300	2,300
Total	16,951	17,000	17,000	19,500	19,500

Respendable Revenues by Business Line (\$ thousands) (cont'd)

			2001-02		
Business Lines	Actual 1999-00	Actual 2000-01	Planned Revenues	<i>Total Authori ties</i>	Actual
Use & Enjoyment by Canadians					
Rentals, Lands, Buildings and Concessions	14,011	16,909	10,000	13,471	13,471
Entrance Fees	15,220	14,867	13,400	12,524	12,524
Recreational Fees	16,389	15,546	19,100	16,014	16,014
Other Revenue	3,148	3,363	2,000	10,387	10,387
Total	48,768	50,685	44,500	52,396	52,396
Corporate Services					
Rentals, Lands, Buildings and Concessions	2,000	2,000	2,000	2,000	2,000
Total - Operational Revenues	67,719	69,685	63,500	73,896	73,896
Total Revenues Parks Canada	81,727	84,605	78,917	89,313	90,284

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

Business Lines	Actual 1999-00	Actual 2000-01	2001-02		Actual
			Planned Revenue	Total Authorities	
Stewardship of National Heritage Places	-	-	-	-	-
Use & Enjoyment by Canadians	-	-	-	-	-
Corporate Services					
Other Revenue	33	51	-	35	35
Total Parks Canada	33	51	0	35	35

Table 7. Statutory Payments**Statutory Payments by Business Line (\$ thousands)**

Business Lines	Actual 1999-00	Actual 2000-01	2001-02		Actual
			Planned Spending	Total Authorities	
Stewardship of National Heritage Places	29,951	34,125	34,193	35,956	35,956
Use & Enjoyment by Canadians	60,423	65,124	54,835	65,880	65,880
Corporate Services	11,981	5,557	5,572	5,826	5,826
Total Statutory Payments	102,355	104,806	94,600	107,662	107,662

Table 8A. Transfer Payments Summary**Transfer Payments by Business Line (\$ thousands)**

Business Lines	Actual 1999-00	Actual 2000-01	2001-02		
			Planned Spending	Total Authori ties	Actual
GRANTS					
Stewardship of National Heritage Places	3,223	523	23	23	23
Use & Enjoyment by Canadians	--	--	--	1,600	1,600
Corporate Services	--	1,400	--	--	--
Total Grants - Parks Canada	3,223	1,923	23	1,623	1,623
CONTRIBUTIONS					
Stewardship of National Heritage Places	--	1,115	--	954	954
Use & Enjoyment by Canadians	--	513	189	16	16
Corporate Services	--	658	--	631	631
Total Contributions - Parks Canada	16,279	2,286	189	1,601	1,601
Total Transfer Payments - Parks Canada	19,502	4,209	212	3,224	3,224
CONTRIBUTIONS FROM THE NEW PARKS AND HISTORIC SITES ACCOUNT					
Stewardship of National Heritage Places	1,869	1,925	1,700	1,517	1,517
Total	1,869	1,925	1,700	1,517	1,517

Table 8B. Transfer Payments Details

Parks Canada Transfer Payments (in dollars)			
	Actual 1999-00	Actual 2000-01	Actual 2001-02
GRANTS			
Grants in support of activities or projects related to national parks, national marine conservation areas, national historic sites and historic canals	22,700	1,922,700	1,622,700
Grant to the Kakivak Association to establish and administer a National Parks Economics Opportunities fund in Nunavut	3,000,000	--	--
Grant to the Kakivak Association to establish the Nunavut National Park Scholarship Trust Fund	200,000	--	--
Total Grants - Parks Canada	3,222,700	1,922,700	1,622,700
CONTRIBUTIONS			
Contributions in support of activities or projects related to national parks, national marine conservation areas, national historic sites and historic canals	630,025	2,286,350	1,601,146
Contribution to the Nature Conservancy of Canada towards the purpose of Middle Island	700,000	--	--
Total Contributions - Parks Canada	1,330,025	2,286,350	1,601,146
Total Transfer Payments - Parks Canada	4,552,725	4,209,050	3,223,846
CONTRIBUTIONS FROM THE NEW PARKS AND HISTORIC SITES ACCOUNT			
Contributions under the Parks Canada National Cost Sharing Program	1,869,026	1,924,823	1,517,090

Table 9. Capital Spending by Business Line**Parks Canada (\$ thousands)**

			2001-02		
	Actual 1999- 00	Actual 2000-01	Planned Spending	<i>Total Authori ties</i>	Actual
Parks Canada					
Stewardship of National Heritage Places	23,238	30,221	32,427	26,422	26,337
Use & Enjoyment by Canadians *	15,956	18,612	22,828	33,487	33,462
Corporate Services	3,474	7,432	3,700	1,645	1,622
Total	42,668	56,265	58,955	61,554	61,421

* Includes spending for the Revolving Funds

**Capital Spending from the New
Parks and Historic Sites
Account**

Stewardship of National Heritage Places	6,017	6,929	3,200	13,200	3
Total Capital Spending	48,685	63,194	67,155	69,754	64,007

Definitions Applicable to Major Capital Projects

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

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

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

Class of Estimates

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

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

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

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

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

Table 10. Capital Projects

Details of Major Capital Projects

(\$ thousands)	Current Estimated Total Cost	Actual 1999-00	Actual 2000-01	2001-02		Actual
				Planned Spending	Total Authorities	
Projects by Activity and Region						
Stewardship of National Heritage Places						
Northwest Territories						
Tuktut Nogait West Development (S-DA)	3,700	1,600	1,824	1,300	205	205
Nunavut						
Sirmilik Development (S-DA)	6,000	120	839	900	365	365
British Columbia						
Gwaii Haanas Development (I-EPA)	20,000	606	465	1,700	185	185
Gulf of Georgia Restoration and Development (I-DA)	7,400	1,300	990	400	198	198
Ontario						
Bruce Peninsula Land Acquisition (I-DA)	13,500	204	367	300	190	190
Quebec						
Lachine Canal Enhancement - Heritage Commemoration (S-DA)	7,200	2,259	656	1,800	1,718	1,718
- Locks and Bridge Clearance (S-DA)	25,000	4,999	5,838	7,000	4,241	4,241
Lachine Canal Peel Basin (EPA)	5,452	-	1,692	1,000	3,760	3,760
Fortifications de Québec Nouvelles casernes (S-EPA)	11,700	2,558	1,359	300	331	331
Fort Temiscamingue's Implementation (S-DA)	3,800	416	321	400	54	54
Grosse Île & Irish Memorial Site Development (I-EPA)	19,900	2,390	2,116	800	1,948	1,948
Saguenay Marine Park Development (I-EPA)	29,600	3,031	1,823	2,000	2,807	2,807

Details of Major Capital Projects (cont'd)

(\$ thousands) Projects by Activity and Region	Current Estimated Total Cost	Actual 1999-00	Actual 2000-01	2001-02		
				Planned Spending	<i>Total Authorities</i>	Actual
Nova Scotia						
Fortress of Louisbourg Sprinkler System Replacement (I-DA)	7,300	1,600	1,600	900	728	728
Use and Enjoyment by Canadians						
British Columbia						
Glacier Snowshed Lighting and Pavement (S-DA)	3,100	-	-	-	1,979	1,979
Alberta						
Jasper Sewage Treatment Plant (S-DA)	11,000	95	308	7,000	-	-
Icefields Park - Banff Pavement Rehabilitation (S-DA)	2,381	-	-	-	2,381	2,381
Lake Louise Sewage Treatment Plant Upgrade	5,800	-	-	-	1,938	1,938
Saskatchewan						
Prince Albert National Park Waskesiu Sewage Treatment Plant (S-DA)	4,700	1,000	280	2,000	795	795
Manitoba						
Wapusk Visitor Reception Centre (I-DA)	2,500	-	-	1,500	2,134	2,134
Ontario						
Bruce Peninsula Visitor Centre (I-DA)	7,300	87	248	700	238	238
Quebec						
La Mauricie National Park Park Enhancement (S-DA)	6,200	929	704	1,300	862	862

Details of Major Capital Projects (cont'd)

2001-02

(\$ thousands)	Current Estimated Total Cost	Actual 1999-00	Actual 2000-01	Planned Spending	Total Authorities	Actual
Projects by Activity and Region						
New Brunswick						
Fundy Highway 114 Repavement (S-DA)	10,900	1,290	-	1,200	128	128
Nova Scotia						
Grand Pré Visitor Centre (I-DA)	3,700	-	170	200	301	301
Newfoundland						
Gros Morne Discovery Centre (I-DA)	5,300	1,100	378	-	665	665
Emergency Repairs TransCanada Highway - Terra Nova National Park (EPA)	8,478	-	1,733	3,100	5,755	5,755

Table 11. Revolving Fund Financial Summaries**Townsites - Revolving Fund Statement of Operations (\$ thousands)**

	2001-02				
	Actual 1999-00	Actual 2000-01	Planned Spending	<i>Total Authori ties</i>	Actual
Revenues	8,737	9,679	10,067	10,067	11,089
Expenses	8,172	9,083	9,478	9,478	8,494
Profit (Loss)	565	596	589	589	2,595
Add: Depreciation and other items not requiring use of funds	2,801	2,875	2,975	2,975	1,830
	3,366	3,471	3,564	3,564	4,425
Capital requirements	3,777	3,766	3,980	3,980	4,838
Net expenditures charged to Appropriation	(411)	(295)	(416)	(416)	(413)

Townsites - Use of Revolving Fund Authority (\$ thousands)

	2001-02				
	Actual 1999-00	Actual 2000-01	Planned Spending	<i>Total Authori ties</i>	Actual
Authority	10,000	10,000	10,000	10,000	4,338
Drawdown:					
Balance as at April 1	3,217	3,628	4,380	4,380	3,923
Drawdown	411	295	416	416	413
	3,628	3,923	4,796	4,796	4,336
Balance at March 31	6,372	6,077	5,204	5,204	2

The Revolving Fund authority ended in Fiscal Year 2001-2002. Beginning in 2002-2003, these operations will be funded through the Program Expenditure Vote.

Enterprise Unit - Revolving Fund Statement of Operations (\$ thousands)

	2001-02				
	Actual 1999-00	Actual 2000-01	Planned Spending	<i>Total Authori ties</i>	Actual
Revenues	5,271	5,241	5,350	5,350	5,299
Expenses	5,217	5,697	4,599	4,599	6,132
Profit (Loss)	54	(456)	751	751	(833)
Add: Depreciation and other items not requiring use of funds	900	1,213	1,213	1,213	1,600
	954	757	1,964	1,964	767
Capital requirements	918	1,201	210	210	312
Net expenditures charged to Appropriation	36	(444)	1,754	1,754	455

Enterprise Unit - Use of Revolving Fund Authority (\$ thousands)

	2001-02				
	Actual 1999-00	Actual 2000-01	Planned Spending	<i>Total Authori ties</i>	Actual
Authority	8,000	8,000	8,000	8,000	6,448
Drawdown:					
Balance as at April 1	6,170	6,133	3,941	3,941	6,577
Drawdown	(36)	444	(1,754)	(1,754)	(455)
	6,134	6,577	2,187	2,187	6,122
Balance at March 31	1,866	1,423	5,813	5,813	326

The Revolving Fund authority ended in Fiscal Year 2001-2002. Beginning in 2002-2003, these operations will be funded through the Program Expenditure Vote.

Table 12: Contingent Liabilities

Parks Canada has contingent liabilities that amount to \$13.3 million. This information represents action suits that have been commenced against the Government but they are not yet actual liabilities