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Parks Canada Multi-Year Evaluation Plan 2015-2016 to 2019-2020

Final Version

Office of Internal Audit and Evaluation Parks Canada

Recommended for Approval by Parks Canada Executive Management Committee: March 18, 2015

Date approved by CEO: April 20, 2015

Her Majesty the Queen in Right of Canada, represented by
the Chief Executive Officer of Parks Canada,
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DEPUTY HEAD CONFIRMATION

I approve the departmental evaluation plan (DEP) of Parks Canada for the fiscal years 2015-2016 to 2019-2020, which I submit to the Treasury Board of Canada Secretariat as required by the *Policy on Evaluation*.

As per Sections 6.1.8 of the policy, I confirm that the following evaluation coverage requirements are met and reflected in this five-year DEP:

- ✓ all ongoing direct program spending is evaluated every five years;
- ✓ all ongoing programs of grants and contributions are evaluated every five years, as required by section 42.1 of the Financial Administration Act;
- ✓ the administrative aspect of major statutory spending is evaluated every five years;
- ✓ programs that are set to terminate automatically over a specified period of time, if requested by the Secretary of the Treasury Board following consultation with the affected deputy head;
- ✓ specific evaluations, if requested by the Secretary of the Treasury Board following consultation with the affected deputy head.

As per section 6.1.7, I confirm that this five year DEP:

- ✓ aligns with and supports the departmental Management, Resources and Results Structure; and
- ✓ supports the requirements of the Expenditure Management System, including spending reviews.

I will ensure that this plan is updated annually, and I will provide information about its implementation to the Treasury Board of Canada Secretariat, as required.

[ORIGINAL SIGNED BY]
Alan Latourelle
Chief Executive Officer
Parks Canada Agency

April 20, 2015
Date

EXECUTIVE SUMMARY

The Parks Canada 2015-2016 Multi-Year Evaluation Plan outlines the mandate, organizational structure and resources for evaluation in the Agency, the considerations employed in developing the Plan and details of individual evaluation projects for FY 2015-2016, together with the associated resource allocation.

The Office of Internal Audit and Evaluation (OIAE) adheres to the government's policy, directive and standards for evaluation. The evaluation function consists of a Chief Evaluation Executive (CEE) and five evaluator positions.

The evaluation universe (i.e., all the individual "evaluatable programs") consists of 20 entities comprised primarily of sub-programs or combinations of sub-programs within the Agency's Program Alignment Architecture (PAA). Evaluatable entities are described and prioritized based on eight ratings scales (e.g., materiality, known problems impacting program performance, program complexity, reach of entity). Under policy, it is expected that each of the entities will be evaluated every five years, with evaluation priority ratings serving to help schedule the timing and the scope and scale of the evaluations.

In 2014-2015, the universe was restructured consistent with the Agency's new PAA. For this planning cycle, evaluation priority ratings were adjusted based on consultations with senior management and an internal priority assessment exercise. For 2015-2016, the function will complete five evaluations carried over from 2014-2015, provide on-going support to one interdepartmental evaluation and launch five new evaluations.

INTRODUCTION

The 2015-16 Parks Canada Evaluation Plan, consistent with the TB Evaluation Policy, outlines the mandate, organizational structure and resources for evaluation at Parks Canada, the strategy and process employed in developing the Plan, a project schedule for the five-year period from April 2015 to March 2020, and details of individual evaluation activities for the FY 2015-2016, together with the associated resource allocation.

PARKS CANADA AGENCY

Parks Canada was established as a separate departmental corporation in 1998. The Agency's mandate is to:

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

Responsibility for the Parks Canada Agency rests with the Minister of the Environment. The Parks Canada Chief Executive Officer (CEO) reports directly to the Minister.

EVALUATION FUNCTION

APPLICABLE POLICIES AND PROFESSIONAL STANDARDS

The evaluation function at Parks Canada adheres to the TB *Policy on Evaluation*, and associated directives, standards and guidelines of the Government of Canada. The charter for the evaluation function was last updated in 2013-2014.

MANDATE AND SERVICES OFFERED

The mandate of the function is:

To contribute to the achievement of Parks Canada's mandate by providing the CEO with evidence-based, credible, neutral and timely information on the ongoing relevance, results, and value of policies and programs, alternative ways of achieving expected results, and program design improvements.

Services include:

- Evaluation plans completed in advance of an evaluation to briefly describe an entity, its logic (inputs, outputs, reach and results) and to identify evaluation questions, methods and costs;
- Evaluations of programs, policies and functions (i.e., treating the core issue of relevance and performance); and
- Consulting projects and advice, as required, on performance measures, targets and information systems.

FOLLOW-UP ON MANAGEMENT RESPONSES

The evaluation cycle includes a systematic follow-up on the management responses, at six months intervals, after the final approval of the reports by the CEO. Responses are tabled at the next available evaluation committee meeting. The processes continue for five-years or until all planned actions are complete.

GOVERNANCE

Evaluation Committee is now the Executive Management Committee in the Agency which is chaired by the CEO. Terms of reference for the committee were updated in 2013-2014.

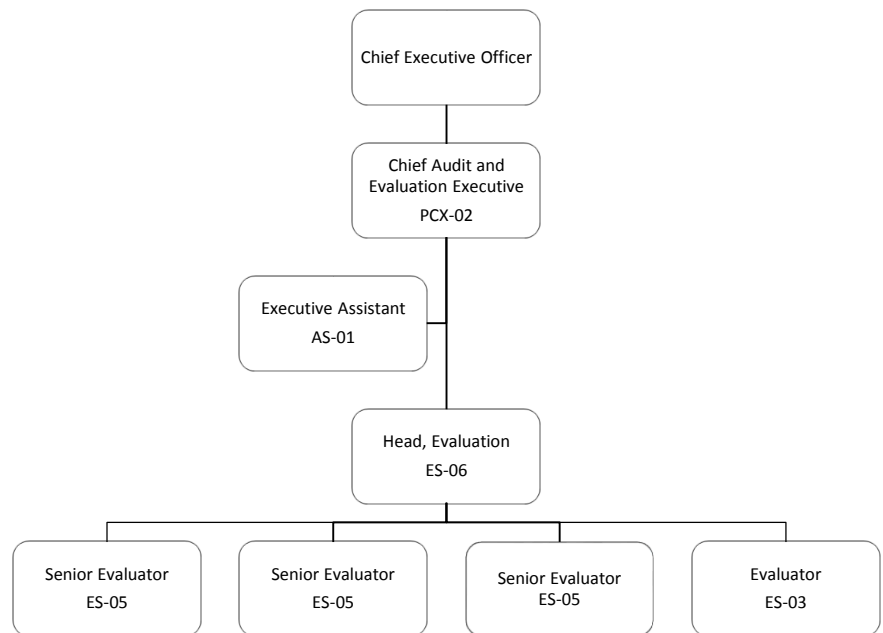
The Evaluation Committee is responsible for reviewing and providing advice or recommendations to the CEO on:

- Evaluation Function and Products, including: the Agency's Evaluation Charter; the rolling Five-Year Evaluation Plan; the adequacy and neutrality of resources allocated to the evaluation function; the performance of the function; and key elements of an evaluation product lifecycle, such as terms of reference, scoping documents, evaluation reports, and management responses and action plans including following-up to ensure action plans are implemented.
- Performance Management Framework: the adequacy of resources allocated to performance measurement in support of evaluation activities, and recommend to the CEO changes or improvements to the framework and an adequate level of resources for these activities.

ORGANIZATIONAL STRUCTURE AND RESOURCES

The organizational chart for the function is shown at the right. The function currently consists of five funded evaluator positions. This is an increase of one budgeted FTE (ES-05) from 2014-2015 as a result of the Agency receiving significant new funding for infrastructure investment as announced by the Prime Minister on November 24, 2014.

The effective staff complement for 2015-2016 is estimated to be 4.75 FTEs due to one employee's language training. Temporary assignments will be pursued to fill any short-term gaps in team capacity.



Budget for evaluation in the Agency includes:

- Part of the salary and O&M costs for the office of CAEE; typically about \$34K per year.
- Costs of the evaluation function (i.e., the salary and expenditures for the five evaluator positions).

The available budget for the evaluation function along with actual expenditures in 2014-2015 and forecasted expenditures in 2015-2016 are shown in the following table.

Table 1: Actual and Forecasted Expenditures, 2015-2016

	Available Budget	Expenditures		Forecasted Expenditures as % of Available Budget
		2014-2015	2015-2016	
		Actual	Forecast	
Salaries	498,451	234,338	477,541	95.8%
Project Costs	226,302	32,002	132,000	99.4%
Non Project O&M		20,494	92,880	
	724,753	286,834	702,421	96.9%

EVALUATION PLANNING METHODOLOGY AND CONSIDERATIONS

Under the TB Policy on Evaluation, the Agency is required to evaluate 100% of its direct program spending over a five year period starting with the April 2013 to March 2018 cycle.

Entities for evaluation may consist of:

- A single sub-program, or a combination of sub-programs defined in the in the PAA;
- A horizontal activity common to several sub-programs (e.g., the visitor safety component of several visitor experience sub-programs) or a horizontal function (e.g., Aboriginal engagement, consultation and negotiation across sub-programs);
- A TB requirement as a condition of funding (e.g., law enforcement program, TCH Twinning Project).
- A G&Cs program, for which evaluations are required under the FAA on a five year cycle¹; and
- A cross-government program to support renewal of special purpose funding (e.g., Species at risk).

To assist in evaluation planning, entities are described, documented and prioritized to inform the scope and sequencing of evaluation projects over a five year period. Priority ratings for evaluation are based on ratings of the entity on eight dimensions adapted from the TBS Guide to Developing a Departmental Evaluation Plan.² See Appendices C, D, E, and F for more details on priority ratings and other scheduling considerations.

Based on discussions with management teams between December 2014 and January 2015, 20 evaluation entities were identified to guide planning for the next five years (see table below). Most of these entities are either sub-programs within the PAA or combinations of sub-programs.

Both the structuring of entities for evaluation and the scheduling of evaluations has changed significantly from the 2014-2015 evaluation plan. Changes include the addition of Aboriginal Affairs as a new entity, splitting the visitor experience program into various sub-programs, and consolidation of two or more planned evaluations related to the Agency's smaller heritage systems (i.e., National Urban Park, National Marine Conservation Areas, and Heritage Canals) into larger, more comprehensive system-based evaluations.

¹ Evaluation should typically be completed prior to renewal of G&C's terms and conditions.

² The description of priority assessment dimensions was modified for 2015-2016. The evaluation function completed an internal assessment to update priority assessment ratings for each entity in February 2015.

Table 2: Parks Canada Evaluation Entities

Type of Entity	#	Sub-program or process	PA #	Sub Program #	Priority Rating	Planned Expenditures 2015-16 to 2017-18		
						Yearly Average (\$M)	Average % of Total DPS	
National System Based	1	NP Establishment	1	1.1.1	M	11.6	1%	31%
	2	NP Conservation	3	1.2.1	H	86.2	8%	
	3	NP Visitor Experience	4	1.4.1	H	219.5	21%	
	4	NHS Designation	1	1.1.3	L	2.7	0%	17%
	5	NHS Conservation	2	1.2.4	H	92.1	9%	
	6	NHS Visitor Experience	4	1.4.4	M	80.1	8%	
	7	NMCA Establishment	1	1.1.2	M	1.5	0%	1%
		NMCA Conservation	2	1.2.3	M	1.5	0%	
		NMCA Visitor Experience	4	1.4.3	M	2.3	0%	
	8	NUP Conservation	2	1.2.2	M	5.1	0%	2%
		NUP Visitor Experience	4	1.4.2	M	13.1	1%	
	9	Heritage Canal Visitor Experience	4	1.4.5	H	115.6	11%	21%
		Heritage Canal Management	5	1.5.3	H	104.4	10%	
	10	Other Heritage Places Designation	1	1.1.4	L	5.5	1%	1%
		Other Heritage Places Conservation	2	1.2.5	L	5.9	1%	
Horizontal	11	Heritage Places Promotion	3	1.3.1	H	27.2	3%	3%
	12	Partnering and Participation	3	1.3.2	M	10.7	1%	1%
	13	Law Enforcement	2	NA	M	8.5	1%	1%
	14	Aboriginal Affairs	NA	NA	L			
	15	Visitor Safety and Prevention	4	NA	M			
Infrastructure Based	16	Townsite Management	5	1.5.1	M	12.4	1%	1%
	17	Highway Management	5	1.5.2	H	232.7	22%	22%
	18	TCH Twinning	5	1.5.2	--	--	--	--
G&Cs programs	19	General Class Contribution Program (including miscellaneous grants)	NA	NA	L	3.8	NA	NA
	20	NHS Cost-Sharing Program	2	1.2.5	L	1.2	NA	NA

Note 1: The seven sub-programs in yellow account for about 83% of average expenditures per year; only one of these is already covered in the 2013-2018 five year cycle (i.e., NP Conservation).

Note 2: Horizontal evaluations of cross-government programs to support renewal of special purpose funding (e.g., SAR, Contaminated Sites, Clean Air Agenda) are not included in the table; these are led by other federal departments/agencies.

PLANNED PROJECTS FOR NEXT FIVE YEARS

The following table shows the past two years of evaluation coverage and the proposed evaluation schedule for the next five year period. This is followed by details of the timing and resource requirements for the 2015-2016 fiscal year.

Five Year Evaluation Schedule

2015-2016 to 2019-2020 EVALUATION PLAN PERIOD								
#	Sub-program or process	1 st TB Cycle					2 nd TB Cycle	
		2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
1	NP Establishment	DONE					Evaluation	
2	NP Conservation	DONE					Evaluation	
3	NP Visitor Experience				Evaluation			
4	NHS Designation		In progress				Evaluation	
5	NHS Conservation			Evaluation				Evaluation
6	NHS Visitor Experience			Evaluation				
7	NMCA Establishment					Evaluation		
	NMCA Conservation							
	NMCA Visitor Experience							
8	NUP Conservation					Evaluation		
	NUP Visitor Experience							
9	Heritage Canal Visitor Experience				Evaluation			
	Heritage Canal Management							
10	Other Heritage Places Designation		In progress				Evaluation	
	Other Heritage Places Conservation							
11	Heritage Places Promotion			Evaluation				Evaluation
12	Partnering and Participation					Evaluation		
13	Law Enforcement		In progress					Evaluation
14	Aboriginal Affairs Management			Evaluation				
15	Visitor Safety and Prevention				Evaluation			
16	Townsite Management		In progress					Evaluation
17	Highway Management				Evaluation			
18	TCH Twinning		In progress					
19	General Class Contribution Program (including miscellaneous grants)			Evaluation				
20	NHS Cost-Sharing Program				Evaluation			

PROJECTS FOR 2015-2016

Proposed timing and costs of the projects are outlined below. Estimated resource requirements are for 2015-2016 only.

Topic	Requirement for Evaluation	Actual or Planned Dates					Resources Required	
		In Previous Plan	Start date	Completion of fieldwork	Completion of report	Date of Approval	Approx. hours	O&M (\$000)
Carried Over From 2014-15								
Other Heritage Places Designation and Conservation	Policy on Evaluation - DPS	Y	June 2013	November 2014	January 2015	April 2015	50	5
National Historic Site Designation	Policy on Evaluation - DPS	Y	July 2013	January 2014	January 2015	April 2015	50	5
TCH Twinning in Banff National Park	TB Submission	Y	September 2014	October 2014	November 2015	April 2015	10	5
Law Enforcement	TB Submission	Y	September 2014	May 2015	June 2015	September 2015	750	20
Townsites Management	Policy on Evaluation - DPS	Y	November 2014	May 2015	June 2015	September 2015	750	10
New in 2015-16								
Aboriginal Affairs	Agency Priority for FY 2015-16	N	April 2015	September 2015	December 2015	March 2016	1,500	20
General Class Contribution Program	FAA – G&C	N	April 2015	August 2015	October 2015	December 2015	150	25
National Historic Site Conservation	Policy on Evaluation - DPS	Y	September 2015	January 2016	March 2016	June 2016	750	15
National Historic Site Visitor Experience	Policy on Evaluation - DPS	N	September 2015	January 2016	March 2016	June 2016	750	15
Heritage Places Promotion	Policy on Evaluation - DPS	Y	September 2015	January 2016	March 2016	June 2016	750	15
Contributions to Interdepartmental Evaluations for 2015-16								
Climate Change Adaptation (Clean Air Agenda)	Evaluation led by EC that includes nine departments funded for climate change adaptation. PCA has a small role in the evaluation.	Y	June 2014	March 2015	TBD	TBD	20	0
Total							5530	135

Appendix A. Approval Schedule

Proposed Title	Link to PAA	Coverage Req.	Last Approved Evaluation	Planned Evaluation Start Date	Planned Evaluation Approval Date	Estimated G&C Value ³ (\$M)	Estimated Total Value ⁴ (inc. G&C) (\$M)
FY 2015-2016							
National Historic Site Designation	P1	DPS		July 2013	April 2015	--	\$2.7
Other Heritage Places Designation and Conservation	P1,P2	DPS		June 2013	April 2015	\$6.3 ⁵	\$11.4 ⁶
Twinning of TransCanada Highway in Banff National Park	P5	TB Sub		Sept 2014	April 2015	--	\$0 ⁷
Law Enforcement	P2	TB Sub		Oct 2014	Sept 2015	--	\$8.5 ⁸
Townsites Management	P5	DPS		Nov 2014	Sept 2015	--	\$12.4
General Class Contribution Program (GCCP)	n/a	G&C	Jan 2011	April 2015	Dec 2015	\$3.8	-- ⁹
FY 2016-2017							
Aboriginal Affairs Management	P3	Risk-based		April 2015	Sept 2016	-- ¹⁰	TBD
NHS Cost-Sharing Program	P2	G&C	Dec 2012	April 2016	Dec 2016	\$1.2	-- ¹¹
National Historic Sites Conservation	P2	DPS		Sept 2015	Mar 2017	--	\$92.1

³ Estimated G&C value derived from Main Estimates 2014-15.

⁴ Consistent with Table 2, estimated total DPS presented is three-year average of annual planned spending (2015-16 to 2017-18), from PCA RPP 2015-16.

⁵ Related G&C elements are the Grant to International Peace Garden and Funding to Support TransCanada Trail Foundation's Fundraising Campaign. These were not included in the scope of the current evaluation but will be evaluated with the General Class Contribution Program. The NHS Cost-Sharing Program also contributes to the sub-program; this will be subject to a stand-alone evaluation.

⁶ Total excludes estimated related G&C value (to be evaluated with the General Class Contribution Program).

⁷ No costs were recorded for 2014-2015 since the project is finished.

⁸ Law Enforcement is not included in RPP 2015-16; estimated DPS based on average historical spending as per PCA financial system.

⁹ Funding authority that contributes to many Agency programs and sub-programs; no direct associated "program" cost for GCCP.

¹⁰ PCA participates in Aboriginal Economic Development Strategic Partnerships Initiative (SPI), a horizontal G&C that is led and evaluated by AANDC. Total contribution spending for all federal partners in 2014-15 was \$14,450,000. PCA-associated expenditures are not known.

¹¹ NHS Cost-Sharing Program is linked to the Other Heritage Places Conservation sub-program but will be conducted as a stand-alone evaluation.

Proposed Title	Link to PAA	Coverage Req.	Last Approved Evaluation	Planned Evaluation Start Date	Planned Evaluation Approval Date	Estimated G&C Value ³ (\$M)	Estimated Total Value ⁴ (inc. G&C) (\$M)
National Historic Sites Visitor Experience	P4	DPS	Jan 2012 ¹²	Sept 2015	Mar 2017	--	\$80.1
Heritage Places Promotion	P3	DPS		Sept 2015	Mar 2017	--	\$27.2
Visitor Safety and Prevention	P4	DPS		April 2016	Mar 2017	--	
Highway Management	P5	DPS	Jan 2011	April 2016	Mar 2017	--	232.7
FY 2017-2018							
Heritage Canals Management and Visitor Experience	P4, P5	DPS	Mar 2012 ¹³	April 2016	Sept 2017	--	\$220
National Park Visitor Experience	P4	DPS	Jan 2012 ¹⁴	Sept 2016	Mar 2018	--	\$219.5
National Urban Park Conservation and Visitor Experience	P2,P4	DPS		April 2017	Mar 2018	--	\$18.2
Partnering and Participation	P3	DPS		April 2017	Mar 2018	--	\$10.7
FY 2018-2019							
NMCA Establishment, Conservation and Visitor Experience	P1, P2, P4	DPS	Jan 2012 ¹⁵	April 2017	Sept 2018	--	\$5.3
National Park Establishment	P1	DPS	Mar 2014	April 2018	Sept 2018	--	\$11.6
NHS Designations	P1	DPS	Apr 2015	Sept 2018	Mar 2019	--	\$2.7
Other Heritage Places Designation and Conservation	P1, P2	DPS	Apr 2015	Sept 2018	Mar 2019	\$6.3	\$11.4
Townsite Management	P5	DPS	Sept 2015	Sept 2018	Mar 2019	--	\$12.4
FY 2019-2020¹⁶							
NP Conservation	P2	DPS	May 2014	Sept 2018	Sept 2019	--	\$86.2
Law Enforcement	P2	TB Sub	Sept 2015	Apr 2019	Sept 2019	--	\$8.5
Townsite Management	P5	DPS	Sept 2015	Apr 2019	Sept 2019	--	\$12.4

¹² Evaluation of Parks Canada's Visitor Service Offer approved in March 2012; included elements relevant to planned evaluation.

¹³ Previous evaluation was limited to Heritage Canals Management (PA5); it excluded Visitor Experience (PA2) activities and expectations.

¹⁴ Evaluation of Parks Canada's Visitor Service Offer approved in March 2012; included elements relevant to planned evaluation.

¹⁵ Evaluation of Parks Canada's Visitor Service Offer approved in March 2012; included elements relevant to planned evaluation.

¹⁶ Evaluation of NP Conservation scheduled to start in September 2019 will not be completed until September 2020.

Appendix B. Status of Ongoing Programs of Grants and Contributions

Title of Ongoing Programs of G&Cs	Type of Instrument	Estimated Value 2014-15 (\$)	Approval Date of Last Evaluation	Approval Date of Next Evaluation	Comments
General Class Contribution Program (GCCP)	Contribution	3,788,275	January 2011	December 2015	GCCP scope is broad; contributes to many of the Agency's programs and sub-programs.
Grant to the International Peace Garden	Grant	22,700			Corresponds to Other Heritage Places Conservation sub-program. Previously evaluated as an appendix to Evaluation of GCCP; same approach to be applied for December 2015.
Funding to Support the TransCanada Trail Foundation's Fundraising Campaign	Grant?	6,250,000	--		Corresponds to Other Heritage Places Designation sub-program. No previous evaluation; will be evaluated as an appendix to Evaluation of GCCP (December 2015).
National Historic Sites Cost-Sharing Program	Contribution	1,233,000	December 2012	March 2017	Corresponds to Other Heritage Places Conservation sub-program.
Aboriginal Economic Development Strategic Partnerships Initiative (SPI)	Contribution	n/a	September 2014 (by AANDC)	TBD	Corresponds to Partnering and Participation sub-program (Aboriginal Affairs). Parks Canada is one of 15 federal signatories to SPI; AANDC is the lead. Total contribution spending for all federal partners in 2014-15 was \$14,450,000.

Appendix C. Priority Assessment Dimensions and Scales

Dimension	Score		
	4	2	0
Materiality	>10% (more than \$95M)	5% to 10% (approx. \$51 to 94 M)	<5% (less than \$50 M)
TB Commitments	Required in the next 12 to 18 months	Required but not in the next 18 months	None required
	TB Commitments include but are not necessarily limited to requirements in the TB Policy on Evaluation (all DPS on 5-year cycle), commitments to conduct evaluations in TB Submissions, and FAA requirements for G&C programs.		
Links to Corporate Risk Profile	Links primarily to high priority corporate risks	Links to primarily lower priority corporate risks	No links to corporate risks
	Activities linked to the 2015-16 key corporate risks (i.e., competitive position, external development pressures, natural disasters, and asset condition) are rated four. Activities related to other corporate risks are rated a two and activities not clearly related to the risk profile are rated zero.		
Known Problems	Managers or findings in previous evaluations indicate significant challenges impacting program performance.	Managers or findings in previous evaluations indicate some challenges impacting program performance.	Managers or findings in previous evaluations indicate few challenges impacting program performance.
	Ratings are based on discussion with program managers within the Agency, reports on program performance, and previous audit and evaluation findings. Challenges impacting program performance may be identified in a number of areas, including but not limited to: the completeness of the sub-program's performance framework (i.e., clarity of program objectives and evidence of systems and activities to monitor and report against related targets), program governance, asset condition, information management, and any reported failures in sub-program performance. New programs or programs that have recently undergone significant restructuring where performance has not yet been assessed are considered higher risk and so are also given higher ratings.		
Extensiveness of Program Reach	Extensive, national and/or international intended direct program reach.	Moderate and/or regional intended direct program reach.	Limited and/or localized intended direct program reach.
	The extent of program reach relates to the extent of the intended direct reach, i.e., the number of people or groups (communities, stakeholders, NGOs, Aboriginals, etc.) targeted and/or directly impacted by sub-program activities. Most program activities have ultimate beneficiaries, i.e., Canadians as a whole, who are not counted as the program or sub-program reach. When the target reach of a program are organizations or provinces (e.g., NP and NMCA establishment), we count reach as the number of groups targeted and not the size of the constituencies represented by these groups. Sub-programs such as Heritage Places Promotion and Visitor Experience have extensive program reach given they are intended to reach millions of Canadians and international visitors. Low reach is typified by the Other Heritage Places sub-programs, which target a limited number of partners or interested parties.		
Complexity of Program	High Complexity	Moderate Complexity	Low Complexity
	Program's complexity is rated given factors such as number of delivery partners, legal context and degree of direct control over outcomes. Highly complex programs are exemplified by the NP and NMCA establishment sub-programs, which require extensive consultation and negotiations over many years with dozens of different stakeholders who differ in their capacities and interests, and have the capability to block a particular establishment process. By contrast, the NHS Designations sub-program is considered to have low complexity given the clear legal framework and its administration of a relatively well-defined and long-established process.		
Health, Safety and Environment	High degree of consequence associated with program failure.	Moderate degree of consequence associated with program failure.	Low degree of consequence associated with program failure.
	Many of the Agency's activities require consideration of health, safety and the environment as a fundamental part of program delivery. Considerations for health and safety include visitors (e.g., human wildlife-conflicts, potable water, search and rescue) and Parks Canada employees (e.g., law enforcement), but can also extend to groups or individuals who are directly and indirectly impacted by management decisions (e.g., highway condition, bridge and dam safety). The environmental impact of management decisions can also have important consequences on elements such as species at risk and contaminated sites. Our rating does not assess the nature or quality of management measures to mitigate health, safety or environmental issues involved in sub-program delivery, only the extent to which these considerations are inherent in delivery of the sub-program.		
Political and Public Sensitivity	High	Moderate	Low
	Ratings for this dimension consider both the extent of recent public or political attention and the likely extent of sensitivity associated with possible program failure. Activities which have received recent public or political attention are rated higher (e.g., changes to visitor service offer), as are activities that have a high potential interest should they occur (e.g., the failure of a dam or a potable water system resulting in a significant number of injuries or deaths). We also expect political interest related to sub-programs with significant infrastructure investment; these are given at least a 'moderate' rating. Sub-programs with high public visibility (e.g., Heritage Places Promotion) are also rated higher.		

Appendix C. Corporate Risk Profile 2015-2016¹⁷

Risk Category and Label	Risk Statement	Risk Owner
Public		
Aboriginal Engagement	A diminished level of Aboriginal support for Parks Canada may impact the Agency's ability to deliver on and advance its programs.	Director, Aboriginal Affairs Secretariat
Partnering	Parks Canada may not be able to effectively collaborate with potential partners due to internal capacity (such as deficiencies in financial authorities) or external factors. This could limit our ability to leverage opportunities, extend our reach, grow our base of support, and advance our programs.	VP, External Relations and Visitor Experience
Public Awareness and Support	Local communities, stakeholders, NGOs, and the Canadian public may not be sufficiently aware or supportive of Parks Canada, compromising the Agency's ability to fulfill its mandate.	VP, External Relations and Visitor Experience
Socio-economic		
Competitive Position	Parks Canada programs, services and experiences may be less attractive or less of an interest to Canadians compared to alternative leisure activities.	VP, External Relations and Visitor Experience
External Development Pressures	External development pressures may limit opportunities for establishment of new national parks and national marine conservation areas; and may affect the ecological integrity of national parks, the ecologically sustainable use of national marine conservation areas, the commemorative integrity of national historic sites, and the heritage value of cultural resources in heritage places.	VP, Protected Areas Establishment and Conservation; VP, Heritage Conservation and Commemoration
Environmental		
Natural Disasters	Natural disasters may lead to the loss or impairment of natural and cultural resources, visitor experience opportunities and contemporary assets, resulting in increased operational costs and compromising the Agency's ability to deliver on its mandate.	VP, Operations, Eastern Canada; VP, Operations, Western and Northern Canada
Environmental Forces	Environmental forces may limit the Agency's ability to maintain or improve ecological integrity in national parks and to foster ecologically sustainable use of National Marine Conservation Areas.	VP, Protected Areas Establishment and Conservation
Parks Canada's Business Operations		
Asset Condition	The Agency's ability to deliver on its mandate is impaired due to an inability to make appropriate ongoing investments for maintenance and recapitalization of its built asset portfolio.	Chief Administrative Officer; VP, Heritage Conservation and Commemoration
Information Management	Failure to identify, capture, manage, share and report pertinent data, plus maintain security of information and knowledge, may hinder the ability to effectively manage all program areas and meet legal requirements.	Chief Administrative Officer
<i>Source: Parks Canada Agency Corporate Risk Profile 2015-16</i>		

¹⁷ Key corporate risks are identified in blue.

Appendix D. Past Coverage of the Evaluation Universe (April 2009 to March 2015)

Program and Sub-Programs	Parks Canada Evaluations and Interdepartmental Evaluations	Work of External Assurance Providers
National Parks		
National Park Establishment	<ul style="list-style-type: none"> Evaluation of Parks Canada's National Parks Establishment and Expansion (2014) Evaluation of the Advancing Conservation Interests in the Northwest Territories Initiative (Protected Areas Strategy) (2013)* 	
National Park Conservation	<ul style="list-style-type: none"> Evaluation of Parks Canada's National Parks Conservation (2014) Evaluation of the Programs and Activities in Support of the Species at Risk Act (August 2012)* 	<ul style="list-style-type: none"> CESD Chapter – Ecological Integrity in National Parks (2013) CESD Chapter – Implementation of the Canadian Environmental Assessment Act, 2012 (2014)
National Park Visitor Experience	<ul style="list-style-type: none"> Evaluation of Visitor Service Offer (January 2012) 	
National Historic Sites		
National Historic Sites Designation	<ul style="list-style-type: none"> Evaluation of Parks Canada's National Historic Sites Designations (Projected: April 2015) 	
National Historic Site Conservation		
National Historic Site Visitor Experience	<ul style="list-style-type: none"> Evaluation of Visitor Service Offer (January 2012) 	
National Marine Conservation Areas		
National Marine Conservation Area Establishment		<ul style="list-style-type: none"> CESD Chapter --- Marine Protected Areas (2012)
National Marine Conservation Area Sustainability	<ul style="list-style-type: none"> Evaluation of the Health of the Oceans (HOTO) Initiative (2012)* 	
National Marine Conservation Area Visitor Experience	<ul style="list-style-type: none"> Evaluation of Visitor Service Offer (January 2012) 	
National Urban Park		
National Urban Park Conservation		
National Urban Park Visitor Experience		
Other Heritage Places		
Other Heritage Places Designation	<ul style="list-style-type: none"> Evaluation of Parks Canada's Other Heritage Places Programs (Projected: April 2015) 	
Other Heritage Places Conservation		

Program and Sub-Programs	Parks Canada Evaluations and Interdepartmental Evaluations	Work of External Assurance Providers
Horizontal		
Heritage Places Promotion		
Partnering and Participation		
Law Enforcement		
Aboriginal Affairs Management		
Visitor Safety and Prevention		
Infrastructure		
Townsite Management		
Highway Management	<ul style="list-style-type: none"> • Evaluation of Through Highway Management (November 2010) • Evaluation of the Twinning of the TransCanada Highway in Banff National Park (Projected: April 2015) 	
Heritage Canal Management	<ul style="list-style-type: none"> • Evaluation of Through Waterway Management (March 2012) 	
Grant and Contribution Programs		
GCCP	<ul style="list-style-type: none"> • Evaluation of Parks Canada's General Class Contribution Program (November 2010) 	
National Historic Site Cost-Sharing	<ul style="list-style-type: none"> • Evaluation of Parks Canada's National Historic Site Cost-Sharing Program (November 2012) 	
Aboriginal Economic Development Strategic Partnerships Initiative		<ul style="list-style-type: none"> • AANDC – Evaluation of Aboriginal Economic Development Strategic Partnerships Program (2014)

* indicates an interdepartmental evaluation

Appendix E. Agency RMAF Evaluation Commitments 2015-2016

Horizontal Evaluations	Parks Canada
Evaluation of Climate Change Adaptation: This evaluation, to be led by EC, will include nine departments that have received funding for climate change adaptation. Parks Canada is expected to have a small role in the evaluation. Planning for this work will begin in 2014-2015 with a target to finish the work in 2015-2016.	Evaluation of the Law Enforcement Program: The program, involving up to 100 armed law enforcement officers responsible for enforcement of laws and regulations in the Agency's protected heritage places (excluding criminal code enforcement) was funded and developed in 2008-09 with on the ground activities commencing in 2009-10. The program had start-up costs of \$8.5M in 2008-09 and ongoing costs of \$2.3M per year thereafter (i.e., less than one percent of the Agency's annual spending). An evaluation is underway and should be completed by June 2015.