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# Parks Canada Multi-Year Evaluation Plan 2016-2017 to 2020-2021

Final Version

Office of Internal Audit and Evaluation Parks Canada

Recommended for Approval by Parks Canada Executive Management Committee: 15 June 2016

Date approved by CEO: 21 June 2016

Her Majesty the Queen in Right of Canada, represented by  
the Chief Executive Officer of Parks Canada,  
Catalogue No.: R61-21/4E-PDF

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## DEPUTY HEAD CONFIRMATION

I approve the departmental evaluation plan (DEP) of Parks Canada for the fiscal years 2016-2017 to 2020-2021, 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 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]\_\_\_\_\_  
Daniel Watson  
Chief Executive Officer  
Parks Canada Agency

\_\_\_\_\_  
21 June 2016  
Date

## EXECUTIVE SUMMARY

The Parks Canada 2016-2017 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 2016-2017, 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. For 2016-17, the evaluation function consists of a Chief Evaluation Executive (CEE) and six evaluator positions.

The evaluation universe (i.e., all the individual "evaluatable programs") consists of 23 entities comprised primarily of sub-programs or aspects of sub-programs within the Agency's Program Alignment Architecture (PAA) as well as the Agency's two contribution programs. 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.

For 2016-2017, the function will complete five evaluations carried over from 2015-2016, provide ongoing support to two interdepartmental evaluations and launch four new evaluations. The function will also support consulting engagements, as required.

## INTRODUCTION

The 2016-2017 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 2016 to March 2021, and details of individual evaluation activities for the FY 2016-2017, 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 and Climate Change. 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 March 2015.

### 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. Responses are tabled at the Agency's evaluation committee. The processes continue for five-years or until all planned actions are complete.

## GOVERNANCE

Evaluation Committee is the Agency's Executive Management Committee which is chaired by the CEO. Terms of reference for the committee were updated in November 2015.

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.

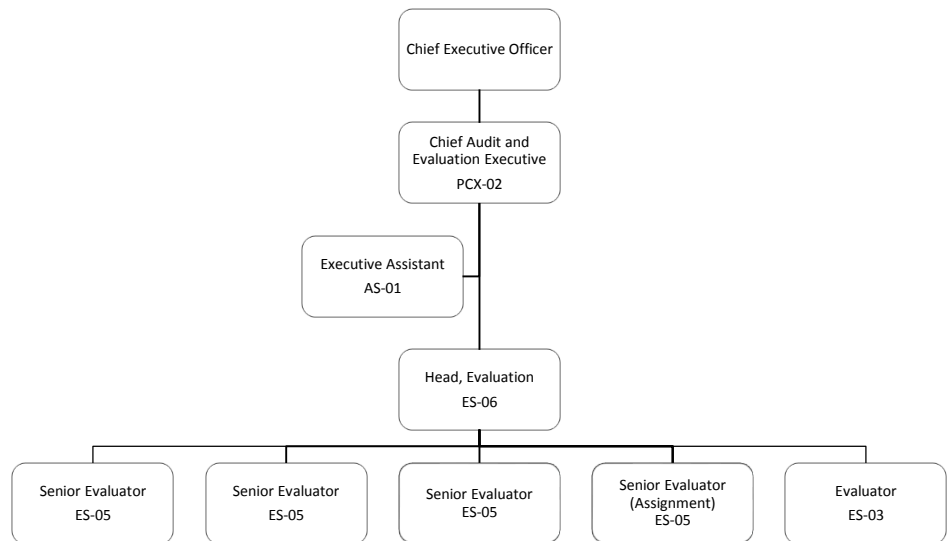
## ORGANIZATIONAL STRUCTURE AND RESOURCES

The organizational chart for the function is shown at the right. The function currently consists of five permanent evaluator positions and one evaluator on assignment.<sup>1</sup>

The effective staff complement for 2016-2017 is estimated to be 5.75 FTEs due to one employee's language training.

The budget for the Agency's evaluation function covers salaries (i.e., the six evaluator positions), project O&M (e.g., contract and publication costs) and non-project O&M (e.g., training, office supplies, etc.).

The available budget for the evaluation function along with actual expenditures in 2015-2016 and forecasted expenditures in 2016-2017 are shown in the following table.



<sup>1</sup> An additional funded Senior Evaluator (ES-05) position was recently approved. Actions are underway to create this position and permanently deploy the evaluator on assignment.

**Table 1: Actual and Forecasted Expenditures, 2016-2017**

	Available Budget (\$000)	Expenditures (\$000)		Forecasted Expenditures as % of Available Budget
		2015-2016	2016-2017	
		Actual	Forecast	
Salaries	600	507	598	100%
Project Costs	240	72	139	100%
Non Project O&M		18	98	
	840	597	835	100%

## EVALUATION PLANNING METHODOLOGY AND CONSIDERATIONS

Under the TB Policy on Evaluation, the Agency is required to evaluate 100% of its direct program spending (i.e., spending associated with programs and sub-programs in the PAA, where spending on internal services is excluded) over a five year period, starting with the April 2013 to March 2018 cycle. Under the Financial Administration Act (42.1) the Agency is also required to evaluate all its grants and contributions (G&C) programs every five years (unless exempted by TB). Finally, the Agency is required to conduct or participate in specific evaluations when there is a TB requirement, typically as a condition of funding an Agency program (e.g., the law enforcement program) or when receiving funding through a horizontal government initiative (e.g., the species at risk program).

To assist in planning evaluations, we identified 23 entities (i.e., the evaluation universe) that require evaluation coverage over five years. These consist of the 19 sub-programs in the PAA, two G&C programs and two additional entities (i.e., the law enforcement program based on TB requirements and the visitor safety and prevention program given the nature of the inherent risks associated with this activity). These entities do not include horizontal initiatives requiring Agency evaluation participation.

The entities are assigned priority ratings on eight dimensions adapted from the TBS Guide to Developing a Departmental Evaluation Plan. Rating of priorities for this planning period were informed by discussions with members of Executive Management Committee and in some cases their management teams between February and March 2016. See Appendices C, D, and E for more details on priority ratings and other scheduling considerations.

TB Evaluation Policy allows for flexibility on the scope, timing and calibration of evaluation projects within the five year period. Calibration is the process of adjusting elements of the evaluation to the sensitivity required to cost-effectively address the core evaluation questions set out in policy. Depending on the particular evaluation, calibration can involve adjustments that increase or decrease the required level of effort, scope or depth of analysis.

In the case of the Agency, we propose 19 evaluations to cover the 23 entities in the evaluation universe, with coverage to be achieved largely by combining two or more sub-programs within a national system (i.e., NMCA, Heritage Canals, NUP) in the same evaluation project.

The tables below show two views of the evaluation entities grouped by the 19 projects. The first table shows Agency spending by evaluation entities as well as complete, in progress or proposed projects for 2016-2017. The second table provides more details of evaluation coverage and plans over the first TB cycle (April 2013 to March 2018) and the additional three years covered by this evaluation plan.



**Table 2: Parks Canada Evaluation Entities and Coverage**

Type of Entity	#	Sub Program or process	PA #	Sub Program #	Priority Rating	Planned Expenditures			Coverage
						2014-15 to 2018-19			Status
						Yearly Average (\$M)	Average % of Total DPS		
National System Based	1	NP Establishment	1	1.1.1	M	9.7	1%	38%	Done
	2	NP Conservation	3	1.2.1	H	90.6	9%		Done
	3	NP Visitor Experience	4	1.4.1	H	274.2	28%		2016-2017
	4	NHS Designation	1	1.1.3	L	1.7	0%	15%	Done
	5	NHS Conservation	2	1.2.4	H	78.5	8%		In Progress
	6	NHS Visitor Experience	4	1.4.4	H	66	7%		In progress
	7	NMCA Establishment	1	1.1.2	M	1.6	0%	1%	2017-2018
		NMCA Conservation	2	1.2.3	M	2.7	0%		
		NMCA Visitor Experience	4	1.4.3	M	3.6	0%		
	8	NUP Conservation	2	1.2.2	M	4	0%	2%	2017-2018
		NUP Visitor Experience	4	1.4.2	M	12.6	1%		
	9	Heritage Canal Visitor Experience	4	1.4.5	H	70.5	7%	19%	2016-2017
		Heritage Canal Management	5	1.5.3	H	114.4	12%		
	10	Other Heritage Places Designation	1	1.1.4	L	5.3	0%	1%	Done
		Other Heritage Places Conservation	2	1.2.5	L	3.7	0%		
External Relations	11	Heritage Places Promotion	3	1.3.1	H	28.5	3%	3%	2017-2018
	12	Partnering and Participation	3	1.3.2	M	14.3	2%	2%	2017-2018
Infrastructure Based	13	Townsite Management	5	1.5.1	M	12.4	1%	1%	In progress
	14	Highway Management	5	1.5.2	H	173	16%	16%	2016-2017
Horizontal – Internal	15	Law Enforcement	2	NA	M	8.5	1%	1%	In progress
	17	Visitor Safety and Prevention	4	NA	H	n/a	n/a	n/a	2017-2018
G&Cs programs	18	General Class Contribution Program (including miscellaneous grants)	NA	NA	L	n/a	n/a	n/a	In progress
	19	NHS Cost-Sharing Program	2	1.2.5	L	n/a	n/a	n/a	2016-2017
Horizontal – External	20	Clean Air Agenda	2	not applicable					IN progress
	21	Species at Risk	2						

**Note 1:** The seven sub-programs in yellow account for about 89% of average expenditures per year

**Note 2:** Horizontal evaluations of cross-government programs to support renewal of special purpose funding (i.e., Species at Risk, Clean Air Agenda) are included in the table; these are led by other federal departments/agencies.

## PLANNED PROJECTS FOR NEXT FIVE YEARS

The table below shows evaluation coverage over the first TB cycle (April 2013 to March 2018) and the proposed evaluation schedule for the five year period covered by this plan.<sup>2</sup>

		2016-17 to 2020-21 Evaluation Plan Period											
#	Sub-program or Process	1 <sup>st</sup> TB Cycle						2 <sup>nd</sup> TB Cycle →					
		2013-14	2014-15	2015-16	2016-17	2017-18		2018-19	2019-20	2020-21			
1.	NP Establishment	DONE						EVALUATION					
2.	NP Conservation	DONE						EVALUATION					
3.	NP Visitor Experience				EVALUATION								
4.	NHS Designation		DONE						EVALUATION				
5.	NHS Conservation			IN PROGRESS								EVALUATION	
6.	NHS Visitor Experience			IN PROGRESS								EVALUATION	
7.	NMCA Establishment												
	NMCA Conservation												
	NMCA Visitor Experience												
8.	NUP Conservation												
	NUP Visitor Experience												
9.	Heritage Canal Visitor Experience												
	Heritage Canal Management												
10.	Other Heritage Places Design.		DONE										
	Other Heritage Places Conservation		DONE										
11.	Heritage Places Promotion							EVALUATION					
12.	Partnering and Participation							EVALUATION					
13.	Townsite Management			IN PROGRESS									
14.	Highway Management				EVALUATION								
15.	Law Enforcement			IN PROGRESS								EVALUATION	
16.	Visitor Safety and Prevention							EVALUATION					
17.	General Class Contribution <sup>3</sup>			IN PROGRESS					EVAL.				
18.	NHS Cost-Sharing					EVAL							EVAL.
19.	Clean Air Agenda		IN PROGRESS										
20.	Species at Risk			IN PROGRESS									

<sup>2</sup> In 2016-2017 some evaluator time is allocated to consulting projects, as well as evaluation projects.

<sup>3</sup> Evaluation of General Class Contribution Program includes evaluation of miscellaneous grants.

## PROJECTS FOR 2016-2017

Proposed timing and costs of the projects are outlined below. Estimated resource requirements are for 2016-2017 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 2015-16								
Law Enforcement	TB Submission	Y	November 2014	November 2015	April 2016	June 2016	250	10
Townsites Management	Policy on Evaluation - DPS	Y	November 2014	October 2015	April 2016	June 2016	120	10
NHS Conservation	Policy on Evaluation - DPS	Y	September 2015	May 2016	August 2016	Sept. 2016	1000	11
NHS Visitor Experience	Policy on Evaluation - DPS	Y	September 2015	May 2016	August 2016	Sept. 2016	1000	11
GCCP	FAA – G&C	Y	October 2015	March 2016	April 2016	June 2016	120	10
New in 2016-17								
NHS Cost-Sharing Program	FAA – G&C	Y	Sept 2016	Nov 2016	Jan 2017	March 2017	120	0
National Park Visitor Experience	Policy on Evaluation - DPS	Y	May 2016	March 2017	July 2017	Sept. 2017	975	53
Heritage Canal Management (includes Visitor Experience)	Policy on Evaluation - DPS	Y	September 2016	April 2017	December 2017	March 2018	700	13
Highway Management	Policy on Evaluation - DPS	Y	September 2016	April 2017	Dec. 2017	March 2018	700	13
Contributions to Interdepartmental Evaluations for 2016-17								
Climate Change Adaptation (Clean Air Agenda)	Evaluation led by ECCC that includes nine departments funded for climate change adaptation. PCA has a small role in the evaluation.	Y	June 2014	March 2015	TBD	TBD	7.5	0
Species at Risk	Evaluation led by ECCC that includes ECCC, DFO and PCA. PCA has a relatively large role in the evaluation.	N	December 2015	September 2016	March 2017	June 2017	55	0
Total							5,048	130

**Appendix A. Evaluation Approval Schedule**

The following table is organized by planned approval date for internal evaluation projects. External horizontal evaluations and consulting engagements are excluded.

Proposed Title	Link to PAA	Coverage Req.	Last Approved Evaluation	Planned Evaluation Start Date	Planned Evaluation Approval Date	Estimated G&C Value <sup>4</sup> (\$M)	Estimated Total Value <sup>5</sup> (inc. G&C) (\$M)
<b>FY 2016-2017</b>							
Law Enforcement	P2	TB Sub	n/a	Nov 2014	June 2016	--	\$8.5 <sup>6</sup>
Townsites Management	P5	DPS	n/a	Nov 2014	June 2016	--	\$12.4
General Class Contribution Program (GCCP)	n/a	G&C	Jan 2011	Oct 2015	June 2016	\$3.8	-- <sup>7</sup>
National Historic Sites Conservation	P2	DPS	n/a	Sept 2015	Sept 2016	--	\$78.5
National Historic Sites Visitor Experience	P4	DPS	Jan 2012 <sup>8</sup>	Sept 2015	Sept 2016	--	\$66.0
NHS Cost-Sharing Program	P2	G&C	Dec 2012	Sept 2016	March 2017	\$1	-- <sup>9</sup>
<b>FY 2017-2018</b>							
National Park Visitor Experience	P4	DPS	Jan 2012 <sup>8</sup>	May 2016	Sept 2017	--	\$274.2
Highway Management	P5	DPS	Jan 2011	Sept 2016	March 2018	--	\$173.0
Heritage Canals	P4, P5	DPS	Mar 2012 <sup>10</sup>	Sept 2016	March 2018	--	\$184.9
National Marine Conservation Areas	P1, P2, P4	DPS	Jan 2012 <sup>8</sup>	April 2017	March 2018	--	\$7.9
National Urban Park	P2, P4	DPS	n/a	April 2017	March 2018	--	\$16.6
Partnering and Participation	P3	DPS	n/a	April 2017	March 2018	--	\$14.3
Heritage Places Promotion	P3	DPS	n/a	April 2017	March 2018	--	\$28.5
Visitor Safety and Prevention	P4	DPS	n/a	April 2017	March 2018	--	TBD

<sup>4</sup> Estimated G&C value derived from Main Estimates 2016-17.

<sup>5</sup> Consistent with Table 2, estimated total DPS presented is five-year average of annual planned spending (2014-15 to 2018-19). Data is derived from PCA DPR 2014-15, PCA RPP 2015-16 and PCA RPP 2016-17.

<sup>6</sup> Law Enforcement is not included in RPP; estimated DPS based on average historical spending as per PCA financial system.

<sup>7</sup> Funding authority that contributes to many Agency programs and sub-programs; no direct associated "program" cost for GCCP.

<sup>8</sup> Evaluation of Parks Canada's Visitor Service Offer approved in March 2012; included elements relevant to planned evaluation.

<sup>9</sup> NHS Cost-Sharing Program is linked to the Other Heritage Places Conservation sub-program but will be conducted as a stand-alone evaluation.

<sup>10</sup> Previous evaluation was limited to Heritage Canals Management (PA5); it excluded Visitor Experience (PA2) activities and expectations.

Proposed Title	Link to PAA	Coverage Req.	Last Approved Evaluation	Planned Evaluation Start Date	Planned Evaluation Approval Date	Estimated G&C Value <sup>4</sup> (\$M)	Estimated Total Value <sup>5</sup> (inc. G&C) (\$M)
<b>FY 2018-19</b>							
National Park Establishment	P1	DPS	Mar 2014	April 2018	March 2019	--	\$9.7
NP Conservation	P2	DPS	May 2014	April 2018	March 2019	--	\$90.6
General Class Contribution Program (GCCP)	n/a	G&C	June 2016 <sup>11</sup>	Sept 2019	March 2019	\$3.8	--
<b>FY 2019-2020</b>							
NHS Designations	P1	DPS	July 2015	April 2019	March 2020	--	\$1.7
Other Heritage Places Designation and Conservation	P1, P2	DPS	July 2015	April 2019	March 2020	\$5.8	\$9.0
Townsite Management	P5	DPS	June 2016 <sup>11</sup>	April 2019	March 2020	--	\$12.4
<b>FY 2020-2021</b>							
Law Enforcement	P2	TB Sub	June 2016 <sup>11</sup>	Sept 2019	Sept 2020	--	\$8.5
National Historic Sites Conservation	P2	DPS	Sept 2016 <sup>11</sup>	April 2020	March 2021	--	\$78.5
National Historic Sites Visitor Experience	P4	DPS	Sept 2016 <sup>11</sup>	April 2020	March 2021	--	\$66.0
NHS Cost-Sharing Program	P2	G&C	Dec 2016 <sup>11</sup>	Sept 2020	March 2021	\$1M	-- <sup>12</sup>

<sup>11</sup> Indicates planned approval date based on five-year schedule.

<sup>12</sup> NHS Cost-Sharing Program is linked to the Other Heritage Places Conservation sub-program but will be conducted as a stand-alone evaluation.

**Appendix B. Status of Ongoing Programs of Grants and Contributions**

Title of Ongoing Programs of G&Cs	Type of Instrument	Estimated Value 2016-17 (\$)	Approval Date of Last Evaluation	Approval Date of Next Evaluation	Comments
General Class Contribution Program (GCCP)	Contribution	3,777,924	January 2011	June 2016	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 applied in current Evaluation of GCCP.
Funding to Support the TransCanada Trail Foundation's Fundraising Campaign	Grant	5,800,000			Corresponds to Other Heritage Places Designation sub-program. No previous evaluation; currently being evaluated as an appendix to Evaluation of GCCP.
National Historic Sites Cost-Sharing Program	Contribution	1,000,000	December 2012	December 2016	Corresponds to Other Heritage Places Conservation sub-program.
Aboriginal Economic Development Strategic Partnerships Initiative (SPI)	Contribution	n/a	September 2014 (by INAC)	TBD	Corresponds to Partnering and Participation sub-program (Aboriginal Affairs). Parks Canada is one of 15 federal signatories to SPI; INAC is the lead. Total contribution spending for all federal partners in 2014-15 was \$14,450,000.

**Appendix C. Dimensions for Evaluation Priority Ratings**

Dimension	Score		
	4	2	0
<b>Materiality</b>	<b>&gt;10% (more than \$97M)</b>	<b>5% to 10% (approx. \$48 to 96 M)</b>	<b>&lt;5% (less than \$47 M)</b>
<b>TB Commitments</b>	<b>Required in the next 12 to 18 months</b>	<b>Required but not in the next 18 months</b>	<b>None required</b>
	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.		
<b>Links to Corporate Risk Profile</b>	<b>Links primarily to high priority corporate risks</b>	<b>Links to primarily lower priority corporate risks</b>	<b>No links to corporate risks</b>
	Activities linked to the 2016-17 key corporate risks (i.e., environment forces adaptation and response; infrastructure project delivery, connecting with Canadians; external development pressures; indigenous relationships) 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.		
<b>Known Problems</b>	<b>Managers or findings in previous evaluations indicate significant challenges impacting program performance.</b>	<b>Managers or findings in previous evaluations indicate some challenges impacting program performance.</b>	<b>Managers or findings in previous evaluations indicate few challenges impacting program performance.</b>
	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.		
<b>Extensiveness of Program Reach</b>	<b>Extensive, national and/or international intended direct program reach.</b>	<b>Moderate and/or regional intended direct program reach.</b>	<b>Limited and/or localized intended direct program reach.</b>
	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 <b>not</b> 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.		
<b>Complexity of Program</b>	<b>High Complexity</b>	<b>Moderate Complexity</b>	<b>Low Complexity</b>
	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.		
<b>Health, Safety and Environment</b>	<b>High degree of consequence associated with program failure.</b>	<b>Moderate degree of consequence associated with program failure.</b>	<b>Low degree of consequence associated with program failure.</b>
	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.		
<b>Political and Public Sensitivity</b>	<b>High</b>	<b>Moderate</b>	<b>Low</b>
	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 D. Past Coverage of the Evaluation Universe (April 2010 to March 2016)**

Program and Sub-Programs	Parks Canada Evaluations and Interdepartmental Evaluations	Work of External Assurance Providers
<b>National Parks</b>		
National Park Establishment	<ul style="list-style-type: none"> <li>• <a href="#">Evaluation of Parks Canada's National Parks Establishment and Expansion</a> (2014)</li> <li>• <a href="#">Evaluation of the Advancing Conservation Interests in the Northwest Territories Initiative (Protected Areas Strategy)</a> (2013)*</li> </ul>	<ul style="list-style-type: none"> <li>• OAG - <a href="#">Implementing the Labrador Inuit Land Claims Agreement</a> (2015)</li> </ul>
National Park Conservation	<ul style="list-style-type: none"> <li>• <a href="#">Evaluation of Parks Canada's National Parks Conservation</a> (2014)</li> <li>• <a href="#">Evaluation of the Programs and Activities in Support of the Species at Risk Act</a> (August 2012)*</li> </ul>	<ul style="list-style-type: none"> <li>• CESD Chapter – <a href="#">Ecological Integrity in National Parks</a> (2013)</li> <li>• CESD Chapter – <a href="#">Implementation of the Canadian Environmental Assessment Act, 2012</a> (2014)</li> </ul>
National Park Visitor Experience	<ul style="list-style-type: none"> <li>• <a href="#">Evaluation of Visitor Service Offer</a> (January 2012)</li> </ul>	
<b>National Historic Sites</b>		
National Historic Sites Designation	<ul style="list-style-type: none"> <li>• <a href="#">Evaluation of Parks Canada's National Historic Sites Designations</a> (July 2015)</li> </ul>	
National Historic Site Conservation		
National Historic Site Visitor Experience	<ul style="list-style-type: none"> <li>• <a href="#">Evaluation of Visitor Service Offer</a> (January 2012)</li> </ul>	
<b>National Marine Conservation Areas</b>		
National Marine Conservation Area Establishment		<ul style="list-style-type: none"> <li>• CESD Chapter --- <a href="#">Marine Protected Areas</a> (2012)</li> </ul>
National Marine Conservation Area Sustainability	<ul style="list-style-type: none"> <li>• <a href="#">Evaluation of the Health of the Oceans (HOTO) Initiative</a> (2012)*</li> </ul>	
National Marine Conservation Area Visitor Experience	<ul style="list-style-type: none"> <li>• <a href="#">Evaluation of Visitor Service Offer</a> (January 2012)</li> </ul>	
<b>National Urban Park</b>		
National Urban Park Conservation		
National Urban Park Visitor Experience		
<b>Heritage Canals</b>		
Heritage Canal Visitor Experience		
Heritage Canal Management	<ul style="list-style-type: none"> <li>• <a href="#">Evaluation of Through Waterway Management</a> (March 2012)</li> </ul>	

Program and Sub-Programs	Parks Canada Evaluations and Interdepartmental Evaluations	Work of External Assurance Providers
Other Heritage Places		
Other Heritage Places Designation	<ul style="list-style-type: none"><li><a href="#">Evaluation of Parks Canada’s Other Heritage Places Programs</a> (July 2015)</li></ul>	
Other Heritage Places Conservation		
Promotion and Public Support		
Heritage Places Promotion		
Partnering and Participation		
Horizontal - Internal		
Law Enforcement		
Visitor Safety and Prevention		
Infrastructure		
Townsite Management		
Highway Management	<ul style="list-style-type: none"><li><a href="#">Evaluation of Through Highway Management</a> (November 2010)</li><li><a href="#">Evaluation of the Twinning of the TransCanada Highway in Banff National Park</a> (July 2015)</li></ul>	
Grant and Contribution Programs		
GCCP	<ul style="list-style-type: none"><li><a href="#">Evaluation of Parks Canada’s General Class Contribution Program</a> (November 2010)</li></ul>	
National Historic Site Cost-Sharing	<ul style="list-style-type: none"><li><a href="#">Evaluation of Parks Canada’s National Historic Site Cost-Sharing Program</a> (November 2012)</li></ul>	
Aboriginal Economic Development Strategic Partnerships Initiative		<ul style="list-style-type: none"><li>INAC – Evaluation of Aboriginal Economic Development Strategic Partnerships Program (2014)</li></ul>

\* indicates an interdepartmental evaluation

**Appendix E. Agency Evaluation Commitments 2016-2017**

Horizontal Evaluations	Parks Canada
<p><b>Evaluation of Climate Change Adaptation:</b> This evaluation, led by ECCC, includes nine departments that have received funding for climate change adaptation. Parks Canada is expected to have a small role in the evaluation. The evaluation is underway and should be completed in 2016-2017.</p> <p><b>Evaluation of the Species at Risk Program:</b> This evaluation, led by ECCC, includes the three federal leads on implementation of the Species at Risk Act (i.e., ECCC, DFO and PCA). Parks Canada is expected to have a large role in the evaluation. The evaluation is underway and should be completed by June 2017.</p>	<p><b>Evaluation of the Law Enforcement Program:</b> 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 2016.</p>