



Parks Canada

2022–23

Departmental Plan



Parks
Canada

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The President & Chief Executive Officer of the Parks Canada
Agency, 2022

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Table of contents

From the Minister	1
From the President & Chief Executive Officer	3
Plans at a glance.....	5
Core responsibilities: planned results and resources, and key risks	9
Internal services: planned results.....	37
Planned spending and human resources	41
Planned spending.....	41
Planned human resources	43
Estimates by vote	43
Future-oriented condensed statement of operations	44
Corporate information	44
Raison d'être, mandate and role: who we are and what we do	45
Operating context.....	45
Reporting framework	46
Supporting information on the program inventory.....	46
Supplementary information tables	46
Federal tax expenditures	46
Organizational contact information	47
Appendix: definitions.....	49
Endnotes.....	53

From the Minister

As the Minister responsible for Parks Canada, I am pleased to present the 2022–23 Departmental Plan for the Agency. This plan provides parliamentarians and Canadians information on Parks Canada's work and the results the Agency expects to achieve in the coming year.



Through delivery of these commitments, we will protect and restore cultural and natural heritage in Canada, continue important infrastructure projects, enable people to connect with these incredible places, and advance reconciliation with Indigenous peoples.

The network of protected areas in Canada plays an important role in helping to address the impacts of climate change by protecting and restoring healthy, resilient ecosystems and contributing to the recovery of species at risk. The Government of Canada is committed to protect Canada's natural legacy, and conserve 25% of land and inland waters and 25% of marine and coastal areas by 2025, working toward 30% of each by 2030. These goals will be achieved through collaboration with Indigenous peoples.

The Government of Canada has committed to establish 10 new national parks and 10 new national marine conservation areas (NMCAs) in the next five years, working with Indigenous communities on co-management agreements for these national parks and NMCAs. In addition, we have committed to designate 15 new urban parks by 2030 to ensure all Canadians have access to green space.

In support of these commitments, Parks Canada will continue to advance the establishment of new national parks and NMCAs in the South Okanagan-Similkameen, Eastern James Bay, Les Îles de la Madeleine, and Pituamkek (Hog Island Sandhills), among others. In addition, the Agency will work in collaboration with municipalities, provinces, Indigenous partners, and key stakeholders to develop a new policy and program design for the creation of a network of national urban parks across Canada.

Parks Canada-administered places provide an opportunity for Canadians to learn more about the diverse heritage of the nation, including the histories, cultures, and contributions of Indigenous peoples. I am committed to strengthening the role that Parks Canada plays in ensuring that Canadians have opportunities to learn about our shared history through programming that incorporates different perspectives and provides a comprehensive and balanced overview of the past.

Parks Canada will continue to implement the *Framework for History and Commemoration: National Historic Sites System Plan (2019)*, an approach to history and commemoration at Parks Canada that engages Indigenous peoples and diverse communities to tell their stories to ensure that the histories communicated at these heritage places are reflective of the diversity of Canada.

In addition, as Minister responsible for Parks Canada, I will introduce comprehensive legislation to protect federally-owned historic places and provide clearer direction on the designation and conservation of these national treasures.

As outlined in my mandate letter, the Government of Canada will work in partnership with Indigenous peoples to implement the United Nations Declaration on the Rights of Indigenous Peoples. Reconciliation with Indigenous peoples is a key priority of the Parks Canada Agency, and is reflected across all other priorities. The cultures and identities of Indigenous peoples are rooted in the land and honouring connections to place is an important element for actions and outcomes related to reconciliation.

The Agency is committed to making investment decisions that prioritize the sustainability and adaptability of its assets and ensure that key Government priorities including accessibility, inclusivity, reconciliation with Indigenous peoples, greenhouse gas reduction and climate change resilience are incorporated. With these investments, Parks Canada will protect and conserve national treasures, while supporting local economies and contributing to growth in the tourism sector.

Parks Canada-administered places provide opportunities for Canadians, particularly youth, to experience the outdoors and learn about Canada's environment and history. The Agency will work with a wide variety of local and regional partners to provide visitor services and experiences, and to introduce Canadians to the safe enjoyment of natural, cultural and historic places through popular initiatives such as the Learn-to Camp program.

Whether it is learning more about science and conservation, Indigenous histories and cultures, or visiting hidden gems, I encourage Canadians to connect and discover all that Parks Canada and its partners have to offer.

Original signed by

The Honourable Steven Guilbeault, P.C., M.P.

Minister of the Environment and Climate Change and Minister responsible for Parks Canada

From the President & Chief Executive Officer

As the President and Chief Executive Officer of the Parks Canada Agency, I am pleased to join Minister Guilbeault in presenting the 2022–23 Departmental Plan for the Agency.

As the world continues to take steps to limit the spread of COVID-19, the health and wellness benefits of spending time in nature and being outdoors have been more important than ever.

In the delivery of its mandate, Parks Canada is honoured to collaborate with Indigenous partners, local and regional residents and stakeholders, visitors past and present, and with interested people and parties from across the country.

The lands, ice and waters on which Canadians live, work and care for are the traditional territories, ancestral homelands, and treaty lands of First Nation, Inuit, and Métis peoples. Parks Canada is committed to a system of national heritage places that recognizes and honours the historic and contemporary contributions of Indigenous peoples, their histories and cultures, as well as the special relationships Indigenous peoples have with these lands, ice and waters.

Parks Canada strives to honour Indigenous connections by working with Indigenous peoples to support the continuance or renewal of practices on the lands, waters, and ice that Indigenous peoples have been stewarding since time immemorial. In addition, through ongoing engagement, the Agency will continue to prioritize collaboration with Indigenous communities regarding the management, care and handling of artefact collections, including enhancing access to Indigenous objects.

Planning for 2022–23 and beyond, Parks Canada will work to continuously improve its services to Canadians and remove barriers to the use and enjoyment of cultural and natural heritage areas. In support of Government of Canada commitments, inclusivity and accessibility will be fundamental principles in the development and delivery of visitor services and experiences to ensure that national historic sites, national parks and national marine conservation areas are accessible to all Canadians. In doing so, Parks Canada will contribute to more people having the opportunity to learn about shared heritage and experience the outdoors.

As cornerstones of Canada's tourism industry, Parks Canada-administered places are committed to providing visitors with high quality and meaningful experiences across the country. Parks Canada will continue developing a long-term plan for the management and sustainability of its infrastructure with a view to securing capital funding to better manage heritage, tourism, waterway, and highway assets and support program and service delivery for the long term. As Canada continues to respond to the challenges of COVID-19, Parks Canada will be an integral player in supporting tourism in Canada by working with the tourism industry and participating in the sector's recovery from the impacts of the global COVID-19 pandemic.



Internally, workplace equity, accessibility, inclusion and diversity are main priorities for Parks Canada. In an effort to foster a diverse workforce and to promote inclusion and equity, the Agency will implement an Equity, Diversity and Inclusion Strategy that will establish new key actions and activities that will foster a culture of inclusion for all employees. Building on previous achievements, the strategy will increase representation in hiring, appointments and leadership development, as part of making the workplace more inclusive and in support of Canada's Anti-Racism Strategy for 2019–2022.

Parks Canada is committed to building a culture of innovation Agency-wide to ensure that its asset, financial, investment, and project management regimes are robust, effective and efficient to support program delivery to Canadians. In support of the Government's commitment to results, transparency and accountability to Canadians, Parks Canada will continue to find ways to address persistent challenges and improve outcomes for Canadians both in its operations and internal services.

The network of protected areas in Canada plays an important role in helping to mitigate the impacts of climate change by protecting and restoring healthy, resilient ecosystems. Parks Canada is a recognized leader in conservation and takes actions to protect national parks and national marine conservation areas and contribute to the recovery of species at risk.

Building on this success and guided by the Government of Canada's commitment to greening government operations, the Agency intends to make significant progress in transitioning to low-carbon, sustainable and climate resilient real property, fleets, services and operations.

As we plan for 2022–23, I reflect on how proud I am of the important role Parks Canada team members continue to play in our service to Canadians, providing opportunities for visitors to experience cultural and natural heritage while remaining healthy and safe.

We look forward to welcoming Canadians to experience the incredible national historic sites, national parks, and national marine conservation areas in Canada and learn more about Canada's environment and rich histories.

Original signed by

Ron Hallman

President & Chief Executive Officer, Parks Canada Agency

Plans at a glance

Natural Heritage Protection

Parks Canada will support the Minister's mandate to conserve 25% of Canada's land and 25% of Canada's oceans by 2025, working toward conserving 30% of each by 2030.

The Agency will continue to advance the Government of Canada's commitment to conserve biodiversity in protected areas over the long term. This includes working in partnership to improve the connectivity of national parks with the broader landscape, increasing the use of science and knowledge to inform conservation decision-making, and contributing to the conservation of species at risk. The Agency will also continue to advance the establishment of national parks and national marine conservation areas and the designation of national urban parks.

Parks Canada will be a key contributor in the Government's fight against climate change by protecting the environment and preserving the country's natural legacy. The Agency will take concrete measures to preserve biodiversity and build ecosystem resilience in response to climate change and other stressors. Ecological integrity will continue to be the first priority in all decision-making at national parks.

In support of the Government's commitment and priority to advance reconciliation with Indigenous peoples, the Agency will continue work to recognize Indigenous leadership and enact respectful approaches to weaving Indigenous knowledge and Indigenous knowledge systems in the stewardship of natural heritage places.

Parks Canada will further strengthen its role as a leader in natural heritage conservation and promotion, ensuring that Canada's national parks remain a source of national pride and enjoyment today and for future generations.

Cultural Heritage Protection

Parks Canada will implement the *Framework for History and Commemoration*, a new approach to history and commemoration at Parks Canada.

The Agency will engage with Indigenous peoples and minority communities to tell their stories and to ensure that the histories communicated at Parks Canada heritage places reflect the diversity of Canada. Parks Canada will continue to work with partners to commemorate the legacy of Residential Schools.

Parks Canada will advance the Minister's commitment to provide a comprehensive legislation to protect federally-owned cultural heritage places and support the development of clearer direction on the designation and preservation of national cultural heritage places.

The Agency will continue work on the new purpose-built collection facility that will see the majority of the historic and archaeological collection under Parks Canada's care housed within a secure, environmentally controlled facility that will not only enhance the safeguarding of this national collection but also ensure it is accessible to Canadians.

The Agency will continue to work with Indigenous peoples to advance the cooperative management of cultural heritage places and to support the Government of Canada's continued core priority of reconciliation.

Parks Canada will enhance its efforts to play a leadership role in cultural heritage conservation and promotion and will continue working to ensure that Canada's national historic sites are a source of national pride and enjoyment today and for future generations.

Relationships with Indigenous peoples

Reconciliation with Indigenous peoples is a key priority of the Parks Canada Agency. The Agency's approach to building relationships is based on an understanding and acknowledgement that protected heritage places are situated on lands, waters, and ice that have been home to Indigenous peoples since time immemorial. Parks Canada will continue to develop and nurture relationships with Indigenous partners that lead to mutually beneficial outcomes.

This priority is integrated horizontally in all of the Agency's other priorities.

Connecting to Canadians

Parks Canada will maintain its leadership role in conserving and promoting heritage places to ensure that they continue to be a source of national pride and enjoyment for Canadians.

The Agency will strive to make inclusivity and accessibility fundamental principles in the development and delivery of visitor services and experiences to ensure that national historic sites, national parks and national marine conservation areas are accessible to all Canadians.

It will also bring nature and history to Canadians in their communities and homes through innovative outreach and engagement programming, digital experiences and promotional activities.

The Agency will work with various local and regional partners to provide high quality visitor services and experiences, and also to introduce Canadians to the safe enjoyment of natural, cultural and historic places through popular initiatives such as the Learn-to Camp program.

In support of the Government of Canada's core priority of reconciliation, Parks Canada will facilitate Indigenous peoples' connections with traditionally used lands and waters. The Agency will also ensure that the experiences and programs it delivers include a component reserved for Indigenous partners to share their cultures and traditions with visitors. This will foster a deeper understanding of Indigenous peoples' foundational role in the country.

As Canada responds to the challenges of COVID-19, Parks Canada will continue to support tourism in Canada by working with the tourism industry and participating in the sector's recovery from the impacts of the global pandemic. Parks Canada will also support the Minister's mandate to work with the Minister of Tourism in developing a national trails tourism strategy.

Asset Sustainability

Parks Canada will continue to implement infrastructure projects to address deferred work and improve the condition of its contemporary assets and heritage structures. This will ensure that Canadians can continue to safely access protected heritage places, and that built heritage is safeguarded for generations to come. As infrastructure funding is significantly reduced after 2021–22, the Agency is developing a long-term plan for managing and sustaining its infrastructure with a view to securing long-term capital funding. By establishing a long-term, predictable source of funding, the Agency will be better positioned to effectively manage heritage, tourism, waterway, and highway assets and support program and service delivery over the longer term.

The Agency's investment decisions are prioritized to not only address asset condition but also to build assets and improve them to ensure that they reflect key Government priorities such as accessibility, inclusivity, reconciliation with Indigenous peoples, greenhouse gas reduction and climate change resilience.

For instance, guided by the Government's commitment to green government operations, the Agency will continue to transition to low-carbon, sustainable and climate resilient real property, fleets, services and operations.

Business Innovation

In support of the Government's commitment to results, transparency and accountability to Canadians, Parks Canada will review its capacity, planning, financial management, business processes, systems and tools, to ensure it has robust, effective and efficient internal services that support program delivery to Canadians.

Building on the strong foundation established through the launch of the major capital asset investment program in 2015, the Agency will implement a multi-year plan to strengthen its investment readiness. With this plan, the Agency will continue to support the government's priorities, while working to secure long-term, predictable funding for its long term asset planning.

Parks Canada will continue the implementation of the new Human Resources (HR) Modernization Framework with an emphasis on updating, improving and streamlining HR practices and processes, while keeping a focus on automation with the view of enabling innovation and excellence.

Workforce, equity, accessibility, inclusion and diversity, and well-being

Parks Canada continues to prioritize a positive and healthy work environment by embracing a diverse and inclusive workforce, as well as a safe and collaborative culture.

Parks Canada will implement an Equity, Diversity and Inclusion Strategy with a focus on culture, people management, systemic racism and barrier removal. This Strategy takes guidance from Government-wide priorities such as the Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service, and encompasses the Agency's Employment Equity,

Accessibility, and Official Languages Action Plans, respectively, while also complying with its legislative obligations.

To continue to maintain a healthy workplace, the Agency will ensure full implementation of its management response action plan resulting from the most recent audit on Occupational Health and Safety (OHS). The health and safety of Parks Canada employees will continue to remain top of mind for the Agency. Upholding the highest standards of health, safety and well-being, with particular focus on challenges arising from the COVID-19 pandemic, will continue to drive its work both within field and office work environments.

The Agency will keep a strong emphasis on its zero tolerance of harassment and violence in the workplace. This is complemented by the continuous work associated with the Workplace Wellness Strategy that the Agency adopted, which promotes the resources and tools available to all employees in support of a psychologically healthy and safe workplace. These endeavours encourage open discussions around mental health and overall wellness, while building support capacities and fostering cultural change.

For more information on Parks Canada’s plans, see the “Core responsibilities: planned results and resources, and key risks” section of this plan. In that section, each departmental result is organized to explain how Parks Canada’s planned activities contribute to achieving its priorities.

Core responsibilities: planned results and resources, and key risks

This section contains information on Parks Canada's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Protecting and Presenting Canada's Natural and Cultural Heritage

Description

Establish national parks and national marine conservation areas; designate places, persons and events of national historic significance; protect and conserve natural and cultural heritage guided by science and Indigenous knowledge; provide opportunities to visit, experience and enjoy Canada's natural and cultural heritage; work with the public, other federal departments, provinces, territories, Indigenous peoples, and stakeholders to carry out these responsibilities.

Departmental results

In carrying out its core responsibility, Parks Canada will advance three Departmental Results:

- Canada's natural heritage is protected for present and future generations
- Canada's cultural heritage is protected for present and future generations
- People connect to and experience Canada's natural and cultural heritage in ways that are meaningful to them

Planning highlights

Departmental Result 1: Canada's natural heritage is protected for present and future generations

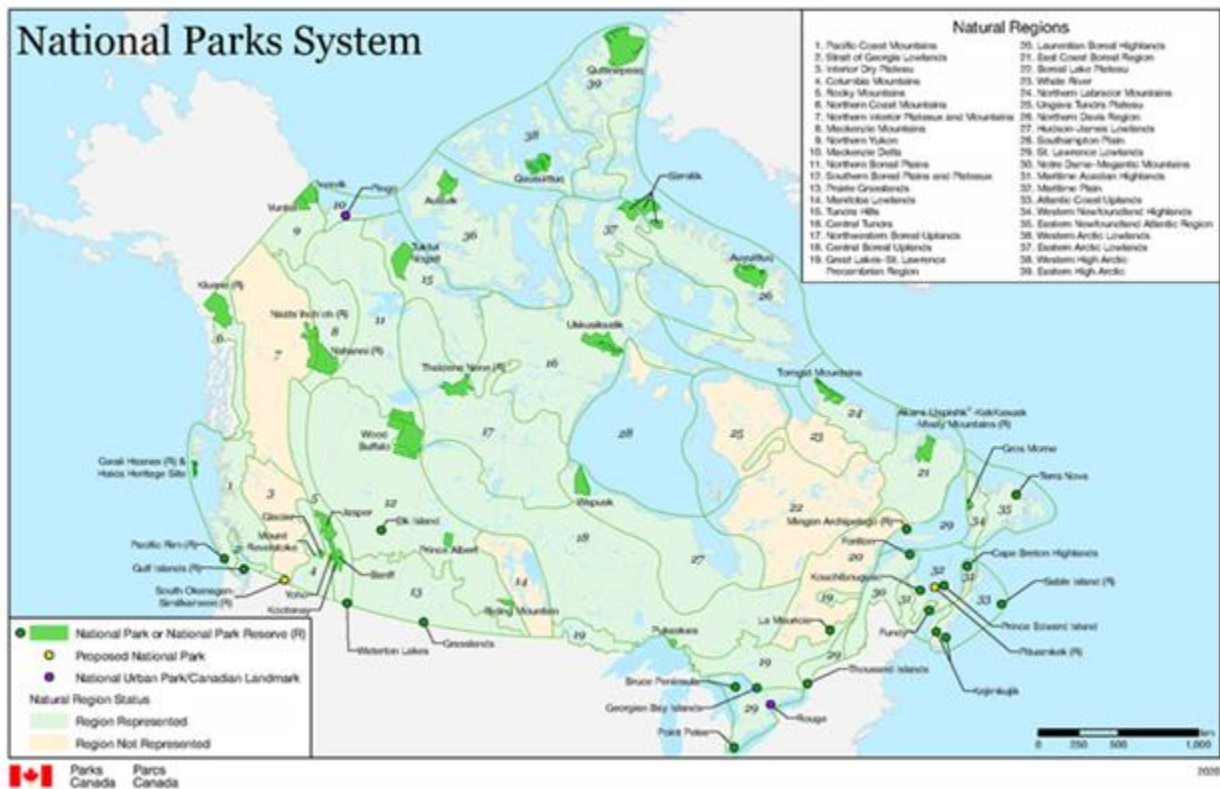
Priority: Natural Heritage Protection

Natural Heritage Establishment

In 2022–23, Parks Canada will support the Government of Canada's commitment to protect Canada's natural legacy, and conserve 25% of Canada's land and 25% of Canada's oceans by 2025, working toward conserving 30% of each by 2030. The Agency will continue to expand its systems of national parks and national marine conservation areas, thereby contributing meaningfully to the Government of Canada's goals of conservation, Indigenous reconciliation and rural economic development. In support of these goals, Parks Canada will:

- Work to establish new national parks and national park reserves by negotiating agreements for the proposals in the South Okanagan-Similkameen in the dry interior of British Columbia, and Pituamkek in northwestern Prince Edward Island.

- Identify and advance additional sites for protection under the *Canada National Parks Act*, in collaboration with provincial, territorial and Indigenous governments.

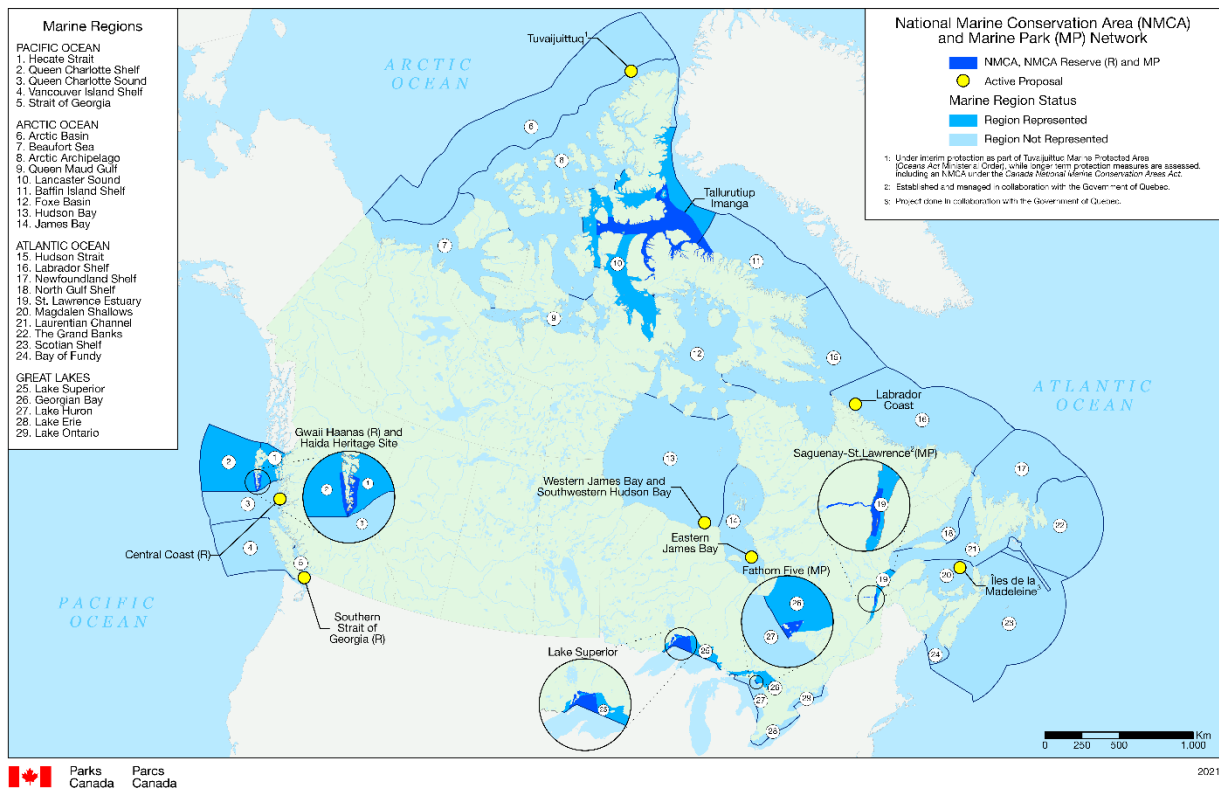


- Continue to advance feasibility assessments including consultations with key partners, to establish new national marine conservation areas in eastern James Bay, Les Îles de la Madeleine, the southern Strait of Georgia, northern Labrador, western James Bay and southwestern Hudson Bay, and the Central Coast of British Columbia.
- Collaborate with provincial, territorial and Indigenous governments to identify and establish additional sites, including freshwater sites such as the Great Lakes, for protection under the *Canada National Marine Conservation Areas Act*.

The creation of a national park reserve in Pituamkek (Hog Island Sandhills)

In August 2019, the governments of Canada, Prince Edward Island, and the Mi'kmaw governments of Lennox Island and Abegweit First Nations announced the launch of a feasibility assessment for the establishment of a national park reserve in Pituamkek (Bee-doo-um-gek). Located in northwestern Prince Edward Island (Epekwitk), the area known in the Mi'kmaw language as Pituamkek, which means "At the Long Sand Dune", and in English as Hog Island and the Sandhills, is rich in ancient Mi'kmaw history.

A new national park reserve presents an opportunity to strengthen the nation-to-nation relationship with the Mi'kmaq of Prince Edward Island, and will contribute to Canada and Prince Edward Island's growing network of protected and conserved areas. These protected areas help safeguard Canada's biodiversity and provide Canadians with opportunities to experience the outdoors, learn about the environment, and significantly contribute to the protection and preservation of the country's most vulnerable ecosystems.



- In collaboration with municipalities, provinces, Indigenous partners, and key stakeholders, develop a new national urban parks policy and program to create a network of national urban parks across Canada that will protect nature, connect Canadians with nature, and support reconciliation with Indigenous peoples.
- Develop evidence-based criteria to identify candidate sites for designation as ecological corridors, in partnership with experts, Indigenous partners, provinces, territories, and other national stakeholders.
- Engage with Indigenous governments and communities and provincial and territorial governments and establish more strategic partnerships with stakeholders to identify new candidate sites for national parks and national marine conservation areas, to undertake the necessary engagement and consultations, and to negotiate the required agreements—including co-management agreements with Indigenous governments and communities—in time to meet the 2025 target date.

National park/marine and coastal area	2022–23 Actions	Partners
South Okanagan-Similkameen National Park Reserve Southeastern British Columbia	Advance negotiations for a federal – provincial – First Nation establishment agreement that confirms the final boundary, federal investments and the governance approach to managing the national park reserve.	The Government of British Columbia and sylix First Nations

Pitumkek National Park Reserve Maritime Plain region (north shore of Prince Edward Island)	Launch formal negotiations for a national park reserve establishment agreement that, among other things, will confirm the final boundary, federal investments and a governance approach to managing the national park reserve	The Government of Prince Edward Island and the Epekwitk Assembly of Councils, L'nuey, Crown Indigenous Relations Canada
Proposed national marine conservation area in Arctic Basin Ellesmere Island in Nunavut - Tuvaijuittuq	Continue work on a feasibility assessment	Department of Fisheries and Oceans, the Government of Nunavut and the Qikiqtani Inuit Association
Proposed national marine conservation area reserve in the southern Strait of Georgia Strait of Georgia in British Columbia	Continue work on a feasibility assessment	The Government of British Columbia, local First Nations and stakeholders
Proposed marine protected area adjacent to Les Îles de la Madeleine Southern Gulf of St. Lawrence	Continue work on a feasibility assessment	The Government of Quebec, First Nations and local communities
Proposed national marine conservation area in James Bay Eastern James Bay offshore Quebec	Continue work on a feasibility assessment	The Cree Nation Government, Government of Nunavut and Government of Quebec
Proposed national marine conservation area off the shores of the Torngat Mountains Northern Labrador	Continue work on a feasibility assessment	Nunatsiavut Government, Government of Newfoundland and Labrador and Makivik Corporation
Proposed national marine conservation area reserve Central Coast of British Columbia	Initiate work on a new feasibility assessment with Central Coast First Nations pursuant to a memorandum of understanding signed in August 2019	Four Central Coast First Nations and the Government of British Columbia
Proposed national marine conservation area Western James Bay and Southwestern Hudson Bay off the shore of Ontario	Initiate work on a new feasibility assessment with the Mushkegowuk Council pursuant to a memorandum of understanding signed in August 2019	Mushkegowuk Council, the Government of Ontario

Natural Heritage Conservation

National parks are beautiful and inspiring places that protect nationally significant examples of Canada's ecosystems. Parks Canada's mandate and first priority are to maintain or improve the ecological integrity of national parks, through the protection and restoration of natural resources, while providing benefit and enjoyment to Canadians and international visitors. The Agency has successfully managed these integrated objectives for over 100 years. In support of this responsibility, in 2022–23, Parks Canada will:

- Continue to move toward an integrated, landscape-level conservation approach in collaboration with Indigenous partners and other regional stakeholders. This will improve the Agency’s ability to build ecosystem resilience in response to climate change. For example, Parks Canada will more effectively manage wildfire and improve connectivity and the integration of Parks Canada-administered places within the broader landscape.
- Continue to modernize conservation approaches and contribute to a nature legacy for Canada, including working with First Nations, Inuit, and Métis partners to support new Indigenous guardians programs and establish new Indigenous guardians networks.
- Continue to monitor and study ecosystems in national parks and focus efforts on understanding ecosystem changes and informing Parks Canada management actions to improve conservation results.

Planning together for the natural return of Kuu/Ku

Kuu/ku (sea otters) are naturally returning to Haida Gwaii after more than a century of absence from coastal marine ecosystems. Traditional knowledge and archaeological records show that Haida have co-existed with kuu/ku for millennia.

The Haida Nation Fisheries Program and Gwaii Haanas are leading this project to re-learn how to live with kuu/ku in a respectful way.

It is expected to take decades for kuu/ku to grow and expand throughout Haida Gwaii; therefore, this is the time to listen, learn and prepare. Knowledge from other Indigenous communities and places with sea otters will help build knowledge bases and ecosystem models. This will ensure that future decision makers are equipped with management options shaped by Haida Gwaii communities.

- Carry out conservation and restoration projects that are designed to enhance the ecological integrity of national parks and the ecological sustainability of national marine conservation areas, and to recover species at risk in all Parks Canada-administered places.
- Contribute to the protection and recovery of species at risk by protecting critical habitat and implementing actions according to new and existing site-based, multi-species action plans, in coordination with key partners.
- Develop new regulations to

support the implementation of the *Canada National Marine Conservation Areas Act* in national marine conservation areas.

- Continue to work with other federal departments, provinces, territories, and key Indigenous organizations to finalize the updated National Marine Conservation Areas Policy and to develop tools such as monitoring and reporting standards to manage national marine conservation areas. With the updated policy and new tools, the Agency will be better placed to understand—and report on—the state of national marine conservation areas, to manage these areas effectively and to contribute to ocean and Great Lakes conservation.
- Continue to manage human-wildlife conflict and coexistence, wildlife health, hyperabundant species, alien invasive species, and wildland fire to enhance ecological integrity and ensure public safety.
- Continue to co-lead—with the International Union for Conservation of Nature—the global #NatureForAll initiative, which aims to inspire love, support, and action for nature.
- Adopt restorative justice principles as an additional law enforcement tool for park wardens to support conservation in Parks Canada-administered places and reconciliation with Indigenous peoples.

- In collaboration with the Canadian Centre for Climate Services, develop a series of accessible, site-specific climate summaries outlining the evolution of climate conditions at protected heritage places across Canada, and the potential impacts that projected changes may have.
- Undertake and fund scientific research to support evidence-based conservation planning and active management.
- Participate, as a founding partner, in the Pan-Canadian Parks and Protected Areas Research Network, which builds on the Canadian Parks Collective for Innovation and Leadership platform. Established in 2020, this network connects academic researchers, practitioners and others to strengthen shared understanding of issues and potential solutions and to increase capacity for evidence-based decision making in Canada’s parks and protected areas.
- In collaboration with Fisheries and Oceans Canada, the Canadian Parks and Wilderness Society and other partners, hold the Fifth International Marine Protected Areas Congress (IMPAC5) in Vancouver from September 2 to 8, 2022. This congress will be a major opportunity for the world and Canada to assess progress in ocean conservation to celebrate Canada’s remarkable achievements and to help set new global conservation targets.
- Support natural heritage protection through marine ecosystem mapping and other scientific research from the RV *David Thompson* in both natural and cultural heritage places administered by Parks Canada, including those with a direct link to Indigenous peoples.

Parks Canada Carbon Atlas

Parks Canada’s approach to climate change includes recognizing—and working to better understand—the role that protected areas play as nature-based climate solutions. This includes the conservation of carbon stored in vegetation and soils found in the Agency’s national parks and national marine conservation areas.

In 2017, Parks Canada scientists began conducting research, in collaboration with the Canadian Forest Service and other organizations, to develop a Parks Canada Carbon Atlas series. Each volume will offer new insight into the carbon stocks and dynamics of forest, grassland, peatlands, and coastal ecosystems in Canada’s national parks and national marine conservation areas over time.

By examining and improving the collective understanding of terrestrial and aquatic ecosystem carbon dynamics, this series aims to inform conservation practices and decision-making, and to inspire and inform the development of new active management approaches designed to simultaneously address the dual crises of climate change and biodiversity loss.

The first volume in the series, the Forest Carbon Atlas, will be published in 2022. Throughout 2022–23, work will continue on the next installments and focus on peatlands and coastal ecosystems.

Priority: Relationships with Indigenous peoples

Since time immemorial, Indigenous peoples have been stewards of the lands, waters and ice that form the region now called Canada. Despite a history of protected heritage place establishment in Canada that, in many places, displaced Indigenous peoples or limited the exercise of their rights and traditions on the landscape, Parks Canada is striving to restore lost connections to traditional territories and strengthen cooperative and collaborative management of protected places with Indigenous partners. In support of this outcome, in 2022–23 Parks Canada will:

- Continue to review and renew existing standards, guidance, and tools to include Indigenous knowledge systems, to foster collaboration with Indigenous knowledge holders and to promote meaningful engagement with Indigenous partners in conservation. For example, Parks Canada will continue to adopt a collaborative approach to update the mandate, program performance, and project selection criteria for the Conservation and Restoration program.
- Continue to develop or revise policy instruments that support the implementation of rights and Indigenous peoples' uses and stewardship of heritage places.
- Continue to implement key conservation actions from the Wood Buffalo National Park World Heritage Site Action Plan, in collaboration with Indigenous partners, other federal departments, provincial and territorial governments and key stakeholders, to ensure that the World Heritage Outstanding Universal Value of Wood Buffalo National Park is maintained for future generations.
- Ensure that science, research, and the management of knowledge support Parks Canada's conservation planning actions, promote effective communications with Canadians, and foster greater collaborations with Indigenous peoples that honour Indigenous knowledge systems and foster conservation partnerships.
- In collaboration with Indigenous partners, explore potential methods of fostering joint or contiguous national parks-national marine protected areas and Indigenous Protected and Conserved Areas.
- Continue to collaboratively advance cooperative management with Indigenous peoples at natural heritage places by establishing new cooperative management structures or by incorporating Indigenous roles in existing relationship-building structures to support the stewardship of heritage places, in accordance with the Recognition of Rights and Self-Determination processes and Rights Reconciliation Agreements.
- Develop guidance to support approaches that respectfully engage with Indigenous knowledge and Indigenous knowledge holders in decision-making and program and policy

Working Toward a Proposed Indigenous Stewardship Framework

In 2022–23, the Parks Canada Agency, in collaboration with Indigenous partners, will continue to advance work toward an Indigenous Stewardship Framework that aims to support protected area management and governance that is respectfully aligned with Indigenous ways of knowing and Indigenous leadership of stewarding lands, water, and ice.

This work supports the ministerial commitment in the [Minister's Round Table on Parks Canada 2020 - Report and Response](#)ⁱ to develop a proposed framework to support Indigenous stewardship in protected heritage places, through processes of collaboration and dialogue. It is also in-line with the implementation of the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Calls to Action

development. Guidance will also recognize the richness of Indigenous knowledge systems and highlight the benefits associated with involving diversified perspectives at local, regional and national levels. It will include measures to protect confidentiality and implement principles of ownership, control, access and possession.

- Work creatively with Indigenous partners to build stronger relationships and co-develop and co-implement innovative conservation and visitor experience projects.
- Enhance rights-based negotiations, prioritizing timely, implementable agreements.

Wood Buffalo UNESCO World Heritage Site Action Plan

In 2022–23, Parks Canada will continue to work in close collaboration with Indigenous partners, other federal government departments, provincial and territorial governments and stakeholders to implement the Wood Buffalo National Park World Heritage Site Action Plan. This plan, which will ensure that the Outstanding Universal Value of Wood Buffalo National Park is maintained for future generations, was developed and adopted in response to recent World Heritage Committee decisions.

Through the implementation of the action plan, Parks Canada will strengthen its collaboration with Indigenous peoples in the shared governance of the park. Parks Canada will continue to enhance scientific capacity related to park management. This includes the monitoring of ecosystems and biodiversity in Wood Buffalo National Park, particularly in the Peace Athabasca Delta, in collaboration with Indigenous and government partners.

Other plan implementation steps include working with all partners to increase understanding of and take action to improve the management of hydrology and water flow in the Peace Athabasca Delta system.

As a result of these measures, of Parks Canada's ongoing collaboration with Indigenous peoples, and of the Agency's use of the best available science and Indigenous knowledge to inform decision-making, the Outstanding Universal Value of Wood Buffalo National Park and World Heritage Site will be maintained for future generations.

Departmental Result 2: Canada’s cultural heritage is protected for present and future generations

Priority: Cultural Heritage Protection

Cultural heritage designation and commemoration

Parks Canada supports the designation and commemoration of cultural heritage through formal recognition programs at the national level. Cultural heritage can include designations of persons, places and events of national historic significance, heritage railway stations, heritage lighthouses, prime ministers’ grave sites, Canadian World Heritage Sites, federal heritage buildings and Canadian heritage rivers. In 2022–23, Parks Canada will:

- Continue to implement the *Framework for History and Commemoration: National Historic Sites Systems Plan* as part of the National Program of Historical Commemoration to promote the Government of Canada’s objectives of fostering diversity and inclusion. The Framework will provide direction on presenting history at all heritage places administered by Parks Canada and include the development of tools and resources that emphasize a full range of voices, perspectives and experiences.
- Continue to seek new designations of persons, places, and events in alignment with the *Framework for History and Commemoration*’s strategic priorities and to maintain the relationships developed in 2021–22 with communities during workshops held to solicit new nominations.
- Through the Historic Sites and Monuments Board of Canada (HSMBC), continue the work to address controversy and conflict stemming from existing commemorations, in-line with the annex of the Framework for History and Commemoration. This includes reviewing existing designations to make progress on processing the 205 controversial designations identified as urgent within the next three years.
- Maintain open and transparent communications with the public regarding the review of designations by ensuring that public requests are processed and that results of reviews are posted on the HSMBC website.
- Continue to undertake the commemoration of national historic designations by carrying out commemorative plaque unveiling ceremonies and increase the number of formally recognized places, persons, and events of national historic significance to Canadians.

Promoting diversity and inclusion through the National Program of Historical Commemoration

As part of the Agency's work to diversify and encourage new nominations to the National Program of Historical Commemoration, the *Framework for History and Commemoration* identifies four new strategic priorities for public history at Parks Canada:

- Histories of Indigenous peoples
- Environmental history
- Diversity
- Canada and the world

These priorities support the Government of Canada’s commitment to reconciliation with Indigenous peoples, recognizing Canada’s changing demographics and emphasizing the importance of adopting a broad view of history that informs public dialogue and promoting diversity and inclusion.

The Agency will work to generate new designations that reflect these priorities.

- Advance public understanding of Canada’s history and cultural heritage using digital tools and social media channels.

Cultural heritage conservation

Cultural resources are maintained through conservation work at national historic sites, national parks, and national marine conservation areas administered by Parks Canada as well as in the facilities that house Canada’s national collection of archaeological and historical objects. The Agency ensures that cultural resources are safeguarded and conserved and that their heritage value is shared for the understanding, appreciation and enjoyment of present and future generations. In support of this responsibility, in 2022–23 Parks Canada will:

- Work to introduce a legislative proposal related to the designation of places, persons, and events of national historic significance and for the protection of federal historic places.
- Protect the heritage value of cultural resources by continuing to provide critical archaeology support and advice, including for projects funded by the Federal Infrastructure Investments Program.

Parks Canada Collection Consolidation Project

The construction of Parks Canada’s new purpose-built collections facility is scheduled to be completed in 2023. Work progresses on the facility that will see the majority of the historic and archaeological collection under Parks Canada’s care housed within a secure, environmentally controlled facility that will not only enhance the safeguarding of this national collection but also ensure it is accessible to Canadians

The 8,200 square metre facility in Gatineau, Quebec will house over 25 million archaeological and historical objects under Parks Canada’s care, to ensure the sustainable, long-term preservation and conservation of the collection for the benefit of future generations.

The collection will be cared for by a national team of specialists, curators and conservators and will be properly managed, stored and easily retrievable. This will enhance Parks Canada’s ability to share the stories of these objects with Canadians in new and innovative ways.

The new facility will also contribute to Parks Canada’s greening government targets by complying with sustainable and energy efficient green building standards. It will use recyclable materials, conserve water use, and feature open workspaces filled with plenty of daylight. Its exterior landscaping will feature native species and will include dry ponds to retain excess water from storms.

Lead ongoing archaeological research at the Wrecks of HMS *Erebus* and HMS *Terror* National Historic Site.

- Implement the Cultural Resource Management Information System to track archaeological and historical objects and cultural heritage sites under the administration of Parks Canada. The migration of legacy databases began in December 2021 and will continue into 2023, as the new system for managing cultural resource-related data is gradually implemented.
- In line with the commitments made in response to the Minister’s Round Table 2020, provide increased financial assistance to support the protection and presentation of nationally recognized heritage places not administered by the federal government through

Parks Canada’s National Cost-Sharing Program for Heritage Places. For 2022–23, the available funding envelope will be doubled to provide greater support to historic places under the administration of the Government of Canada.

- Continue to develop and review of policy instruments and tools and training related to the management of cultural resources, including the conservation of national historic sites and built heritage.
- Provide support and work with custodian departments responsible for protecting and conserving federal heritage properties.¹
- Continue advancing Parks Canada’s international strategy to promote the Agency’s leadership role within the global natural and cultural heritage community. A scalable approach has been developed to leverage partnerships, advance international priorities, enhance implementation of bilateral and multilateral agreements, and share best practices.
- Lead the development of a podcast series focused on histories of Canada as told through national historic sites and objects in Parks Canada’s collections.

Priority: Relationships with Indigenous peoples

The cultures and identities of Indigenous peoples are rooted in the land, and honouring their connections to places is crucial to advancing reconciliation. Canada is committed to a system of national heritage places that recognize and honour the historic and contemporary contributions of Indigenous peoples, their histories and cultures, as well as their special relationships with ancestral lands, waters, and ice. In support of this commitment, in 2022–23 Parks Canada will:

- Develop innovative partnerships with national, regional, and local stakeholders, as well as Indigenous governments and organizations, thereby enhancing natural and cultural conservation gains.
- Through ongoing engagement, continue to prioritize collaboration with Indigenous communities to manage collections and care for archaeological and historical objects, as well as to enhance access to Indigenous objects.
- Include more Indigenous construction materials, techniques and traditional ways of building into the lexicon of “Built Heritage”, which Parks Canada seeks to protect and promote. Build partnerships with groups already involved in building Indigenous structures at several Parks Canada-administered places.

¹ Federal heritage properties include property that is a UNESCO World Heritage site, national historic site, federal heritage building, heritage lighthouse or heritage railway station on federal lands. It can also include an Indigenous heritage site, a cultural landscape, an archaeological site, an engineering work or other place that has been formally recognized for its heritage value.

Collaborative archaeology in Kejimikujik National Park and National Historic Site

A collaborative archaeology model with the Mi'kmaq of Nova Scotia and Kejimikujik National Park and National Historic site will see Parks Canada and the Mi'kmaq co-manage archaeological assessment, fieldwork and project mitigations. The Mi'kmaq of Nova Scotia has recognized this approach as a critical step towards reconciliation.

- Work to introduce an approach and legal framework to protect and present nationally-significant examples of Canada's cultural heritage that will benefit Indigenous peoples through the addition of distinction-based representation on the HSMBC, as well as greater contributions of Indigenous peoples to Canada's cultural and natural heritage.
- Review and revise the criteria booklet of

the HSMBC, over the next three fiscal years to improve public understanding of and to better reflect Indigenous histories and values within the National Program of Historical Commemoration.

- Review existing designations associated with residential school history in the National Program of Historical Commemoration and continue to support Indigenous communities with new nominations associated with residential school history.
- Continue to review cultural heritage policies through ongoing dialogue with Indigenous partners with the goal of ensuring that the management and presentation of cultural resources at Parks Canada is respectful of Indigenous heritage values, stewardship approaches and practices.
- Continue to provide financial support to the National Centre for Truth and Reconciliation to support grants for community-level commemorations and gatherings across the country that are tied to the 2020 designation of the residential school system as a national historic event, in line with Call-to-Action #79.
- Continue to work with the departments of Crown-Indigenous Relations Canada, Canadian Heritage, and Indigenous Services Canada to streamline support for residential school Survivors and their communities when they seek federal financing for commemoration initiatives.
- Continue to collaboratively advance cooperative management with Indigenous peoples at cultural heritage places by establishing new cooperative management structures or by including Indigenous roles in existing relationship-building structures to support the stewardship of heritage places, in accordance with Recognition of Rights and Self-Determination processes and Rights Reconciliation Agreements.
- Develop guidance to support approaches that take into account Indigenous knowledge and that respectfully engage with Indigenous knowledge holders in decision-making and program and policy development. Guidance will recognize the richness of Indigenous knowledge systems and highlight the benefit of involving diversified perspectives at local, regional and national levels. It will also include measures for protecting confidentiality and implementing principles of ownership, control, access and possession.
- Develop new policy instruments and legislation to support the implementation of rights and to facilitate Indigenous peoples' uses and stewardship of heritage places.
- Enhance rights-based negotiations that prioritize timely, implementable agreements and that are increasingly supported by a collaborative digital work environment and renewed information sharing tools.

Priority: Asset Sustainability

In 2022–23, Parks Canada will invest \$21.2 million in key cultural heritage projects. This will contribute to its departmental results and commemorative integrity objectives by conserving and protecting sites of vital national historic significance for future generations.

Over the planning period, Parks Canada will continue to prioritize investments in its cultural heritage assets to improve their condition, within the ongoing context of the COVID-19 pandemic. As part of this work, Parks Canada’s heritage conservation professionals will continue to protect cultural resources through infrastructure projects and conduct impact analyses to identify and mitigate potential threats. In addition, the Agency will make improvements—where feasible and within available funding—in the priority areas of accessibility, inclusivity, reconciliation with Indigenous peoples, greenhouse gas reduction, and climate change resilience.

In 2022–23, Parks Canada will continue to deliver on the most significant infrastructure program in its 110-year history. In support of this priority, it will:

- Continue to improve the condition of heritage assets at heritage places.
- Deliver training and workshops to build the Agency’s Heritage Trades Network—an initiative to continue to improve maintenance at national historic sites across the country and an important element of conservation that contributes to the protection of cultural heritage places. The network also aims to collaborate with heritage trade schools to provide high quality learning opportunities for students and youth entering the field of heritage conservation.
- Complete the implementation of the action plan developed in response to the Auditor General’s report on the conservation of federal properties. This includes implementing the recommendations made as part of the review of the evaluation and of the Agency’s conservation processes for federal heritage buildings.

Investing in heritage assets

During this planning period, Parks Canada will invest in a number of projects to protect Canada’s built heritage. The following are a few notable examples of such projects:

- Carleton Martello Tower National Historic Site (Saint John, New Brunswick): With the Phase 1 restoration work complete, a structural monitoring program has been put in place for the tower—one of New Brunswick’s most significant cultural heritage landmarks.
- Province House National Historic Site (Charlottetown, Prince Edward Island): Phase 2 masonry work will be nearing completion of this multi-year project, located at the birthplace of Confederation, which has been the seat of Prince Edward Island’s provincial legislature since 1847.
- Fortifications of Quebec National Historic Site (Québec, Québec): The Ursuline Bastion, located within the UNESCO World Heritage site, is benefiting from an investment of \$11.5 million, with repairs to the left and right sides of the bastion scheduled for completion in fall 2023.

More information and specific targets related to Parks Canada’s commitment and contribution to federal greening government objectives can be found in its [2020 to 2023 Departmental Sustainable Development Strategy](#).ⁱⁱ

Departmental Result 3: People connect to and experience Canada’s natural and cultural heritage in ways that are meaningful to them

Priority: Connecting to Canadians

Places administered by Parks Canada are a source of shared pride for all Canadians. The Agency is committed to ensuring that national historic sites, national parks and national marine conservation areas reflect Canada’s diversity, are accessible, and that all Canadians can participate in their protection and enjoyment now and into the future. The Agency will continue to engage Canadians and facilitate the enjoyment and appreciation of national historic sites, national parks, and national marine conservation areas, as well as the value of cultural and natural conservation.

Visitor services, experiences and promotions

Parks Canada works continuously to improve its services to Canadians and to remove barriers to the use and enjoyment of national historic sites, national parks and national marine conservation areas. The Agency has adopted the principles of inclusion and accessibility to guide the development and delivery of its visitor services and experiences. During this planning period, Parks Canada will:

- Design and deliver visitor services and experiences that welcome all Canadians as well as visitors from around the world to national historic sites, national parks and national marine conservation areas.

Innovative experiences in national heritage places

In 2022-23, Parks Canada will officially launch a new guided tour app that will be available for many national historic sites and national parks.

This innovative mobile app will allow visitors to explore and learn about Canada’s spectacular national heritage places through a combination of visual content and virtual reality.

- Make visitor services and experiences more inclusive and accessible in heritage places across the country.
- Continue to innovate in the services, experiences, and outreach programs offered to Canadians and visitors from around the world.
- Engage youth, urban Canadians, young families, Canadians with disabilities, and Canadians of diverse backgrounds in the enjoyment and appreciation of protected places.
- Facilitate awareness, enjoyment and visitation to a wider range of national heritage places, including lesser known national historic sites, national parks and national marine conservation areas, as well as visitation in the low seasons (spring, fall and winter).
- Manage visitation at Parks Canada’s busiest destinations to provide high quality visitor experiences while encouraging Canadians and visitors from around the world to enjoy the full range of destinations in the Parks Canada network.
- Continuously improve digital services to Canadians, including planning tools, transaction tools, and online reservations and advance a digital first approach to better serve Parks Canada clients.

- Invest in visitor experience and infrastructure to sustainably deliver a diverse range of quality experiences.
- Provide an integrated and consistent brand experience to Parks Canada visitors and across the Agency’s communications channels.

Collaboration, engagement and outreach

Over 200 national historic sites, national parks and national marine conservation areas across the country welcome millions of visitors every year, delivering an extraordinary range of cultural, natural and recreational experiences. Parks Canada also brings nature and history to Canadians in their communities and in their homes through innovative outreach and engagement programming, digital experiences, and promotional activities. Parks Canada staff work with a wide variety of local and regional partners to provide visitor services and experiences, and to introduce Canadians to the safe enjoyment of natural, cultural and historic places through popular initiatives such as the Learn-to Camp program. To this end, in 2022–23 Parks Canada will:

- Reach Canadians with community and digital outreach programs, advancing awareness, appreciation, and the enjoyment of protected places, including through the popular Learn-to Camp program and urban outreach programming.
- Work with partners to jointly amplify the reach of outreach and engagement programs.
- Strengthen and better integrate Parks Canada’s digital offerings to Canadians on the Agency’s website and across digital communications channels.
- Work with a wide array of local, regional and national partners to advance the enjoyment and appreciation of nature, history, culture and conservation.
- Work independently and with partners to employ youth in the delivery of outreach programming and engagement activities to connect more Canadians to our country’s nature, culture and history.
- Work cooperatively with municipal, regional, provincial and territorial parks systems on initiatives to promote connection to nature, culture and history.
- Work with partners in the tourism industry to help respond to the impacts and challenges of the COVID-19 pandemic and continue to support national and regional strategies for tourism recovery and destination development.

Supporting the recovery of Canada’s tourism sector

As Canada’s largest tourism provider and a significant contributor to local economies, Parks Canada is collaborating with partners to help support a safe and sustainable tourism recovery.

In 2022-23, initiatives in support of this include a collaboration with Destination Canada and Expedia that will promote awareness and visitation to Parks Canada destinations and surrounding communities and businesses. Expedia’s Canada Platform will showcase the diversity of Parks Canada’s destinations; product offers; regional itineraries; and a wide range of visitor experiences.

Build engagement and collaboration

National historic sites, national parks and national marine conservation areas are popular destinations enjoyed by millions of Canadians and visitors from around the world. Parks Canada appreciates the role these places play in local economies and in regional and national tourism. In this reporting period, the Agency will:

- Work closely with destination marketing partners, tourism industry partners, as well as tourism operators to encourage domestic and international tourism to Canada and promote tourism to natural and cultural heritage places.
- Participate in national and regional efforts to support the recovery of Canada's tourism sector through destination development and destination marketing.
- Leverage the role of national historic sites, national parks and national marine conservation areas as popular domestic and international travel destinations to help attract tourism to communities and regions adjacent to places administered by Parks Canada.

Priority: Relationships with Indigenous peoples

No relationship is more important to Parks Canada than its relationship with Indigenous peoples. Parks Canada works collaboratively with hundreds of Indigenous communities and organizations to manage protected places, deliver visitor experiences, and conduct outreach and engagement. Over this planning period, Parks Canada will:

- Promote opportunities for Indigenous peoples to connect meaningfully with their traditional territories, such as through collaborative projects, agreements or mechanisms that support Indigenous leadership in the stewardship of lands, water, and ice in places administered by Parks Canada.
- Contribute to the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act* by reviewing and developing law, policy and operational practices that support Indigenous peoples' exercise of rights and responsibilities in places administered by Parks Canada.
- Collaborate with Indigenous partners in the delivery of authentic Indigenous experiences at places administered by Parks Canada and the sharing of Indigenous stories, perspectives and cultures with Canadians and visitors from around the world.
- Continue to build relationships with communities and organizations in support of employment and skills training opportunities for Indigenous youth, youth living with a disability, and youth from visible minority communities.

Priority: Asset Sustainability

Throughout fiscal year 2022–23, Parks Canada will continue to deliver on the most significant infrastructure program in its 110-year history. This year, the Agency will continue to address work related to its contemporary assets while working within the constraints presented by the COVID-19 pandemic.

The Agency will invest \$20.1 million in key projects to support its contemporary visitor experience assets. These investments among others, will support Parks Canada’s priority of connecting Canadians to their natural and cultural heritage and will improve the quality of their visitor experience by enhancing the condition of these assets. They will also contribute to the Agency achieving its greening targets and meeting or exceeding federal standards for accessibility and inclusivity.

Investing in contemporary visitor infrastructure
<p>Notable examples of investment to protect Canada’s contemporary infrastructure include:</p> <ul style="list-style-type: none"> • Significant progress on the construction of a newly designed Visitor Centre at Gros Morne National Park, a UNESCO World Heritage site. • A new campground along the world famous Cabot Trail in Cape Breton Highlands National Park, set to open in 2022.

More information and specific targets related to Parks Canada’s commitment and contribution to federal greening government objectives can be found in its [2020 to 2023 Departmental Sustainable Development Strategy](#).ⁱⁱⁱ

Gender-based analysis plus

As an operating agency of the Government of Canada, Parks Canada seeks to adopt an inclusive lens when developing policies and implementing programs to continuously improve its services to Canadians. The Agency also aims to remove barriers to the use and enjoyment of national historic sites, national parks, and national marine conservation areas. Parks Canada strives to make inclusion and accessibility fundamental principles in the development and delivery of its visitor services and experiences.

In 2022–23, Parks Canada will continue to implement Gender-Based Analysis Plus (GBA Plus) in its policies and programs. Some planned actions include:

- Continuing to improve the application of GBA Plus through various key processes such as visitor experience planning and product development, strategic partnering, management planning and evaluation. Evaluations will be informed by the Treasury Board of Canada Secretariat’s [Integrating Gender-based Analysis Plus into Evaluation: A Primer](#).^{iv}
- Increasing awareness and broadening knowledge of GBA Plus among team members, as well as fostering greater collaboration on GBA Plus between Parks Canada and other departments and organizations.
- Undertaking research studies and analyses related to accessibility, diversity and inclusion to inform the development of the new national urban parks policy and program.
- Using GBA Plus to assess all Treasury Board Submissions, Memoranda to Cabinet and Budget proposals for potential impacts or implications on diverse Canadian populations. This allows the Agency to address potential barriers while fostering more inclusive and equitable opportunities and outcomes.

Parks Canada is committed to building inclusive visitor experiences. A number of initiatives will take place in 2022–23 to identify and increase accessibility at national heritage places administered by Parks Canada across the country:

- The *Parks Canada Directive on Inclusive Sanitary Facility Design* has been developed to foster the creation of accessible and inclusive washroom facilities and spaces as part of the Agency’s ongoing infrastructure program. This includes incorporating inclusive facilities in new and renovated washroom projects and ensuring that these places are designed with everyone in mind. This will offer greater flexibility of use to accommodate the varying needs of visitors and will include spaces for families, people with disabilities, people from diverse cultural and religious backgrounds and inclusive of all gender expressions and identities.
- Parks Canada partners with organizations such as École En Réseau, the Royal Canadian Geographical Society, and Exploring by the Seat of Your Pants to offer virtual programs to diverse youth audiences, regardless of their age, background, and location. These programs are fully accessible via real-time connection to Parks Canada staff located at parks and sites across the country.
- Pilot projects will be undertaken to field test and evaluate a variety of adaptive equipment to increase accessibility at Parks Canada places. Equipment, which includes adaptive tools such as trail and beach wheelchairs, will be tested in several types of environments. Test results will be evaluated for possible adoption of new equipment at places administered by Parks Canada across the country.
- The Agency is developing new internal guidance for providing information about accessibility at protected heritage places on its public-facing website. This will provide Canadians with more consistent and descriptive information on the visitor experiences offered at places administered by Parks Canada, allowing visitors to make informed decisions.
- Parks Canada will invest in trail data collection tools that provide comprehensive in-trail data on slopes, cross-slopes and obstacles. In addition, new trail information sign systems are being developed to use this data to inform visitors of trail characteristics at the start of the trails. With this information, visitors can make better informed choices on trail use.
- Continue collaborating with the Royal Architectural Institute of Canada to reach a wider audience by offering heritage conservation training online using the Standards

Two-eyed seeing in Terra Nova National Park

Parks Canada is collaborating with the Miawpukek First Nation to plan and support a special project to paddle a traditional Indigenous birch bark canoe along rivers on their traditional lands into Terra Nova National Park.

Taking place in May 2022, the 165 kilometre journey will focus on connecting landscapes, sharing experiences, and rekindling traditional skills and stories between elders and youth. There will be opportunities to share knowledge of the landscape - its culturally and ecologically important areas - using both Indigenous and western knowledge systems (from a two-eyed seeing perspective).

Terra Nova National Park will support the audiovisual documentation of the journey and will host a special event at the park to commemorate the arrival and presentation of the canoe to Parks Canada.

Co-design of Rouge National Urban Park's future visitor, learning and community centre

Parks Canada is collaborating with Indigenous partners from 10 different First Nations to co-design the form and function of Rouge National Urban Park's new visitor, learning and community centre, which will act as a gateway to the national urban park. Inclusion and accessibility are key foci of the planning and design process.

The input of Rouge National Urban Park First Nations Advisory Circle members, as well as local urban Indigenous groups, has been and will continue to be critical in shaping project procurement strategies, concept designs and content development. The core project team includes First Nations artists, architects and Stories of Canada content advisors that are working together to guide the design through an Indigenous lens that is authentic and meaningful.

and Guidelines for the Conservation of Historic Places in Canada.

- Launch the Inclusive Commemorations Initiative, a series of virtual workshops with racialized communities that will generate new nominations, increase awareness of the program, build relationships, and involve communities in improving how diversity is reflected in telling and commemorating Canadian history.
- Cape Breton Highlands National Park, Alexander Graham Bell National Historic Site and Fortress of Louisbourg National Historic Site will continue to collaborate with local organizations such as Cape Breton Local Immigration Partnership, Fortress Louisbourg Association, Cape Breton Family Place Resource Centre and

tourism partners to make these treasured places more welcoming to new Canadians and diverse audiences. This will include eliminating barriers (e.g., providing printed materials in additional languages), facilitating easier access on site by offering organized group visits, and developing targeted marketing materials.

- Kouchibouguac National Park will launch its new Mi'kmaw experience, which has been created and designed by a Mi'kmaw production company (Bearpaw Productions) and will be performed and presented by an all-Mi'kmaw cast. This unique and immersive storytelling, dancing and singing experience will present the stories of the land and waters of Kouchibouguac and the Mi'kmaw link to this land. It is hoped that this production will travel to present the stories in other venues and Maritime communities.

Supporting gender diversity and inclusion through Parks Canada's National Uniform Program

Thousands of Parks Canada employees wear a uniform so they can be easily identified by visitors and clients. Through the uniform program, Parks Canada supports workplace attire and personal presentation that does not restrict gender expression and allows all team members to experience a feeling of belonging, while being identifiable to the public.

Given this, in order to meet the needs of as many team members as possible, the National Uniform Program will undertake a GBA Plus analysis to advance a governance model that will support informed, inclusive and equitable decision-making and program development.

Other examples of projects that are being undertaken to improve service to Canadians during this planning period can also be found in the highlight boxes in the [Core responsibilities: planned results and resources, and key risks](#) section, above.

As well, Parks Canada identified workplace equity, accessibility, inclusion and diversity as one of its main priorities for this departmental plan. For information related to this priority please consult Human Resources Management in the [Internal Services: Planned Results](#) section, below.

United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

Parks Canada supports Canada's efforts to implement the United Nations 2030 Agenda and the Sustainable Development Goals. The Agency's plans and activities in this area are detailed in its 2020 to 2023 Sustainable Development Strategy, which is available on [Parks Canada's website](#).^v

Experimentation

The COVID-19 pandemic has brought unprecedented change to the lives of every Canadian. As an operating agency of the Government of Canada that provides services directly to Canadians, as well as the nation's largest tourism operator, Parks Canada continues to face unique challenges related to the COVID-19 pandemic. These challenges are compounded by the Agency's many complex responsibilities associated with operating a network of heritage places in 13 provinces and territories, tied to hundreds of communities, businesses, and infrastructure. Building on work done in recent years to respond to the challenges of the COVID-19 pandemic, Parks Canada will continue to collaborate with other parks organizations and adapt its operations to keep staff, visitors, and Canadians safe, while looking for new ways to deliver its services in the context of the pandemic and as the tourism sector begins to recover.

Because of the nature of Parks Canada's operations, informal experimentation is a necessary part of the Agency's regular business. In 2022–23, Parks Canada will add to the unprecedented innovation that arose in response to the COVID-19 pandemic to shift the innovative culture of its operations, as well as supporting corporate functions. To do this, the Agency will undertake and build upon pilot projects to find ways to address persistent challenges and improve outcomes for Canadians. Parks Canada is working on building a culture of experimentation and innovation across its regions and organizational structure.

The following activities are examples of innovations and pilot projects that will be undertaken or built upon during the planning period:

- In 2021, Fathom Five National Marine Park and Georgian Bay Islands National Park joined with others in a Great Lakes-wide network to install seabins, becoming the first two Parks Canada sites to do so. These small trash receptacles are designed to support aquatic plastic removal. Following a promising pilot year, efforts are underway to establish a citizen science monitoring project in Fathom Five National Marine Park led by Sources of Knowledge, a local non-governmental organization.
- Bruce Peninsula National Park continues to lead the way regionally and nationally in managing high visitation levels. This year, it implemented a new reservation system at one of its popular backcountry locations, greatly improving the visitor experience by eliminating congestion and line-ups and providing certainty around trip planning.
- Cape Breton Highlands National Park is collaborating with four other national parks in Atlantic Canada, as well as with Indigenous partners, academia, stakeholders, and all levels

of government to coordinate efforts to restore Atlantic Salmon to Clyburn Brook—a species whose population has declined by over 95% over the past 30 years. This year, work will continue with the release of captive-reared Atlantic Salmon back into the Clyburn Brook ahead of spawning season, marking a significant milestone in the Cape Breton Highlands National Park’s Salmon Restoration Project. This project will build on record-high results (30-year high) in adult Atlantic Salmon returns to Fundy National Park rivers in 2021. Fundy National Park will also continue its long-term collaborative species-at-risk recovery project with Fort Folly First Nation.

Key risks

Parks Canada has identified the following key risks facing the Agency and developed mitigation strategies to address these risks.

Risk	Mitigation Strategies
<p>Environmental forces adaptation and response</p> <p>Due to the magnitude and rapid pace of environmental changes, including climate change, there is a risk that the integrity of ecosystems, cultural resources and infrastructure cannot be maintained or improved which may lead to Parks Canada being unable to deliver its mandate.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Continue to assess climate change risks, understand impacts, and identify feasible and effective measures for adaptation at places administered by Parks Canada. • Develop resources and tools to support adaptation planning, and adjust policies and programs in diverse areas of work. • Conduct ecosystem restoration projects that address climate change impacts and achieve climate change adaptation objectives. • Take measures to improve the ecological connectivity of heritage places. • Continue to review emergency management, particularly to prepare for and respond to the challenges of wildfires, flooding and other climate change related natural disasters. Implement preparedness activities such as providing Parks Canada personnel with ongoing emergency management training, pre-planning, and conducting exercises with partners to ensure interoperability. • Continue to implement measures to protect contemporary and built heritage assets, such as using more resilient designs and construction materials.
<p>Relationships with Indigenous peoples</p> <p>There is a risk that Parks Canada may not be able to fulfill its obligations and deliver on its programs and services if the Agency does not have sufficient internal capacity and resources to continue to build, strengthen and maintain relationships with Indigenous partners, communities, and organizations. These relationships are integral to the</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Advance projects, agreements and mechanisms that facilitate Indigenous connections with traditionally-used lands, waters, and ice. • Support collaborative decision-making with Indigenous partners by increasing cooperative management and other partnership and advisory structures. • Work with Indigenous peoples to review existing designations and increase the number of Indigenous nominations under the National Program of Historical Commemoration. • In consultation and cooperation with Indigenous peoples, advance a comprehensive approach to Indigenous stewardship that includes measures to address barriers that prevent meaningful engagement.

Risk	Mitigation Strategies
management of protected areas.	<ul style="list-style-type: none"> • Work with Indigenous partners to bridge Indigenous and science-based knowledge in the Agency's approach to conservation and research. • Work with Indigenous communities to incorporate Indigenous perspectives in the way heritage places are established and presented, including developing visitor experience opportunities to help Canadians learn about and connect with Indigenous culture. • Host Indigenous-led events, support the development of Indigenous visitor experience products, and provide venues for Indigenous communities to share their stories, in their own voices, and offer unique opportunities in support of reconciliation. • Where appropriate, work with Indigenous communities to review and propose place name changes to Parks Canada sites.
Competitive position Socioeconomic conditions and other market influences are changing and there is a risk that Parks Canada's programs and services may not meet the expectations of Canadians without adaptation from the Agency, potentially leading to a decrease in Agency relevance as measured by tourism market share and visitation.	To mitigate this risk, Parks Canada will: <ul style="list-style-type: none"> • Reach nationally identified markets and audiences to diversify and build visitation and to enhance public awareness and support. • Enhance national outreach and promotional efforts over digital channels to reach broader audiences and strengthen awareness, which supports visitation. • Manage visitation levels to ensure that they are sustainable and to maintain quality visitor experiences, including growth where appropriate, and temporary redistribution of visitation geographically, as necessary. • Diversify and renew visitor experience opportunities to respond to public expectations for new and innovative experiences. • Leverage key anniversaries, and offer enhanced programming, special events and other promotions to encourage visitation. • Strengthen tourism industry relations and collaborations to support Canada's tourism recovery efforts. • Invest in user-centred digital services and platforms and support an integrated, seamless client experience across all channels.
Built asset condition and long-term sustainability There is a risk that a sustainable asset portfolio will not be maintained to support the delivery of Parks Canada's mandate due to aging infrastructure, inadequate level of recapitalization and maintenance, and climate change and inflationary impacts. As a result, public safety may be compromised, cultural heritage may be lost, and the Agency's reputation may be damaged.	To mitigate this risk, Parks Canada will: <ul style="list-style-type: none"> • Complete investment of existing, time-limited funding to support improvements to the condition of the Agency's built heritage and contemporary assets. • Finalize and begin implementing a long-term plan to ensure that the Agency can sustain its portfolio of fixed assets. The Agency's Real Property Portfolio Strategy defines long-term funding requirements for Parks Canada to responsibly manage its varied and complex network of assets. To guide capital and maintenance investment in its diverse real property portfolio, the Agency will develop plans to improve the condition of assets, while preserving Canada's natural and built heritage, enhancing accessibility, greening the asset portfolio, and addressing the impacts of climate change. • With the impending sunset of approved, temporary asset funding, work to secure additional short-term funding to

Risk	Mitigation Strategies
	<p>supplement the Agency's base capital allocation of \$54 million per year for its fixed asset portfolio.</p> <ul style="list-style-type: none"> Continue to maintain and update Parks Canada's asset management database to ensure that it has complete information on the number and current condition of its heritage properties and contemporary assets.
<p>Business innovation</p> <p>There is a risk that Parks Canada may not have the capacity, business processes and tools to effectively and efficiently support service delivery and meet government management accountability expectations including information management and information technology requirements if the Agency does not modernize its corporate and internal services.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> Advance a number of major initiatives to modernize its asset, financial, investment and project management regimes. Implement strengthened planning, forecasting and budget management regimes to ensure smooth transition to a one-year, multi-vote appropriation, and accrual-based investment management in the longer term. Integrate the Agency's asset, financial, investment, and project management regimes. This strengthened operating model will include the necessary governance, processes, systems and tools needed to meet the needs of the Agency and the expectations of Canadians. Conduct an enterprise-wide review in support of long-term decision-making by assessing resource levels across all business units and identifying baseline resource requirements for the sustainable delivery of mandated activities.
<p>Workforce, equity, accessibility, inclusion and diversity, and well-being</p> <p>If the Agency fails to foster an inclusive and barrier-free work environment that reflects Canada's diverse population, there is a risk that Parks Canada will not have the cultural competencies and perspectives needed to serve all Canadians, and will not be able to build and maintain a healthy workplace, which may result in impacts on programs and services, and damage the Agency's reputation.</p>	<p>To mitigate this risk, Parks Canada will:</p> <p>Equity</p> <ul style="list-style-type: none"> Implement the Equity, Diversity and Inclusion Strategy, which includes an official languages action plan and employment equity action plan as well as the results of the Employment System Review conducted in 2021–22. Continue to monitor data to ensure that Parks Canada has a representative workforce at all levels, while advancing more solutions to increase representation. Establish a pay equity committee in accordance with the <i>Pay Equity Act</i> that will guide the development and implementation of the pay equity plan, thereby contributing to gender equality. In collaboration with the persons with disabilities community, finalize and implement the accessibility action plan, which will include increased education and awareness of accessibility tools such as the Accessibility Passport. Modernize our staffing practices to ensure that people and candidates have a variety of skill sets to attract a diverse workforce. Continue to increase mental health awareness by promoting tools and resources that nurture positive behaviours and that foster an inclusive, safe and psychologically healthy workplace for all. <p>Occupational health and safety</p> <ul style="list-style-type: none"> Create safe and respectful workplaces further emphasizing effective prevention measures and supporting employees affected by harassment and violence in the workplace. Develop procedures, training and workplace assessment methods to increase awareness of organizational expectations

Risk	Mitigation Strategies
	<p>toward respectful behaviours in the workplace and to protect the physical and mental health of the Agency's workforce.</p> <ul style="list-style-type: none"> • Modernize the Agency's Safe Work Practices by updating the associated risk assessments and mitigation strategies. • Review and update the Agency's hazard prevention program. <p><i>Pay stabilization</i></p> <ul style="list-style-type: none"> • Collaborate with Public Services and Procurement Canada on initiatives to stabilize pay administration, reduce the occurrence of pay issues and improve the timeliness of their resolution (e.g. review of the timekeeping function). • Educate and raise awareness among managers to improve the timeliness and data accuracy of pay transactions in support of pay stabilization. • Review and analyze recommendations from an internal controls assessment on pay. • Support Agency employees and managers by redesigning internal communications tools related to human resources and pay topics.

Planned results for Protecting and Presenting Canada's Natural and Cultural Heritage

The following table shows, for Protecting and Presenting Canada's Natural and Cultural Heritage the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
Canada's natural heritage is protected for present and future generations	Percentage of terrestrial regions represented in the national park system	At least 82%	March 2025	77%	79%	79%
	Percentage of marine regions represented in the national marine conservation area system	At least 31%	March 2025	17%	21%	21%
	Percentage of national park ecosystems where ecological integrity is maintained or improved	At least 92%	December 2025	82%	86%	82%
	Number of natural heritage places managed cooperatively with Indigenous peoples*	At least 27	March 2023	n/a	n/a	23
Canada's cultural heritage is protected for present and future generations	Number of places, people and events of importance to Canadians that are formally recognized	At least 3,867	March 2023	3,816	3,826	3,822
	Percentage of historical and archaeological collection, cultural landscapes and archaeological sites in Parks Canada's care that are safeguarded	At least 90%	March 2026	63%	68%	68%
	Number of cultural heritage places managed cooperatively with Indigenous peoples*	At least 6	March 2023	n/a	n/a	5

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
	Percentage of built heritage assets in good or fair condition*	At least 58%	March 2023	n/a	n/a	54%
People connect to and experience Canada's natural and cultural heritage in ways that are meaningful to them	Number of visitors experiencing Parks Canada places	At least 23.7 million	March 2023	25.1 million	24.9 million	17.0 million
	Percentage of Canadians that support the protection and presentation of Parks Canada places	At least 78%	March 2023	88%	83%	86%
	Number of places where Indigenous peoples use lands and waters according to their traditional and modern practices	Between 32 and 42	March 2025	30	34	36
	Percentage of contemporary assets in good or fair condition*	At least 76%	March 2023	n/a	n/a	75%

*This was a new or revised indicator for 2020–21 and thus no results are available for previous years.

The financial, human resources and performance information for Parks Canada's program inventory is available on [GC InfoBase](#).^{vi}

Planned budgetary spending for Protecting and Presenting Canada's Natural and Cultural Heritage

The following table shows, for Protecting and Presenting Canada's Natural and Cultural Heritage, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$887,028,950	\$887,028, 950	\$833,122,836	\$767,927,263

The decrease in planned spending between 2022–23 and 2023–24 is primarily due to the sunset of current funding for Parks Canada's infrastructure initiatives to rehabilitate a significant portion of its heritage, visitor, highway and waterway built asset inventory in national historic sites, national parks, and national marine conservation areas. The Agency is developing a long-term plan for the management and sustainability of its infrastructure.

The decrease in planned spending between 2023–24 and 2024–25 is primarily due to the sunset of current funding for the implementation of the Wood Buffalo National Park World Heritage Site Action Plan, as well as a change in the approved funding profile for the establishment phase of the Tallurutiup Imanga National Marine Conservation Area.

Financial, human resources and performance information for Parks Canada’s program inventory is available on [GC InfoBase](#).^{vii}

Planned human resources for Protecting and Presenting Canada’s Natural and Cultural Heritage

The following table shows, in full-time equivalents, the human resources the Agency will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
4,748	4,361	4,333

The decrease in planned full-time equivalents between 2022–23 and 2023–24 is primarily due to the sunset of funding for the Youth Employment and Skills Strategy.

Financial, human resources and performance information for Parks Canada’s program inventory is available on [GC InfoBase](#).^{viii}

Internal services: planned results

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ management and oversight services
- ▶ communications services
- ▶ legal services
- ▶ human resources management services
- ▶ financial management services
- ▶ information management services
- ▶ information technology services
- ▶ real property management services
- ▶ materiel management services
- ▶ acquisition management services

Planning highlights

Priorities: Business innovation and workforce equity, accessibility, inclusion and diversity, and well-being

Human Resources Management Services

Equity, diversity, and inclusion

As a highly operational organization, Parks Canada's workforce is its strength. In an effort to foster a diverse workforce and to promote inclusion and equity, in 2022–23 Parks Canada will:

- Prioritize a positive and healthy work environment by embracing a diverse and inclusive workforce, as well as a safe and collaborative culture.
- Implement an Equity, Diversity and Inclusion Strategy with a focus on culture, people management, systemic racism and removing barriers. This Strategy takes guidance from Government of Canada-wide priorities—such as the Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service—and encompasses the Agency's Employment Equity, Accessibility and Official Languages Action Plans, while also complying with the Parks Canada's legislative obligations.
- Ensure full implementation of the management response action plan resulting from the most recent audit on occupational health and safety. The health and safety of Parks Canada employees will continue to remain top of mind for the Agency. Upholding the highest standards of health, safety, and well-being, with particular focus on challenges arising from the COVID-19 pandemic, will continue to drive the Agency's work.
- Maintain a strong emphasis on zero tolerance for harassment and violence in the workplace. This is complemented by the continuous work associated with the Agency's Workplace Wellness Strategy, which promotes the resources and tools available to all employees in support of a psychologically healthy and safe workplace. These endeavours encourage open

discussions around mental health and overall wellness, while building support capacities and fostering cultural change.

Occupational health and safety

Parks Canada remains committed to building a safe and harassment-free work environment, that supports workplace health and wellness, and promotes civility and respect. To promote occupational health and safety, in 2022–23 Parks Canada will:

- Create safe and respectful workplaces by further emphasizing effective prevention measures and supporting employees affected by harassment and violence in the workplace.
- Develop procedures, training, and workplace assessment methods to increase awareness of organizational expectations toward respectful behaviours in the workplace and protect the physical and mental health of the Agency's workforce.
- Modernize the Agency's Safe Work Practices by updating the associated risk assessments and mitigation strategies.
- Review and update the Agency's hazard prevention program.

Pay stabilization

Parks Canada maintains its commitment to ensuring that team members are being paid correctly and on time. To support this commitment, in 2022–23 Parks Canada will:

- Collaborate with Public Services and Procurement Canada on various initiatives to stabilize pay administration, reduce the occurrence of pay issues and improve the timeliness of their resolution (e.g. review of the timekeeping function).
- Educate and raise awareness among managers to further improve the timeliness and data accuracy of pay transactions in support of pay stabilization.
- Review and analyze recommendations from an internal controls assessment on pay.
- Support Agency employees and managers by redesigning the internal communications tools related to human resources and pay topics.

Financial Management Services

Following amendments to the *Parks Canada Agency Act*, the Agency's long-standing multi-year financial authorities have been replaced with annual appropriations. Moreover, the Agency is moving from a single vote for operating, capital and grants and contributions funding, to a two-vote structure that segregates capital into a separate envelope. While these changes bring Parks Canada's financial authorities into alignment with most federal departments and agencies, they are a significant departure from the Agency's established authorities, and are driving a notable evolution in its financial management practices and processes. To this end, in 2022–23 the Agency will:

- Continue making improvements to its financial management and planning regimes—and business processes, tools and systems—as well as implementing an accrual-based budgeting regime, to ensure that it is fully adapted to the requirements of its new financial authorities.
- Undertake a whole-of-agency resource review to examine current and historical resource allocation across all business units and to establish the baseline requirement for sustainability under its new authorities. This review is intended to provide decision-makers with evidence to support a long-term organizational resourcing strategy and the

Departmental Results Framework review by assessing resource allocation against desired results.

Information Management and Information Technology Services

Collaborate openly and digitally

In the past two years, efforts were concentrated on improving collaboration tools for the at-home worker, Parks Canada is now expanding its focus to provide the same capabilities and increase mobility at Parks Canada places and work locations from coast-to-coast-to-coast. In 2022–23, the Agency will:

- Continue its phased roll-out of tools to support collaboration with colleagues and partners regardless of where they may be working.
- Expand access to Wi-Fi in its buildings to allow mobility and a more effective use of office space within its buildings.

Maximizing the value of data and information

Parks Canada supports the use of data as a strategic asset, by both its employees and the public, while protecting privacy and personal information. In 2022–23, the Agency will:

- Continue to make more data and information publicly available through open.canada.ca to support awareness and studies on subject areas such as land, water, vegetation, birds, and animals.
- Make additional progress to strengthen its internal information management support systems by migrating to an electronic document management system that promotes greater collaboration while providing stronger searching, versioning, tagging, and permissions capabilities.

Improving and modernizing applications and network infrastructure

To support enterprise operations and dependable services, Parks Canada is investing in its information technology infrastructure. In 2022–23, the Agency will:

- In collaboration with Shared Services Canada, conduct a comprehensive review of the its network infrastructure to identify areas for improvement for current and future needs.
- Deploy individual site connectivity improvements to enhance the network capabilities of remote offices.
- Continue to rationalize and modernize its application portfolio, addressing legacy systems and leveraging secure cloud-based solutions, such as software-as-a-service (SaaS).

Real Property Management Services

As one of the largest federal real property custodians, Parks Canada manages a large, complex, and diverse portfolio of nearly 18,500 built assets distributed across its extensive network of national parks, national historic sites, national marine conservation areas, and one national urban park. It includes cultural heritage resources, such as fortifications and historic buildings; contemporary assets, such as campgrounds and visitor centres; and engineered assets, such as

highways, bridges, canals, and dams. These assets provide the foundation for the delivery of Parks Canada’s mandate for Canadians.

In 2022–23, Parks Canada will:

- Leverage its Real Property Portfolio Strategy to support long-term, real property asset management planning across the Agency. This new strategy establishes priorities and direction for future investments in Parks Canada’s network of assets, while ensuring alignment with Government priorities (e.g., greening, climate change adaptation, and accessibility) and direction set by the Treasury Board of Canada Secretariat’s Horizontal Fixed Asset Review.
- Continue work to secure additional funding to supplement the Agency’s base capital allocation of \$54 million per year.

Acquisition Management Services

Parks Canada’s local presence from coast to coast to coast enables the Agency to support Canada’s economy across multiple sectors. Through its acquisition management services, in 2022–23 the Agency will:

- Continue to increase business opportunities for Indigenous peoples in support of the Government of Canada’s objective of awarding at least 5% federal contracts to businesses managed and led by Indigenous peoples.
- Endeavour to support other federal government procurement objectives through its acquisition management services by streamlining contract documents, allowing suppliers to submit bids electronically, including environmental criteria in procurement opportunities where possible, ensuring that accessibility is considered in procurement activities and ensuring opportunities exist for small and medium-sized enterprises.

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
\$101,544,355	\$101,554,355	\$102,791,435	\$100,304,421

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the Agency will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
853	834	819

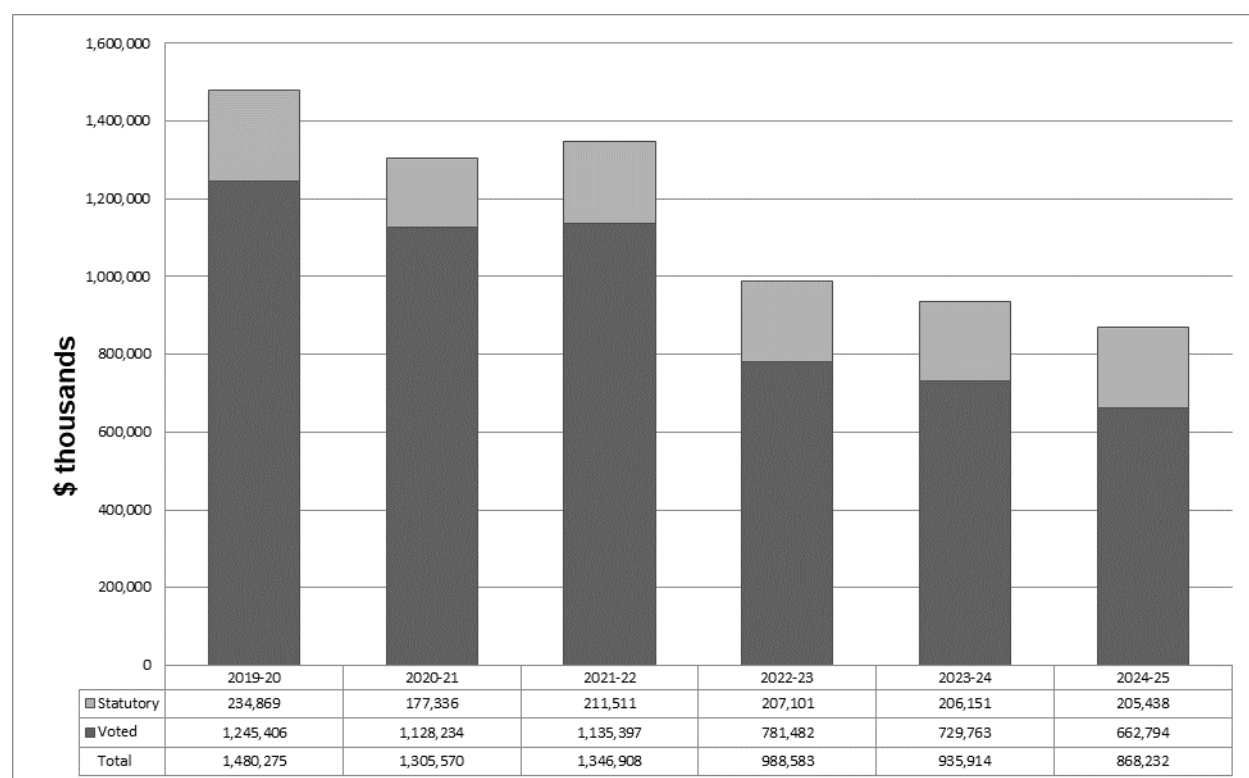
Planned spending and human resources

This section provides an overview of the Agency’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2019–20 to 2024–25

The following graph presents planned spending (voted and statutory expenditures) over time.



The significant decrease in planned spending in 2022–23 and the following year is primarily due to the conclusion of the time-limited infrastructure funding, which the Agency received to invest in its national historic sites, national parks, and national marine conservation areas. The Agency is developing a long-term plan for the management and sustainability of its infrastructure.

Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for Parks Canada's core responsibility and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Protecting and Presenting Canada's Natural and Cultural Heritage	1,358,136,356	1,171,403,186	141,201,889,647	887,028,950	887,028,950	833,122,836	767,927,263
Subtotal	1,358,136,356	1,171,403,186	1,201,889,647	887,028,950	887,028,950	833,122,836	767,927,263
Internal Services	122,138,301	134,166,731	145,018,197	101,554,355	101,554,355	102,791,435	100,304,421
Total	1,480,274,657	1,305,569,917	1,346,907,844	988,583,305	988,583,305	935,914,271	868,231,684

For fiscal years 2019–20 and 2020–21, the amounts represent the actual expenditures as reported in the Public Accounts. For fiscal year 2021–22, the amounts represent the forecast spending which include planned budgetary and statutory expenditures as presented in the Main and Supplementary Estimates.

For fiscal years 2022–23 to 2024–25, planned spending reflects approved funding by Treasury Board to support the Agency's programs.

The Agency has invested more than \$4.2 billion over the period of nine years ending in 2022–23 to support infrastructure work in Parks Canada places. The majority of these are time-limited investments, which reached a peak in 2019–20 and decreasing thereafter. This explains the significant decreases observed between 2021–22 forecast spending and 2022–23 planned spending as well as the decrease between 2022–23 and 2023–24. The Agency is developing a long-term plan for the management and sustainability of its infrastructure.

Planned spending is also expected to decrease between 2023–24 and 2024–25, primarily due to the sunset of funding for the implementation of the Wood Buffalo National Park World Heritage Site Action Plan, as well as a change in the approved funding profile for the establishment phase of the Tallurutiup Imanga National Marine Conservation Area.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for Parks Canada's core responsibility and for its internal services for 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2018–19 actual full-time equivalents	2019–20 actual full-time equivalents	2020–21 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Protecting and Presenting Canada's Natural and Cultural Heritage	4,656	4,427	4,753	4,748	4,361	4,333
Subtotal	4,656	4,427	4,753	4,748	4,361	4,333
Internal Services	935	956	1,012	853	834	819
Total	5,591	5,383	5,765	5,601	5,195	5,152

The increase in 2021–22 forecasted full-time equivalents is primarily due to funding for the Youth Employment and Skills Strategy.

Planned full-time equivalents are expected to decrease in 2022–23 mainly due to the sunset of full-time equivalents related to infrastructure investments. The decrease is offset by increases in funding to conserve Canada's land and freshwater, protect species, advance Indigenous reconciliation and increase access to nature; and funding to implement Canada's new marine conservation targets.

Planned full-time equivalents are expected to decrease in 2023–24 mainly due to the sunset of funding for the Youth Employment and Skills Strategy.

Estimates by vote

Information on Parks Canada's organizational appropriations is available in the [2022–23 Main Estimates](#).^{ix}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Parks Canada's operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on Parks Canada's [website](#).^x

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	961,481,390	1,121,729,190	160,247,800
Total revenues	150,459,507	150,000,000	(459,507)
Net cost of operations before government funding and transfers	811,021,883	971,729,190	160,707,307

Net cost of operations is planned to increase by \$160.7 million in 2022–23 from \$811.0 to \$971.7 million. This is primarily due to additional funding to conserve Canada's land and freshwater, protect species, advance Indigenous reconciliation and increase access to nature, combined with higher amortization expenses following investments in capital assets put into service.

Corporate information

Appropriate minister: The Honourable Steven Guilbeault, P.C., M.P.

Institutional head: Ron Hallman, President & Chief Executive Officer

Ministerial portfolio: Environment and Climate Change Canada

Enabling instruments:

- [*Parks Canada Agency Act*^{xi}](#)
- [*Canada National Parks Act*^{xii}](#)
- [*Rouge National Urban Park Act*^{xiii}](#)
- [*Historic Sites and Monuments Act*^{xiv}](#)
- [*Canada National Marine Conservation Areas Act*^{xv}](#)
- [*Saguenay-St. Lawrence Marine Park Act*^{xvi}](#)
- [*Historic Canal Regulations*^{xvii}](#) pursuant to the [*Department of Transport Act*^{xviii}](#)
- [*Heritage Railway Stations Protection Act*^{xix}](#)
- [*Heritage Lighthouse Protection Act*^{xx}](#)
- [*Species at Risk Act*^{xxi}](#)

Year of incorporation/commencement: 1998

Raison d'être, mandate and role: who we are and what we do

“Raison d'être, mandate and role: who we are and what we do” is available on [Parks Canada's website](#).^{xxii}

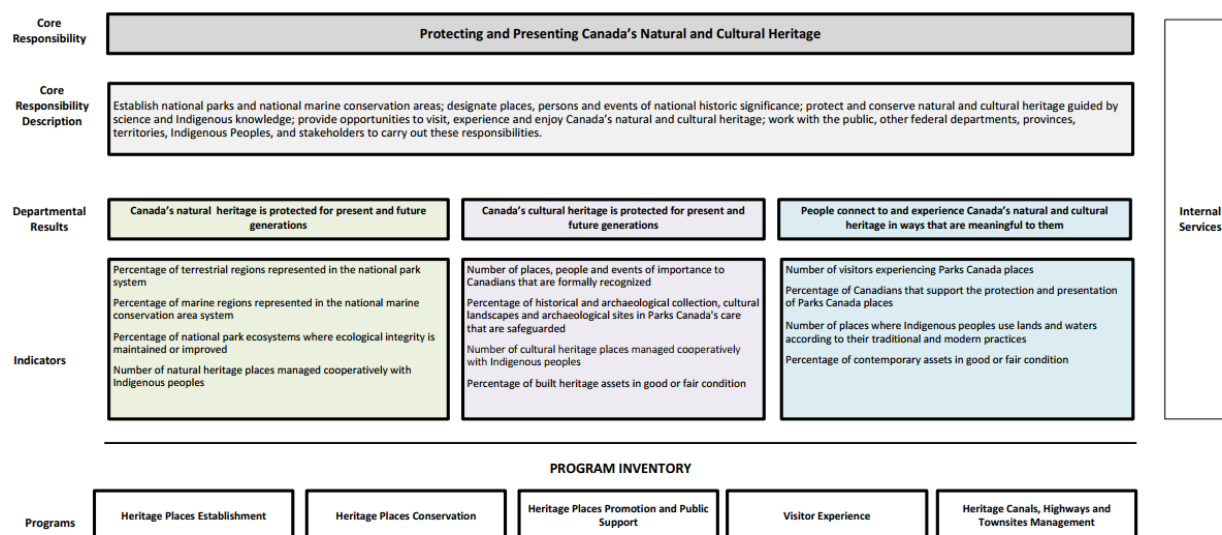
For more information on the Agency's organizational mandate letter commitments, see the [Minister's mandate letter](#).^{xxiii}

Operating context

Information on the operating context is available on [Parks Canada's website](#).^{xxiv}

Reporting framework

Parks Canada's approved departmental results framework and program inventory for 2022–23 are as follows.



Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to Parks Canada's program inventory is available on [GC InfoBase](#).^{xxv}

Supplementary information tables

The following supplementary information tables are available on Parks Canada's [website](#):^{xxvi}

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs
- ▶ Gender-Based Analysis Plus

Federal tax expenditures

Parks Canada's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xxvii} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and Gender-Based Analysis Plus.

Organizational contact information

Parks Canada National Office

30 Victoria Street
Gatineau, Quebec
Canada
J8X 0B3

General Inquiries

888-773-8888

General Inquiries (International)

819-420-9486

Teletypewriter (TTY)

866-787-6221

Website: <https://www.parkscanada.gc.ca/>

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Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians.

Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: protecting Canadians from COVID-19; helping Canadians through the pandemic; building back better – a resiliency agenda for the middle class; the Canada we’re fighting for.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within a department and that focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

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Endnotes

- i Minister's Round Table on Parks Canada 2020 - Report and Response, <https://www.pc.gc.ca/en/agence-agency/dp-pd/trm-mrt/rapport-2020-report>
- ii Parks Canada Sustainable Development Strategy 2020 to 2023, <https://www.pc.gc.ca/en/agence-agency/bib-lib/plans/docs2i/durable-sustainable-2020-2023>
- iii Parks Canada Sustainable Development Strategy 2020 to 2023, <https://www.pc.gc.ca/en/agence-agency/bib-lib/plans/docs2i/durable-sustainable-2020-2023>
- iv Integrating Gender-based Analysis Plus into Evaluation: A Primer, <https://www.canada.ca/en/treasury-board-secretariat/services/audit-evaluation/evaluation-government-canada/gba-primer.html>
- v Parks Canada Sustainable Development Strategy, 2020 to 2023, <https://www.pc.gc.ca/en/agence-agency/bib-lib/plans/docs2i/durable-sustainable-2020-2023>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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