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Parks Canada's Departmental Plan for fiscal year 2024 to 2025

Steven Guilbeault, P.C., M.P.

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

Original signed by:

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and

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Parks Canada's departmental plan for fiscal year 2024 to 2025 at a glance




A departmental plan describes a department's priorities, plans and associated costs for the upcoming three fiscal years.

- [Vision, mission, raison d'être, and operating context](#)
- [Minister's mandate letter](#)

[Read the full departmental plan]

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Key priorities

Parks Canada's key priorities for fiscal year 2024 to 2025	
	Effectively managing and expanding protection of natural environments
	Safeguarding the collection of archaeological and historical objects under the care of Parks Canada and advancing the review of designations
	Providing meaningful, inclusive experiences
	Indigenous peoples' stewardship is honoured and supported
	Pursuing long-term asset sustainability strategies and priorities and advancing alignment and organizational effectiveness



Building and fostering a capable and inclusive Parks Canada team

Refocusing Government Spending

In Budget 2023, the Government of Canada committed to reducing spending by \$14.1 billion over the next five years, starting in fiscal year 2023 to 2024, and by \$4.1 billion annually after that.

As part of meeting this commitment, Parks Canada is planning the following spending reductions.

- **Fiscal year 2024 to 2025:** \$23,694,000
- **Fiscal year 2025 to 2026:** \$26,834,000
- **Fiscal year 2026 to 2027 and after:** \$34,555,000

Parks Canada will achieve these reductions by doing the following:

- **Internal Efficiencies** – In support of the Government of Canada’s objective to make the best use of taxpayer dollars and direct spending toward key priorities for Canadians and continuing to work toward Parks Canada’s long-term asset sustainability objectives, savings will be realized from targeted internal services and infrastructure program administration efficiencies as well as cost reductions in areas such as professional services, travel, and information technology. These reductions, internal to Parks Canada, will not impact Canadians.
- **Heritage Places Establishment and Conservation** - While maintaining the Government’s direction and contributing to its commitments for conservation and reconciliation, savings will be achieved through strategic reductions and efficiencies across the Enhanced Nature Legacy programming portfolio as well as the refocusing of cultural resource management services supporting Parks Canada. Targeted reductions are expected to have limited impact on Canadians.
- **Heritage Places Promotion and Public Support** – While continuing to ensure that histories communicated at Parks Canada heritage places are reflective of the diversity of Canada, savings will be realized by modernizing approaches to commemoration; refocusing how promotional and outreach activities are delivered; and achieving efficiencies where short-term funded programs have either met their intended objectives or can be scaled back. Targeted reductions are expected to have limited impact on Canadians.
- **Visitor Experience** – While continuing to support the Federal Tourism Growth Strategy, savings will be realized through the identification and implementation of standardized service levels at Parks Canada places and the exploration of digital approaches to visitor engagement. Targeted reductions are expected to have minimal impacts on Canadians.

The figures and activities outlined in this departmental plan reflect these reductions.

Highlights

A Departmental Results Framework consists of an organization's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.



Planned spending:

\$1,101,710,550

Planned human resources:

4,885

Key highlights from Parks Canada's planned activities in fiscal year 2024 to 2025 include:

- Continuing to support the Government of Canada's commitment to protect Canada's natural legacy, working towards conserving 30% of Canada's land and oceans by 2030 by endeavoring to effectively manage and establish new national parks, national marine conservation areas, and designating national urban parks;
- Supporting the legislative proposal Bill C-23, *Historic Places of Canada Act*, related designations and protection of federal historic places, and advancing the review of designations, consistent with the [Framework for History and Commemoration](#);
- Completing the Parks Canada Collections and Curatorial facility and starting to move collections into it;
- Continually improving and innovating services to Canadians in its experiences and outreach programs, removing barriers, fostering participation, and embracing diversity and inclusion;
- Contributing to the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act* by ensuring Parks Canada legislation, policy, and operational practices enable Indigenous peoples' exercise of rights, responsibilities, and stewardship in places administered by Parks Canada;
- Investing \$164.8 million in key cultural heritage and contemporary assets, including visitor experience and critical infrastructure to address asset condition, maintain public safety,

and, where feasible, leverage opportunities to green operations, improve accessibility, and promote inclusivity; and,

- Strategically aligning, streamlining, and modernizing organizational and intelligent systems and undertaking innovative work across internal services and programs to promote optimal performance and sustainable, successful delivery of the services that Canadians care about.

More information about [protecting and presenting Canada's natural and cultural heritage](#) can be found in the full departmental plan.

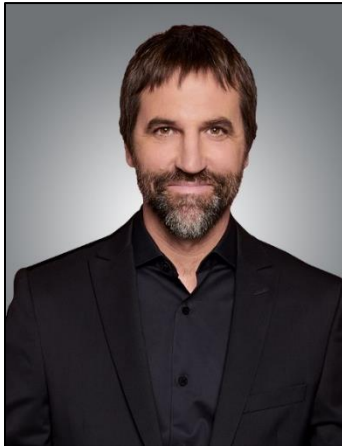
Parks Canada's 2024 to 2025 Departmental Plan

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From the Minister



*Figure 1 The Honourable Steven Guilbeault, P.C., M.P
Minister of Environment and Climate Change and Minister responsible for Parks Canada*

As Minister responsible for Parks Canada, I am pleased to present the fiscal year 2024 to 25 Departmental Plan. This plan outlines Parks Canada’s priorities and the results it expects to achieve in the coming year.

As outlined in my Ministerial Mandate Letter and the Speech from the Throne, the Government of Canada remains firmly dedicated to delivering on its commitments to protect and conserve significant natural and cultural heritage.

Protected and conserved areas in Canada are part of nature-based solutions to climate change. These treasured places conserve biodiversity, protect ecosystem services, connect landscapes, take up and store carbon, build knowledge and understanding about nature conservation, and inspire people. This year, we will continue to advance the Government of Canada’s commitment to protect Canada’s natural legacy, working towards conserving 30% of Canada’s land and oceans by 2030 and the establishment of ten new national parks and ten new national marine conservation areas.

Parks Canada recognizes the valuable role that access to greenspace plays in the well-being of individuals and communities, particularly for those living in cities. Parks Canada is collaborating with municipalities, provinces, Indigenous partners, and key stakeholders to develop 15 new national urban parks by 2030. This work will be guided by the development of a new national urban parks policy, which will support the consideration of future legislation and program implementation.

Parks Canada works collaboratively with Indigenous peoples, elevating Indigenous voices and perspectives and cultivating partnerships in the stewardship of national heritage places, in line with the Government of Canada’s commitment to the *United Nations Declaration on the Rights of Indigenous Peoples Act*. By working with Indigenous peoples to foster relationships, support Indigenous leadership and self-determination, respect Indigenous rights and responsibilities, and uplift Indigenous knowledge and knowledge systems, we are taking further steps towards reconciliation.

Parks Canada is committed to ensuring that stories communicated at the heritage places it administers are reflective of the diversity of Canada, including the histories, cultures, and contributions of Indigenous peoples. This year, Parks Canada will continue to seek new designations of persons, places, and events within the *Framework for History and Commemoration*'s strategic priorities, in alignment with the Government of Canada's objectives of fostering diversity and inclusion.

Parks Canada's ability to meet its mandate of protecting and presenting national historic sites, national parks, heritage canals, national urban parks and national marine conservation areas in Canada is fundamentally reliant upon its assets. Strategic, sustainable, and responsible investments improve the overall condition of key infrastructure, protect built heritage, and enhance visitor experiences. These critical investments ensure that Parks Canada visitors can continue to enjoy safe, positive, and memorable experiences connecting to nature and history.

As a significant contributor to local economies, Parks Canada will continue to build relationships with tourism sector partners to help support the tourism industry's growth. Parks Canada will work with these partners towards determining ways to enhance future programming offers for visitors.

The more than 200 national historic sites, national parks, and national marine conservation areas across the country under Parks Canada management welcome millions of visitors each year. The actions outlined in this year's Departmental Plan ensure that places administered by Parks Canada will continue to be a source of shared pride for all Canadians.

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



*Figure 2 Ron Hallman
President & Chief Executive Officer, Parks Canada*

As President & Chief Executive Officer of Parks Canada, I am honoured to present Parks Canada's fiscal year 2024 to 2025 Departmental Plan.

The work to deliver Parks Canada's mandate to protect and conserve the natural and cultural heritage of some of the most treasured places in Canada is fueled by the dedication and passion of Parks Canada team members from coast to coast to coast. This plan provides the roadmap that will guide Parks Canada's work in the coming year.

In collaboration with Indigenous communities, stakeholders, and provincial, territorial and municipal governments, Parks Canada is an important contributor to the Government of Canada's commitment to halting and reversing biodiversity loss. Presently, 47 national parks, including ten national park reserves, and one national urban park, protect approximately 336,362 square kilometres of lands in Canada. Parks Canada is also responsible for five national marine conservation areas that protect approximately 123,490 square kilometres of marine and freshwater ecosystems in the Atlantic, Pacific, and Arctic oceans and the Great Lakes.

This year, Parks Canada will continue to support the Government of Canada's commitment to conserve 30% of Canada's land and oceans by 2030, as well as work to establish ten new national parks and ten new national marine conservation areas.

No relationship is more important to Parks Canada than that with Indigenous peoples. One of our most important commitments to this relationship is to view delivery of our mandate through a lens of enabling Indigenous stewardship. Another is to fully reflect the diversity of perspectives found in the tapestry of stories, from pre-contact to the more recent past where Canadians began their shared histories with First Nations, Inuit, and Métis peoples. In key areas where this ideal has not been met, Parks Canada will continue to support the work of the Historic Sites and Monuments Board of Canada in reviewing controversial designations, presenting diverse and inclusive stories, and contributing to the Government of Canada's path towards reconciliation.

The preservation and restoration of cultural heritage and continued stewardship of one of the largest and most diverse portfolios of contemporary and built assets have been the focus of a program of vital infrastructure work funded through Budget 2022. The work undertaken through investments since 2015 supports broader Government of Canada objectives for mitigating against the impacts of climate change, reducing greenhouse gas emissions and Parks Canada's environmental footprint, and focusing on sustainability while ensuring efficient, modern, accessible, and inclusive facilities.

Parks Canada is working to ensure that everyone can meaningfully connect to, access, and experience national historic sites, national parks, and national marine conservation areas. To support this work, Parks Canada is strengthening relationships and seeking new opportunities with expert accessibility organizations in communities across Canada. This year, Parks Canada plans to invest \$93.2 million in key projects to support its contemporary visitor experience assets. These investments will also contribute to our priority to welcome visitors to safe, inclusive places.

Parks Canada's workforce are the guardians, guides, storytellers and faces our partners and public meet. As Parks Canada serves Canadians in protecting, presenting, and celebrating the natural and cultural heritage of this country, Parks Canada's commitment to inclusion, diversity, and accessibility starts with our team first. A positive, healthy, and collaborative environment in all areas of our work is foundational and a priority. Through its operations at national heritage places, Parks Canada makes significant contributions to the health of economies and provides meaningful employment particularly in rural areas.

Parks Canada will continue to improve its planning and performance capacity to support robust, effective, and efficient program delivery to Canadians and support Government of Canada priorities. Parks Canada's goal is to focus on its strengths and align its resources with its strategic priorities, while also seeking efficiencies. In doing so, Parks Canada can emerge even stronger, and ensure that it is positioned to be ready for the challenges and opportunities ahead.

Together with everyone at Parks Canada, I eagerly anticipate welcoming visitors to the treasured places we have the honour of caring for in the coming year.

Ron Hallman

President & Chief Executive Officer, Parks Canada

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services:

- Protecting and presenting Canada’s natural and cultural heritage
- Internal services

Protecting and presenting Canada’s natural and cultural heritage

In this section

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- Quality of life impacts
- Results and targets
- Plans to achieve results
- Key risks
- Snapshot of planned resources in fiscal year 2024 to 2025
- Related government priorities
- Program inventory
- Summary of changes to reporting framework since last year

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; and work with the public, other federal departments, provinces, territories, Indigenous peoples, and stakeholders to carry out these responsibilities.

Quality of life impacts

Parks Canada’s core responsibility contributes to the “Environment” domain of the [Quality of Life Framework for Canada](#), and more specifically, “Conserved Areas” and “Canadian species index.” This is achieved through park expansion and the establishment of new national parks and national marine conservation areas, the designation of new national urban parks, and the protection and conservation of natural environments. Parks Canada has its own indicators related to these objectives, tracking the establishment of new national parks and national marine conservation areas and the ecological integrity of national parks under Departmental Result 1 in table 1 below.

Parks Canada’s core responsibility also contributes to the “Good Governance” domain in two ways. The sphere of “Indigenous Self-Determination” is represented through work to protect and conserve natural and cultural heritage guided by science and Indigenous knowledge. Parks Canada strives to establish co-management agreements for protected national heritage areas and raise Indigenous voices and foster Indigenous stewardship in natural and cultural heritage conservation. Indicators related to this domain—measuring the number of cooperative management agreements in places administered by Parks Canada—can be found under Departmental Results 1 and 2 in tables 1 and 2 below. The second aspect is related to “Confidence in Institutions” and Parks Canada measures the support for its mandate in Result 3, table 3 below.

Finally, under the “Society” domain, “Participation in cultural practices... and recreation...” is captured under Result 3, table 3 through the number of places where Indigenous peoples use land and waters according to their traditional and modern practices and through the number of visitors enjoying cultural and natural visitor experiences.

Results and targets

The following tables show, for each departmental result related to Protecting and Presenting Canada’s Natural and Cultural Heritage, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in fiscal year 2024 to 2025.

Table 1: Indicators, results and targets for departmental result 1: Canada’s natural heritage is protected for present and future generations

Indicator	[2020–2021] result	[2021–2022] result	[2022–2023] result	Target	Date to achieve
Percentage of terrestrial regions represented in the national park system	79%	79%	79%	At least 82%	March 2025
Percentage of marine regions represented in the national marine conservation area system	21%	21%	21%	At least 31%	March 2025
Percentage of national park ecosystems where ecological integrity is maintained or improved	82%	79%	79%	At least 92%	December 2025
Number of natural heritage places managed cooperatively with Indigenous peoples	23	22	22	At least 27	March 2026

Table 2: Indicators, results and targets for departmental result 2: Canada’s cultural heritage is protected for present and future generations

Indicator	[2020–2021] result	[2021–2022] result	[2022–2023] result	Target	Date to achieve
Number of persons, places and events of importance to Canadians that are formally recognized	3,822	3,862	3,934	3,955	March 2025
Percentage of the historical and archaeological collection, cultural landscapes and archaeological sites in Parks Canada’s care that are safeguarded	68%	68%	68%	At least 90%	March 2026

Indicator	[2020–2021] result	[2021–2022] result	[2022–2023] result	Target	Date to achieve
Number of cultural heritage places managed cooperatively with Indigenous peoples	5	5	7	At least 15*	March 2026
Percentage of heritage assets in good or fair condition	54%	58%	61%	At least 62%	March 2025

*It is anticipated that several reconciliation and rights recognition agreements with the signatories of the Peace and Friendship Treaties in provinces in eastern Canada will be finalized by March 2026 and that these agreements will include cooperative management for several cultural heritage places administered by Parks Canada.

Table 3: Indicators, results and targets for departmental result 3: People connect to and experience Canada’s natural and cultural heritage in ways that are meaningful to them

Indicator	[2020–2021] result	[2021–2022] result	[2022–2023] result	Target	Date to achieve
Number of visitors experiencing Parks Canada places	17.0M	21.6M	22.5M	At least 23.7 million	March 2025
Percentage of Canadians that support the protection and presentation of Parks Canada places	86%	92%	92%	At least 78%	March 2025
Number of places where Indigenous peoples use land and waters according to their traditional and modern practices	36	36	39	At least 42	March 2026
Percentage of contemporary assets in good or fair condition	75%	74%	77%	At least 79%	March 2025

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

Plans to achieve results

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

Expanding protection of natural environments

Indicators	Target	Date to achieve
Percentage of terrestrial regions represented in the national park system	At least 82%	March 2025
Percentage of marine regions represented in the national marine conservation area system	At least 31%	March 2025

In collaboration with Indigenous partners, stakeholders, and other levels of government, Parks Canada is an important contributor to the Government of Canada’s commitment to halting and reversing biodiversity loss. Currently, 47 national parks, including 10 national park reserves, and one national urban park, protect approximately 336,362 square kilometres of Canada’s lands. Parks Canada is also responsible for five national marine conservation areas that protect approximately 123,490 square kilometres of Canada’s marine and freshwater ecosystems in the Atlantic, Pacific, and Arctic oceans and the Great Lakes.

This year, Parks Canada will continue to support the Government of Canada’s commitment to protect Canada’s natural legacy, working towards conserving 30% of Canada’s land and oceans by 2030 and the establishment of 10 new national parks and 10 new national marine conservation areas. Expansion of the national park and national marine conservation area systems will continue to make a meaningful contribution towards the government’s goals of conservation, Indigenous reconciliation, and rural economic development. This work will also contribute toward Parks Canada’s targets to represent 82% of Canada’s terrestrial regions in the national park system and 31% of its marine regions in the national marine conservation areas system by March 2025. In support of these goals, in fiscal year 2024 to 2025 Parks Canada will:

- Work toward the establishment of new national parks and national park reserves, including finalizing the final agreement for Pituamkek National Park Reserve on Prince Edward Island, negotiating an establishment agreement for the national park reserve proposal in the South Okanagan-Similkameen in British Columbia’s interior, and completing steps toward establishing new national park and national park reserve locations across Canada (see table 4, below);
- Consult and cooperate with Indigenous partners and engage early with Indigenous governments, organizations, and communities, along with provincial and territorial governments, and develop strategic partnerships with stakeholders in the process to establish new national parks and national marine conservation areas;

Table 4: National park and national park reserve establishment activities planned for fiscal year 2024 to 2025

Proposed National Park or National Park Reserve	Actions in fiscal year 2024 to 2025	Key Partners
South Okanagan-Similkameen (BC)	Complete negotiation of a federal – provincial – First Nation establishment agreement	The Government of British Columbia and Sylix First Nations.
Pituamkek, (PEI)	Conclude formal negotiation and begin implementation of establishment agreement. Prepare to designate Pituamkek under the <i>Canada National Parks Act</i> .	The Government of Prince Edward Island and the Epekwitk Assembly of Councils, L'nuey, Crown Indigenous Relations Canada.
Seal River Watershed (MB)	Continue work on Feasibility Assessment with Seal River Watershed Alliance and Province of Manitoba	The Government of Manitoba; Seal River Watershed Alliance (comprised of four First Nations)
Peel River Watershed (YK)	Continue work on Feasibility Assessment with Indigenous partners.	Government of Yukon, Gwich'in Tribal Council, and First Nation of Na-cho Nyak Dun.
McIntyre Creek (YK)	Continue work on protected area assessment for this cultural site.	City of Whitehorse, Government of Yukon, Kwanlin Dun First Nation, and Ta'an Kwach'an Council.
Four new terrestrial protected area assessments initiated	Feasibility assessments to begin on four new protected areas with Indigenous partners and provinces/territories.	Indigenous Nations and provinces and territories.
Two more terrestrial protected area sites identified	At least two other new PAs to be assessed/ negotiated with provinces/territories and Indigenous Nations.	Indigenous Nations and provinces and territories.

- Work with provincial, territorial, and Indigenous governments to identify a total of 10 candidate sites for protection under the *Canada National Parks Act*;
- Continue to advance feasibility assessments, including consultations with key partners, towards the establishment of seven new national marine conservation areas (see table 5);
- Work with provincial, territorial, and Indigenous governments to identify and advance seven additional national marine conservation area proposals for protection under the *Canada National Marine Conservation Areas Act*;

Table 5: National marine conservation area establishment activities planned for fiscal year 2024 to 2025

Proposed National Marine Conservation Area	Actions in fiscal year 2024 to 2025	Key Partners
Western James Bay and Southwestern Hudson Bay (ON)	Continue work on a feasibility assessment with the Mushkegowuk Council pursuant to a MoU, signed August 2019.	Mushkegowuk Council, the Government of Ontario.
Central Coast (BC)	Continue work on a feasibility assessment pursuant to a MoU in August 2019.	Heiltsuk, Kitasoo Xai'xais, Nuxalk, and Wuikinuxv, Gitga'at, and Gitxaala Nations, the Government of British Columbia, and other partners identified during Feasibility Assessment.
Southern Strait of Georgia (BC)	Continue work on a feasibility assessment.	11 First Nations and the Government of British Columbia.
Northern Labrador Coast (NL)	Continue work on a feasibility assessment of the NMCA/ Inuit Protected Area	Nunatsiavut Government, Government of Newfoundland and Labrador and Makivvik Corporation.
Eastern James Bay (QC)	Continue work on a feasibility assessment.	The Cree Nation Government, Government of Nunavut and Government of Quebec.
Tuvaijuittuq Ellesmere Island (NU)	Finalize Ministerial Order and continue to work with partners for the long-term strategy for protection of this site.	Department of Fisheries and Oceans, the Government of Nunavut and the Qikiqtani Inuit Association.
Îles de la Madeleine (QC)	Continue work on a feasibility assessment.	The Government of Quebec, First Nations and local communities.
Mingan-Anticosti (QC)	Initiate a feasibility assessment.	The Government of Quebec, First Nations, and local communities.
Saguenay-St. Lawrence Marine Park (QC)	Consult Indigenous nations, stakeholders, and the public; Advance expansion of Saguenay – St. Lawrence Marine Park.	The Government of Quebec, First Nations, and local communities.
South Coast Fjords (NL)	Continue work on feasibility assessment.	Government of Newfoundland and Labrador, the Town of Bugeo, Qalipu First Nation, Miawpukek First Nation.
Western Hudson Bay (MB)	Initiate a feasibility assessment.	Government of Manitoba, Town of Churchill and local First Nations and Métis.
Pacific Rim (BC)	Initiate a feasibility assessment.	9 First Nations and the Government of British Columbia.

Pemsik (NS)	Initiate a feasibility assessment.	Government of Nova Scotia, First Nations.
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- Work in collaboration with municipalities, provinces, Indigenous partners, and key stakeholders to explore opportunities and advance planning for new national urban parks (see table 6);

Table 6: National urban park establishment activities planned for fiscal year 2024 to 2025

Proposed National Urban Park	Actions in fiscal year 2024 to 2025	Key Partners
Greater Victoria Region (BC)	Undertake park planning activities with partners.	Esquimalt First Nation, Te'mexw Treaty Association (Scia'new First Nation, Songhees Nation, & T'Sou-ke Nation), City of Colwood.
Saskatoon Region (SK)	Continue pre-feasibility activities with partners.	Meewasin Valley Authority, Province of Saskatchewan, City of Saskatoon, RM of Corman Park, Wanuskewin Heritage Park, Saskatoon Tribal Council, Métis Nation-Saskatchewan, University of Saskatchewan, Partnership for Growth.
Winnipeg (MB)	Continue work on pre-feasibility assessment, initiate park planning activities with partners.	City of Winnipeg, Province of Manitoba, Treaty One Nations, Manitoba Métis Federation.
Windsor (ON)	Undertake park planning activities with partners.	Caldwell First Nation, Walpole Island First Nation, Chippewas of the Thames First Nations, City of Windsor, Town of Lasalle, Province of Ontario, Hydro One.
Halifax (NS)	Undertake park planning and park implementation activities with partners.	Halifax Regional Municipality, Province of Nova Scotia, Kwilmu'kw Maw-klusuaqn, Sipekne'katik First Nation, Nova Scotia Nature Trust.
Edmonton Area (AB)	Undertake park planning activities with partners.	City of Edmonton, Confederacy of Treaty Six First Nations, Otipemisiwak Métis Government (Métis Nation of Alberta), Province of Alberta.
Montreal Area (QC)	Continue work on pre-feasibility assessment.	Partners will be confirmed as the project advances.

- Develop a new national urban parks policy to guide the designation and management of new national urban parks across Canada that will conserve nature, connect people with nature, advance reconciliation with Indigenous peoples, and begin work toward the development of potential legislation to support the national urban parks program, which could be introduced by March 2025;

- Finalize criteria to identify ecological corridors in Canada and a map of national priority areas for corridors by engaging with experts, Indigenous partners, provinces, territories, and other national stakeholders, in line with commitments in Parks Canada’s [2023 to 2027 Departmental Sustainable Development Strategy](#); and,
- Provide support to three Indigenous-led ecological corridors projects that aim to enhance connectivity between protected and conserved areas, other effective area-based conservation measures,¹ Indigenous Protected and Conserved Areas, or other unprotected habitats.

Implementing the Kunming-Montreal Global Biodiversity Framework

Parks Canada is contributing to the development of Canada’s 2030 National Biodiversity Strategy, which will chart a path for how Canada will implement the [Kunming-Montreal Global Biodiversity Framework](#), signed at the 2022 United Nations Biodiversity Conference.

Parks Canada will support the aims of the 2030 National Biodiversity Strategy through establishment and conservation of national parks, national marine conservation areas, and national urban parks, contributing its extensive expertise and experience in system-wide ecological integrity monitoring, effective management of protected areas, and conservation and restoration projects.

Effectively managing natural environments;

Indicator	Target	Date to achieve
Percentage of national park ecosystems where ecological integrity is maintained or improved	At least 92%	December 2025

National parks and national marine conservation areas are beautiful and inspiring places that protect nationally significant examples of Canada’s ecosystems. Parks Canada’s mandate and first priority is to maintain or improve the ecological integrity of national parks. A national park ecosystem has ecological integrity when:

- it has the living and non-living pieces expected in its natural region; and,
- its processes—the engines that make an ecosystem work, such as fire, flooding, and predation—occur with the frequency and intensity expected in its natural region.

¹ As defined by the International Union for the Conservation of Nature, other effective area-based conservation measures are geographically defined areas distinct from traditional protected areas but managed in ways that yield positive, sustained, and long-term outcomes for biodiversity conservation, including associated ecosystem functions, services, and, when applicable, cultural, spiritual, socio-economic, and other locally significant values.

Monitoring results in recent years indicate that large-scale threats, such as climate change and invasive species, as well as local stressors, such as water pollution, are affecting ecosystems. These threats impact Parks Canada's ability to meet its target for ecological integrity maintenance and improvement. Parks Canada contributes to ecological integrity through the protection and restoration of natural resources, while providing benefits and enjoyment to Canadians and international visitors. Parks Canada has successfully managed these integrated objectives for over 100 years and manages one of the few national parks systems in the world that has a system-wide ecological integrity monitoring and reporting program, consisting of more than 600 scientific measures that inform park-specific priorities and guide restoration action. Indigenous stewardship is integral to Parks Canada's work in this area.

In support of maintaining and improving ecological integrity and conserving natural heritage, in fiscal year 2024 to 2025 Parks Canada will:

- Contribute to the protection and recovery of species at risk by protecting critical habitat and implementing actions from new and existing site-based, multi-species action plans in coordination with key partners;
- Monitor and report on the condition and trends of ecosystems in national parks and national parks reserves;
- Plan and implement conservation and restoration projects in coordination with key partners, including Indigenous peoples;
- Manage human/wildlife conflict and coexistence, wildlife health, hyper abundant species, alien invasive species, and wildland fire to enhance ecological integrity and ensure public safety;
- By December 2024, pre-publish proposed regulations to increase the protection and sustainable use of ecosystems in national marine conservation areas (NMCAs) in the Canada Gazette Part I;
- Continue to advance NMCA management tools, including monitoring and reporting standards. These actions will enable Parks Canada to better understand and report on the state of the national marine conservation area system, more effectively manage these areas, and contribute to ocean and Great Lakes conservation;
- Develop, with assistance from the Canadian Centre for Climate Services, a series of accessible, site-specific climate summaries of the evolution of climate conditions at protected heritage places across Canada, and the potential impacts that projected changes may cause;
- Expand and promote the Parks Canada Climate Change Information Centre, a curated bank of information on climate change impacts and adaptation responses related to species and ecosystems;
- Develop summaries of beneficial practices for ecosystem carbon sequestration and storage in Parks Canada places;
- Develop a Research Agenda to support conservation planning and active management of national historic sites, national parks, and national marine conservation areas, informed by Parks Canada needs, government-wide priorities, and emerging issues;

- Coordinate and conduct research on ecosystem carbon to identify approaches for the establishment and management of protected areas that protect and enhance their contribution to nature-based solutions;
- Continue to support the Pan-Canadian Parks and Protected Areas Research Network. The network brings together academic researchers, students, and practitioners to identify solutions for challenges facing Canada’s parks and protected areas, with particular attention to diversity and inclusion;
- Advance the use of technology and intelligence-driven law enforcement to protect natural and cultural heritage;
- Deliver professional law enforcement services to protect natural and cultural resources and to maintain public safety. As part of this work, Parks Canada will also continue work to implement and monitor the efficacy of restorative justice principles as an additional law enforcement tool for park wardens to support conservation in Parks Canada-administered places; and,
- Support natural heritage protection through marine ecosystem and scientific mapping, pollution monitoring, climate, and other scientific research in both natural and cultural heritage places administered by Parks Canada, including those with a direct link to Indigenous peoples.

Returning to Burning in Riding Mountain National Park

Fire is a renewer, a regenerator, and a component of a healthy ecosystem that helps to maintain forest health and biodiversity. Many of the ecosystems within national parks are fire-adapted, but these natural processes have been interrupted by fire suppression practices during the 20th century.

Parks Canada uses carefully planned [prescribed fire](#) to safely restore and maintain the important ecological role of fire. Prescribed fire also reduces the threat of wildfire to communities and neighbouring lands.

“Returning to Burning” is a project based in Riding Mountain National Park aimed at addressing the lack of natural fire and cultural burning in aspen parkland and grasslands ecosystems. The project is being co-developed by Parks Canada and the Coalition of First Nations from Treaties 1, 2, and 4 with interests in Wagjiwing (Riding Mountain).

“Returning to Burning” will weave together Anishinaabe knowledge and Western science, consider park and Indigenous priorities, and support cultural connections to fire and the land. Ultimately, this project will improve ecosystem health and support the recovery of seven species at risk in Riding Mountain National Park.

Indigenous peoples’ stewardship is honoured and supported

Indicator	Target	Date to achieve
Number of natural heritage places managed cooperatively with Indigenous peoples	At least 27	March 2026

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 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 working with Indigenous partners to restore lost connections to traditional territories and strengthen cooperative and collaborative management of protected places. Parks Canada strives to work collaboratively with Indigenous peoples, elevating Indigenous voices and perspectives in the stewardship of national heritage places, in line with the Government of Canada's commitment to the *United Nations Declaration on the Rights of Indigenous Peoples Act* (UNDA). In fiscal year 2024 to 2025 Parks Canada will:

- Explore, with Indigenous partners, the potential for new co-managed national parks, national marine conservation areas, and national urban parks as opportunities to honour and support Indigenous stewardship, working toward the target of at least 27 natural heritage places being managed cooperatively with Indigenous peoples by March 2026;
- Investigate, with Indigenous partners, potential models for realizing joint, contiguous, or co-designated national parks, national marine conservation areas, and Indigenous Protected and Conserved Areas;
- Contribute to the implementation of the UNDA at Parks Canada administered heritage places by seeking legislative authorities and reviewing, updating, and developing policy and operational practices that support Indigenous peoples' exercise of rights and responsibilities and provide annual updates on the Government of Canada's [UNDA Action Plan](#) progress;
- Continue to review and renew existing standards, guidance, and tools to formalise Indigenous knowledge in decision making. For example, Parks Canada will review and update the ecological integrity monitoring approaches to weave Indigenous ways of knowing and scientific knowledge in the assessment of ecosystems;
- Guided by advice of Indigenous partners, modernize the species at risk multi-species action planning approach to identify culturally-significant species and identify activities that support understanding and conservation of these species;
- Provide ongoing support for Indigenous Guardians programs, including by funding from the Enhanced Nature Legacy fund and by working with Indigenous partners at places Parks Canada has a role in administering to co-develop new and enhance at least eight Indigenous Guardians programs;
- Advance Rights-based negotiations at priority negotiation tables;
- Continue to work with local, national, and international Indigenous partners on Indigenous fire stewardship in national parks and protected areas;
- 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; and,
- Investigate, with Indigenous partners, methods and approaches to weave different knowledge systems to inform conservation planning and decision-making.

Working toward a Proposed Indigenous Stewardship Framework

In fiscal year 2024 to 2025, Parks Canada, in collaboration with Indigenous partners, will continue to advance work toward an [Indigenous Stewardship Framework](#) that supports the implementation of the United Nations Declaration on the Rights of Indigenous Peoples and is fundamentally about relationships, empowering Indigenous voices, supporting Indigenous leadership and self-determination, and respecting Indigenous rights and responsibilities, as well as Indigenous knowledge and knowledge systems.

Parks Canada has included five measures within the Government of Canada Action Plan for the Implementation of the United Nations Declaration on the Rights of Indigenous Peoples, all linked to the Indigenous Stewardship Framework. The five measures advanced by Parks Canada are aimed at recognizing and honouring Indigenous peoples' rights and responsibilities in stewarding lands, waters, and ice within their traditional territories, treaty lands, and ancestral homelands. Specifically, the Action Plan measures address harvesting by Indigenous peoples, governance, cultural continuity, Indigenous knowledge, and apologies/acknowledgements. They also commit to aligning Parks Canada legislation with the UN Declaration.

This work supports the ministerial commitment in the Minister's Round Table on Parks Canada 2020 – Report and Response to develop a proposed framework to support Indigenous stewardship in protected heritage places, through processes of collaboration and dialogue. In fiscal year 2024 to 2025, engagement on the proposed Indigenous Stewardship Framework will continue, and in consultation with Indigenous peoples, Parks Canada will develop a measurement framework to measure UNDA Action Plan progress by March 2027.

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

Advancing the review of designations

Indicator	Target	Date to achieve
Number of persons, places, and events of importance to Canadians that are formally recognized	3,955	March 2025

The Government of Canada, through the Historic Sites and Monuments Board of Canada (HSMBC), helps connect Canadians with their shared history. Parks Canada supports the designation and commemoration of cultural heritage through formal recognition programs at the national level. Commemoration of 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. Each designation under the National Program of Historical Commemoration makes a unique contribution to the tapestry of stories that make up our past and collectively contribute to our identity. Parks Canada is working toward the formal recognition of at least 3,955 places, persons, and events of national historic significance by March 2025.

Parks Canada is committed to the Government of Canada's objectives for diversity and inclusion and ensuring Canada's diverse history is told through designations. It works to promote these principles in its commemoration programs through the implementation of the [Framework for History and Commemoration: National Historic Site System Plan](#). Implementing

this framework also contributes to Parks Canada’s priorities to enhance cultural heritage protection by empowering Indigenous peoples and equity-deserving communities to tell their stories. This ensures that histories communicated at Parks Canada heritage places are reflective of the diversity of Canada and weave together the history of Indigenous peoples and stories of nature and culture, delving into all aspects of the country’s past and seeing Canada in the context of global history. This work supports commitments to diversity, inclusion, and equity made in response to the [Minister’s Round Table on Parks Canada 2020](#). In fiscal year 2024 to 2025, Parks Canada will:

- Continue to implement the *Framework for History and Commemoration: National Historic Sites Systems Plan* through the National Program of Historical Commemoration, providing direction on presenting history and developing tools and resources that emphasize a full range of voices, perspectives, and experiences.
- Continue to encourage public nominations for designations of new persons, places, and events in alignment with the *Framework for History and Commemoration’s* strategic priorities. Parks Canada is continuing to process the outcomes of engagement workshops with participants from diverse communities and to expand research for commemorative opportunities in 2SLGBTQI+ history following initial research;
- Continue supporting the work of the HSMBC to address controversy and conflict stemming from existing designations and plaques, consistent with the *Framework for History and Commemoration*. This includes reviewing existing designations to make progress on processing more than 200 controversial designations identified as high priority;
- Continue work to renew HSMBC criteria and guidelines for evaluating subjects of potential national historic significance with input from a range of stakeholders, including equity-deserving communities, to improve public understanding of processes and to better reflect Indigenous histories and values within the National Program of Historical Commemoration;
- 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;

Linguistic diversity in commemorative plaques

The Historic Sites and Monuments Board of Canada (HSMBC) has used [bronze plaques](#) as its mode of commemoration since the 1920s. Each bilingual bronze plaque is installed in a location that has an association with the designated subject, and that is accessible to the public.

As such, over the last century, plaques have evolved to include a multitude of languages to describe the historic significance of the subject being commemorated. They always include English and French, and may sometimes include a third language, particularly when the commemorated subject is linked to the history of Indigenous peoples or ethnocultural communities. Parks Canada will often work with local experts to ensure a translation is done in the correct orthography.

Recent commemorative plaques that include a third language are Théophile Panadis National Historic Person (which includes Abenaki, an Indigenous language) and Winnipeg Falcons Hockey Club National Historic Event (which includes Icelandic). A variety of languages on commemorative

plaques helps support a more inclusive, accessible, and engaging approach to public history and better reflects the vast diversity of experiences in the history of Canada.

In addition, Parks Canada will continue to modernize how places, persons and events of national historic significance are commemorated, including the exploration of new digital tools and approaches to commemoration.

- Continue to modernize how places, persons and events of national historic significance are commemorated, including the exploration of new digital tools and approaches to commemoration; and,
- Advance public understanding of Canada’s history and cultural heritage by using digital tools and social media channels to engage Canadians.

Commemorating the History and Legacy of Indian Residential Schools

The Residential School System has impacted multiple generations of First Nations, Inuit, and Métis peoples and communities. The legacy of residential schools includes long-term detrimental effects for Indigenous communities in terms of health, cultures, economies, traditional knowledge and ways of life, languages, family structures, and connections to the land.

Parks Canada plays an active role in contributing to the Government of Canada’s reconciliation efforts through its role in historic commemoration. On September 1, 2020, the Government of Canada announced the designation of the Residential School System as a national historic event under the National Program of Historical Commemoration. Since then, [four residential schools have been designated as national historic sites](#).

Parks Canada is actively working with Indigenous partners to address the Truth and Reconciliation Commission’s [Call to Action 79](#) and the ongoing impact of the residential school system by supporting Survivors, Indigenous communities, and others in commemorating the history and legacy of residential schools. In support of this work, Parks Canada is undertaking five specific actions:

1. Engage with Indigenous communities, organizations, and Survivors to support the commemoration of both the legacy and history of Indian residential schools and histories of Indigenous peoples;
2. Support the development and implementation of commemorative markers, events, and initiatives associated with residential school sites, persons and events, through both the National Program of Historical Commemoration and partnerships with Indigenous organizations;
3. Support the nomination and co-development of submission reports associated with residential schools and Indigenous histories, and of accelerated reviews of existing designations related to residential schools and under the National Program of Historical Commemoration;
4. Centre Indigenous peoples’ voices through the Stories of Canada initiative and support projects that represent, acknowledge, and address the legacy of residential schools and facilitate the reclaiming, sharing, and celebrating of Indigenous cultures, histories, and languages; and
5. Foster awareness and public understanding of the tragic history of the residential school system and its continued impacts and share the experiences of children who attended these schools to ensure this history is acknowledged and better understood by all Canadians. Ensure that this work considers approaches that are trauma-informed, supportive, and take audience background into consideration.

These actions will commemorate the history and legacy of residential schools in ways that are meaningful to Survivors and their communities, as well as building public awareness of the significance of residential schools in Canada and the persons, places, and events that are part of this history.

Parks Canada’s contributions to reconciliation and its collaboration with Survivors and Indigenous communities can provide a strong foundation for ongoing efforts related to residential school commemoration. This work supports Indigenous partners and Survivors to ensure that their voices and perspectives are reflected through the National Program of Historical Commemoration and contributes to Parks Canada’s goals through the *Framework for History and Commemoration*.

Safeguarding the collection of archaeological and historical objects under Parks Canada’s care

Indicator	Target	Date to achieve
Percentage of the historical and archaeological collection, cultural landscapes and archaeological sites in Parks Canada’s care that are safeguarded	At least 90%	March 2026

Cultural resources are maintained through conservation work at the national historic sites, national parks, national marine conservation areas, and national urban park administered by Parks Canada, as well as in the facilities that house Canada’s national collection of archaeological and historical objects. Parks Canada’s cultural heritage experts across the country work to ensure 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. Parks Canada also collaborates and engages with provincial, territorial, and municipal governments, Indigenous partners, and heritage stakeholders in the protection and conservation of cultural heritage. In support of this responsibility, and to ensure that 90% of the cultural resources in its care are safeguarded by March 2026, in fiscal year 2024 to 2025 Parks Canada will:

- Support the legislative proposal Bill C-23, [Historic Places of Canada Act](#), related to the designation of places, persons, and events of national historic significance and for the protection of federal historic places;
- Continue to collaborate with provinces and territories through its role as co-chair of the Heritage Resources Working Group by meeting with the Federal, Provincial, Territorial, Cultural Heritage Table to advance common goals related to cultural heritage protection and conservation and to develop options for a new framework for the conservation of historic places in Canada;
- Contribute to achieving the target of at least 90% of archaeological sites and cultural landscapes in Parks Canada’s care being safeguarded by continuing to identify and monitor these cultural resources in accordance with Parks Canada’s Cultural Resource Management Policy;
- Protect the heritage value of cultural resources by continuing to provide cultural resource management and critical archaeology support, using a risk-based approach, at heritage

places administered by Parks Canada, which may include repair, maintenance, and capital investments;

- Conserve and safeguard the cultural heritage collection of archaeological and historical objects under Parks Canada's care with the completion of the new purpose-built Parks Canada Collection and Curatorial Centre and the commencement of moving collections into the new facility;
- Continue the implementation of the Cultural Resource Management Information System to manage the archaeological and historical objects and cultural heritage sites under the administration of Parks Canada. In fiscal year 2024 to 2025, new data integrity will be ensured with the entry and verification of archaeological sites data and archaeological objects in the database, targeting 80% of recovered archaeological objects to be entered;
- Lead ongoing archaeological research at the Wrecks of *HMS Erebus* and *HMS Terror* National Historic Site;
- Continue to conduct impact analyses at heritage places, using a risk-based approach, to identify and document potential threats and propose mitigations to ensure the protection of cultural resources, including from interventions and climate change;
- As part of preventive conservation, complete climate change risk assessments at national historic sites, including capturing the level of disaster preparedness for objects and mitigation measures for climate change-related impacts and disasters;
- Support cultural heritage protection through scientific mapping, pollution monitoring, climate, and other scientific research in both natural and cultural heritage places administered by Parks Canada, including those with a direct link to Indigenous peoples;
- Continue to develop and review policy instruments, tools, and training related to the management of cultural resources, including the conservation of national historic sites and built heritage. As part of this work, a directive on geographical names of places is expected to be finalized in fiscal year 2024 to 2025;
- In line with the commitments made in response to the [Minister's Round Table 2023](#), 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. In fiscal year 2024 to 2025, for a third year in a row, the available funding envelope will be doubled to provide greater support to historic places, including those administered by Indigenous organizations;
- Provide support and work with other departments responsible for protecting and conserving federal heritage properties through the Federal Heritage Buildings Review Office;
- Continue to lead the implementation of the World Heritage Convention for Canada, including working with partners toward the designation of new World Heritage Sites; and,
- Leverage partnerships, advance international priorities, enhance implementation of bilateral and multilateral agreements, and share best practices as part of the implementation of Parks Canada's international strategy to promote its leadership role within the global natural and cultural heritage community.

Old meets new: Parks Canada's national collection gets a new home

Parks Canada cares for approximately 31 million historical and archaeological objects representing over 11,000 years of human history. The national collection is an integral part of interpretation, exhibits, and other programming used to share the stories of Parks Canada's national historic sites, national parks, and national marine conservation areas with visitors.

Following the completion of the building in 2024, Parks Canada will begin the move of over 25 million archaeological and historical objects to its [new purpose-built 8200 square metre collections facility in Gatineau, Quebec](#). This move will take place over multiple years and ensure the sustainable, long-term preservation and conservation of the collection, safeguarding it 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.

Indigenous peoples' stewardship is honoured and supported

Indicator	Target	Date to achieve
Number of cultural heritage places managed cooperatively with Indigenous peoples	At least 15	March 2026

The cultures and identities of Indigenous peoples are rooted in the land, and honouring these connections 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. Parks Canada and Indigenous peoples are partners in conserving natural and cultural heritage and sharing the stories of these treasured places.

This target has been significantly increased for this year, to 15 cultural heritage places managed cooperatively with Indigenous peoples by March 2026, as it is anticipated that several reconciliation and rights recognition agreements with the signatories of the Peace and Friendship Treaties in provinces in eastern Canada will be finalized by March 2026 and that these agreements will include cooperative management for several cultural heritage places administered by Parks Canada.

Parks Canada strives to work collaboratively with Indigenous peoples, elevating Indigenous voices and perspectives and partnering in the stewardship of national heritage places to support the Government of Canada's commitment to implement the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration), the associated legislation (the UNDA), and the Truth and Reconciliation Commission's calls-to-action 79 and 80. In support of these commitments, in fiscal year 2024 to 2025 Parks Canada will:

- Collaboratively advance co-management and shared decision-making with Indigenous peoples at cultural heritage places by establishing new cooperative management structures to support the stewardship of heritage places;
- Contribute the implementation of the UN Declaration and UNDA by reviewing and developing law, policy, and operational practices that support Indigenous peoples' exercise

of rights and responsibilities in places administered by Parks Canada and develop, in consultation with Indigenous peoples, a framework to measure progress on the Government of Canada's [UNDA Action Plan](#) progress by March 2027;

- Continue work to advance a proposed Indigenous Stewardship Framework as an approach to protected heritage place management and governance that is respectfully aligned with Indigenous ways of stewarding lands, water, and ice. The proposed framework is a continuation of Parks Canada's efforts to advance the priorities shared by Indigenous partners and to continue to evolve approaches to conservation, commemoration, and presentation in alignment with the UN Declaration;
- Support the legislative proposal Bill C-23: *Historic Places of Canada Act* related to protecting and presenting nationally-significant examples of Canada's cultural heritage. This Act outlines the addition of dedicated representation for First Nations, Inuit, and Métis on the Historic Sites and Monuments Board of Canada (HSMBC), in line with [Call to Action 79\(i\)](#) of the Truth and Reconciliation Commission of Canada, leading to greater recognition of the contributions of Indigenous peoples since time immemorial to the land now known as Canada;
- Develop, update, or create new policy tools, processes and practices that honour and empower Indigenous voices, support Indigenous leadership and self-determination, and respect Indigenous rights and Indigenous knowledge and knowledge systems in cultural heritage conservation;
- Continue work to renew the Parks Canada Cultural Resource Management Policy and directives through ongoing dialogue with Indigenous partners to be respectful of First Nations, Inuit, and Métis perspectives, protocols, values, and practices relating to heritage;
- Enhance rights-based negotiations with Indigenous peoples that prioritize timely, implementable agreements;
- Continue to seek new designations of persons, places, and events in alignment with the *Framework for History and Commemoration's* strategic priorities related to Indigenous history;
- Continue to work with residential school Survivor communities that have nominated or are interested in nominating a former residential school site for consideration as a national historic site;
- Continue to review existing designations and engage Indigenous organizations, communities, and Survivor groups in new designations going to the HSMBC pertaining to Indian Residential Schools, their legacies, and Indigenous histories in Canada;
- Continue to provide financial support to Indigenous-led organizations that support community-level commemorations and gatherings across the country to honour the history and legacy of residential schools in line with [Call to Action 79 \(iii\)](#) of the Truth and Reconciliation Commission of Canada;

Supporting Inuit leadership at the Wrecks of the HMS Erebus and HMS Terror National Historic Site

A new agreement between Parks Canada and the Kitikmeot Inuit Association has established the first Inuit-led national historic site in Nunavut. The Wrecks of the HMS Erebus and HMS Terror National Historic Site Inuit Impact and Benefit Agreement was signed in March 2023.

The Kitikmeot Inuit Association in Cambridge Bay and the Nattilik Heritage Society in Gjoa Haven will work collaboratively to manage and operate the site with Parks Canada. This includes site development, staffing, operations, and interpretation while expanding the Wrecks Guardian Program to present and protect the site and operate base camps at both wreck locations.

Parks Canada and Inuit in Gjoa Haven continue to conduct research on the wrecks of HMS Erebus and HMS Terror, putting into practice the Inuit societal value of Piliqatigiinniq/Ikajuqtigiinniq, working together for a common cause. This field work continues to provide insights into the conditions of the wreck and its surrounding environment, and further advances our understanding of the evolving story of the 1845 Franklin Expedition and Inuit knowledge surrounding the site. A larger oral history project was collaboratively undertaken by Inuit knowledge holders, community members and Parks Canada to enable the collection and sharing of Inuit oral history particularly around the 1845 Franklin Expedition.

Recent dives by Parks Canada archaeologists recovered hundreds of artifacts from the sites, which are co-owned by Parks Canada and Inuit Heritage Trust. The Nattilik Heritage Society is working on a plan to display such artifacts at an expanded Nattilik Heritage Centre in Gjoa Haven.

- Support opportunities for Indigenous peoples to share and communicate their histories in their own voices at heritage places administered by Parks Canada by completing up to 15 Stories of Canada projects by 2025 that share the history and legacy of residential schools;
- Continue to engage Indigenous communities connected to Parks Canada’s heritage places to share two-way knowledge on archaeology, collections, conservation, and on access to Indigenous artifacts and objects under Parks Canada’s care;
- Collaborate and share knowledge through innovative partnerships with international, national, regional, and local stakeholders, as well as Indigenous governments and organizations, to enhance natural and cultural heritage conservation; and,
- Ensure Indigenous knowledge and values, both tangible and intangible are respected, reflected and honoured in the management of cultural and natural resources.

Pursuing long-term asset sustainability strategies and priorities

Indicator	Target	Date to achieve
Percentage of heritage assets in good or fair condition	At least 62%	March 2025

Parks Canada is completing the final year of its program of vital infrastructure work funded in 2022. These projects address asset and program delivery risks and improve the condition of priority heritage structures, protecting them for future generations, as well as improve accessibility and inclusivity, where feasible, and reduce greenhouse gas emissions, in line with Government of Canada priorities. In fiscal year 2024 to 2025, Parks Canada will:

- Invest \$71.6 million in key cultural heritage projects to improve the overall condition of its built heritage portfolio, helping to preserve and protect sites of vital national historic significance for future generations;
- Continue to conduct impact analyses at heritage places to identify potential threats and propose mitigation projects to ensure the protection of cultural resources;
- Deliver training and workshops to build Parks Canada’s capacity in built heritage conservation to continue to improve maintenance efforts at national historic sites across the country;
- Design a scoping study in collaboration with the National Research Council to understand the scale of GHG emissions in the heritage buildings portfolio at Parks Canada and prove that greenhouse gas emissions can be reduced simultaneously while preserving the heritage integrity of the building. Pilot projects are planned for the Hartwells Lock Storehouse at the Rideau Canal National Historic Site and for Sir John Johnson House National Historic Site. Efforts to reduce greenhouse gas emissions will also be undertaken at Province House national historic site as part of the investments being made for conservation (see highlight box, below);
- Collaborate with the Royal Architectural Institute of Canada to deliver an additional learning module on universal accessibility at heritage places. The additional learning module will build on the success of the open access course Introduction to the Standards and Guidelines for the Conservation of Historic Places in Canada, which was launched in 2021; and,
- Complete the implementation of the action plan developed in response to the [Auditor General’s report on the conservation of federal properties](#). This includes work to complete the development and implementation of the Process and Tool for the Assessment of Parks Canada Cultural Heritage Assets to align with Parks Canada’s Real Property Portfolio Strategy. This tool will contribute to long-term sustainability of assets by helping Parks Canada strategically identify and plan conservation approaches for protecting the built heritage elements of its portfolio of cultural fixed assets.

Completing historic investments in Province House National Historic Site

The Government of Canada recently announced an additional \$46 million to be invested in the final two phases of the Province House National Historic Site (PEI) conservation project. The 176-year-old building is the site of the first conference on the confederation of Canada, the Charlottetown Conference of 1867. Province House has been the seat of PEI's Legislature from its completion in 1847 until building conservation began in 2015.

To date, the total investment for the long-term preservation of Province House is \$138 million, and the project has been undertaken through a phased approach. Phases 1 and 2 addressed the structural integrity of the building, including significant work on its foundation, stone walls, windows, and roof.

Phase 3 of the project involves fit-up work focused on establishing universal accessibility, ensuring fire code compliance, upgrading building systems including electrical, mechanical and HVAC as well as completing interior finishes, such as painting and flooring. As part of the work, Province House will be made fully accessible for the first time in its history. A new geothermal heating and cooling system will increase Province House's energy efficiency, saving about \$10,000 annually and contributing to reducing the Government of Canada's greenhouse gas emissions as per the Greening Government Strategy.

Phase 4 involves the design, development and installation of the new visitor experience offer at Province House National Historic Site, which will be informed through engagement of local Indigenous and cultural communities to ensure that diverse voices are reflected in the retelling of Province House's history.

The project is expected to be completed in 2025.

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

Providing meaningful, inclusive experiences

Indicator	Target	Date to achieve
Number of visitors experiencing Parks Canada places	At least 23.7 million	March 2025
Percentage of Canadians that support the protection and presentation of Parks Canada places	At least 78%	March 2025

Places administered by Parks Canada are a source of shared pride for all Canadians. Parks Canada is committed to working toward barrier-free access to national historic sites, national parks, national urban parks, and national marine conservation areas and ensuring that these places continue to evolve to and reflect Canada's diversity and that all Canadians can participate in their protection and enjoyment now and into the future. Parks Canada will continue to facilitate the enjoyment and appreciation of the places it administers and engage Canadians to participate in and appreciate the value of cultural and natural heritage and conservation.

National historic sites, national parks, national marine conservation areas, and the Rouge National Urban Park are popular destinations enjoyed by millions of Canadians and visitors from around the world. Parks Canada will build upon its work in recent years to welcome

visitors to the national heritage places it administers. It aims to provide Canadians and international visitors with world-class experiences and strives towards reaching the annual target of welcoming 23.7 million visitors to national heritage places across Canada. In fiscal year 2024 to 2025 Parks Canada will:

- Continue work to remove barriers, foster participation, and embrace diversity and inclusion by designing and delivering visitor services and experiences so that all Canadians and visitors from around the world can enjoy national historic sites, national parks, and national marine conservation areas;
- Ensure visitor services, experiences, and the opportunities to connect are more inclusive and accessible in heritage places across the country through a variety of delivery mechanisms, investments, and equitable offers;
- Continue to innovate within the services, experiences, and outreach programs offered to Canadians and international visitors;
- Engage youth, urban Canadians, young families, Canadians with disabilities, and Canadians of diverse backgrounds in the enjoyment and appreciation of protected places;
- Promote 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;
- 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 within the Parks Canada network;
- Continue to provide value to Canadians through the ongoing implementation of the *Service Fees Act*. During fiscal year 2024 to 2025, regular fee adjustments will continue to be implemented, based on changes in the Consumer Price Index; and,
- Invest in visitor experience and intelligent design in infrastructure to sustainably deliver a diverse range of quality experiences.

Creating accessible, inclusive experiences at places administered by Parks Canada and online

In line with commitments made in response to the [Minister’s Round Table 2023](#), Parks Canada is working to ensure that everyone has the opportunity to meaningfully experience national historic sites, national parks, and national marine conservation areas. To support this work, Parks Canada is strengthening connections to and seeking new opportunities with accessibility organizations in communities across Canada to improve access to and ensure equity in meaningful visitor experiences at Parks Canada-administered places.

Since 2019, Parks Canada’s [Vancouver Learn-to Camp program](#) has partnered with BC Parks, the Canucks Autism Network, Mountain Equipment Company, and Power To Be to deliver a first camping experience for individuals on the autism spectrum and their families.

Through this program, families forge meaningful connections with Parks Canada and other families as they build their skills, knowledge, and confidence to be in the outdoors with special attention paid to remove physical, cognitive, cultural, and financial barriers to participation.

Making national parks accessible is a collective responsibility. Through efforts such as training opportunities and program delivery, partnerships demonstrate that collaboration between

organizations that share similar values can help identify and remove barriers and promote inclusion in the outdoors.

Supporting the growth of Canada's tourism sector

As a significant contributor to local economies, Parks Canada will continue to build relationships with tourism sector partners to help support the tourism industry's growth. Parks Canada will work with these partners to enhance future third party programming offers for visitors, specifically during off-peak seasons where it can be supported. In fiscal year 2024 to 2025 Parks Canada will:

- Continuously improve digital services to Canadians, including planning tools, transaction tools, and online reservations, and advance a "digital-first" approach to provide better service;
- Support the growth of the tourism sector by investing \$3 million in a national tourism advertising campaign. The campaign will aim to increase awareness of Parks Canada's mandate and activities, promote visitation to Canada's protected places, and support the tourism industry by attracting travellers to communities adjacent to Parks Canada administered destinations;
- Collaborate with Destination Canada and Expedia Canada to enhance presence on Expedia's online platform. This dynamic platform will showcase the diversity of Parks Canada destinations and product offers through galleries, videos, itineraries, and blogs;
- Work with Destination Canada, federal, provincial and territorial partners, Indigenous partners, and NGOs on the development of strategic tourism corridors to support local and regional tourism growth and prosperity, as well as geographic and seasonal dispersion of visitors;
- Work with the Indigenous Tourism Association of Canada, as well as Indigenous communities and businesses across Canada, to develop and deliver Indigenous experiences to domestic and international visitors; and,
- Support the implementation of the [Federal Tourism Growth Strategy](#), which aims to address labour gaps and instability, promote investment in attraction and destination development, position Canada as a destination of choice, and foster long-term economic growth across the country.

Reaching Canadians in their communities

The more than 200 national historic sites, national parks, national marine conservation areas, and one national urban park across the country welcome millions of visitors each year. At these places, Parks Canada delivers an extraordinary range of cultural, natural, and recreational experiences. It also brings nature and history to Canadians in their communities and their homes through innovative outreach and engagement programming, digital experiences, and promotional activities. Parks Canada works 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. To support these efforts, in fiscal year 2024 to 2025 Parks Canada will:

- Offer virtual education programs by Parks Canada teams members, in collaboration with education partners such as École en Réseau and Royal Canadian Geographical Society's Cross-Canada Virtual Road Trip. These programs will provide virtual access to Parks Canada-administered places for thousands of Canadian youth across the country;
- Circulate five Parks Canada Giant Floor Maps in schools across the country, in collaboration with the Royal Canadian Geographical Society, to increase students' awareness of Parks Canada's mandate, and its work to protect Canada's natural and cultural heritage, including the importance of Indigenous stewardship;
- Support the work of the Historic Sites and Monuments Board of Canada and leverage the designation of people, events, and places to tell the stories of Canada's history from multiple perspectives;
- Continue to deliver the [Hometown Heroes program](#) to protect and present Canada's history and natural heritage. This program originally honoured and told the stories of ordinary citizens, both military and civilian, who contributed to Allied efforts during the First and Second World Wars. Today, the program is evolving to also recognize exceptional individuals from diverse backgrounds; and,
- Continue to engage in partnering and collaborative arrangements with external parties to reach additional audiences and connect with Canadians in ways that are meaningful to them, such as the PaRx program, a national nature-based prescription program driven by health-care professionals who want to improve their patients' health by connecting them to nature.

Indigenous peoples' stewardship is honoured and supported

Indicator	Target	Date to achieve
Number of places where Indigenous peoples use land and waters according to their traditional and modern practices	At least 42	March 2026

Since time immemorial, Indigenous peoples have been stewards of the lands, waters and ice that form the region now called Canada. No relationship is more important to Parks Canada than its relationship with Indigenous peoples. Parks Canada works with hundreds of Indigenous communities and organizations, striving to strengthen and restore connections to traditional territories to honour and support Indigenous stewardship in heritage places and facilitate and/or remove barriers to traditional land use and cultural practices. Indigenous stewardship of national heritage places supports the Government of Canada's commitment to implement the UN Declaration and UNDA.

In fiscal year 2024 to 2025, Parks Canada will:

- Work with Indigenous peoples to pursue opportunities to connect meaningfully with their traditional territories, such as through collaborative projects, agreements, or mechanisms that support Indigenous leadership in the stewardship of lands, waters, and ice in places administered by Parks Canada;

- Contribute to the implementation of the UNDA by reviewing and developing law, policy, and operational practices that support Indigenous peoples’ exercise of rights and responsibilities in places administered by Parks Canada and develop, in consultation with Indigenous peoples, a measurement framework to measure UNDA Action Plan progress by March 2027;
- Work with Indigenous partners to co-develop, where appropriate, the delivery of authentic Indigenous experiences at places Parks Canada has a role in administering and the sharing of Indigenous stories, perspectives and cultures with Canadians and visitors from around the world;
- Continue to support a variety of projects through the Stories of Canada Program that will prioritize opportunities for Indigenous peoples to share and communicate their history in their own voices at heritage places administered by Parks Canada across the country; and
- 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.

Pursuing long-term asset sustainability strategies and priorities

Indicator	Target	Date to achieve
Percentage of contemporary assets in good or fair condition	At least 79%	March 2025

Parks Canada’s ability to welcome visitors to inclusive and accessible places and meet its mandate of protecting and presenting national historic sites, national parks, heritage canals, national urban park, and national marine conservation areas in Canada is dependent on its assets. Visitor services infrastructure includes roads and bridges inside a park or site, visitor reception centres, facilities, day use areas, trails, docks, campgrounds, and others. In addition to supporting visitors, some assets provide critical functions, such as transportation, water management, highways and through ways, and services to residents and businesses, and are a source of shared pride for Canadians. Visitor infrastructure also plays an essential role in supporting the tourism industry across the country.

This year, Parks Canada plans to invest \$93.2 million in key projects to support its contemporary visitor experience assets. Projects will improve visitor experience, maintain public safety, address asset condition and, where feasible, will advance work to green its operations, improve accessibility, and promote inclusivity. Parks Canada aims to ensure visitors continue to enjoy safe, positive, and memorable experiences, while forging stronger connections to Canada’s nature and history. Notable examples of planned investments in fiscal year 2024 to 2025 to protect Canada’s contemporary infrastructure include:

- Replacement of the Western Brook Bridge along Highway 430 in Newfoundland, including removal of the old bridge's existing in-water centre pier from the waterway. The new bridge will have a smaller environmental footprint;

- Major renovation and expansion of the Gros Morne National Park Visitor Centre to improve visitor experiences and accessibility; and,
- Development of the Sable Island Sustainable Micro-Grid, which will generate electricity by combining zero-carbon sources with more efficient, lower carbon generation technology, contributing to the Government of Canada’s commitments in the Greening Government Strategy to lower greenhouse gas emissions from government operations.

Increasing climate resiliency in Cape Breton

On September 24-25, 2022, extratropical cyclone Fiona, still delivering hurricane-force winds, landed in Atlantic Canada, causing a major wind and rain event affecting five provinces in Eastern Canada and several places administered by Parks Canada.

During this significant storm, areas within Parks Canada-administered national historic sites and the national park in Cape Breton experienced extreme high winds and rain, causing large and widespread damages. This storm was only the latest of several extreme weather events that have negatively impacted Parks Canada’s assets in this region.

In 2023, the Government of Canada announced a nearly \$43 million investment for Parks Canada to complete significant rehabilitation or repairs in Cape Breton, including some stemming from damage caused by Hurricane Fiona. This work, which is scheduled to be completed before the end of 2025, will not only address critical infrastructure rehabilitation needs, but also contribute to goals for inclusion and accessibility, energy efficiency, through greening practices and products, and long-term climate change resiliency.

More information on climate change adaptation in Cape Breton Highlands National Park can be found in the video [Building a Better Future: Cape Breton Highlands National Park](#).

Key risks

Risk	Mitigation strategies
<p>Environmental forces adaptation and response</p> <p>Due to the magnitude and rapid pace of environmental changes (e.g., increased incidence of minor weather events such as wildfires), there is a risk that the integrity of ecosystems, cultural resources and infrastructure, and the continuation of service to Canadians cannot be protected or maintained against these forces 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 and evaluate measures for feasible and effective 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, erosion, and other climate change-related natural disasters. Implement preparedness activities such as providing Parks Canada personnel with ongoing emergency

Risk	Mitigation strategies
	<p>management training, pre-planning, and conducting exercises with partners to ensure interoperability; and,</p> <ul style="list-style-type: none"> • Continue to implement measures to protect contemporary and built heritage assets, such as conducting impact assessments and 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 to keep in step with evolving jurisprudence to support the Government of Canada’s commitment to implement the United Nations Declaration on the Rights of Indigenous Peoples Act. Falling short of obligations and the inability to take actions in the spirit of the United Nations Declaration on the Rights of Indigenous Peoples will have a negative impact on relationships with Indigenous peoples, communities, and organizations. These relationships are integral to the management of protected heritage places and to supporting the connection that Indigenous peoples have to these places.</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 co-management and other partnerships 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 seeks to implement the United Nations Declaration on the Rights of Indigenous Peoples and the United Nations Declaration on the Rights of Indigenous Peoples Act; • Work with Indigenous partners to bridge Indigenous and science-based knowledge in its approach to conservation and research; • Work with Indigenous communities to respect and support 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; • Support capacity-building amongst Parks Canada staff to be able to build and maintain effective relationships with Indigenous partners; and • Advance negotiations for high priority agreements with indigenous partners.

Risk	Mitigation strategies
<p>Visitation and relevance to Canadians</p> <p>Socioeconomic conditions and other market influences are changing. To maintain its relevance to Canadians and visitors, Parks Canada must adapt its programs and services to meet their expectations.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Reach nationally identified markets and audiences to diversify and build visitation and to enhance public awareness and support, such as working with partners and stakeholders. New programs such as the national urban park program will raise awareness and support for nature as the majority of people in Canada live in urban centers; • Enhance promotional efforts over digital channels to reach broader audiences and strengthen awareness, which supports visitation; • Manage visitation levels to ensure they are sustainable and maintain quality visitor experiences; where appropriate, expand and grow visitor offer and redistribute visitation as necessary; • Implement standards for accessibility, with a focus on inclusion, through making improvements to real property assets and adapting to evolving standards for physical accessibility of our structures and places to improve access and use by all Canadians; • 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 growth efforts; and, • Invest in user-centred digital services and platforms and support an integrated, seamless client experience across all channels.

Risk	Mitigation strategies
<p>Recruitment and Retention</p> <p>Canada’s labour market is shrinking, with competitive demand for labour resources across the country. Parks Canada’s ability to attract, retain, and develop employees while maintaining a flexible, high-performing work environment is at risk and could negatively affect operational capacities and the well-being of its employees.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Participate in Treasury Board Leadership Development Programs for equity-deserving groups; • Continue its participation in the Youth Employment and Skills Strategy (YESS) program; • Reinforce its commitment to both representation and retention of Indigenous and equity-deserving Parks Canada team members and provide access to resources for professional and development; • Continue the efforts to optimize the hybrid work experience; • Review organizational models; • Strengthen its human resources reporting capacity; and, • Continue to implement proactive recruitment and marketing strategies, shifting to a talent acquisition approach. Continue the implementation of HR to Pay Stabilization, which includes a Human Resources Modernization Framework, working towards continued automation, streamlining of processes, and clarifying roles and responsibilities; staffing modernization with a focus on tool development to support a single portal for staffing submissions with flow through to pay; and, to increase pay stabilization.
<p>Service and Digital</p> <p>With the rapid pace of changes in technology and the expectations of service users, there is a risk that Parks Canada may not be able to provide modern services and safeguard data and information without continual investment in aging information technology infrastructure, digital solutions, cybersecurity, and reviews of its information management and information technology services. This may impact the health and safety of visitors, result in the loss of revenue, and the inability of Parks Canada to adequately deliver on its mandate.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Review its current digital solutions through its application portfolio management efforts, retire those solutions that have low business value, and focus on improving the technology health of priority solutions; • Improve digital investment governance and service management/reviews to ensure future investments and capacity are directed to priority digital solutions and services; and, • Reuse existing solutions inside and outside Parks Canada and leverage enterprise solutions as much as possible to obtain efficiencies and cost savings.

Risk	Mitigation strategies
<p>Built asset condition and safety</p> <p>There is a risk that portions of the asset portfolio will deteriorate and no longer be able to be maintained in a safe and functioning condition due to aging infrastructure, inadequate funding for recapitalization and maintenance, climate change impacts, and inflationary pressures. As a result, public safety may be compromised, cultural heritage may be lost, and public access may be impacted.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Complete investment of existing, time-limited funding to support improvements to the condition of its built heritage and contemporary assets; • Implement long-term approaches to enhance the sustainability of the fixed asset portfolio, including completing a Real Property Management Framework with the new Real Property and Assets Directorate established in 2022 playing lead role in ensuring sound portfolio management; • Continue analysis and planning to support the evolution of Parks Canada’s Real Property Portfolio Strategy, which sets the directions for how real property will be intentionally and proactively managed over the long-term; defines long-term funding requirements for responsible management of its varied and complex network of assets. • Articulate future funding requirements to supplement the base capital allocation for its fixed asset portfolio, given the impending sunset of approved, temporary asset funding; and, • Continue to maintain and update Parks Canada's asset information database to ensure that it has complete information on the current scope and 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 IM/IT requirements, if corporate and internal services are not modernized.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Advance initiatives to modernize and integrate its asset, financial, investment, and project management regimes; • Implement strengthened planning, forecasting, and budget management practices to ensure effective management under its multi-vote appropriation, and a smooth transition to an accrual-based investment management regime in the longer term, as appropriate; • Design and implement strengthened, renewed, and more efficient governance, processes, systems, and tools to meet Parks Canada’s operating context and better serve Canadians; • Develop and implement a revised Investment Management Framework to strengthen investment governance and align investments to advancing corporate priorities and results; and, • Implement the findings of the enterprise-wide review that assessed resource levels across all business units by identifying baseline resource requirements for the sustainable delivery of mandated activities and implementing

Risk	Mitigation strategies
	an effective integrated business planning process that supports resource allocation in priority areas.
<p>Workforce, equity, accessibility, inclusion and diversity, and well-being</p> <p>If Parks Canada fails to foster an inclusive and barrier-free work environment that reflects Canada’s diverse population, there is a risk that it 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 its reputation.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Finalize and implement the multi-year Official Languages Action Plan; • Implement the multi-year Employment Equity Action Plan as well as the Inclusion, Diversity, Equity and Accessibility (IDEA) Strategy; • Continue to implement and monitor progress of the 2022-25 Accessibility Action Plan; • Continue the implementation of the <i>Pay Equity Act</i> and establish Parks Canada’s first Pay Equity Plan; • Continue participation in the Youth Employment and Skills Strategy (YESS) with an emphasis on youth from equity-deserving groups; • Continue to implement the Mental Health Strategy; and, • Continue to 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 Parks Canada team members.

Snapshot of planned resources in 2024–25

Planned spending:

2024–25 budgetary spending (as indicated in Main Estimates)	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
\$1,094,039,432	\$1,094,039,432	\$819,929,847	\$654,948,708

Planned full-time resources:

2024–25 planned full-time equivalents	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents
4,885	4,536	4,239

Related government priorities

Gender-based analysis plus

In fiscal year 2024 to 2025, Parks Canada will continue to implement its Gender-based analysis Plus (GBA Plus) Action Plan. This plan outlines the structure for GBA Plus within the organization, including:

- enhanced institutional capacity and governance to implement GBA Plus;
- improved ability of team members to integrate GBA Plus; and
- stronger monitoring, reporting and impact of GBA Plus.

Parks Canada will have one full-time equivalent (FTE) dedicated to GBA Plus.

Parks Canada will also continue to improve GBA Plus application through 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](#).

As an operationally-focused Government of Canada agency providing services directly to Canadians, Parks Canada is committed to increasing inclusion, diversity, and accessibility in all areas of its work. In fiscal year 2024 to 2025, Parks Canada will support its GBA Plus goals by:

- Launching a second round of an internal GBA Plus micro funds competition to support intersectional evidence-based decision making, to ensure that the products, services, processes, and policies developed do not inadvertently create barriers for the intended users/recipients, and to build GBA Plus capacity within Parks Canada;
- Continuing work begun in fiscal year 2022 to 2023 to review its program inventory and performance information profiles, including the disaggregation of data where possible. Parks Canada aims to complete this work by March 2026;
- Improving tracking and monitoring of “Introduction to GBA Plus” as mandatory training for executives and managers by monitoring the training the internal mandatory training dashboard;
- Building capacity within the organization by developing a Parks Canada GBA Plus Learning Path;
- Revitalizing its human resources values and operating principles as part of the Human Resources Regime Review to reflect recent social, Government of Canada, and policy changes, including (but not limited to) reconciliation, diversity, and inclusion of all gender expressions and identities. These renewed values and operating principles will be implemented through a robust communications strategy;
- Conducting a review of staffing policy and processes in order to establish procedures that promote bias-free selection processes and provide tools and support to managers and human resources professionals involved in recruitment, assessment, and selection of candidates for positions and employee development programs;

- Supporting the Champions Network for equity and diversity groups across Parks Canada to advocate and support equity-deserving employee networks and contribute to an inclusive and diverse workplace;
- Continuing work on wildfire management equity, diversity, and inclusion initiatives, including finalizing the updated “Understanding Diversity, Inclusion and Respect” training, and developing gender-specific size charts for wildland fire fighting personal protective equipment;
- Enhance research related to equity, diversity, inclusivity and decolonization in collaboration with the Canadian Parks, Protected and Conserved Areas Leadership Collective to inform the development of new science and research policy, guidance and tools for Parks Canada;
- Undertaking research studies and analyses related to accessibility, diversity, and inclusion to inform the establishment of new national urban parks, new national parks, and new national marine conservation areas;
- Continuing outreach initiatives to support existing organizations doing invaluable work in communities across Canada to advance accessibility and inclusion. For example, Parks Canada is working with Colour the Trails to support the organization’s efforts to advance inclusive representation in Canada’s parks systems and to introduce more BIPOC and 2SLGBTQIA+ people to the safe and inclusive enjoyment of natural and cultural heritage places;
- Continuing efforts to promote participation of people from a diverse range of backgrounds and abilities in natural and cultural experiences and places through outreach initiatives that support community-based organizations in urban settings;
- Delivering targeted outreach programs facilitating a greater connection to nature and history for Canadians. These initiatives include outreach programming for youth;
- Undertaking an assessment of Parks Canada’s collaborations using the GBA+ tool to identify existing and potential collaborators to maximize impact for underrepresented groups through enhanced inclusivity, diversity, equity, and accessibility aligned with Parks Canada priorities;
- Continue implementing efforts to work with Parks Canada staff in conducting accessibility assessments of the sites, programs, and services it administers. By understanding the current accessibility status of sites, programs, and services, Parks Canada can make informed decisions to prioritize improvements and initiate usability testing for people with lived experience with disabilities; and,
- Continue efforts in implementing web content guidelines that provides enhanced trip planning information for those with accessibility requirements. The improved accessibility information will better describe the visitor experiences offered, allowing visitors to make more informed decisions about their visit.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

More information on Parks Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in its [2023 to 2027 Departmental Sustainable Development Strategy](#).

Program inventory

Parks Canada's core responsibility and departmental results framework is supported by the following programs in its program inventory:

- Heritage places establishment
- Heritage places conservation
- Heritage place promotion and public support
- Visitor experience
- Heritage canals, highways and townsites management

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

Summary of changes made to reporting framework since last year

Parks Canada has made no changes to its approved departmental results framework since last year.

Internal services

In this section

- Description
- Plans to achieve results
- Snapshot of planned resources in fiscal year 2024 to 2025
- Related government priorities

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

Plans to achieve results

Management and oversight services

Parks Canada continues to improve its planning and performance capacity to support robust, effective, and efficient program delivery to Canadians and support Government of Canada priorities. To further its work in this area, in fiscal year 2024 to 2025 Parks Canada will:

- Seek approval from Treasury Board for the renewal of its delegated project management authorities and its fiscal year 2024 to 2025 to fiscal year 2028 to 2029 Investment Plan;
- Develop and implement a revised Investment Management Framework to strengthen investment governance and align investments to advancing corporate priorities and results;
- Continue work to renew its departmental results framework to better reflect the breadth of Parks Canada's work, its services for Canadians and contributions to [Quality of Life](#). This work will include an update to Parks Canada's program inventory, with improved performance information profiles to allow for better assessment of its progress towards the key outcomes its programs seek to achieve;
- Continue to implement its 3-year action plan for the newly developed Departmental Security Plan. This plan targets improvement and modernization of security screening and emergency management and business continuity management. In addition to further developing these business lines, a newly created unit for professional standards within the

security function will continue to mature and adapt its services to meet the needs of Parks Canada as the workplace continues to evolve; and,

- Foster adaptation to new ways of working in the hybrid environment. This includes long-term office accommodation planning, design adaptation, and the development of new processes to guide employees through the transition to a hybrid workplace model.

Communications Services

Parks Canada will continue to augment its efforts to connect people with its mandate and raise awareness, understanding, and support for the entirety of its work. Parks Canada will accomplish this with new processes to identify priority areas of focus for storytelling and engagement activities – including through digital and virtual platforms – and coordinate and integrate content across its channels.

Human resources management services

As a highly operational organization, Parks Canada's workforce is its strength. Parks Canada continues to prioritize a positive and healthy work environment by embracing a diverse and inclusive workforce and a safe and collaborative culture. The maturation toward an equitable, diverse, and inclusive workplace where Parks Canada team members from coast to coast to coast feel that they belong continues to be a long-term priority. In fiscal year 2024 to 2025, Parks Canada will:

- Set or re-set multi-year goals and frequently measure progress on moving from words to actions on inclusion and representation goals as well as work to tackle racism and advance reconciliation, accessibility, equity, and inclusion;
- Continue the implementation of the employment pillar of Parks Canada's 2022 to 2025 Accessibility Action Plan and monitor overall organizational progress;
- Review the organization's duty to accommodate service models, leverage digital solutions, and ensure adoption of the Government of Canada Workplace Accessibility Passport with the view to democratise accessibility;
- Implement its multi-year Employment Equity Action Plan as well as the Inclusion, Diversity, Equity and Accessibility (IDEA) Strategy and provide guidance on IDEA to all managers and supervisors in the organization;
- Participate in two Treasury Board Leadership Development Programs for equity-deserving groups: The Mosaic Leadership Development Program for employees at the EX minus 1 level, and the Mentorship Plus program, which seeks to pair federal public service employees with executive mentors or sponsors;
- Increase the representation of youth facing barriers to employment in its workforce through continued participation in the Youth Employment and Skills Strategy (YESS) program, with an emphasis on youth from equity-deserving groups. As part of this, Parks Canada will build relationships with and hire from organizations and communities that support these youth;
- Break down barriers faced by Indigenous team members, guided by the Government of Canada's Indigenous Career Navigators Program, which was established in response to

the [Many Voices, One Mind: A Pathway to Reconciliation Action Plan](#) to support Indigenous public servants across the country;

- Continue a strategic approach to recruitment strategies, reinforcing the commitment to both representation and retention of Indigenous employees within the Parks Canada team, and provide Indigenous team members equitable access to resources for professional growth and development, such as through Parks Canada's Indigenous Employee Training Fund;
- Continue to provide support to the network of equity and diversity champions established in 2021 as well as the recently added champions for Mental Health, Youth, and the Managers' Community;
- Finalize and implement the multi-year Official Languages Action Plan by reinforcing managers' capacity to serve the public and supervise employees in bilingual regions; and,
- Continue the implementation of the *Pay Equity Act* and establish Parks Canada's first Pay Equity Plan by September 3, 2024.

Parks Canada remains committed to building a safe and harassment-free work environment that supports workplace health and wellness and promotes civility and respect. Parks Canada continues its drive to uphold the highest standards of health, safety, and well-being in its field and office work environments. In support of this, in fiscal year 2024 to 2025 Parks Canada will:

- Continue the efforts to optimize the hybrid work experience;
- Continue to emphasize zero tolerance for harassment and violence in the workplace and promote training to increase awareness for employees and managers. This work will be complemented by the recent implementation of Parks Canada's Mental Health Strategy, which focuses on fostering a culture of respect, empathy, and openness, where opportunities to promote and encourage mental health and wellness are maximized; and,
- Promote a common understanding of our renewed Values and Ethics Code by delivering the Living our Values mandatory training.

In support of the Government of Canada's commitment to results, transparency, and accountability to Canadians, Parks Canada continues to review its human resources capacity, planning, management, business processes, systems, and tools to ensure it has robust, effective, and efficient human resources services that support program delivery to Canadians. In support of this, in fiscal year 2024 to 2025 Parks Canada will:

- Continue to implement the management response and action plan from the most recent audit on occupational health and safety and the Five-Year Human Resources Regime Review 2015 to 2020; focussing on a Monitoring and Compliance Framework and clarification of roles and responsibilities;
- Continue the implementation of its Human Resources Modernization Framework, working towards continued automation of HR business processes with an emphasis on updating, improving, and streamlining HR practices and processes and clarifying roles and responsibilities. This will include the implementation of new systems and applications, such

as a Learning Management System, and will help prepare for the migration to MyGCHR, an upgraded human resources system; and,

- Continue work on staffing modernization, with focus on developing a single portal for staffing submissions, with flow through to pay. This will include the implementation of national standard staffing procedures and service standards and will provide stakeholders with a single point of reference for information on every aspect of HR-to-Pay.

Financial Management Services

Parks Canada will continue to modernize its financial management practices and processes following its transition to an annual appropriation, two-vote financial authorities regime, that segregates capital into a separate envelope from operational spending. To support this transition, in fiscal year 2024 to 2025 Parks Canada will:

- Strengthen its project management framework and expenditure control mechanism to ensure the continuation of value for money in Parks Canada's spending on investments and projects;
- Continue to support evidence-based decision-making by reviewing its financial recording structure to better align with performance results indicators in its Departmental Results framework. An updated Departmental Results Framework will enable Parks Canada to provide stronger reporting of its financial resource allocation and resource utilization to ensure a baseline requirement for financial sustainability in delivering services to Canadians; and,
- Strengthen its internal control management framework for its financial and procurement activities to support efficient, effective, and risk-based approach of managing Parks Canada's resources. The efforts will holistically support a long-term organizational resourcing strategy that is sustainable.

Information management and technology services

Parks Canada's operations are broadly distributed due to the nature of its mandate. Team members provide services to Canadians at locations from coast to coast to coast. Much of Parks Canada's work happens outside of traditional offices, requiring innovative information technology and information management strategies and tools, long before the COVID-19 pandemic drastically changed the way that many people worked. In fiscal year 2024 to 2025 Parks Canada will provide service, collaborative tools, and support to its distributed operations by:

- Continuing to expand features and improve performance of video conference and collaborative platforms, facilitating internal networking and external relationships management;
- Continuing to implement Microsoft 365 tools, foundational for mobile-enabled applications and access to internal systems, including Sharepoint Online as an enterprise information management system;

- Enabling and expanding its mobile workforce capabilities through improving network access, deploying more mobile-enabled applications, leveraging cloud solutions and allowing remote access to internal systems such as human resource management tools;
- Supporting the Government of Canada's Digital Ambition by ensuring excellence in technology and operations, including evolving cybersecurity management practices, service management, data integration and management, and governing frameworks and policies;
- Upgrading critical services that perform crucial safety functions that support Parks Canada's broader plan to modernize applications, infrastructure, and system architecture. These service tools include Computer-Aided Dispatch (CAD) for serious operational incidents and the aging Avalanche Forecasting System (AFS), a tool that gathers data and helps experts assess avalanche risks. This initiative ensures these tools stay top-notch and ready for the future;
- Modernizing phone solutions and creating solutions for field offices at the point of service delivery to Canadians. This ensures Parks Canada team members can offer Canadians the standard of service they expect;
- Continuing to enhance video conference tools for desktop and mobile devices so employees can stay connected, productive, and engaged within Parks Canada's complex operating environment; and,
- Supporting a hybrid work environment by evolving information management and information technology assets, tools, services, and support required by employees to deliver on their mandates and to collaborate virtually with colleagues and stakeholders regardless of location, whether that be urban or remote, field, home or office.

Real property management services

Parks Canada is the steward of one of the largest and most diverse portfolios of contemporary and built assets in Canada, managing 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 visitor services assets, such as campgrounds and visitor centres, and engineered assets, such as highways, bridges, canals, and dams. Due to the nature of Parks Canada's operations, these are not internal services supporting internal operations, but rather they represent services that provide direct benefits to Canadians. Parks Canada's future Departmental Results Framework will reflect these key distinctions, as these assets are foundational to the delivery of Parks Canada's mandate.

In fiscal year 2024 to 2025, Parks Canada will support the management of its real property portfolio by:

- Completing the final year of its program of vital infrastructure work funded in 2022. These projects address asset and program delivery risks and are needed to improve the condition of priority visitor services assets and built heritage structures;

- Advancing long-term asset sustainability strategies and investment priorities and ensuring the effective management of the wide-ranging and diverse portfolio under Parks Canada's administration;
- Incorporating key Government of Canada priorities for accessibility, inclusivity, greenhouse gas reduction, and climate change resilience in its asset investments, where feasible. This work is supported by Parks Canada's Real Property Portfolio Strategy, which establishes priorities and direction for future investments in Parks Canada's network of assets, including a focus on the safety and operation of its critical and core assets;
- Developing an acquisition strategy and new Realty Standards for real property transactions, and regional workplans over the next 5 years. This will ensure land acquisitions are prioritized, in alignment with legislation and policy, and that resources are used effectively to support the achievement of Government of Canada and Parks Canada priorities and targets;
- Continuing to lead and implement innovative approaches to land management within existing legislation, in support of Parks Canada's *United Nations Declaration on the Rights of Indigenous People Act* Action Plan commitments. As part of this work, Parks Canada is developing a policy discussion paper, resources, and tools to support decision-making and identify current challenges to achieving these goals; and,
- Developing new Land Use Planning Regulations to establish a specific regulatory framework supporting the permitting process for development on land administered by Parks Canada. This new regulation is part of broader development of a Land Use Planning Program that builds on the results of public consultations and lessons learned to date.

Material management services

Parks Canada manages a large and diverse portfolio of materiel 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 historical objects and artifacts, contemporary materiel, such as fleet (land and marine) and specialized materiel, which enables law enforcement, wildlife immobilization, avalanche control, visitor safety, and search and rescue. Parks Canada's portfolio of materiel is key to the delivery of its mandate for Canadians.

In fiscal year 2024 to 2025, Parks Canada will continue long-term capital planning for its materiel to establish priorities and direction for future investments, including a focus on greening its operations and the progress towards shifting its light-duty fleet to zero-emission vehicles, in line with Government of Canada commitments in its Greening Government Strategy.

Acquisition management services

Parks Canada continues to leverage procurement to achieve federal objectives such as generating socio-economic growth, supporting environmental protection and contributing towards accessibility. In fiscal year 2024 to 2025, Parks Canada aims to:

- Continue to support the Government of Canada's target of awarding at minimum 5% of federal contracts to Indigenous businesses as set out in Planning for Contracts Awarded to Indigenous Business;
- Pursue ways to increase opportunities for small and medium-sized businesses;
- Continue to apply green considerations such as seeking out sustainable alternatives and including environmental criteria in procurement strategies where possible; and,
- Continue to ensure that accessibility is considered in procurement activities, where applicable.

Snapshot of planned resources in 2024–25

Planned spending:

2024–25 budgetary spending (as indicated in Main Estimates)	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
\$136,167,536	\$136,167,536	\$121,706,193	\$107,340,519

Planned full-time resources:

2024–25 planned full-time equivalents	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents
1,129	1,014	941

Related government priorities

Planning for contracts awarded to Indigenous businesses

Federal procurement activities play a key role in meeting national socio-economic objectives. Parks Canada’s local placement in proximity to Indigenous communities and its relationships with Indigenous partners uniquely position Parks Canada to support the Government of Canada’s objective to increase economic opportunities for Indigenous peoples.

Parks Canada has successfully increased economic opportunities for Indigenous businesses through procurement for its significant infrastructure renewal program. Building on its success in exceeding the Government of Canada target for contracting at least 5% with Indigenous business in the first year of implementation, with 6.31% in fiscal year 2022 to 2023. In fiscal year 2024 to 2025 Parks Canada will:

- Collaborate with Procurement Assistance Canada and Indigenous Services Canada to further enhance networking opportunities and outreach activities with Indigenous partners;
- Limit or conditionally limit competition to Indigenous businesses under the Government of Canada’s Procurement Strategy for Indigenous Business where market capacity exists;
- Increase Indigenous opportunities for employment, skills development, and subcontracting by including Indigenous Participation Plans in solicitations where market capacity exists;
- Formalize policies, guidance, and training to ensure Parks Canada staff have the knowledge and tools to increase Indigenous considerations in our procurement activities; and
- Foster continued internal collaboration to develop solutions to existing barriers and further expand economic opportunities for Indigenous suppliers.

Parks Canada will also seek to increase the use of existing Government of Canada procurement tools, such as standing offers and supply arrangements held by Indigenous suppliers, for commonly procured goods and services. It will work with Indigenous Services

Canada and Indigenous partners to assess market capacity for commonly procured goods to increase the total value of Parks Canada’s procurement activities that could be met by Indigenous suppliers.

Table 7: Planning for contracts awarded to Indigenous businesses

5% reporting field description	2021–22 actual % achieved	2022–23 actual % achieved	2024–25 planned % target
Total percentage of contracts with Indigenous businesses	6.75%	6.31%	5.00%

Planned spending and human resources

This section provides an overview of Parks Canada’s planned spending and human resources for the next three fiscal years and compares planned spending for fiscal year 2024 to 2025 with actual spending from previous years.

In this section

- Spending
- Funding
- Future-oriented condensed statement of operations
- Human resources

Spending

Actual spending summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of Parks Canada’s core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Table 8: Actual spending summary for core responsibilities and internal services (dollars)

Core responsibilities and internal services	[2021–2022] actual expenditures	[2022–2023] actual expenditures	[2023–2024] forecast spending
Protecting and presenting Canada’s natural and cultural heritage	\$1,027,492,694	\$1,004,574,706	\$1,255,248,478
Internal services	\$136,466,001	\$152,034,335	\$163,941,492
Total	\$1,163,958,695	\$1,156,609,041	\$1,419,189,970

For fiscal years 2021 to 2022 and 2022 to 2023, the amounts represent the actual expenditures as reported in the Public Accounts. For fiscal year 2023 to 2024, the amounts represent the forecast spending, which includes planned budgetary and statutory expenditures as presented in the Main and Supplementary Estimates.

The increase in spending in fiscal year 2023 to 2024 is primarily due to additional approved funding by Treasury Board in fiscal year 2023 to 2024 related to the time-limited funding for infrastructure investments to support transition to long-term asset sustainability.

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

The following table shows information on spending for each of Parks Canada’s core responsibilities and for its internal services for the upcoming three fiscal years.

Table 9: Budgetary planning summary for core responsibilities and internal services (dollars)

Core responsibilities and internal services	[2024–25] budgetary spending (as indicated in Main Estimates)	[2024–25] planned spending	[2025–26] planned spending	[2026–27] planned spending
Protecting and presenting Canada’s natural and cultural heritage	\$1,094,039,432	\$1,094,039,432	\$819,929,847	\$654,948,708
Internal services	\$135,167,536	\$135,167,536	\$121,706,193	\$107,340,519
Total	\$1,229,206,968	\$1,229,206,968	\$941,636,039	\$762,289,227

For fiscal years 2024 to 2025 to fiscal year 2026 to 2027, planned spending reflects approved funding by Treasury Board to support Parks Canada’s programs.

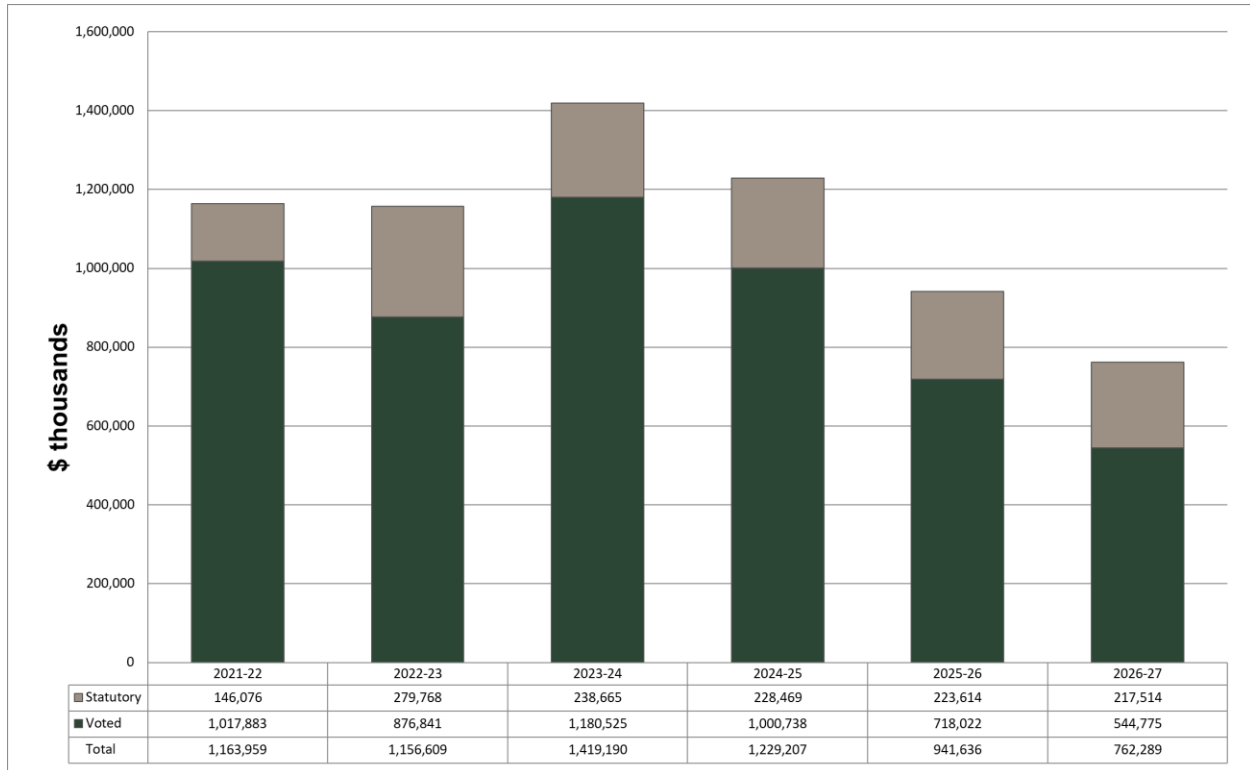
As shown in the above table, the decrease in planned spending from fiscal year 2024 to 2025 to fiscal year 2025 to 2026 is primarily due to the sunset of time-limited funding for infrastructure investments to support transition to long-term asset sustainability. Parks Canada continues to prioritize its efforts to ensure the long-term financial sustainability of its asset portfolio.

A further decrease is anticipated in fiscal year 2026 to 2027 primarily due to the sunset of temporary funding for the Enhanced Nature Legacy initiative to conserve Canada’s lands and freshwater, protect species, advance Indigenous reconciliation, and increase access to nature.

Funding

Departmental spending 2021–22 to 2026–27

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



The increase in planned spending in fiscal year 2023 to 2024 was primarily due to additional approved funding by Treasury Board in fiscal year 2023 to 2024 related to the time-limited funding for infrastructure investments to support transition to long-term asset sustainability.

The decrease in planned spending from fiscal year 2023 to 2024 to fiscal year 2026 to 27 is primarily due to the sunset of time-limited funding for infrastructure investments to support transition to long-term asset sustainability, the sunset of funding for the Youth Employment and Skills Strategy as well as the sunset of temporary funding for the Enhanced Nature Legacy initiative to conserve Canada’s lands and freshwater, protect species, advance Indigenous reconciliation, and increase access to nature.

Parks Canada continues to prioritize its efforts to ensure the long-term financial sustainability of its asset portfolio.

Estimates by vote

Information on Parks Canada’s organizational appropriations is available in the [fiscal year 2024 to 2025 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Parks Canada's operations for fiscal year 2023 to 2024 to fiscal year 2024 to 2025.

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](#).

Table 10: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	[2023–24] forecast results	[2024–25] planned results	Difference ([2024–25] planned results minus [2023–24] forecast results)
Total expenses	\$1,343,135,253	\$1,221,784,664	(\$121,350,589)
Total revenues	\$202,900,399	\$209,942,280	\$7,041,881
Net cost of operations before government funding and transfers	\$1,140,234,854	\$1,011,842,384	(\$128,392,470)

Net cost of operations is planned to decrease by \$128.4 million in fiscal year 2024 to 2025 from \$1,140.2 to \$1,011.8 million. The decrease in fiscal year 2024 to 2025 planned spending is primarily due to funding received for the wildfire response in fiscal year 2023 to 2024 and a diminution of goods and services in fiscal year 2024 to 2025 for supporting Long-Term Asset Sustainability.

Human resources

Actual human resources for core responsibilities and internal services

The following table shows a summary of human resources, in full-time equivalents (FTEs), for Parks Canada's core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Table 11: Actual human resources for core responsibilities and internal services

Core responsibilities and internal services	[2021–22] actual FTEs	[2022–23] actual FTEs	[2023–24] forecasted FTEs
Protecting and presenting Canada's natural and cultural heritage	4,833	4,834	4,789
Internal services	1,023	1,067	1,135
Total	5,856	5,901	5,924

The planned full-time equivalents from fiscal year 2021 to 2022 to fiscal year 2023 to 2024 remain at consistent levels.

Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for each of Parks Canada's core responsibilities and for its internal services planned for fiscal year 2024 to 2025 and future years.

Table 12: Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	[2024–25] planned fulltime equivalents	[2025–26] planned fulltime equivalents	[2026–27] planned fulltime equivalents
Protecting and presenting Canada's natural and cultural heritage	4,885	4,536	4,239
Internal services	1,129	1,014	941
Total	6,014	5,550	5,180

Planned full-time equivalents are expected to decrease in fiscal year 2025 to 2026 primarily due to the sunset of time-limited funding for infrastructure investments to support transition to long-term asset sustainability as well as the sunset of funding for the Youth Employment and Skills Strategy.

Planned full-time equivalents are expected to further decrease in fiscal year 2026 to 2027 primarily due to the sunset of temporary funding for the Enhanced Nature Legacy initiative to conserve Canada's lands and freshwater, protect species, advance Indigenous reconciliation, and increase access to nature.

Corporate information

Organizational profile

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

Institutional head: Ron Hallman, President & Chief Executive Officer

Ministerial portfolio: Environment and Climate Change Canada

Enabling instrument(s):

- [*Parks Canada Agency Act*](#)
- [*Canada National Parks Act*](#)
- [*Rouge National Urban Park Act*](#)
- [*Historic Sites and Monuments Act*](#)
- [*Canada National Marine Conservation Areas Act*](#)
- [*Saguenay-St. Lawrence Marine Park Act*](#)
- [*Historic Canal Regulations*](#) pursuant to the [*Department of Transport Act*](#)
- [*Heritage Railway Stations Protection Act*](#)
- [*Heritage Lighthouse Protection Act*](#)
- [*Species at Risk Act*](#)

Year of incorporation / commencement: 1998

Organizational contact information

Mailing address

Parks Canada National Office

30 Victoria Street
Gatineau, Quebec
Canada
J8X 0B3

General Inquiries (within Canada): 888-773-8888

General Inquiries (International): 819-420-9486

TTY: 866-787-6221

Website: <https://parks.canada.ca/>

Supplementary information tables

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

- Details on transfer payment programs
- Gender-based analysis plus

Departmental sustainable development strategies are now tabled separately from departmental plans. Information on Parks Canada's [2023 to 2023 Departmental Sustainable Development Strategy](#), which was tabled in November 2023, can be found on its website.

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](#).

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.

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.

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 tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the fiscal year 2024 to 2025 Departmental Plan, government-wide priorities are the high-level themes outlining the government's agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

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.

Indigenous business

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

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.