

PARKS CANADA AGENCY

Corporate Plan
2001/02 - 2005/06



Serving Canadians

THE
**PARKS CANADA
CHARTER**

OUR MANDATE

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

OUR ROLE

We are guardians of the national parks, the national historic sites and the national marine conservation areas of Canada.

We are guides to visitors from around the world, opening doors to places of discovery and learning, reflection and recreation.

We are partners, building on the rich traditions of our Aboriginal people, the strength of our diverse cultures and our commitments to the international community.

We are storytellers, recounting the history of our land and our people — the stories of Canada.

OUR COMMITMENTS

To protect, as a first priority, the natural and cultural heritage of our special places and ensure that they remain healthy and whole.

To present the beauty and significance of our natural world and to chronicle the human determination and ingenuity which have shaped our nation.

To celebrate the legacy of visionary Canadians whose passion and knowledge have inspired the character and values of our country.

To serve Canadians, working together to achieve excellence guided by values of competence, respect and fairness.



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EXECUTIVE SUMMARY



The Parks Canada Agency Corporate Plan presents strategic objectives and investment strategies for the period 2001-2002 to 2005-2006.

Key priorities are to:

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

HERITAGE RESOURCE PROTECTION

Ecological integrity is the first priority in the management of national parks so that future generations can appreciate and benefit from these special places. Parks Canada's *State of Protected Heritage Areas Report*¹ and the Panel on the Ecological Integrity of Canada's National Parks confirmed that the ecological integrity of national parks is under threat. The Agency has released *Parks Canada First Priority Progress Report on Implementation of the Recommendations of the Panel on the Ecological Integrity of Canada's National Parks*. Initiatives underway to address concerns include: strengthening science monitoring, preparing recovery plans for species at risk and working collaboratively with other partners to implement ecosystem-based management strategies.

The Agency's policy on cultural resource management provides the framework for the long-term protection, presentation, monitoring and reporting of national historic sites. It has become a model for other organizations and institutions both nationally and internationally. As of March 2001, commemorative integrity statements have been completed for 60% of the 145 national historic sites administered by Parks Canada. By March 2004, the approval of management plans for each of these sites will provide national direction for the protection and presentation of national historic sites and their associated resources.

¹ For all plans and reports referred to in this document see the following Parks Canada website address www.parkscanada.gc.ca/library/index_e.htm#reports

ESTABLISHMENT OF NATIONAL HERITAGE PLACES

Parks Canada is required under its Agency legislation to put in place system plans which provide strategic direction for the establishment of national parks, national historic sites and national marine conservation areas. The strategic objective established by the *National Parks System Plan* is to represent each of the 39 natural regions of Canada, with 25 of the regions now represented. In 2001, the Agency completed the negotiations for two proposed national parks. Agreements will be signed once funding approval has been obtained.

The strategic objective established for national marine conservation areas is to represent each of the 29 marine regions of Canada. The implementation of this plan is in its early stages and two regions are currently represented with the Saguenay-St. Lawrence Marine Park and the Fathom Five National Marine Park. Two other marine regions are encompassed under the federal-provincial agreement between Canada and British Columbia for a national marine conservation area adjacent to Gwaii Haanas National Park Reserve and Haida Heritage Site, but this agreement has not been implemented yet. A fifth region is partially represented by the marine component of Pacific Rim National Park Reserve. Funding will be sought to continue expanding the system. In the short-term, negotiations will continue for the establishment of one new national marine conservation area.

A new *National Historic Sites of Canada System Plan* was launched by the Minister of Canadian Heritage in October 2000. Strategic priorities within the system plan include: increased representation of the history of Aboriginal people, ethno-cultural communities and women.

HERITAGE PRESENTATION

The interpretation, education and outreach initiatives constitute one of the most highly valued programs offered in the Parks Canada Agency. The national heritage places of Canada rank among the highest of Canada's symbols. At individual parks and sites the interpretive programs have deep and lasting impacts on individuals and families and their knowledge, understanding and pride in Canada. Parks Canada will invest in coordinated communications to ensure that Canadians will know the systems of national parks, national historic sites and national marine conservation areas. Our goal is that Canadians will understand and enjoy these special places, feel an emotional connection and sense of ownership.

Targeted resources will be dedicated to communications, education and interpretation programs administered by Parks Canada. Financial resources will be directed to restore and update the on-site physical infrastructure, interpretive centres, discovery places, publications and educational materials. Existing on-site programs will be sustained and heritage presentation will increasingly emphasize ecological integrity and commemorative integrity messages. Communications will be delivered nationally in a consistent fashion to ensure a coherent corporate image. Parks Canada's Internet site, which received 88 million hits in 2000, will play an increasing role in connecting Canadians through the electronic highway. Other priorities will include building a virtual journey of Canada's heritage places, providing access to Canadian content through digitization of original research material and providing access to Canada's youth through educational materials.

Over time, Parks Canada will endeavour to increase its presence in urban centres utilizing its existing resources. The Agency will seek out opportunities to work with third parties to extend the knowledge and understanding of Canada's special places.

VISITOR SERVICES

Parks Canada places a high priority on providing quality services to visitors at national parks, national historic sites and national marine conservation areas to enable them to enjoy and appreciate heritage places. The Agency receives 25 million person-visits annually at some 180 parks, sites and canals throughout Canada. These services generate economic impacts in excess of \$1.2 billion.

In public surveys of quality of service, Parks Canada ranked at the top of all federal government programs. At most sites, over 85% of visitors are satisfied. Parks Canada will work to maintain high quality services to visitors in both official languages.

Work will continue with the tourism industry to influence messaging and practices so that they are consistent with commemorative and ecological integrity values. Strategies will be developed to influence the expectations and behaviours of those who market and use national heritage places to ensure that type, level and timing are consistent with the capacity of ecosystems and cultural resources.

PEOPLE MANAGEMENT

As a separate employer, the Agency has the opportunity to develop its own tailored approaches to human resources management. Design and implementation of the human resources management regime will continue in 2001-2002. Components being worked on are: the compensation framework, classification system, collective bargaining and the accountability framework for people management. The Agency's analysis of its workforce demographics indicates that succession planning is a critical issue, along with maintaining corporate expertise and developing new skills. Specific strategies for addressing recruitment and succession needs will be developed over the planning period.

Parks Canada will pursue its efforts to achieve appropriate representation of all equity groups by implementing and maintaining special measures in the areas of recruitment, career development and awareness. *The Employment Equity Plan* gives particular attention to the special commitments to Aboriginal peoples related to land claims, national park establishment agreements and other settlements with the Canadian Human Rights Commission. Over the planning period, particular efforts will be directed at improving under representation of members of visible minority groups and persons with disabilities

FINANCIAL SUSTAINABILITY OF THE PARKS CANADA PROGRAM

A major strategic objective in the previous *Corporate Plan* was to address the Agency's financial challenges. This *Corporate Plan* does not assume new funding to meet Parks Canada's mandate of system expansion and ensuring ecological and commemorative integrity for future generations. Discussions are ongoing to seek solutions to this issue.

A comprehensive review of the existing infrastructure has indicated that the majority of assets have now passed their expected life cycle. The state of some of these facilities negatively impacts the ecological and commemorative integrity of parks and sites. Parks Canada has received \$58.7 million in new funding in 2001-2002 to 2002-2003 for asset improvement to address the most urgent health and safety concerns and protect cultural resources in peril. Strategies are being developed to address the critical issue that two-thirds of the Agency's current assets are in fair or poor condition.



Tom Lee
Chief Executive Officer
Parks Canada Agency



PARKS CANADA AGENCY PROFILE

AGENCY STATUS AND AUTHORITIES

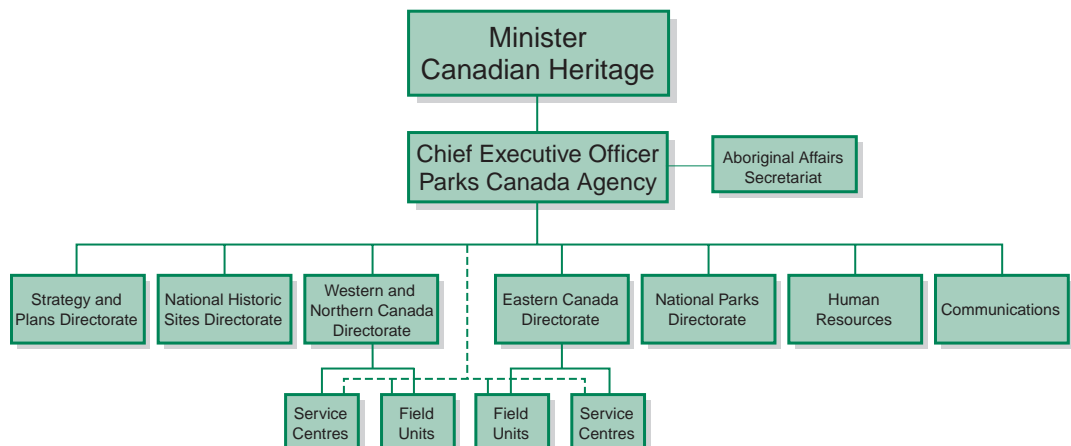
The Parks Canada Agency was established in December 1998 as a “departmental corporation” under Schedule II of the *Financial Administration Act*. This means that Parks Canada is a separate legal entity, dedicated to delivering the programs set out within the Agency’s legislation and policy authorities. The Minister of Canadian Heritage is responsible for the overall direction of the Agency and accountable to Parliament for all Parks Canada activities.

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

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

In addition, Parks Canada has received new capital program, contracting and real property authorities to streamline administrative processes, while continuing to be accountable to the Minister and Parliament.

ORGANIZATIONAL STRUCTURE



Governance

Parks Canada's Executive Board is comprised of the Chief Executive Officer, the four Directors General, the Chief Administrative Officer, the Executive Directors in Quebec and the Mountain Parks, the Executive Director Ecological Integrity, the Chief Human Resources Officer, the Senior Financial Officer, the Director of Communications and the Senior Legal Counsel. As the senior decision-making body, the Executive Board sets the long-term strategic direction and priorities for the organization. The Board also approves resource allocations, new initiatives and service innovations proposed each year in national office, field unit and service centre business plans. The CEO reports to the Minister of Canadian Heritage.

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

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

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

There are four service centres, located in the following areas; Halifax, Québec City, Cornwall/Ottawa and Winnipeg, with smaller branches in Calgary and Vancouver. Service centres support the organization in a variety of professional and technical disciplines, such as, biology and history. Centres report to the Directors General for Eastern Canada and Western and Northern Canada and are accountable to the CEO through their annual business plans.

NATIONAL PROGRAMS

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

System of National Parks

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

System of National Historic Sites

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

System of National Marine Conservation Areas

In 1986, the national marine conservation areas program was established to protect and conserve for all time national marine areas of Canadian significance that are representative of the country's ocean environments and the Great Lakes and also, to encourage public understanding, appreciation and enjoyment of this marine heritage so as to leave it unimpaired for future generations.

Other National Programs

Parks Canada directs or coordinates delivery in other programs that conserve aspects of Canada's heritage. These programs are the: Federal Heritage Buildings Program, Heritage Railway Stations Program, Canadian Heritage Rivers System Program, Federal Archaeology Program, National Program for Grave Sites of Canadian Prime Ministers and the new Historic Places Program.

INTERNATIONAL OBLIGATIONS

Parks Canada contributes to international heritage conservation through its leadership and participation in international conventions, programs, agencies and agreements. It represents the Government of Canada on the United Nations Educational, Scientific and Cultural Organisations Convention Concerning the Protection of the World Cultural and Natural Heritage (the World Heritage Convention). The Agency is also the state member for Canada in the World Conservation Union (IUCN) and serves jointly with the Canadian Conservation Institute as the representative to the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM).

STAKEHOLDER PARTICIPATION

Parks Canada relies on the support and interest of members of the public and stakeholders in Canada's systems of heritage areas such as:

- other owners of national historic sites;
- co-operating associations;
- business partners, chambers of commerce, community groups;
- federal, provincial, territorial and municipal governmental organizations;
- professional associations, tourism partners, universities, colleges and volunteers

These various groups have in common a desire to influence and support the creation, designation, commemoration and operation of Canada's heritage places.

PARKS CANADA PLANNING AND REPORTING FRAMEWORK

The foundations of Parks Canada’s accountability framework are the legislative and policy authorities for national programs. These authorities are, in turn, elaborated by Parks Canada’s *Guiding Principles and Operational Policies*, which are approved by the Minister and tabled in Parliament.

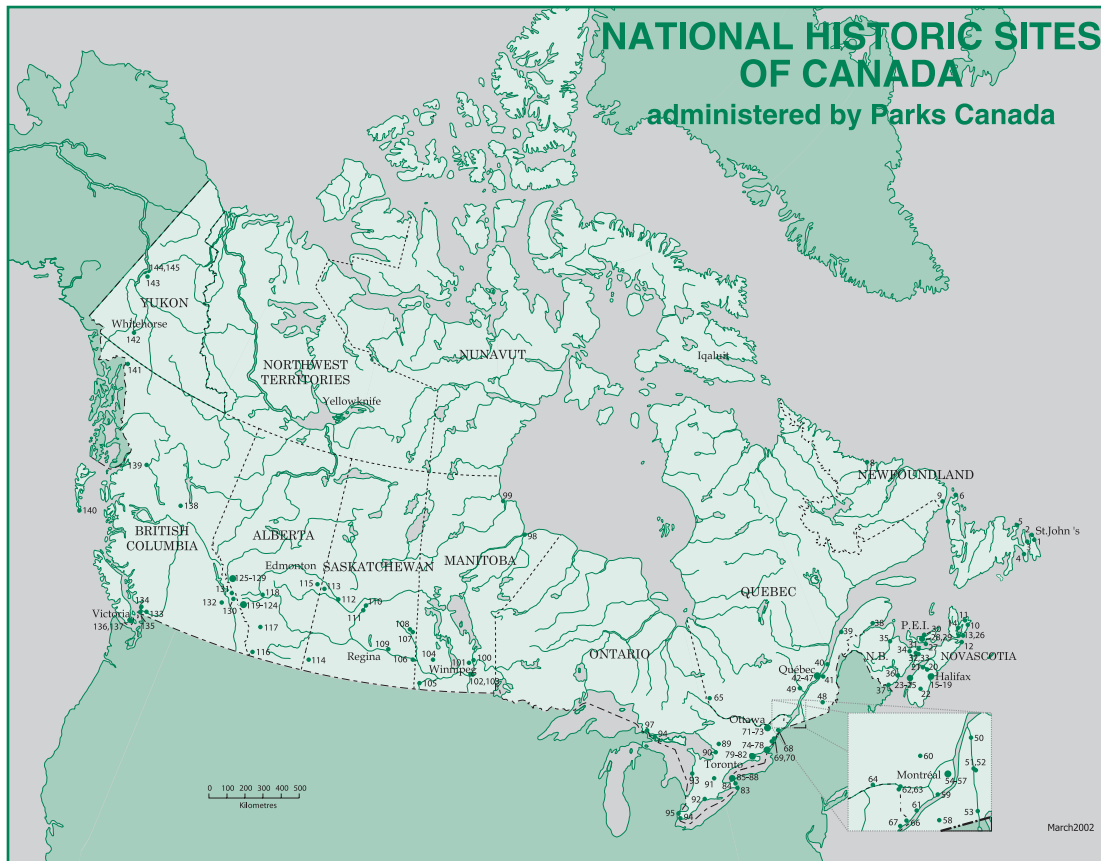
System Plans set out the basis for establishing new national parks, national marine conservation areas and national historic sites. *Management plans* are prepared in consultation with Canadians for each heritage place administered by Parks Canada. Although they are a long-term blueprint for conservation, presentation, development and operations, they are reviewed every five years.

The Report on Plans and Priorities (RPP) and the *Corporate Plan* for the Parks Canada Agency are prepared annually to identify objectives, results, key activities, performance expectations and financial plans for the approaching three and five-year period. Business Plans are prepared by each field unit, service centre and national office directorate to outline the current operation and objectives over the next three years. The *Departmental Performance Report* and *Annual Report* state yearly accomplishments and the use of financial resources.

Every second year, a *State of Protected Heritage Areas Report* assesses the ecological and commemorative integrity of Canada’s heritage places, services offered to visitors and progress in establishing new heritage places. The *Sustainable Development Strategy*, prepared every three years, outlines Parks Canada’s efforts to integrate environmental, economic and social factors in its policies and programs, planning and reporting and in its operations.

The final element of the accountability framework for people management is the independent *Report on Human Resource Management* that is to be submitted to parliament every five years.

Reports and plans are available on the Parks Canada website at:
http://www.parkscanada.gc.ca/library/index_e.htm#plans.



Parks Canada

Canada

The 145 National Historic Sites administered by Parks Canada

NEWFOUNDLAND

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

NOVA SCOTIA

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

PRINCE EDWARD ISLAND

27. FORT-LA-JOYE - FORT AMHERST
28. ARDOWAN
29. PROVINCE HOUSE
30. DALVAY-BY-THE-SEA HOTEL

NEW BRUNSWICK

31. FORT GASPARELUX
32. FORT BEAUSÉJOUR
33. LA COUPE DRY DOCK
34. MONUMENT LEFEBVRE
35. BOISHÉBERT
36. CARLETON MARTELLO TOWER
37. ST. ANDREWS BLOCKHOUSE

QUEBEC

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

QUEBEC continued

49. FORGES DU SAINT-MAURICE
50. SAINT-OURS CANAL
51. CHAMBLY CANAL
52. FORT CHAMBLY
53. FORT LENNOX
54. THE FUR TRADE AT LACHINE
55. LACHINE CANAL
56. LOUIS-JOSEPH PAPINEAU
57. SIR GEORGE ÉTIENNE CARTIER
58. BATTLE OF THE CHATEAUGUAY
59. SAINTE-ANNE-DE-BELLEVUE CANAL
60. SIR WILFRID LAURIER
61. COTEAU-DU-LAC
62. CARILLON BARRACKS
63. CARILLON CANAL
64. MANOIR PAPINEAU
65. FORT TEMISCAMINGUE

ONTARIO

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

MANITOBA

98. YORK FACTORY
99. PRINCE OF WALES FORT
100. LOWER FORT GARRY

MANITOBA continued

101. ST. ANDREW'S RECTORY
102. THE FORKS
103. RIEL HOUSE
104. RIDING MOUNTAIN PARK EAST GATE REGISTRATION COMPLEX
105. LINEAR MOUNDS

SASKATCHEWAN

106. FORT ESPERANCE
107. FORT PELLY
108. FORT LIVINGSTONE
109. MOTHERWELL HOMESTEAD
110. BATOCHE
111. BATTLE OF FISH CREEK
112. FORT BATTLEFORD
113. FRENCHMAN BUTTE
114. FORT WALSH

ALBERTA

115. FROG LAKE MASSACRE
116. FIRST OIL WELL IN WESTERN CANADA
117. BAR U RANCH
118. ROCKY MOUNTAIN HOUSE
119. SKOKI SKI LODGE
120. CAVE AND BASIN
121. HOWSE PASS
122. BANFF PARK MUSEUM
123. ABBOTT PASS REFUGE CABIN
124. SULPHUR MOUNTAIN COSMIC RAY STATION
125. JASPER PARK INFORMATION CENTRE
126. ATHABASCA PASS
127. YELLOWHEAD PASS
128. JASPER HOUSE
129. HENRY HOUSE

BRITISH COLUMBIA

130. KICKING HORSE PASS
131. TWIN FALLS TEA HOUSE
132. ROGERS PASS
133. FORT LANGLEY
134. STANLEY PARK
135. GULF OF GEORGIA CANNERY
136. FISGARD LIGHTHOUSE
137. FORT RODD HILL
138. FORT ST. JAMES
139. KITWANGA FORT
140. NAN SOING
141. CHILKOOT TRAIL

YUKON TERRITORY

142. S.S. KLONDIKE
143. DREDGE NO. 4
144. DAWSON HISTORIC COMPLEX
145. S.S. KENO



ENVIRONMENTAL SCAN

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

Human activities are altering the pace of ecological change — Canada is losing wilderness at the rate of one acre every 13 seconds (*World Wildlife Fund* 2001), ecosystems are being degraded, more species are becoming endangered every year, and genetic diversity is being reduced. According to a Market Facts of Canada 1999 poll, 9 out of 10 Canadians consider it important that their governments take action to protect wilderness. The increased rate of degradation in the environment will require accelerated efforts to protect national parks and national marine conservation areas.

Canada's national parks themselves are under significant stress from forces both within and outside the parks: habitat loss and fragmentation, loss of large carnivores, air pollution, pesticides, exotic species and over-use by visitors threaten their ecological integrity. Canadians are virtually unanimous (97%) in believing that protection of existing national parks is important (Environics, 2000). Increasingly, Parks Canada must work with landowners and others in innovative stewardship initiatives that protect ecosystems.

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

The emerging voices of Canada's Aboriginal peoples have and will continue to have profound effects on the operations of Parks Canada. Ongoing dialogue, open collaboration and creative management approaches will be essential to maintain positive working relationships with Aboriginal peoples.

Many of Canada’s national historic sites are under severe threat and there is grave risk they will be lost forever if actions are not taken to preserve them. Since the 1970s, over 20% of Canada’s historic places have been lost. According to the 2001 Goldfarb Report, 93% of Canadians consider it important to preserve Canada’s heritage and 91% suggest that the preservation of the historical record is essential in promoting pride in the country. Increasingly Parks Canada must work closely with stakeholders to continue to reflect the country’s evolving history and heritage, enhance commemoration of under-represented groups and find ways to protect Canada’s built history

There has also been a revolution in our ability to communicate. Technological change and the information revolution have created a more knowledge-based economy and society. This is placing a premium on knowledge, creativity and innovation. Canadians are becoming one of the most connected nations in the world in terms of Internet usage. E-commerce and the Internet are becoming more dominant forces in tourism. Parks Canada must consider how best to tap into evolving information and communication technologies and partner with other communication vehicles to reach out to Canadians and the world.

The rise of regionalism, the changing roles of other levels of government, the public responsibilities of the private sector and the growth of cities are other emerging challenges facing Canada. The lack of a common agenda among the different sectors, along with shifting federal-provincial dynamics, pose barriers to the ability of all players to unite around common issues in the best interests of Canadians, such as the environment and the protection of Canada’s heritage. At the same time, citizens expect more transparency and accountability from government and more participation in public policy and decision-making. Parks Canada must increasingly develop ways to build innovative solutions that bridge sectors, build partnerships, strengthen public accountability and modernize comptrollership practices.

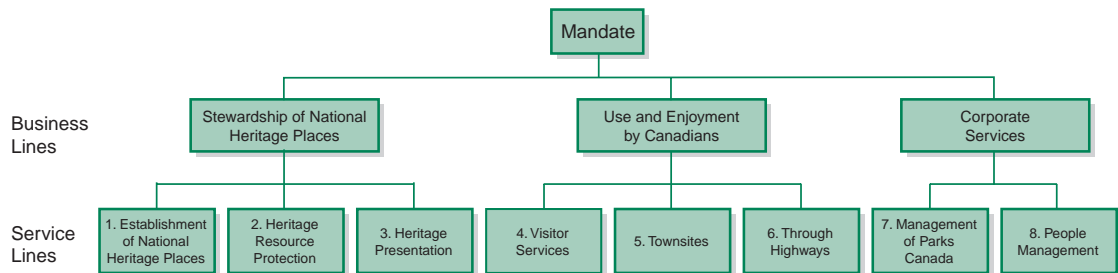
Canada’s protected heritage areas are important to Canada’s economy - they contribute in excess of \$1.2 billion to the gross domestic product and provide 50,000 full-time jobs annually. They are also important symbols of Canadian identity – national parks and national historic sites are ranked 3rd and 4th respectively (Enviroics 2000). As a result of Canada’s strong economic links with our neighbour to the south, the slowdown in the United States has spilled over into Canada, affecting the travel and tourism sector. This was further exacerbated following the terrorist attacks in the United States on September 11, 2001. The impact on both domestic and foreign visitor trends to Canada’s national parks and national historic sites is important, affecting not only the local economy surrounding each park and site but also the revenue targets for Parks Canada over the short term. The long-term outlook is still being assessed and is expected to be a factor in the strength of Parks Canada’s contribution to the overall economy. Parks Canada also has a vital role to play in reaffirming Canadian values in these troubled times.

Attention needs to be given to resource requirements for ecological integrity, commemorative integrity, extension of the systems of parks and sites, operations and management of built assets. Parks Canada must also continue its efforts to recruit a competent and diverse workforce and ensure succession plans are in place to meet the challenges of tomorrow.



OBJECTIVES, STRATEGIES AND EXPECTATIONS

CORPORATE PLANNING MODEL



The Parks Canada Agency's *Corporate Plan* is organized according to business and service lines. The business lines and service lines for Parks Canada are based on the Planning, Reporting and Accountability Structure (PRAS). The PRAS is the framework for all planning and reporting to Treasury Board and to Parliament. At the highest level, three business lines encompass results-oriented groupings of activities broadly describing the nature of Parks Canada's business. Flowing from the business lines are eight service lines that provide structure for field unit, service centre and national office business planning and reporting.

Within each service line, Parks Canada has established **strategic objectives, planned results, performance expectations** and **strategies to achieve planned results**. See Appendix 1 for details.

- **Strategic objectives** are the long-term (5-10 year) objectives which provide the direction to achieve the mandate.
- **Planned results** identify what the organization expects to achieve over the five-year planning period.
- **Performance expectations** provide a means to assess progress in achieving the results and provide time-based measurable commitments.
- **Strategies to achieve planned results** are identified to address issues and describe key activities over the next 1 to 3 years to achieve the planned results.

STEWARDSHIP OF NATIONAL HERITAGE PLACES

Parks Canada’s objectives relating to stewardship of national heritage places include: protecting and presenting national heritage places and fostering understanding of and respect for these national symbols; having Canadians recognize and value national heritage places as central to their sense of identity and nationhood; and providing leadership, both directly and indirectly, in protecting and presenting heritage places.

This business line is delivered through three service lines: establishment of national heritage places, heritage resources protection and heritage presentation.

1. Establishment of National Heritage Places

Description

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

Strategic Objective, Planned Results and Performance Expectations

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

Strategies to Achieve Planned Results

Creation of New National Parks and National Marine Conservation Areas

The National Parks System Plan establishes a vision and long-term goal to represent each of the 39 distinct regions with at least one national park to complete the national parks system. Each region has distinctive characteristics such as vegetation, physiography and environmental conditions.

The Canada National Parks Act, which received Royal Assent on October 20, 2000, formally established seven new national parks and one park reserve and streamlined the process for establishing new national parks. To date, 25 of 39 natural regions are represented by 39 national parks. Land is reserved in four other natural regions for future national parks.

Land assembly is still required to complete national parks where boundaries have been set in federal-provincial park establishment agreements. Land will be purchased when it becomes available from willing sellers and based on the availability of funding for: Bruce Peninsula National Park and

Grasslands National Park. Land assembly is still required to complete the boundary for Tukut Nogait National Park, which straddles three land claim areas. The park is established within the Innuvialuit Settlement Region and negotiations are currently underway to add lands within the Sahtu territory. Parks Canada is also on record as wanting to add lands for representation and ecological integrity purposes for Nahanni National Park Reserve and work is proceeding through the Deh Cho process.

The negotiations to represent two new terrestrial regions are complete: Region 2 (i.e., Strait of Georgia Lowlands) with the proposed Gulf Islands National Park in British Columbia and Region 16 (i.e., Central Tundra) with Ukkusiksalik National Park at Wager Bay, Nunavut. Agreements will be signed when new funding is available.

The National Marine Conservation Areas System Plan also identifies 29 marine natural regions. The Agency is negotiating to represent one new marine region (Lake Superior).

Parks Canada will continue to negotiate a federal-provincial agreement with the province of Newfoundland and Labrador and a Park Impact and Benefit Agreement with the Labrador Inuit Association for the proposed Torngat Mountains National Park Reserve, pursuant to the Agreement-in-Principle signed by all three parties in 2001.

In working to complete the systems of national parks/national marine conservation areas, the Agency works closely with other levels of government, Aboriginal peoples, the private and voluntary sectors, local communities and individual citizens. Parks Canada also has a two-year agreement with the Nature Conservancy of Canada aimed at helping to secure lands for proposed new national parks and to acquire lands or conservation easements adjacent to existing national parks. Parks Canada will seek to expand this partnership and will continue to work with its many partners to achieve its mandate.

Designation and Commemoration of New National Historic Sites

National Historic Sites connect Canadians and reflect the rich history and heritage that defines Canada. Parks Canada is responsible for the national program of historical commemoration, which includes sites, persons and events of national historic significance.

The *National Historic Sites of Canada System Plan*² was approved in October 2000. The plan's implementation strategy will address the Ministerial direction to ensure the system "reflects the diversity of our nation" and "to do more to mark the achievements of Canada's Aboriginal peoples, women and ethno-cultural communities." Building on the broad thematic framework, the Agency will continue, through consultation and support, identifying and designating 135 new sites, persons and events by April 2006, of which 55 will commemorate Aboriginal, women's and ethno-cultural communities' history. Parks Canada will work in partnership with existing organisations (governmental and non-governmental) to seek opportunities to further dialogue with ethnocultural communities.

Parks Canada's National Historic Sites of Canada Cost-Sharing Program is a vital tool by which the federal government engages Canadians in helping to ensure the commemorative integrity of national historic sites of Canada. Funds are provided for planning, acquisition, conservation and presentation of places of national historic significance. In 2000-2001, Parks Canada spent \$2.2 million on the 15 currently active cost-sharing agreements. The Agency will spend an additional \$8 million over the balance of the five-year planning period to complete these agreements.

² For all plans and reports see the website addressed in the footnote on page 1

2. Heritage Resources Protection

Description

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

Strategic Objective, Planned Results and Performance Expectations

Strategic Objective	Planned Results	Performance Expectations
As the first priority, to ensure the ecological integrity of national parks, the commemorative integrity of national historic sites and the sustainability of national marine conservation areas.	Maintain or restore ecological integrity of national parks and the sustainability of national marine conservation areas.	<ul style="list-style-type: none"> Improve the suite of ecological integrity indicators by March 2003. Update reporting framework and expand monitoring system by March 2004.
	Maintain or improve commemorative integrity of national historic sites.	<ul style="list-style-type: none"> Evaluate all 145 national historic sites it administers by 2011, with 14 new evaluations conducted yearly.

Strategies to Achieve Planned Results

Maintain or Restore Ecological Integrity of National Parks

Protection of ecological integrity is the overriding consideration for Parks Canada in national parks and it is an integral component of the Agency's *Sustainable Development Strategy*. Parks Canada will continue to work towards ensuring that national parks remain representative of their natural region. This will include the composition and abundance of native species and biological communities in each park, recognizing that they have a finite capacity to withstand development and human use.

The Minister of Canadian Heritage released an Action Plan in March, 2000 in response to the recommendations of the Panel on the Ecological Integrity of Canada's National Parks. The Action Plan focussed on four major thrusts:

- making ecological integrity central in national parks legislation and policy;
- building partnerships for ecological integrity;
- planning for ecological integrity; and,
- renewing the Parks Canada Agency to support the ecological integrity mandate.

The report entitled *First Priority: Progress Report on Implementation of the Recommendations of the Panel on the Ecological Integrity of Canada's National Parks*³ released in April, 2001, describes the many significant steps taken in response to the Action Plan. There is much work to be done by Parks Canada to meet the challenge of maintaining or improving ecological integrity in national parks. The independent Panel report noted that substantive progress could be made if Parks Canada is provided with additional funding. Ecological integrity, however, continues to be the first priority and all planning and management decisions are made with this priority foremost in mind.

³ For all plans and reports see the the footnote on page 1

The following priority actions will be advanced within the current approved budget:

- Develop and undertake implementation of the national monitoring framework to gather better baseline data on the current and evolving state of ecological integrity;
- Develop a National Science Strategy;
- Enhance the consideration of science in the decision making process;
- Improve communication about ecological integrity;
- Implement and further develop the national Ecological integrity orientation and training program.

The Agency has received new funding for the protection of species at risk and will continue to exercise leadership and cooperate with provincial governments and other federal departments for the implementation of the current species at risk initiative. Its scientific expertise will be upgraded and it will lead the development of restoration plans for seven species at risk by April 2004.

Parks Canada management practices, including those in townships, impact on the ecosystems in and around national parks and national historic sites. In order to accurately gauge and ultimately reduce stressors, the Agency is updating its National and local environmental management system action plans and associated performance indicators.

Maintain or Improve Commemorative Integrity

The completion of Commemorative Integrity (CI) Statements for national historic sites provides an indicator of progress in establishing action plans to address issues. To date, 60% of the 145 national historic sites administered by Parks Canada have completed statements. By the end of 2001-2002, 75% will have been completed, 90% by March 2003 and 100% by March 2004.

By December 2003, all 145 national historic sites administered by Parks Canada will have management plans for approval by the Minister. The planning process will examine the current state of commemorative integrity and outline the steps necessary for remedial action. Parks Canada aims to evaluate the commemorative integrity of all 145 national historic sites it administers by 2011, with 14 or 15 new evaluations being done every year beginning in 2001-2002. Cultural resources which are under threat (those with a “fair” or “poor” rating) will be given priority.

3. Heritage Presentation

Description

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

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

Strategies to Achieve Planned Results

Improve Awareness, Understanding and Support

The more Canadians know about national parks, national historic sites and national marine conservation areas, the more effectively they can support Parks Canada’s mandate. Increased awareness leads to knowledge and understanding, which in turn leads to support for the preservation and presentation of the natural and cultural heritage of Canada.

In the fall of 2001, Parks Canada began implementing its *Engaging Canadians Strategy*. The Strategy will improve co-ordination and management of external communication activities and increase the impact of these activities. It identifies key target audiences, messages to be delivered and innovative ways to reach new audiences. Reaching out to and consulting with Canadians is a priority. The strategy identifies opportunities for building a strong foundation for coordinating external communications. Engaging Canadians is comprised of three communication components: Agency Communication, Education Communication and Program/Service Communication.

Agency Communication includes all external communication concerning the Agency as an organization and its mandate; such as Ministerial communications, corporate plans and reports, issue management messages, public relations, special events, ceremonies and stakeholder engagement opportunities. It also includes, consultations and communications with business partners and other levels of government. Over the next two years there will be an emphasis on research and polling to determine the current level of awareness and understanding of national parks, national historic sites and national marine conservation areas among various ethnocultural communities. A focus will be on determining their interests in Canada’s heritage, preferred approach to learning and desire for involvement. Parks Canada will work with ethnocultural associations and the media to identify ways to inform, influence and involve these audiences.

The Education Communications component will use Heritage Presentation initiatives to educate on the importance of heritage resources to Canadians. On-site and outreach programs will provide opportunities for enjoyment, active learning, understanding of the national importance of the site and respect for heritage values.

Parks Canada’s Heritage Presentation Program needs to be rebuilt and modernized. As funding permits, the action plan for the Renewal of Heritage Presentation Programming in Parks Canada (1999) will be implemented. The programming goals are:

- guiding the future of heritage presentation;
- fostering professional delivery;
- focussing heritage presentation through planning, research and evaluation;
- investing strategically in heritage presentation and assets; and
- investing in local and system-wide outreach education.

Parks Canada has initiated the development of a Discovery Centre in Greenwich, Prince Edward Island which was opened in 2001 and a Great Lakes Discovery Centre on Marine Conservation in Hamilton, Ontario, to be opened in 2003. The Centres will connect Canadians from coast to coast with their heritage. They will use new technology, interactivity and real-time links to provide all Canadians with the opportunity to learn about and experience Canada’s system of national parks, national historic sites and national marine conservation areas.

The Agency will continue to develop strategic alliances with a wide variety of partners; such as, the tourism industry, volunteers, local and co-operating associations. Alliances will increase the delivery of Parks Canada messages and raise awareness, understanding and support of the value of national parks, national historic sites, national marine conservation areas and other Parks Canada programs. Through the building of mutually beneficial relationships, creating opportunities for dialogue with clients and stakeholders and delivering quality external communications, Parks Canada’s mandate will be understood and supported by an increasing number of Canadians.

Program/Service Communications will focus on external communication activities that generate awareness of quality heritage experiences available both on and off sites. Communication messages will encourage appropriate, safe and sensitive use of the national parks, national marine conservation areas and national historic sites. This component of the Engaging Canadians Strategy is addressed in following Service Line 4.

USE AND ENJOYMENT BY CANADIANS

Parks Canada’s objective for this business line is to assist Canadians in contributing to, experiencing, enjoying and benefiting from the systems of national heritage places. This business line is delivered through three service lines: visitor services, townsites and through highways

4. Visitor Services

Description

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

Strategic Objective, Planned Results and Performance Expectations

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

Strategies to Achieve Planned Results

Visitor Expectations, Use, Satisfaction and Fees

Canada’s system of national parks, national historic sites and national marine conservation areas belong to all Canadians. They represent a key resource for the country’s leisure travel industry, attracting both domestic and foreign visitors and are important outdoor recreation and education resource for local and regional residents. Travellers are encouraged to visit and appreciate these special places and leave them unimpaired for future generations. The Agency will work collaboratively with tour operators to motivate visitors to participate in heritage presentation programming and learning travel and to attract visitors to the right place, at the right time, in the right numbers and with the right expectations.

Managing Visitor Expectations

The Program / Service Communications component of the *Engaging Canadians Strategy* will provide enhanced coordination and direction for marketing and communications activities. Activities will be aimed at influencing visitor expectations, behaviours and satisfaction. Potential visitors will plan their travel with an awareness of the variety of choices and requirements for conservation. Their expectations and behaviours will be influenced to foster sensitive, sustainable and safe use. They will be encouraged to participate in heritage experiences. Communications activities will increase Canadians' awareness and use of outreach resources and promote visitation at national historic sites where heritage resources can support increased visitation.

Parks Canada will work with the Canadian Tourism Commission (CTC) and other marketing bodies to position national parks and national historic sites as Canadian heritage appreciation opportunities. Strategies will be developed to promote awareness and encourage levels and types of visitation consistent with service and resource carrying capacities.

Parks Canada signed an accord in January 2001 with the Tourism Industry Association of Canada (TIAC) outlining principles to guide collaborative actions between the two organizations in an effort to protect Canada's heritage places and foster sustainable tourism. A committee consisting of leading industry representatives and senior Parks Canada officials is working to identify opportunities for collaboration in sustainable tourism practices in or near national parks and national historic sites, as well as, actions to maintain and enhance the ecological and commemorative integrity of these national treasures.

Measures of visitors' expectations with respect to appropriate activities, will be piloted in the 2001-2002 season. These measures will be incorporated into the performance framework of the *Engaging Canadians Strategy*.

Managing Human Use

Parks Canada manages human use to minimize impacts on resources and to ensure the maintenance of ecological and commemorative integrity. The *Parks Canada Science Strategy* will provide the framework to improve the understanding of human and environment relations. This Strategy will guide reinvestment in social, cultural and natural sciences to improve: internal science capacity, enhance collection and analysis of attendance and monitoring data, guide investment analysis and focus strategic partnerships to better understand and manage human use. A renewed science capacity will foster long-term sustainability of these special places.

As management plans are developed or revised they will more thoroughly address the appropriateness of activities, services and facilities. An updated framework for assessing the appropriateness of activities will be developed by March 2003, giving primary consideration to maintenance of ecological integrity in the redevelopment of facilities, accommodation and infrastructure.

Parks Canada will continue to identify and promote best practices in green infrastructure and services that minimize the ecological footprint. By March 2001, Parks Canada will develop an evaluation framework for its public safety program including identifying existing and required performance information for managing, reporting on and evaluating the program.

Visitor Satisfaction

Parks Canada has a long history of monitoring visitor use and satisfaction with services and facilities. In 2001, the Agency revised its visitor information survey. The survey is designed to collect visitor responses at each national park and national historic site on a five-year rotation. The information gathered also monitors visitor demographics, length of stay, knowledge of the national significance of the park or site and other site-specific interests. The Agency’s target is that 85% or more of visitors surveyed at each location will be satisfied and of those 50% of visitors will be very satisfied with their overall visit.

Parks Canada supports the Government Service Improvement Initiative. Progress is being made in the development and integration of Parks Canada’s electronic visitor services, including the harmonization of Parks Canada’s many toll-free information services, on-line reservations, electronic information services and visitor relationship management.

Visitor Fees

Examination of user fees suggest that many service fees are falling behind appropriate market rates. Parks Canada has revised its revenue strategy with a view to bringing as many of the remaining service fees as possible to mature rates by March 2003, in accordance with local market conditions. Consultations with the public and stakeholders will occur in 2001. The state of Canada’s tourism industry in 2002, in light of the impact of September 11, 2001 events, will be a factor in determining when the fee increases are implemented. Future increases for the years 2003-2004 to 2005-2006 will be based on the Consumer Price Index for recreation.

5. Townsites

Description

This service line includes all activities related to the Parks Canada Agency’s management of communities within national parks. Parks Canada is responsible for the following six townsites: Field (Yoho National Park of Canada, British Columbia), Jasper (Jasper National Park of Canada, Alberta), Lake Louise (Banff National Park of Canada, Alberta), Wasagaming (Riding Mountain National Park of Canada, Manitoba), Waskesiu (Prince Albert National Park of Canada, Saskatchewan) and Waterton (Waterton Lakes National Park of Canada, Alberta). The Banff Townsite has been self-governed since 1990, under a federal-provincial agreement and is not directly administered by Parks Canada. In 2001, Jasper moved to a self-governance model with Parks Canada retaining authority for land use planning and development.

Strategic Objective, Planned Results and Performance Expectations

Strategic Objective	Planned Results	Performance Expectations
Park communities are effectively governed and efficiently administered as models of sustainability.	Park communities have sound management practices and are leaders in environmental stewardship.	<ul style="list-style-type: none"> • Approved plan for Jasper by March 2002. • Report on environmental performance by March 2002. • 100% cost recovery for municipal services.

Strategies to Achieve Planned Results

Park communities as Leaders in Environmental Stewardship

The Jasper and Lake Louise community plans, the last in the series of plans, will be approved by March, 2002. Community plans for each of the six national park communities provide a strategy for the management of growth and set limits on the development in the community. Plans have been written in accordance with the following principles: no net negative environmental impacts and responsible environmental stewardship and heritage conservation. These principles, which support ecological integrity and sustainable development, will continue to be put into action through the implementation of community plans. In order to measure progress, Parks Canada will work with community groups to create “no net negative environmental impact” framework and reporting tools for each townsite.

Adequate environmental stewardship is built on frameworks and systems for monitoring and reporting on the environmental impacts of Park communities. Parks Canada expects to identify and report on aspects of environmental performance for some park communities by March 2002. However, the development of indicators and management systems to support good reporting for the complete array of environmental impacts for all communities is expected to take several years.

Parks Canada is committed to 100% cost recovery for municipal services (water, sewage and garbage) with other municipal costs being funded by Parks Canada. Land rent revenues will continue to be applied to maintain appropriate levels of funding for infrastructure and municipal services. No municipal taxation will be implemented.

To ensure consistency and a clear understanding of the steps to follow and to more effectively manage development and land use in national park communities, the Agency will develop the *National Parks Development, Building and Occupancy Permit Regulations*. Regulations are expected to be approved and in place by Fall 2003.

Land rent setting will be determined in accordance with the regulations and terms of the individual contracts. A rent review process has been launched, taking into account the Government’s commitment to a fair return to Canadians and the special and individual circumstances of lease holders in the national parks. As a result of significant increases in land values, a range of options have been developed through consultation to ensure the adjusted rents are affordable, comparable and predictable. Land rents have been fixed at the 1999 levels for the first two years of the decennial rent setting beginning in the year 2000. Lessees will be offered new rent options in Spring 2002.

6. Through Highways

Description

This service line includes the operation, maintenance and repair of provincial and interprovincial highways that pass through national parks and national historic sites.

Strategic Objective, Planned Results and Performance Expectations

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

Strategies to Achieve Planned Results

Within national parks, there are twenty-one provincial and inter-provincial highways with an estimated replacement value of \$1.1 billion. Parks Canada is committed to keeping the highways open to through traffic barring uncontrollable environmental events (e.g., heavy snowfalls or excess rain resulting in rock slides). The Agency has never had an ongoing capital budget for these assets and has relied on funding from special highway improvement programs. Funding from these sources ended in 1997-1998. Since then, Parks Canada has had to reallocate from its capital budget for highway maintenance. Due to health and safety related priorities for other facilities that are central to its mandate, there has been an ability to reallocate only \$2 million per year to highway recapitalisation. This level of funding continues to be directed toward the most critical health and safety problems. Examples include: patching of slumped and rutted pavements (Highway 114, Fundy National Park of Canada), bridge repairs (Highway 430, Gros Morne National Park of Canada) and replacement of essential highway maintenance fleet such as snowploughs (Mountain Parks Highway Service Centre).

Additional capital funding was obtained for 2001-2002 and 2002-2003. These funds will be directed towards the most severe safety-related repairs including repairs to sections of the Icefield Parkway, lighting in snow sheds in the mountain parks and completing repairs on the Trans Canada Highway in Terra Nova. The Agency will spend \$16 million over two years to address the most critical safety concerns with highways.

Parks Canada will continue to identify long-term funding sources for highway recapitalization so that the Parks Canada's budget can be directed towards its mandated programs. A framework for reporting on environmental impacts of highways is expected by March 2003.

CORPORATE SERVICES

This business line deals with the overall management of Parks Canada. It includes the development and implementation procedures, systems, tools and innovative practices necessary to implement modern financial comptrollership and human resources strategies. The corporate services objectives include the provision of direction and support services needed to deliver programs and services to the public and clients in an effective and efficient manner and leadership in the creation of a policy framework to support program delivery and enable the Agency to fulfil its mandate and accountabilities.

The Corporate Services business line is delivered through the following service lines: Management of Parks Canada and People Management.

7. Management of Parks Canada

Description

This service line includes senior management, financial management, real property management, business services, data and information technology management, the development of legislation, policy and planning to guide the Agency. It also includes the provision of effective relations and liaison with clients and stakeholders at national office.

Strategic Objective, Planned Results and Performance Expectations

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

Strategies to Achieve Planned Results

Modern Comptrollership

The focus in the Management of Parks Canada service line is on the development of integrated and non-financial performance information, rigorous stewardship of resources, sound risk management and open reporting of results supported by strategic leadership, motivated people, values and ethics. Currently, Parks Canada is concentrating on developing integrated performance information, an approach to business risk management and rigorous stewardship of its financial and material resources. The Agency will begin implementing the Treasury Board's Modern Comptrollership model in 2001-2002 by completing the capacity check phase and developing an action plan in 2002-2003.

Initiatives identified in this *Corporate Plan* concerning assets, investment analysis and technology are parts of the stewardship component of the modern comptrollership initiative and are intended to support the production and dissemination of integrated quality performance information and analysis and

business risk management. The challenges in developing a complete spectrum of high quality integrated performance information are significant. In 2000-2001, Parks Canada began work on a Performance Information Action Plan to address these challenges. The Action Plan will be finalized in 2001-2002. A key aspect of integrated performance information is the ability to link costs and expenditures to planned results. Parks Canada's target is to have credible and relevant performance information for each of its planned results with associated expenditures by March 2005.

Parks Canada is in the early stages of reviewing its approach to integrated risk management. Preliminary work was undertaken in 2000-2001 towards developing a risk management approach. This work will continue in 2001-2002 with a view of determining how the analysis of business risks may be integrated into the Agency accountability frameworks.

Information Technology Framework

Information and technology are key Agency-wide assets supporting the effective delivery of business strategies and objectives. The technology infrastructure facilitates the management and sharing of information with management, staff, the public and business partners. There will be a continued focus on the strategic and integrated use of information and technology assets to ensure efficient and effective program management and delivery.

The Agency will proceed in launching initiatives to meet the challenge in the Speech from the Throne of October 1999 to be the Government most connected to its citizens in the world. The major information management initiatives undertaken by 2003-2004 will move Parks Canada firmly in the direction of connecting citizens; whether it be through increased virtual tour capacity or on-line reservations.

Priority will be given to improving Parks Canada's ability to effectively manage its resources. Initiatives will focus on the augmentation of Parks Canada's national geomatics information holdings and systems for ecological, commemorative and land resources. Parks Canada will continue to implement the required infrastructure, policies, procedures, guidelines and standards to efficiently manage the exchange of information throughout the organization, to our visitors and to Canadian citizens. The rate of implementation will be determined based on the level of funding available.

In 2001-2002, Parks Canada will begin to implement its newly revised information management practices and policies and implement a governance structure to ensure that information and technology assets are managed in accordance with best management practices.

Asset Management

Real property consists of; cultural assets (24%), heritage presentation assets (1%) and, contemporary assets (75%). The management of cultural assets such as heritage canals and fortifications is presented under Heritage Resource Protection in Service Line 2 on page 15. The management of highway assets is described in Service Line 6 on page 22. The management of contemporary assets supports all service lines and is therefore presented here under the Management of Parks Canada (Service Line 7).

As one of the major custodians in the Canadian government, Parks Canada's holdings in built assets are extensive and diverse. Holdings range from modern digitally controlled buildings to dams and weirs constructed in 1832 to highways and bridges cut through the Rocky Mountains and in situ archaeological resources. The current replacement value is \$7.1 Billion.

Parks Canada will invest \$292 million in renewing existing capital infrastructure over the next 5 years. This figure includes the \$44 million balance of the \$56 million of new funding committed last year as well as the \$59 million of new funding committed in April 2001. This investment will target critical health and safety, cultural asset and highways issues as well as the greening of infrastructure. Projects will include engineering repairs to be made to restore safety to sections of the heritage canal infrastructure including stabilisation of dams, locks and walls. Funds will be targeted to cultural assets such as the re-roofing of the slate tile roof of the King’s Bastion at the Fortress of Louisbourg National Historic Site of Canada. Safety-related highway investments include repairs to sections of the Icefield Parkway, lighting in snow sheds in the mountain parks and completing repairs on the Trans Canada Highway in Terra Nova. The Agency will undertake projects to reduce ecological impact such as upgrades and improvements to wastewater treatments facilities.

In a review completed in February 2000, two-thirds of assets have deteriorated below “good” condition. Corporate options and flexibility to fully meet the challenges relating to deteriorating assets are limited. In order to redress the situation the Agency will: rethink services offered to be more ecologically sensitive; ensure ecological and commemorative integrity issues are fully considered as part of all capital redevelopment; seek new funds; align investment strategy with key priorities; downsize the asset portfolio to ensure long-term sustainability within available resource levels; manage risk; better manage demand; and explore other partnerships.

The Agency will continue the development of an overall asset management framework which it will commence implementing in 2002.

Enhanced Participation of Aboriginal Peoples

Most Parks Canada locations have some level of involvement with Aboriginal peoples. The Agency recognizes that partnerships and working relationships with Aboriginal peoples are an important ongoing part of Parks Canada’s operations. Managers need to seek out opportunities and take action to integrate Aboriginal peoples and Aboriginal issues into the daily business of the organization.

There are five priority areas related to Aboriginal peoples. The Chief Executive Officer (CEO) of the Parks Canada Agency will establish an Aboriginal working group representing those groups most closely associated with the delivery of the Parks Canada program. The group will be asked to advise the CEO on ways to strengthen key initiatives relating to community relations, employment, economic initiative, heritage presentation and commemorations. The group will report in 2003.

The following are key results anticipated in these areas:

Community Relations: Strong relationships with Aboriginal peoples are the foundation for the broad range of formal and informal arrangements between Parks Canada and Aboriginal peoples. Each Parks Canada Field Unit is expected to have active communication with Aboriginal peoples who have an interest in Parks Canada issues. The Agency will continue to explore cooperative management agreements with Aboriginal peoples through land claim processes.

Employment: Under the broad direction of the Parks Canada Aboriginal Employment Strategy (1999), the Agency will continue to place emphasis on increasing levels of Aboriginal employment in all areas of the organization. Training and development of Aboriginal employees will continue to be a priority, particularly related to those areas where specific employment commitments exist as specified

in land claim or park establishment agreements. Parks Canada plans to maintain national Aboriginal workforce representation and continue to work toward goals specified in formal agreements, such as that for Sirmilik National Park of Canada.

Economic Opportunities: The Agency will continue to pursue greater inclusion of Aboriginal peoples in economic opportunities related to tourism initiatives consistent with park or site values. Flowing from the Minister’s Round Table on Aboriginal Tourism held in Brantford in May 2001, Parks Canada will participate in the national conference on Aboriginal Arts and Culture planned for 2002. Parks Canada will also take actions related to the recommendations containing the Senate Subcommittee Study on Aboriginal Economic Opportunities in relation to Northern Parks. Continued effort will be made to strengthen economic opportunities through employment, use of Aboriginal procurement and develop partnerships with Aboriginal peoples, particularly at the operational level.

Presentation of Aboriginal Themes: Parks Canada has been shifting emphasis on methods of interpretive messaging as well as enhancing opportunities for the public to learn about Aboriginal culture. It is expected that over the next five years, every park and site where the messages are relevant, will have some level of presentation of Aboriginal themes. An Aboriginal Presentation Innovation Fund for Parks Canada field units has been established to assist in achieving this goal.

Commemoration of Aboriginal Themes: The National Historic Sites of Canada System Plan identifies the commemoration of Aboriginal themes as one of three priority areas. To date, the number of sites, persons and events relating to Aboriginal history represents about 10 percent of the total designations in the system. Parks Canada will strengthen its efforts to encourage proposals recognizing Aboriginal history. Parks Canada will strive for 135 designations over the next five years, of which 55 will relate to Aboriginal history, ethnocultural communities’ history and the history of women.

8. People Management

Description

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

Strategic Objective, Planned Results and Performance Expectations

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

Strategies to Achieve Planned Results

Building the foundation for a positive and enabling work environment

As a separate employer under the *Public Service Staff Relations Act*, Parks Canada assumes responsibilities that were previously carried out by the Treasury Board Secretariat and the Public Service Commission. As such, it must develop and maintain its own Human Resources governance structure, policies and frameworks and develop its own support systems. It must also have the internal capacity to provide strategic advice to the corporation on Human Resource matters. The Agency is also accountable for other legislated responsibilities like Employment Equity and Official Languages and for addressing current Human Resource issues such as succession planning and professional development.

In March 2001, a revised Human Resource vision as well as strategies for the short and longer term were developed. Priority setting has been realigned with internal capacities, especially for the work ahead in completing the design of the Agency's Human Resources regime. The primary focus until 2004-2005 is to finish the "build" components of this new regime: the classification system, compensation framework, collective bargaining and accountability framework for people management.

Classification System: Work will be deferred on Parks Canada's classification standard in order to permit us to focus on a national classification review of jobs. This work will ensure that employees are properly compensated under the present system for the work they perform and that jobs are described in simple, concise and consistent ways. This review will be completed in the 2002-2003 fiscal year. The new classification system is targeted to be completed by March 2005. The redesign and simplification of staffing and compensation processes will follow. In the interim, classification will continue under the present system.

Compensation Framework: In 2001-2002, efforts will focus on the development of an integrated compensation framework which will support Parks Canada's mandate and future business directions and its ability to attract and retain qualified employees. Part of the framework will be a classification standard for Parks Canada. The compensation framework should be completed by year 2004-2005, with full implementation in 2005-2006.

Collective Bargaining: Many critical activities will take place from 2001-2002 to 2005-2006. The agency-wide labour management consultation framework will be adjusted to reflect the Public Service Staff Relations Board decision which resulted in the establishment of one bargaining agent; necessary exclusions and designations will be completed in 2001-2002; collective bargaining will be undertaken and results will be implemented in 2001-2002 or as soon as agreement is reached and in a cyclical pattern thereafter; a labour costing system will be established in 2001-2002 which will be ongoing. It is anticipated that the negotiation of pay scales and rules of conversion to the new classification system will begin in 2004-2005. Independent third party review (ITPR) and alternate dispute resolution (ADR) systems, including training, a network of expertise and of champions, as well as tools, will be introduced in support of an agency-wide integrated dispute resolution strategy over the course of the planning period until 2004-2005.

Accountability Framework: The design and implementation of a corporate accountability framework for people management will continue in 2001-2002. By 2003-2004, additional corporate reporting mechanisms will be developed to supplement existing tools like the annual report, along with key performance measurement indicators and tools (such as customized and automated reports linked to the framework). This will be integrated with the overall performance management framework described in Service Line 7 on page 23.

Specific high priority corporate Human Resources policies in the areas of staffing and resourcing, labour relations and compensation will be completed, integrated and implemented by March 2004. Staffing policy and systems will be adapted to the revised compensation and classification system (tenure, occupational groups, selection standards, competency profiles) in 2003-2005. Review and adaptation of other Human Resource policies is extended until April 2006 in accordance with the established schedule of priorities based on available funding.

Workforce Renewal

Demographic analysis of different employment groups and categories in the Parks Canada Agency indicates that succession planning is a critical issue, as is maintaining corporate expertise and developing skills such as leadership. The development of Human Resource policies and programs is required in the areas of learning, employee development and change management. Learning plans to address shortages in critical areas such as science capacity are essential. Specific strategies for addressing recruitment and succession needs will be developed over the planning period. Senior management will assume responsibility for setting skills requirements, standards and training programs, developing targeted recruitment, retention, succession planning and training strategies for their respective functional area, aligned with business needs. Performance measurement will be included in Parks Canada's accountability agreements with senior managers.

From 2001-2002 to 2005-2006, Parks Canada will enhance its capacity for tracking and updating demographics in order to maintain a sound understanding of workforce trends and characteristics. Finalizing the implementation of the Human Resource Management Information System will support decision making, planning and reporting requirements and succession planning needs. Efforts will also be oriented toward the development of automated tools that generate efficiencies, such as self-service leave.

Representativeness: Employment Equity and Official Languages Diversity

Employment Equity

Parks Canada's Employment Equity Plan objective is to achieve proportionate representation of all equity groups by implementing and maintaining special measures in the areas of organizational culture change, recruitment, career development and awareness. The Plan gives particular attention to the special commitments to Aboriginal peoples related to land claims, national park establishment agreements and other settlements with the Canadian Human Rights Commission. Over the planning period, particular efforts will be oriented toward improving the representation of members of visible minority groups and persons with disabilities, including recruitment and retention. An Employment Equity infrastructure will be developed by April 2004 through the design and implementation of a National Occupation Classification Coding system and self-identification data collection. Tools will be developed to facilitate progress reporting within a corporate standardized reporting system.

Employment Equity objectives and strategies to achieve commitments will be developed at the business unit level through the Human Resources planning process and will be updated annually, taking into account the workforce availability and national strategies for Aboriginal peoples and visible minorities, as noted above.

Official Languages

Parks Canada recognizes the important role that managers and supervisors play in the creation of work environments conducive to the use of either official language by employees. In 2001-2002, the Agency plans to continue to focus on activities relating to the implementation of its language of work objectives, including examining the second language proficiency of supervisors in bilingual regions.

FINANCIAL INFORMATION



BACKGROUND

The Agency managed to re-direct appropriations into system extension until the 1999-2000 fiscal year. The demands of operating the heritage places that currently exist are such that it is becoming increasingly difficult for Parks Canada to continue to: invest in the expansion of the systems, ensure ecological integrity and commemorative integrity for future generations, or implement many of the recommendations from the Panel on the Ecological Integrity of Canada's National Parks. Strategies are being developed to address the critical issue that two-thirds of the Agency's current assets are in fair or poor condition.

Six financial statements have been prepared for this plan.

Table 1 displays Parks Canada's total projected income during the planning period.

Table 2 presents the revenue that will be deposited into the New National Parks and National Historic Sites Account.

Table 3 presents revenue projections from all sources. Note that the Townsites Revolving Fund is under review and a business plan is being prepared to outline long term strategies. Subsidies will continue to offset the cost to operate townsites.

Table 4 provides an initial estimate of funds allocated to Parks Canada's eight service lines. These data will be refined through the analysis of future business plans (for field units, service centres and national office directorates). There is general stability in planned spending by service line until April 2006. However, in order to achieve some overall budget flexibility, there will be reductions in spending in several service lines but mainly in the visitor services service line and subsequent re-allocation to service lines that reflect Parks Canada's priorities of ecological and commemorative integrity and heritage presentation.

Table 5 displays funding by expenditure type; of particular interest is the modest level of capital funding available to establish new heritage places and to recapitalize the existing \$7 billion built asset base. The capital definition for Parks Canada has changed for the purpose of being more compliant with Generally Accepted Accounting Priorities (GAAP) and now reflects only those expenditures relating to the development, acquisition, construction or improvement of assets with a \$10,000 threshold.

Table 6 shows capital projects exceeding \$2 million and major development programs. The significance of these data is that all funds available for systems expansion initiatives (see New Parks and Historic Sites Account) are fully committed throughout the planning period.

Notes:

Some tables have been updated from the 2001-2002 Report on Plans and Priorities to reflect revisions in the long term capital plan and to reflect financial decisions that are consistent with the key strategies identified in this Corporate Plan.

TABLE 1 — INCOME: PLANNED APPROPRIATIONS AND VOTE-NETTED REVENUE
(in millions of dollars)

	Forecast 2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
<i>Appropriations</i>						
Program Expenditures Vote	325.6	269.5	257.4	264.1	256.1	252.1
Payment to the New National Parks and National Historic Sites Account	10.0	6.5	5.1	5.1	5.1	5.1
(S)* Expenditures equivalent to Operating Revenues	63.8	63.5	63.9	63.9	63.9	63.9
(S) Parks Canada Enterprise Units Revolving Fund	-1.7	-1.7	-1.7	-1.7	-1.7	-1.7
(S) Townsites Revolving Fund	0.4	0.4	0.4	0.4	0.4	0.4
(S) Contributions to Employee Benefit Plans	30.7	32.5	32.5	32.4	32.4	32.4
Total Appropriations	428.8	370.7	357.6	364.2	356.2	352.2
<i>Vote-Netted Revenues</i>						
Parks Canada Enterprise Units Revolving Fund	5.3	5.3	5.3	5.3	5.3	5.3
Townsites Revolving Fund	10.1	10.1	10.1	10.1	10.1	10.1
Total Vote-Netted Revenues	15.4	15.4	15.4	15.4	15.4	15.4
TOTAL FUNDING	444.2	386.1	373.0	379.6	371.6	367.6

* (S) Statutory

TABLE 2 — INCOME: PLANNED NEW NATIONAL PARKS AND NATIONAL HISTORIC SITES ACCOUNT (in millions of dollars)

	Forecast 2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
Payment from Appropriations	10.0	6.5	5.1	5.1	5.1	5.1
<i>Revenues to the New National Parks and National Historic Sites Account</i>						
Sales of Land and Buildings	1.0	1.0	0.5	0.5	0.5	0.5
Total revenues to the New National Parks and National Historic Sites Account	1.0	1.0	0.5	0.5	0.5	0.5
TOTAL INCOME	11.0	7.5	5.6	5.6	7.1	5.6

TABLE 3 — PLANNED REVENUE (in millions of dollars)

	Forecast 2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
<i>Operational Revenues</i>						
Entrance Fees	28.0	28.4	28.5	28.5	28.5	28.5
Recreational Fees	19.8	19.1	19.4	19.4	19.4	19.4
Rents from Land, Buildings, and Concessions	12.0	12.0	12.0	12.0	12.0	12.0
Other	4.0	4.0	4.0	4.0	4.0	4.0
Total Operational Revenues	63.8	63.5	63.9	63.9	63.9	63.9
<i>Townsites Revolving Fund</i>						
Municipal Fees	3.9	3.9	3.9	3.9	3.9	3.9
Subsidies	6.2	6.2	6.2	6.2	6.2	6.2
Total Townsites Revolving Fund	10.1	10.1	10.1	10.1	10.1	10.1
<i>Enterprise Units Revolving Fund</i>						
Hot Springs Revenues	4.4	4.4	4.4	4.4	4.4	4.4
Golf Course Revenues	0.9	0.9	0.9	0.9	0.9	0.9
Total Enterprise Units Revolving Fund	5.3	5.3	5.3	5.3	5.3	5.3
SUB-TOTAL	72.9	78.9	79.3	79.3	79.3	79.3
NEW NATIONAL PARKS AND NATIONAL HISTORIC SITES ACCOUNT						
Sales of Land and Buildings	1.0	1.0	0.5	0.5	0.5	0.5
TOTAL NEW NATIONAL PARKS AND NATIONAL HISTORIC SITES ACCOUNT	1.0	1.0	0.5	0.5	0.5	0.5
GROSS REVENUES	80.2	79.9	79.8	79.8	79.8	79.8
REVENUES NET OF REVOLVING FUND SUBSIDIES	74.0	73.7	73.6	73.6	73.6	73.6

TABLE 4 — PLANNED USE OF FUNDS BY BUSINESS AND SERVICES LINES
(in millions of dollars)

	Forecast 2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
<i>Stewardship of National Heritage Places</i>						
Establishment of National Heritage Places	24.8	20.7	20.0	20.3	19.9	19.7
Heritage Resources Protection	157.6	131.4	127.1	129.3	126.5	125.0
Heritage Presentation	42.8	35.7	34.5	35.1	34.3	34.0
Sub-Total	225.2	187.8	181.6	184.7	180.7	178.7
<i>Use and Enjoyment by Canadians</i>						
Visitors Services	125.5	109.2	102.3	106.5	102.5	100.5
Townsites	20.0	19.0	19.0	19.0	19.0	19.0
Through Highways	22.0	22.0	22.0	22.0	22.0	22.0
Sub-Total	167.5	150.2	143.3	147.5	143.5	141.5
<i>Corporate Services</i>						
Management of Parks Canada	40.5	37.1	37.1	36.4	36.4	36.4
People Management	11.0	11.0	11.0	11.0	11.0	11.0
Sub-Total	51.5	48.1	48.1	47.4	47.4	47.4
TOTAL	444.2	386.1	373.0	379.6	371.6	367.6

TABLE 5 — PLANNED USE OF FUNDS BY TYPE OF EXPENDITURE
(in millions of dollars)

	Forecast 2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
<i>Type of Expenditures</i>						
Salaries and Wages	170.4	171.0	171.0	171.1	171.1	171.1
Employee Benefit Plans	31.4	33.2	33.2	33.1	33.1	33.1
Operating Goods and Services	128.9	121.0	121.0	125.5	125.5	125.5
Capital	107.6	59.0	46.3	49.3	41.3	37.3
Grants and Contributions	5.9	1.9	1.5	0.6	0.6	0.6
TOTAL *	444.2	386.1	373.0	379.6	371.6	367.6

NEW NATIONAL PARKS AND NATIONAL HISTORIC SITES ACCOUNT

<i>Type of Expenditures</i>						
Capital	6.2	3.2	1.7	2.6	2.6	2.6
Planning/Negotiating						
New National Parks and National Sites	2.6	2.6	2.6	2.6	2.6	2.6
Contributions (Cost-Sharing)	2.2	1.7	1.3	0.4	0.4	0.4
TOTAL	11.0	7.5	5.6	5.6	5.6	5.6

* Totals include expenditures out of the New National Parks and National Historic Sites account

TABLE 6 — REPRESENTATIVE PLANNED MAJOR CAPITAL PROJECTS EXCEEDING \$2 MILLION AND DEVELOPMENT PROGRAM (in million of dollars)

	Total Estimated Cost	Expenditures to March 31 2001	2001-02	2002-03	2003-04	Future Year Spending
<i>Stewardship of National Heritage Places</i>						
Northwest Territories						
Tuktut Nogait West Development	5.9	3.6	1.3	0.5	0.5	-
Nunavut						
Sirmilik Development	6.0	1.0	0.9	0.9	0.9	2.3
British Columbia						
Gwaii Haanas Development	20.0	18.0	1.7	0.3	-	-
Gulf of Georgia Cannery Restoration and Development	7.6	7.2	0.4	-	-	-
Ontario						
Bruce Peninsula Land Acquisition	13.5	6.2	0.3	0.3	0.3	6.4
Quebec						
Lachine Canal Heritage Commemoration	6.9	2.4	1.8	1.6	1.1	-
Lachine Canal Locks and Bridge Clearance	25.3	17.4	7.0	0.4	0.5	-
Lachine Canal Peel Basin Excavation	5.0	4.0	1.0	-	-	-
Fortifications de Québec Nouvelles casernes	12.1	11.8	0.4	-	-	-
Fort Temiscamingue's Implementation	3.6	3.1	0.2	0.1	0.1	0.1
Grosse Île & Irish Memorial Site Development	19.1	18.5	0.6	-	-	-
Saguenay Marine Park Development	29.3	25.1	1.3	1.2	1.2	0.5
Nova Scotia						
Fortress of Louisbourg Sprinkler System Replacement	7.5	5.2	1.1	0.9	0.0	-
Fortress of Louisbourg - Roofing Kings Bastion	2.7	-	0.3	1.0	1.3	-
<i>Use and Enjoyment by Canadians</i>						
British Columbia						
Mount Revelstoke Glacier - Trans Canada Highway Snowshed Lighting	2.5	-	1.0	1.5	-	-
Alberta						
Banff - Icefield Parkway Repair	2.1	-	2.1	-	-	-
Saskatchewan						
Prince Albert National Park of Canada Waskesiu Sewage Treatment Plant	3.7	1.2	2.0	0.5	-	-

TABLE 6 — REPRESENTATIVE PLANNED MAJOR CAPITAL PROJECTS EXCEEDING \$2 MILLION AND DEVELOPMENT PROGRAM (in million of dollars) *continued*

	Total Estimated Cost	Expenditures to March 31				Future Years Spending
		2001	2001-02	2002-03	2003-04	
Manitoba						
Wapusk Visitor Reception Centre	3.1	0.5	1.8	0.8	-	-
Ontario						
Bruce Peninsula Visitor Centre	7.3	0.3	0.9	2.9	3.1	0.1
Quebec						
La Mauricie National Park of Canada - Park Enhancement	6.2	4.9	1.3	-	-	-
New Brunswick						
Fundy Highway 114 Repavement	10.9	2.6	-	-	-	8.3
Nova Scotia						
Grand Pré Visitor Centre	2.0	0.2	0.9	0.9	-	-
Newfoundland						
Emergency Repairs Trans Canada Highway - Terra Nova National Park of Canada	8.1	1.8	6.3	-	-	-



APPENDIX 1: SUMMARY OF PARKS CANADA CORPORATE PLAN FOR 2001-06

MANDATE:

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

Summary of Parks Canada Corporate Plan: 2001-2002 to 2005-2006

Business Line Business Line #1: *Stewardship of National Heritage Places*
Key Result The establishment, protection and presentation of places that are of natural and cultural heritage significance

SERVICE LINE:	1: ESTABLISHMENT OF NATIONAL HERITAGE PLACES	2: HERITAGE RESOURCE PROTECTION	3: HERITAGE PRESENTATION
Strategic Objectives	To work toward completing the systems of national parks and national marine conservation areas in representing all of Canada's terrestrial and marine regions and to enhance the system of national historic sites which commemorates Canada's history.	As the first priority, to ensure the ecological integrity of national parks, the commemorative integrity of national historic sites and the sustainability of national marine conservation areas.	Ensure that commemorative and ecological integrity values are understood and supported by Parks Canada's stakeholders and the public.

Planned Results	Creation of new national parks and new national marine conservation areas in unrepresented regions and completion of unfinished parks. Designation and commemoration of new national historic sites, persons and events of national historic significance, particularly in under-represented priority areas.	Maintain or restore ecological integrity of national parks and the sustainability of national marine conservation areas Maintain or improve commemorative integrity of national historic sites.	Increased awareness, understanding of and support for the values of national parks and national historic sites.
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Key Activities	<ul style="list-style-type: none"> • Complete feasibility studies and negotiations to represent two new terrestrial regions and one new marine region based on the availability of funding. • Make progress towards the completion of land assembly in unfinished parks. • Consult and provide research support from 2001-2002 to 2005-2006 to identify and designate 135 new sites, persons and events of which 55 will commemorate Aboriginal, women's and ethno-cultural communities' history. 	<p>Continue to implement the recommendations from the Minister's Panel on Ecological Integrity of Canada's National Parks with a focus on :</p> <ul style="list-style-type: none"> - strengthening and integrating science and monitoring into decision making - specific actions in support of ecological integrity • Develop Commemorative Integrity Statements for 90% of national historic sites administered by Parks Canada by 2002-2003 and 100% by 2003-2004. • Obtain ministerial approval of management plans for 145 national historic sites by December 2003. • Evaluate the commemorative integrity of 14 sites before the end of March 2002 and 15 sites in 2003 and 2004. 	<ul style="list-style-type: none"> • Develop and implement the integrated heritage communication strategy Engaging Canadians for: <ul style="list-style-type: none"> Agency (Corporate) Communications - inform target audiences of Parks Canada's systems, mandate and issues - influence expectations and perceptions of Parks Canada Education Communications - educate audiences about values and benefits of heritage places/systems; create a sense of Canadian identity - connect Canadians with one another and to their heritage through knowledge and understanding of national parks, national historic sites and national marine conservation areas - influence perceptions of and build support for heritage conservation - encourage audiences to take action locally and nationally • Implement Renewal of Heritage Presentation Programming Action Plan as funding becomes available.
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Performance Expectations	<ul style="list-style-type: none"> • Sign agreements to establish two new national parks based on the availability of funding. • Continue negotiations to establish one new marine region. • 135 new designations by March 2006 of which 55 will be in priority areas. 	<ul style="list-style-type: none"> • Improve the suite of ecological integrity indicators by March 2003. • Update reporting framework and expand monitoring system by March 2004. • Evaluate all 145 national historic sites it administers by 2011, with 14 new evaluations conducted yearly 	<ul style="list-style-type: none"> • Performance framework for Engaging Canadians to be developed by March 2002. • Utilization and understanding targets to be developed in 2001-2002. • Satisfaction targets of Heritage Presentation products and services: 85% overall satisfied, 50% very satisfied 2002.
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Business Line	Business Line #2: <i>Use and Enjoyment by Canadians</i>		
Key Result	Canadians use and enjoy national heritage places while supporting and participating in the conservation of Canada's heritage		
SERVICE LINE:	4. VISITOR SERVICES	5. TOWNSITES	6. THROUGH HIGHWAYS
Strategic Objectives	To provide visitors with services to enable them to safely enjoy and appreciate heritage places, while ensuring that the associated levels of impact on resources are minimized.	Park communities are effectively governed and efficiently administered as models of sustainability.	To maintain reliable, safe through-traffic that minimizes ecological impact.
Planned Results	Visitor expectations and use are managed to ensure visitor satisfaction and minimize impacts on natural and cultural resources.	Park communities have sound management practices and are leaders in environmental stewardship.	Highways remain open to through traffic and interventions are designed to minimize ecological impact.
Key Activities	<ul style="list-style-type: none"> • Develop and implement the Engaging Canadians strategy for Program Service Communications: <ul style="list-style-type: none"> - inform target audiences about the scope of systems, heritage experiences, requirements for conservation - influence current and potential visitors' expectations, perceptions and behaviours - encourage participation in heritage experiences by new and existing audiences - foster sensitive, sustainable and safe use by visitors and travel trade • Develop strategies to influence the expectations, behaviours and satisfaction of those who use and market national protected heritage places to ensure that type, level and timing of use reflect the capacity of ecosystems. • Develop a targeted plan to help implement the Government Service Improvement Initiative. • Develop approaches to deliver visitor services electronically. • Prevent public safety incidents through public safety plans and co-operative initiatives with partners. 	<ul style="list-style-type: none"> • Develop no net negative environmental impact frameworks (3NEI), reporting tools and action plans for each townsite. • Implement land rent review decisions options. • Develop new regulations and amend existing regulations to more effectively manage development and land use in national park communities. 	<ul style="list-style-type: none"> • Apply funding received to priority health and safety concerns on through highways. • Maintain highways passing through national parks/national historic sites and develop a long-term financial strategy for recapitalization.
Performance Expectations	<ul style="list-style-type: none"> • Visitor service satisfaction targets: 85% overall satisfied, 50% very satisfied 2002. • Expand visitor impact indicators by March 2004. • Establish public safety framework by March 2002. 	<ul style="list-style-type: none"> • Approved plan for Jasper by March 2002. • Report on environmental performance by March 2002. • 100% cost recovery for municipal services. 	<ul style="list-style-type: none"> • Highways open to through traffic • Ecological reporting framework by March 2003.

Business Line Business Line #3: *Corporate Services*
Key Result Parks Canada's strong leadership, both directly and indirectly, in effectively and efficiently managing its resources to protect and present heritage places

SERVICE LINE: **7: MANAGEMENT OF PARKS CANADA** **8: PEOPLE MANAGEMENT**

Strategic Objectives To maintain or improve management integrity, particularly focussing on effective decision making and results-based management.

To manage Human Resources so that a qualified Parks Canada workforce, representative of the Canadian population, works in a positive and enabling environment.

Planned Results Improved management frameworks to ensure effective decision making and accountability.

Enhanced participation of Aboriginal peoples in Canada's heritage places.

Improved work environment, workplace renewal and representativeness.

- Key Activities**
- Implement performance information action plan.
 - Develop and implement a national information management system.
 - Apply funding received for asset improvement to address health and safety issues and ensure protection of cultural resources and greening of Parks Canada operations.
 - Implement an asset management framework to support the effective and efficient management of the asset portfolio.
 - Enhance community relations with Aboriginal peoples.
 - Increase Aboriginal interpretive programming at parks and sites.
 - Improve economic partnerships with Aboriginal Peoples.
 - Enhance Aboriginal employment.
 - Undertake national historic sites system initiatives related to Aboriginal Peoples.
 - Implement workforce renewal including critical succession needs.
 - Implement the people management components of the Agency's accountability framework focussing on an integrated compensation framework, a classification system and collective bargaining.
 - Advance employment equity and diversity commitments with emphasis on visible minorities and persons with disabilities.

Performance Expectations

- Complete Modern Comptrollership capacity check and action plan by June 2002
- Performance indicators and information systems for reporting for all planned results by March 2005.
- Key performance measurement indicators by March 2004.
- Workforce representative of both official language groups.
- Workforce representative of employment equity groups.

Targets to be determined.

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APPENDIX 2: SUSTAINABLE DEVELOPMENT STRATEGY

The 2001-2004 Parks Canada *Sustainable Development Strategy* (SDS) has been integrated throughout the Parks Canada 2001 *Corporate Plan*. The following table summarizes the SDS strategic objectives (formerly called goals), planned results (formerly called objectives) and key activities that appear elsewhere in the Corporate Plan. In addition, the following table includes specific SDS targets. This table reflects minor revisions to update the 2001-2004 SDS which was released in February 2001.

Planned Results	Key Activities	Target
Service Line 1. ESTABLISHMENT OF NATIONAL HERITAGE PLACES Strategic Objective. To work toward completing the systems of national parks and national marine conservation areas in representing all of Canada's terrestrial and marine regions and to enhance the system of national historic sites which commemorates Canada's history.		
Creation of new national parks and new national marine conservation areas in unrepresented regions and completion of unfinished parks.	Conduct feasibility studies, negotiate park and national marine conservation area agreements and acquire/assemble lands.	Sign agreements to establish two new national parks based on the availability of funding. Continue negotiations to establish one new national marine conservation area.
Designation and commemoration of new national historic sites, persons and events of national historic significance, particularly in under-represented priority areas.	Consult and provide research support to identify and designate national historic sites.	135 new designations, 55 of which will commemorate Aboriginal, women's and ethno cultural communities' history by March, 2006.
Service Line 2: HERITAGE RESOURCE PROTECTION Strategic Objective. As the first priority, to ensure the ecological integrity of national parks, the sustainability of national marine conservation areas and the commemorative integrity of national historic sites.		
Maintain or restore ecological integrity of national parks and the sustainability of national marine conservation areas.	Action will be taken to address priority recommendations of the Panel on Ecological Integrity.	Report yearly on the status of implementation.
	Undertake the preparation of recovery plans for species at risk.	Lead the implementation of the recovery plans for eight species at risk by March 2004.

Planned Results	Key Activities	Target
	Improve Environmental Management throughout Parks Canada's operations.	<ul style="list-style-type: none"> Complete inventories and establish procedures to ensure full compliance with regulations in management of PCBs, petroleum storage tanks and halocarbons by September 2001. Reduce green house gas emissions within Parks Canada's operations 5.2% from 1998 levels by 2010.
Maintain or improve commemorative integrity of national historic sites.	Complete management plans for national historic sites administered by Parks Canada.	Complete management plans for 145 national historic sites by December 2003.
	Develop Commemorative Integrity Statements for 75% of national historic sites administered by Parks Canada by 2001-2002, 90% by 2002-2003 and 100% by 2003-2004.	Evaluate 14 new sites yearly.

Service Line 3: HERITAGE PRESENTATION

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

Increased awareness, understanding of and support for the values of national parks and national historic sites.	Renew heritage presentation function by increasing emphasis on ecological integrity and commemorative integrity messages.	Develop target by January 2002.
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Service Line 4: VISITOR SERVICES

Strategic Objective. To provide visitors with services to enable them to enjoy and appreciate heritage places, while ensuring that the associated levels of impact on resources are minimized.

Visitor expectations and use are managed to insure visitor satisfaction and minimize environmental impacts.	Work with the tourism industry to influence messaging and practices so that they are consistent with commemorative and ecological integrity values.	Develop evaluation framework by March 2002 and conduct evaluation by March 2003.
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Planned Results	Key Activities	Target
<p>Service Line 5. TOWNSITES Strategic Objective. Park communities are effectively governed and efficiently administered as models of sustainability.</p>		
<p>Park communities have sound management practices and are leaders in environmental stewardship.</p>	<p>Work with community groups to develop community plans for the towns where current approved plans do not exist.</p>	<p>Complete the Lake Louise Community Plan and the Jasper Community Plan by September 2001.</p>
	<p>Work with community groups to create no net negative environmental impact framework documents and reporting tools for each townsite.</p>	<p>Develop frameworks for six communities including reporting tools for achieving no net environmental effects by March 2003.</p>

APPENDIX 3: ENVIRONMENTAL IMPACT ASSESSMENT



Summary

The proposal is likely to affect the number, location, type and characteristics of sponsored initiatives which would be subject to project-level environmental assessments, as required by the Canadian Environmental Assessment Act and Parks Canada’s management directive on environmental assessment.

The overall contribution of the plan to the ecological and commemorative integrity of heritage places is not expected to cause any unacceptable environmental impacts assuming the recommended mitigation measures are put in place. From these, implementation of the Minister’s Action Plan to restore and maintain ecological integrity and budget arrangements to better fund the Heritage Resource Protection Program during the planning period reflects Parks Canada’s priorities of ecological and commemorative integrity. Given the strategic nature of the plan, it will be necessary to tailor the priorities in the plan related to the environmental, social and economic characteristics of each field unit and on legal obligations pertaining to the preservation of ecological integrity. These policies could be provided for the preparation of the marketing, business and management plans of the field units.



APPENDIX 4: GLOSSARY OF TERMS

Assets

Parks Canada owns and manages an inventory of 15,233 contemporary assets (75% of total asset value), 2,398 cultural assets (24%) and 1,023 heritage presentation assets (1%).

Contemporary assets include campgrounds, visitor reception centres, roads and highways, bridges, contemporary canal locks and dams, water and water waste facilities, all of which are used by the visitors and resident public. In addition, Parks Canada has holdings in administration facilities, staff houses, works compounds as well as a fleet of vehicles and heavy equipment. Parks Canada applies a comprehensive condition rating program to the management of its assets based on risk to asset, health and safety, level of service and overall asset condition.

Cultural assets are core to Parks Canada's mandate and the Agency is responsible for their preservation and protection for future generations. Cultural assets are defined as Level I and II and are located in national historic sites and national parks. Cultural assets include built assets (buildings, bridges, fortifications, marine works, grounds, monuments and plaques), collections and in-situ archeological resources.

Heritage presentation assets are the physical products, tools or venues which assist in delivering education information about the significance of Parks Canada and the natural and cultural heritage of the country. These include exhibits, interpretive signage, audio visual productions and equipment.

Commemoration

Ministerial recognition of the national significance of specific lands or waters by acquisition or by agreement, or by another means deemed appropriate within the Minister's authority for purposes of protecting and presenting heritage places and resources, erection of a plaque or monument.

Commemorative Integrity

Commemorative integrity is defined as the health and wholeness of a national historic site. It is achieved when resources that symbolize or represent the site's importance are not impaired or under threat, reasons for the site's national significance are effectively communicated to the public and the site's heritage values are respected in all decisions and actions affecting the site.

Ecological Integrity

"Ecological integrity means, with respect to a park, a condition that is determined to be characteristic of its natural region and likely to persist, including abiotic components and the composition and abundance of native species and biological communities, rates of change and supporting processes".

