

PARKS CANADA AGENCY

Corporate Plan
2003/04 - 2007/08



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.

2002

PARKS CANADA AGENCY

Corporate Plan 2003/04 – 2007/08

ORCHID
Prince Albert
National Park –
Photo by
M. Syroteuk (1985)

Prince Edward Island
National Park
Barrett & MacKay

Carleton Martello
Tower National
Historic Site
Brian Townsend
(2000)

BIG HORN SHEEP
Jasper National Park
Parks Canada

Bottom Landscape

Snowy Mountain, Mount Revelstoke National Park, Parks Canada
Lake and mountains, Parks Canada
Motherwell Homestead, Parks Canada
Fortress of Louisbourg, Parks Canada
Château Frontenac, P. St.-Jacques, 1994
Fall foliage, Parks Canada, Michael Wood, 1997
Waves, Parks Canada, André Cornellier, 1991

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the Chief Executive Officer of Parks Canada, 2002

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EXECUTIVE SUMMARY

INTRODUCTION

Canada has the distinction of having established the first park system in the world. Over the years, this family of protected heritage areas managed by Parks Canada has grown to include 146 National Historic Sites, 40 National Parks and two National Marine Conservation Areas.

These special places are consistently at the top of public opinion polls that identify our most powerful national symbols. They promote a sense of belonging to the country and bring expression to Canadian values. They are located throughout our vast nation and are part of the daily fabric in over 400 communities. Many are integrally linked to Aboriginal peoples who share stewardship responsibilities with Parks Canada.

These systems of special places were created to be used and enjoyed by Canadians to foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

National parks, national historic sites and national marine conservation areas are centerpieces of Canadian tourism. They expand and diversify Canada's tourism base, most notably outside of urban areas. Together, they contribute over \$1.2 billion annually to the gross domestic product and the equivalent of 38,000 full-time jobs. Recent studies have shown that for every dollar invested in Parks Canada programs, there is a \$3.50 impact on gross domestic product.

National parks also contribute significantly to environmental and human health priorities. They function as carbon sinks in helping to combat greenhouse gases, help to ensure the protection of watersheds that supply clean drinking water, serve as critical habitat for species at risk, and act as reservoirs of biodiversity.

Parks Canada's systems of National Historic Sites, heritage railway stations and federal heritage buildings serve as models for retaining and restoring our heritage building stock.

Establishing, protecting and presenting national parks, national historic sites, and national marine conservation areas also contributes significantly to Canada's sustainable development strategy. These special places face ongoing challenges. Existing parks and sites are under pressure from a wide range of internal and external sources. The national parks system is only two thirds complete, and finding suitable ecologically intact sites in many of the remaining unrepresented natural

regions is becoming increasingly difficult. Similarly, Canada has lost over one-quarter of its heritage buildings over the last 30 years, pointing to the necessity of identifying and implementing measures to help protect our built history on an ongoing basis. The fledgling system of national marine conservation areas requires a concerted effort to protect representative examples of our marine ecosystems.

Parks Canada cannot do it alone. Canadians value these special places and the more they know about them and appreciate their significance, the more likely they will be to support the work required to assure their protection.

By raising public awareness about these special places, Parks Canada can help to ensure that visitors, stakeholders and the general public become our ambassadors and our partners in stewardship.

With these challenges in mind, Parks Canada has established a number of priorities for this Corporate Plan:

- establish new national parks and national marine conservation areas and designate new national historic sites in unrepresented areas;
- 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;
- engage Canadians so that they feel a strong connection to Canada's protected heritage areas;
- maintain quality service to visitors;
- ensure a professional and representative workforce; and
- ensure adequate long-term funding and financial sustainability of the Parks Canada program.

ESTABLISHMENT OF NATIONAL HERITAGE PLACES

The Agency has been allocated additional funding to support the Government of Canada's Action Plan to protect Canada's natural and cultural heritage. Over five years, Parks Canada will receive \$144 million for the establishment of ten new national parks and five new national marine conservation areas, and to add land to three existing national parks to enhance their representation of natural regions.

HERITAGE RESOURCE PROTECTION

Ecological integrity is the first priority in the management of national parks, to ensure that future generations can appreciate and benefit from these special places. Parks Canada has received \$75 million over 5 years to restore the health of Canada's 40 existing national parks. This will support the Government's September 2002 Speech from the Throne commitment to

“implement a plan to restore existing parks to ecological health”. It will set into motion an integrated strategy which aims to:

- enhance our understanding about what is changing in the parks;
- understand why these changes are taking place; and
- take action to address the changes.

The Agency’s policy on cultural resource management provides the framework for the long-term protection, presentation, and monitoring of national historic sites and for reporting on them. It has become a model for other organizations and institutions both nationally and internationally. By December 2004, the approval of management plans for 121 of the 146 sites administered by Parks Canada will provide national direction for the protection and presentation of national historic sites and their associated resources. The management plans for the additional 24 sites are expected by December 2005.

HERITAGE PRESENTATION

Interpretation, education and outreach initiatives at national historic sites and at national parks constitute the most highly valued programs offered in the Parks Canada Agency. 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 to help Canadians understand and enjoy these special places, feel an emotional connection to them and a sense of ownership.

Targeted resources will also be dedicated to communications, education and interpretation programs administered by Parks Canada. In addition, financial resources will be directed to restore and update 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.

Over time, utilizing its existing resources Parks Canada will endeavour to increase its presence in urban centres. 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. The Agency goal is to ensure Canadians enjoy and appreciate their heritage places. Parks Canada will continue offering high quality services to visitors in both official languages.

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

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 outstanding 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 comprehensive review of the existing infrastructure within our heritage places 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 and diminishes the visitor experience. Parks Canada has received \$138 million in new one-time funding from 2001-2002 to 2004-2005 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.

Alan Latourelle
Chief Executive Officer,
Parks Canada Agency

INTRODUCTION



This Corporate Plan is addressed to Canadians, parliamentarians, friends of Parks Canada and to staff. It communicates adjustments to the path laid out in the last Corporate Plan to reach the Agency's goals. The Agency Annual Report shows Parks Canada's progress in achieving those goals.

To aid the new reader, this text starts with an explanation of the profile of the Agency through its legislative authorities, and organizational approach. It continues with an environmental scan before presenting the Agency's strategic objectives and the system-wide strategies to accomplish those objectives. Financial information completes this summary document.

This *Parks Canada Agency Corporate Plan* presents revisions to cross-Canada key activities and investment strategies for the period 2003-2004 to 2007-2008. It provides revisions to Agency priorities, and consequential changes to system-wide performance expectations as a result of decisions and events since the last Corporate Plan. That document is available, along with other key documents referred to, on the Parks Canada Website at: www.parkscanada.gc.ca under Library. Other documents which may be of interest include: the *Parks Canada Agency Report on Plans and Priorities (RPP)*, the *Parks Canada Agency Annual Report*, the *Parks Canada Agency State of Protected Heritage Areas Report*, and the *Sustainable Development Strategy 2001-2004*.



PARKS CANADA AGENCY PROFILE

AGENCY STATUS AND AUTHORITIES

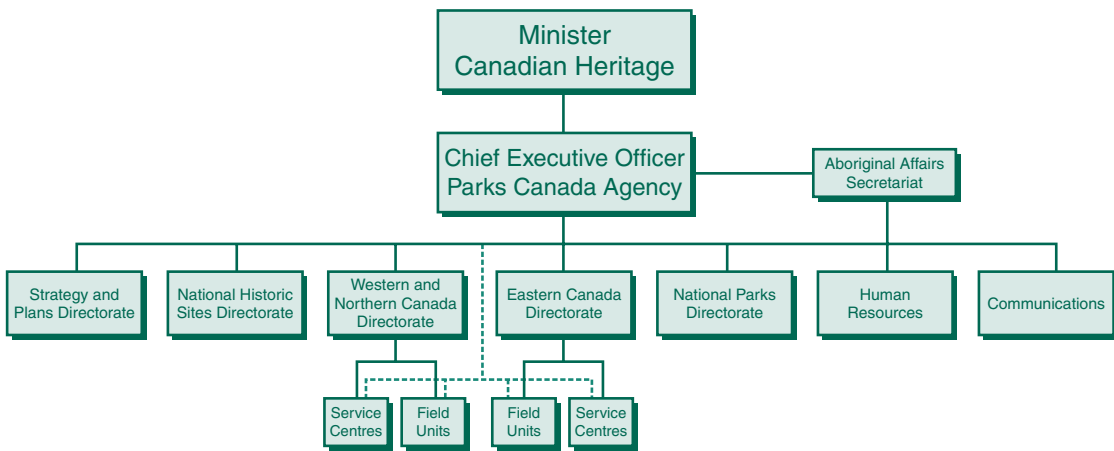
The Parks Canada Agency was established in December 1998 as a “departmental corporation” under Schedule II of the *Financial Administration Act*. This means that Parks Canada is a separate legal entity, dedicated to delivering the programs set out within the Agency’s legislation and policy authorities. 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, the Mountain Parks, Northern Parks, Service Centres, and 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 management and 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 operational 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. The proximity of the field units 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; 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. Service Centres report to the Executive Director, Service Centres 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

The national marine conservation areas program was established to protect and conserve for all time national areas of Canadian significance that are representative of the country's oceans environments and the Great Lakes and to encourage public understanding, appreciation and enjoyment of this marine heritage so as to leave it unimpaired for future generations. Passage of the *Canada National Marine Conservation Areas Act* in 2002 now provides a legislative framework for the program.

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 Organisation's 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, teachers and volunteers; and
- Environmental and conservation organizations

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'S 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 historic sites and national marine conservation areas. *Management plans* are prepared in consultation with Canadians for each heritage place administered by Parks Canada. They are a long-term blueprint for conservation, presentation, development and operations, and 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 periods. In order to fully integrate sustainable development concepts and practices into the delivery of Parks Canada programs, the Agency has combined its Sustainable Development Strategy into its Corporate Plan. The *Departmental Performance Report* and *Annual Report* state yearly accomplishments, the use of financial resources and will report on application of sustainable development strategies.

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 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.

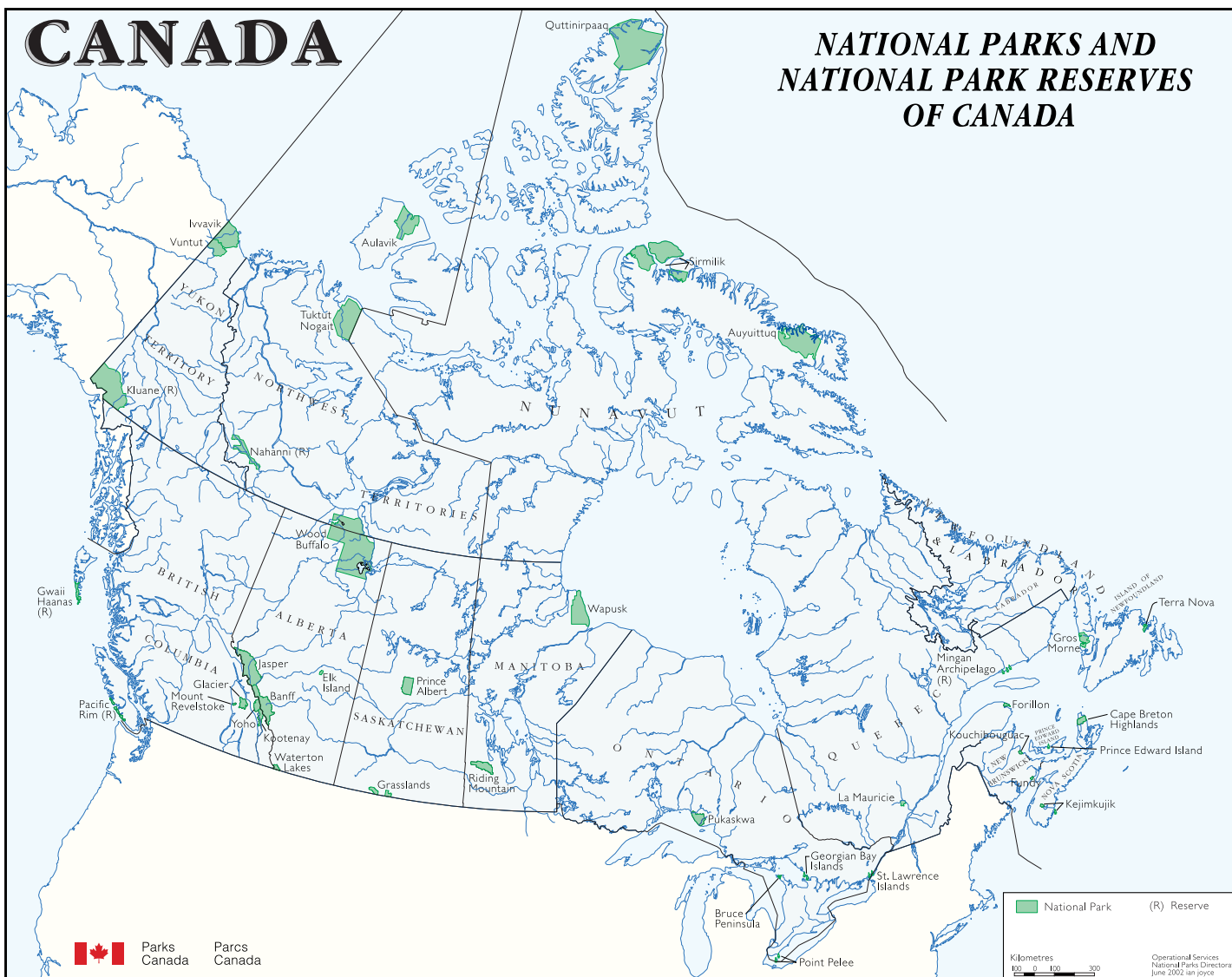
Parks Canada consults continuously and extensively on all aspects of its programs and operations. The results of these consultations form the basis of park and site management plans, field unit business plans, corporate strategic direction and plans. They also serve directly or indirectly to shape our Sustainable Development Strategy.

The *Parks Canada Agency Act* requires that the Agency consult on management plans for national parks and national historic sites, national marine conservation areas, and national park communities. These plans lay out the future development of each site including strategies for protecting the ecological integrity and ensuring the commemorative integrity of the site while balancing other economic and social interests in these national heritage places.

The Minister of Canadian Heritage convenes the Minister's Round Table on Parks Canada every second year, as required under the *Parks Canada Agency Act*. The Round Table gives the opportunity for an invited group of stakeholders to share their views on Parks Canada's programs and performance and also to comment on the strategic direction that Parks Canada is taking in managing its national parks, national historic sites of Canada and in its planning for future parks, sites and proposed national marine conservation areas.

Finally, there are on-going forums for consulting stakeholders and visitors including a variety of local national park and historic site management advisory groups, cooperative management boards, and other forms of local and regional input into Parks Canada's operations. Parks Canada is involved in hundreds of meetings involving individuals and stakeholder groups.

Reports and plans are available on the Parks Canada website at: www.parkscanada.gc.ca.





The 146 national historic sites of Canada administered by Parks Canada

Newfoundland and Labrador

1. Cape Spear
2. Signal Hill
3. Hawthorne Cottage
4. Castle Hill
5. Ryan Premises
6. L'Anse aux Meadows
7. Port au Choix
8. Red Bay
9. Hopedale Mission

Nova Scotia

10. Fortress of Louisbourg
11. Marconi
12. Grassy Island Fort
13. St. Peters Canal
14. St. Peters
15. Alexander Graham Bell
16. Fort McNab
17. Georges Island
18. Halifax Citadel
19. Prince of Wales Tower
20. York Redoubt
21. Fort Edward
22. Grand-Pré
23. Kejmkujik
24. Fort Anne
25. Scots Fort
26. Port-Royal

Prince Edward Island

27. Fort-la-Joye-Fort Amherst
28. Ardgowan
29. Province House
30. Dalvay-by-the-Sea Hotel

New Brunswick

31. Fort Gaspereaux
32. Fort Beauséjour
33. La Coupe Dry Dock
34. Monument Lefebvre
35. Boishébert
36. Beaubears Island Shipbuilding
37. Carleton Martello Tower
38. St. Andrews Blockhouse

Quebec

39. Battle of the Restigouche
40. Pointe-au-Père Lighthouse
41. Grosse Île and the Irish Memorial
42. Lévis Forts
43. Saint-Louis Forts and Châteaux
44. Cartier-Brébeuf
45. Fortifications of Québec
46. Maillou House
47. Québec Garrison Club
48. Montmorency Park
49. Louis S. St. Laurent
50. Forges du Saint-Maurice
51. Saint-Ours Canal
52. Chambly Canal
53. Fort Chambly
54. Fort Lennox
55. The Fur Trade at Lachine
56. Lachine Canal
57. Louis-Joseph Papineau
58. Sir George-Étienne Cartier
59. Battle of the Châteauguay
60. Sainte-Anne-de-Bellevue Canal
61. Sir Wilfrid Laurier

Quebec (continued)

62. Coteau-du-Lac
63. Carillon Barracks
64. Carillon Canal
65. Manoir Papineau
66. Fort Témiscamingue

Ontario

67. Glengarry Cairn
68. Sir John Johnson House
69. Inverarden House
70. Battle of the Windmill
71. Fort Wellington
72. Laurier House
73. Rideau Canal
74. Merrickville Blockhouse
75. Bellevue House
76. Murney Tower
77. Shoal Tower
78. Cathcart Tower
79. Fort Henry
80. Trent – Severn Waterway
81. Peterborough Lift Lock
82. Mnjikaning Fish Weirs
83. HMCS Haida
84. Navy Island
85. Queenston Heights
86. Butler's Barracks
87. Fort George
88. Fort Mississauga
89. Mississauga Point Lighthouse
90. Bethune Memorial House
91. Saint-Louis Mission
92. Woodside
93. Southwell Earthworks

Ontario (continued)

94. Point Clark Lighthouse
95. Fort Malden
96. Bois Blanc Island Lighthouse
97. Fort St. Joseph
98. Sault Ste. Marie Canal

Manitoba

99. York Factory
100. Prince of Wales Fort
101. Lower Fort Garry
102. St. Andrew's Rectory
103. The Forks
104. Riel House
105. Riding Mountain Park East Gate Registration Complex
106. Linear Mounds

Saskatchewan

107. Fort Espérance
108. Fort Pelly
109. Fort Livingstone
110. Motherwell Homestead
111. Batoche
112. Battle of Fish Creek
113. Fort Battleford
114. Frenchman Butte
115. Fort Walsh

Alberta

116. Frog Lake
117. First Oil Well in Western Canada
118. Bar U Ranch
119. Rocky Mountain House
120. Skoki Ski Lodge

Alberta (continued)

121. Cave and Basin
122. Howse Pass
123. Banff Park Museum
124. Abbot Pass Refuge Cabin
125. Sulphur Mountain Cosmic Ray Station
126. Jasper Park Information Centre
127. Athabasca Pass
128. Yellowhead Pass
129. Jasper House
130. Henry House

British Columbia

131. Kicking Horse Pass
132. Twin Falls Tea House
133. Rogers Pass
134. Fort Langley
135. Stanley Park
136. Gulf of Georgia Cannery
137. Fisgard Lighthouse
138. Fort Rodd Hill
139. Fort St. James
140. Kitwanga Fort
141. Nan Sdins
142. Chilkooot Trail

Yukon Territory

143. S.S. Klondike
144. Dredge N° 4
145. Dawson Historical Complex
146. S.S. Keno

ENVIRONMENTAL SCAN



The most significant developments influencing the Parks Canada Agency operating environment are, without a doubt, the announcement by the Prime Minister in October 2002 of the Government Action Plan to Protect Canada's Natural Heritage and the 2003 Federal Budget which provides the resources for its implementation. The Government committed to create ten new national parks, five new national marine conservation areas, and expand three existing national parks over the next five years, and to protect significant historic sites and buildings. The Throne Speech and budget also provided the commitment and funding to begin to address ecological integrity issues in existing national parks. While much of the work to establish new national parks and national marine conservation areas has begun, the completion of planning, negotiation of park agreements, land purchase and ongoing operations will be a major undertaking for the Agency. *Budget 2003* also provided financial incentives over three years to compensate business for a portion of costs incurred in restoring heritage buildings.

In June 2002 the *Canada National Marine Conservation Areas Act* was proclaimed. Parks Canada has responsibility under the Act to establish national marine conservation areas (NMCA) to represent Canada's 29 marine regions, including stewardship of ecological processes and systems essential to maintaining biodiversity. These new responsibilities will influence Parks Canada as it builds organizational capacity to carry out the mandate.

A strong and trusting relationship with Aboriginal communities, both in areas where land claim negotiations involve Parks Canada and in general with all Native communities is essential to future mandate achievement. Parks Canada continues to participate as a senior member of federal teams negotiating land claim agreements with Aboriginal communities, both to establish new national parks and national park reserves and to convert existing national park reserves to national park status.

Polling done by Parks Canada in 2002 shows that nearly 25% of Canadians visited a national park in the past year, and 8% have visited a national historic site. Polling also underscored strong support among Canadians for national systems of protected natural and cultural areas; however, awareness that Parks Canada has a responsibility to carry out this mandate is very weak. There is a very strong opinion among Canadians familiar with the Agency that it does an excellent job carrying out its protection responsibilities. The generally low level of specific awareness of Parks Canada's stewardship of these cultural and natural treasures points to an urgent challenge ahead to fully

engage Canadians in our mandate, to increase understanding of Canada's natural and cultural heritage, to provide greater learning opportunities, and to closely associate the Agency with these heritage assets that Canadians clearly support.

Census data released in 2002 reflects an evolving Canadian demographic story, becoming more urban, with immigration patterns building stronger ethnic diversity in larger population centres. This shift points to a very important need to reach Canadians who may be new to, and unfamiliar with Canada's natural and cultural heritage. Making the mandate known and appreciated by both new and established Canadians, and encouraging all Canadians to make national parks and national historic sites preferred destinations will be essential to maintaining ongoing support and understanding for the Parks Canada mandate.

Tourism continues to present Parks Canada with challenges and opportunities. Tracking data shows that the number of visits to national parks and national historic sites is growing slower than the Canadian population is growing. At the same time, growth in eco-tourism is putting stress on select areas of park ecology. The rich cultural heritage of Canada's history presented at national historic sites offers a real opportunity to capitalize on the growing trend toward learning travel.

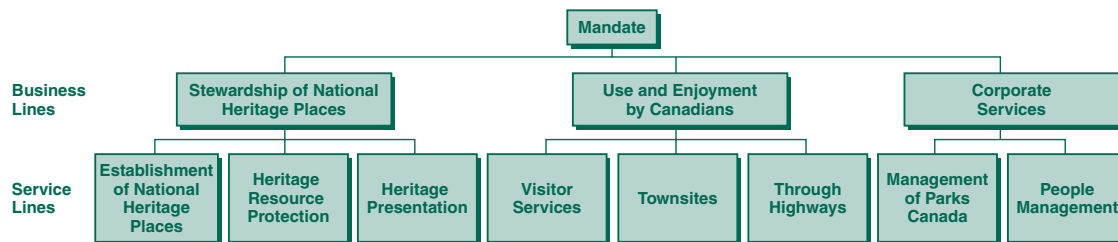
Recognition is growing among stakeholders, such as the National Roundtable on the Environment and the Economy, that Parks Canada's protected systems of heritage areas are only part of the solution to preserve Canada's natural heritage. More effective preservation of the ecological integrity of national parks will be achieved by the greater focus on activities taking place outside park boundaries. Parks Canada is working with partners to conserve broader ecosystems and to encourage sustainable land use around national parks.

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 1970's, over 25% of Canada's historic buildings 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. Parks Canada is currently working with the Department of Canadian Heritage on legislation to support the Historic Places Initiative. Budget 2003 committed \$30 million to the private sector to encourage investment in historic places facilitating and encouraging the protection of Canada's historic places and archaeological resources.



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-based 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 planned results and provide time-based measurable commitments.
- **Strategies to achieve planned results** are identified 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 substantially complete the systems of national parks and significantly advance the system of 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"> Signed agreements for 10 national parks, 5 national marine conservation areas and 3 national park expansions by March 2008.
	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"> On average identify and designate 27 new sites, persons and events per year. On average 11 designations a year should commemorate the history of Aboriginal People, ethnocultural communities and women.

Strategies to Achieve Planned Results

Creation of New National Parks and National Marine Conservation Areas

On October 3, 2002, the Prime Minister and the Minister of Canadian Heritage announced an action plan to substantially complete Canada's system of national parks by creating 10 new national parks, and adding lands to 3 existing national parks to enhance their representation of natural regions and ecological integrity, over the next five years. Five new national marine conservation areas (NMCAs) will also be created. Parks Canada has received a new allocation of \$144 million over the next five years to implement the action plan and new ongoing funding of \$29 million per year thereafter to operate the new parks and marine conservation areas.

The creation of new national parks and national marine conservation areas represents a significant element of Parks Canada's and the government of Canada's contribution towards sustainable development.

The government's action plan builds on continuing efforts to represent each of Parks Canada's 39 natural regions with at least one national park to complete the national parks system. Each region has distinctive characteristics such as geology, landforms, vegetation and wildlife. To date, 25 of 39 natural regions are represented by 40 national parks, and land is reserved in four other natural regions for future national parks.

Negotiations to represent one additional region are complete: Region 16 (Central Tundra) by the proposed Ukkusiksalik National Park at Wager Bay, Nunavut. Agreements will be signed in the near future. Parks Canada will then take steps to formally protect these two sites under the *Canada National Parks Act*.

Under the government's action plan, Parks Canada will continue to work with its partners to advance five national park proposals: Torngat Mountains, Labrador (negotiations in progress); Manitoba Lowlands, Manitoba (negotiations to begin 2003); Bathurst Island, Nunavut (negotiations to begin 2003); Mealy Mountains, Labrador (feasibility study in progress); and East Arm of Great Slave Lake, Northwest Territories (feasibility study to begin in 2003).

The action plan shows that work will continue to identify candidate sites in three natural regions where there is no national park: the Interior Dry Plateau Natural Region of British Columbia (Region 3); the Northern Interior Plateaux and Mountains Natural Region of Yukon and British Columbia (Region 7); and the Great Lakes St Lawrence Natural Region of Ontario (Region 19b).

Finally, the action plan states that Parks Canada will continue to work with its partners to complete several national parks by adding adjacent lands: Nahanni National Park Reserve, Northwest Territories; Tuktoyaktuk National Park, Northwest Territories and Nunavut; and Waterton Lakes National Park, Alberta could be expanded into the Flathead Valley in British Columbia.

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

The *Canada National Marine Conservation Areas Act* received Royal Assent on June 13, 2002 and provides the legal framework for the establishment and management of new NMCAs. The *National Marine Conservation Areas System Plan* identifies 29 marine natural regions, each of which is distinct from its neighbours with respect to its oceanography and biology. There are two operating NMCAs, at Saguenay – St. Lawrence Marine Park in Quebec and at Fathom Five Marine Park in Ontario.

The government's Action Plan sets out three priority sites for new NMCAs: Gwaii Haanas National Marine Conservation Area Reserve in British Columbia; Western Lake Superior in Ontario; and Southern Strait of Georgia in British Columbia. With respect to Western Lake

Superior, the federal and Ontario governments have begun negotiations towards a federal-provincial agreement that would set the terms for the management of this NMCA.

New funding provided in Budget 2003 will enable Parks Canada during 2003-2004 to augment work towards completing the establishment of the proposed Gwaii Haanas National Marine Conservation Area Reserve – Queen Charlotte Islands and to resume an assessment of the feasibility of establishing an NMCA in the southern Strait of Georgia. Two additional feasibility study priorities elsewhere in Canada will be confirmed from a list of available options, and studies in these areas will commence subject to provincial or territorial government support.

Designation and Commemoration of New National Historic Sites

Based on the *National Historic Sites of Canada System Plan* (2000), Parks Canada will support the Minister's direction to "do more to mark the historic achievements of Canada's Aboriginal peoples, women and multi-cultural communities." In recent Corporate Plans, Parks Canada has maintained a target of 135 new designations of national historic significance within a five-year horizon. Further, within that target, Parks Canada has established a goal that the history of Aboriginal people, ethnocultural communities and women should be commemorated by 55 of those designations.

Through its recent efforts, Parks Canada has ensured that sufficient nominations have been considered by the Historic Sites and Monuments Board of Canada to meet the intended outcome of 135 designations over a five-year period, and will maintain an annual average of 27 new designations a year.

With respect to recent performance against the three strategic priorities (women, aboriginal and ethno-cultural communities), Parks Canada will maintain its focus on building awareness of the commemoration program and on supporting the Historic Sites and Monuments Board of Canada in order to meet the intended annual outcome. By continuing its consultation efforts with Aboriginal people, by launching an initiative to build awareness and undertake consultations with multi-cultural communities, and by strengthening its strategic planning related to the history of women, Parks Canada is confident that an annual average of 11 new designations a year related to the three strategic initiatives will emerge. Given its enhanced consultation efforts in the early years of this planning period, this target will be reviewed annually.

The concept of the Canadian Register of Historic Places (CRHP) is a "register of registers", a platform to which data on federal, provincial and territorial heritage designations can be transferred and made public. Parks Canada is responsible for the federal component of the register, namely designations related to national historic significance, Federal Heritage Buildings, and Heritage Railway Stations. New planning tools are being created as part of the development of the CRHP. The Agency will provide federal leadership through operating the register and will develop and provide the federal data for the CRHP standards by March, 2004.

2. Heritage Resources Protection

Description

This service line relates to maintaining or restoring ecological integrity in 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 Objectives, Planned Results and Performance Expectations

Strategic Objective	Planned Results	Performance Expectations
Ensure better-functioning ecosystems, through the ecological integrity of national parks and the sustainability of national marine conservation areas; ensure the commemorative integrity of national historic sites so that resources of national significance are not threatened, messages of national significance are communicated, and other heritage values are respected; manage cultural resources at national parks and at national historic sites in accord with the principles of value, public benefit, understanding, respect and integrity.	Maintain or restore ecological integrity of national parks and the sustainability of national marine conservation areas.	<ul style="list-style-type: none"> • Assessment and analysis of all park monitoring programs. • State of the Park Reports for all park management plans. • Promote social science research in support of ecological integrity. • Increased capacity to deliver ecological integrity educational programs in national parks. • Recovery strategies for 12 species at risk.
	Maintain or improve commemorative integrity of national historic sites.	<ul style="list-style-type: none"> • Complete Commemorative Integrity Statements for all 146 national historic sites administered by Parks Canada by March 2005. • Achieve ministerial approval for the residual of all 146 management plans by March 2006. • Evaluate the state of commemorative integrity at 14 or 15 sites in each year of the plan.

Strategies to Achieve Planned Results

Maintain or Restore Ecological Integrity of National Parks

In March 2000, the Panel on the Ecological Integrity of Canada's National Parks submitted its report to the Minister of Canadian Heritage. In response, the Minister released an Action Plan focussing 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

In April 2001, Parks Canada released *First Priority: Progress Report on Implementation of the Recommendations of the Panel on the Ecological Integrity of Canada's National Parks* which described many significant steps it had taken to implement the Minister's Action Plan. There is still much that remains to be done however.

In Budget 2003, the government provided \$75 million to Parks Canada to implement the Minister's Action Plan over five years. At the end of the 5-year period, funding for Ecological Integrity will be permanently increased by \$25 million per year.

Parks Canada will invest these new resources strategically with four goals:

- Better park management;
- Regional landscape partnerships;
- Restoration of ecosystems; and
- Involvement of Canadians.

Parks Canada will: increase its scientific, technical, planning and heritage presentation (interpretation and outreach education) capacity; and increase the quality and focus of reporting on the state of national parks. Specifically, monitoring of ecological integrity, including understanding and managing the impacts of human use in and around parks, will become a key priority for investment. All park monitoring programs will be assessed and analysed, and adjustments will be made, as necessary, to ensure that all parks have comprehensive and consistent monitoring programs. Parks Canada will generate more usable scientific knowledge about national parks, and apply it directly through State of the Park Reports and management plans by establishing: cooperative study units at Canadian universities, partnerships with the Social Sciences and Humanities Research Council and with Conservation Data Centres in each province and territory; and a dedicated research fund.

At the park level, investments in ecological integrity will be guided by improved management plans. All plans prepared or reviewed will include an ecological vision for the park, complete with measurable objectives and indicators. The knowledge generated through enhanced monitoring and research activities will allow each national park to produce a State of the Park Report to inform Canadians about the health of the park and progress in implementing management actions affecting ecological integrity in that national park. These reports will be prepared in advance of preparing or reviewing a management plan, and will guide the subsequent planning process.

In support of working towards the ecological vision of a park, Parks Canada will invest in partnerships aimed at addressing ecological stressors originating outside parks and will focus primarily on maintaining ecological integrity at current levels. Targeted partnerships with strong

potential to demonstrate early results will be a priority, commencing in 2003-2004. Such partnerships will aim to engage Canadians – particularly those living in the immediate vicinity of parks – in the effort to maintain ecological integrity. The partnerships will be supported by enhanced heritage presentation and public education programming designed to encourage the active support and participation of all Canadians. Improved relations with Canada's Aboriginal Peoples is also a priority. The Agency will target investments to ensure that traditional knowledge and cultural beliefs are reflected in park management plans and operations. Projects focussing on further enhancing relations with Aboriginal Peoples will start in 2003-2004.

Where specific and tangible results can be expected, funds will be invested in projects that aim to restore ecological functions within parks. For example, resources will be used to maintain or restore fire as an ecological process in appropriate ecosystems, according to the direction provided in the National Strategic Fire Management Plan. In addition, beginning in 2004-2005, resources will be used for projects to restore degraded sites or ecological processes. Projects such as these will be implemented in reference to the ecological vision for the park and stressors on ecological integrity that have been documented in the park management plan, the park-specific State of Park Report or the system-wide *State of Protected Heritage Areas Report*.

Recognizing the importance of engaging Canadians in the effort to maintain or restore ecological integrity, strengthening interpretation and outreach education programming in each national park will be a major focus of investment. The approach will be to build capacity by adding heritage presentation staff, developing learning tools and activities and putting a particular focus on communicating with members of local communities and interested Canadians. Engaging young Canadians by implementing the National School Curriculum Program is another high priority. A national coordinator will be hired for social science.

Parks Canada received \$17.7 million as part of Budget 2003 to implement the National Strategy for the Protection of Species at Risk. Over half of nationally endangered and threatened species at risk are found in the protected heritage areas administered by Parks Canada. Under the proposed Species at Risk Act, Parks Canada will protect these species and their critical habitat, lead the development and implementation of recovery strategies, undertake surveying and monitoring of species at risk, and conduct public education and enforcement on our lands.

Ensuring the ecological integrity of national parks and protection of species at risk represent a significant Parks Canada contribution to the sustainable development approach advocated by the government of Canada.

Ensure Commemorative Integrity

Ensuring commemorative integrity is Parks Canada's prime consideration at national historic sites. To ensure commemorative integrity, the resources directly related to the reasons for designation must not be impaired or under threat, the reasons for designation must be effectively communicated, and the historic value of cultural resources must be considered in all decisions and actions affecting the site. These three interlocking considerations guide Parks Canada in its stewardship of national historic sites.

Parks Canada's work in protecting and preserving significant examples of Canada's history and culture is directly related to the social and cultural side of sustainable development.

Under the *Parks Canada Agency Act*, the legislative deadline for management plans for all 146 national historic sites administered by Parks Canada is December 2003. Parks Canada will not be able to meet this deadline for all sites. Parks Canada foresees that 71 national historic sites will have a management plan approved by the Minister by December 2003. To date, 22 have approved management plans, and another 10 are expected to be approved shortly. A Commemorative Integrity Statement is the foundation of a Management Plan, and 125 national historic sites will have approved Commemorative Integrity Statements by December 2003. It is expected that 50 will each have an approved management plan by December 2004, so that there will be a total of 96 national historic sites with management plans by December 2004. The additional 25 national historic sites have outstanding policy issues to clarify the parameters of designation which will need to be resolved with the Historic Sites and Monuments Board. The management plans for these national historic sites are expected by December 2006.

Parks Canada will evaluate the Commemorative Integrity of all of the sites it administers by 2011, with 14 or 15 new evaluations being completed every year. The purpose of the evaluations is to monitor the overall state of these sites with respect to commemorative integrity. Evaluations of 12 sites were completed in 1999, 13 in 2001/2002 and 18 in 2002/2003. The evaluation results inform priority action for management and business planning.

The principles and practice of cultural resource management apply to national parks and to national historic sites. At both the parks and sites for which it is responsible, Parks Canada will inventory, manage, conserve and present cultural resources and will ensure that their condition is monitored.

3. Heritage Presentation

Description

This service line addresses Parks Canada's mandate to engage Canadians and to ensure that: they are aware of the heritage represented within the Parks Canada system; they know and understand relevant issues; and, they support and have opportunities to become involved with the organization.

Strategic Objectives, Planned Results and Performance Expectations

Strategic Objective	Planned Results	Performance Expectations
To raise awareness, and foster understanding, enjoyment, and sense of ownership of, and strengthen emotional connections to Canada's national parks, national historic sites and national marine conservation areas.	Canadians and stakeholders are aware of and support Agency plans and objectives, and visitors understand the significance of heritage places and share a sense of responsibility for the need to protect their integrity.	<ul style="list-style-type: none"> • 75% of visitors understand key messages. • 85% overall satisfied, 50% very satisfied with onsite and outreach programming. • visitation to targeted national historic sites increased by 10%. • national school curriculum programming in 75% of jurisdictions

Strategies to Achieve Planned Results

Engaging Canadians

Parks Canada will continue to focus on the implementation of the Engaging Canadians Strategy, a plan to coordinate all the organization's external communication activities. There are three components of the strategy: *Agency Communications*, *Program / Service Communications* and *Education Communications*. The key priorities are:

Marketing of national historic sites – The aim is to increase the visitation at specifically targeted historic sites. National historic sites selected for the initial marketing programs will be near potential markets, have the capacity for increased visitation and offer high quality programming. The targeted audiences will include potential travellers and current visitors to national historic sites and national parks. Secondary audiences will include the travel and tour industry, business partners and the media. Ultimately, Canadians may become more aware of all national historic sites as a result of this initiative.

Quality onsite and outreach programming – In its public education programming, Parks Canada will endeavour to effectively communicate the following key messages: the essence or national significance of the national systems of parks, sites and marine conservation areas managed by Parks Canada; the need to ensure their ecological and commemorative integrity; and that these dynamic symbols of Canada are there for each of us to understand, appreciate and enjoy.

Parks Canada will also better present the heritage of Aboriginal Peoples at national parks and historic sites. Aboriginal heritage has been relatively under-represented in Parks Canada education programs. Efforts to identify locations where Aboriginal heritage is a significant part of the story of a national park or national historic site will be undertaken and appropriate programming to interpret this heritage will be developed.

Parks Canada will also develop a strategy to determine how best to reach out to urban populations in Canada.

School curriculum programming – This represents a significant program shift for Parks Canada to reach youth who are the stewards of the future. Parks Canada will create a small team dedicated to reaching out to teachers, curriculum writers and departments of education to provide learning resources that relate to school curricula. The plan is to convey the stories of Canada’s national parks and national historic sites to youth in the classrooms across Canada.

Engaging corporate Canada – Parks Canada will develop partnerships to consult with corporations, for potential co-funding and to develop further links to the client groups of these corporations. This will be done by focussing on reaching specifically targeted corporations, and then flowing to the larger corporate community.

USE AND ENJOYMENT BY CANADIANS

Our national heritage places welcome 26 million visitors each year and, as a result, are often the cornerstones of regional, provincial and territorial tourism strategies. Canadians and visitors from around the world value the many different opportunities to enjoy these special places. Parks Canada’s objective for this business line is to assist Canadians in contributing to, experiencing, enjoying and benefiting from our systems of national heritage places. Complementing some private sector services, the Parks Canada service offer is delivered through three service lines: visitor services, townsites and through highways.

4. Visitor Services

Description

Visitors to our heritage places safely enjoy a wide range of access and recreational opportunities which are enhanced by visitor reception, orientation and information services.

Strategic Objectives, Planned Results and Performance Expectations

Strategic Objective	Planned Results	Performance Expectations
To provide visitors with services to enable them to enjoy and appreciate heritage places.	Visitor expectations and use are managed to ensure visitor satisfaction and minimize impact on natural and cultural resources.	<ul style="list-style-type: none"> • Quality Visitor Services achieve 85% overall satisfaction and exceed the expectations of 1 of every 2 visitors. • Long-term capital reinvestment strategies ensuring quality services are maintained and associated impacts are minimized. • Implement assessment of public safety program based on performance evaluation framework.

Strategies to Achieve Planned Results

Ensuring that our visitors will continue to enjoy our heritage places requires thoughtful management without which the visitors' experience or the integrity of the special place can be impaired.

Understanding of the relationship between people and the natural or cultural environment is an important step in all human use considerations.

While there is a long history of monitoring visitor use and attendance at national parks and national historic sites, increased analysis and understanding of the patterns of human use and the direct impacts of use on the resources is required. The historical attendance tracking will also continue.

A performance measurement framework concerning public safety has been developed. Evaluation of public safety will be completed using the performance evaluation framework.

Parks Canada continues to support the Government of Canada Service Improvement Initiative. As with use and attendance, visitor satisfaction has been monitored for some time. The Visitor Information Program, implemented at each park and site on a five year rotational basis, will continue to provide for the monitoring of visitor satisfaction with the services provided. Results of the Visitor Information Program will continue to be reported and used to identify areas of visitor service offer where improvement can be addressed.

About 50% of Parks Canada's budget is spent on Visitor Services. More than 50% of the \$7 billion asset base is in visitor related infrastructure. As the Agency wrestles with financial sustainability issues, a sustainable service offer will need to be explored. This effort may impact on the scope, nature and level of services provided to Canadians.

National Pricing Strategy

Many of the day-to-day costs of delivering services to visitors have risen significantly. For example, since 1997 paving materials have risen by 24%, utilities by 23% and vehicle operations by 16%, compared to the 9% cumulative increase in inflation during the same period. In addition, one-third of visitor facilities in parks and sites urgently require major repairs or rebuilding and another one-third will need this over the next five years. Today, user fees pay for less than 25% of the costs of providing services for visitors to national parks and national historic sites.

Parks Canada is proposing modest price increases in 2003 and associated revenues will be reinvested in the services and facilities that visitors use and enjoy. Parks Canada's proposed prices will be comparable with other high-quality heritage attractions and, to enhance the value the people receive, price incentives will continue to be provided to families, youth, seniors and frequent visitors.

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 five townsites: Field (Yoho National Park of Canada, British Columbia), 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 Objectives, 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"> Continue to improve environmental performance. 100% cost recovery for municipal services.

Strategies to Achieve Planned Results

Park communities as Leaders in Environmental Stewardship

Community plans for 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, 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. Parks Canada will work with community groups to achieve the goal of ecologically sustainable operation of national park communities.

Adequate environmental stewardship is built on frameworks and systems for monitoring and reporting on the environmental impacts of Park communities. 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. Additional work is being undertaken on the National Parks Cottage Regulations, National parks Sign Regulations and the Town of Jasper Zoning Regulations.

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 Objectives, 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.

Strategies to Achieve Planned Results

Highways are unrelated to the core mandate of Parks Canada. They are the responsibility of Parks Canada only by virtue of their location within national park boundaries; immediately outside of the parks, they are a provincial responsibility. Parks Canada is responsible for roughly 900 kilometres of provincial and inter-provincial highways, including six sections of the Trans-Canada and Yellowhead Highways that are integral to Canada’s National Highways System identified by Transport Canada. These sections of highway have significant year-round traffic volumes ranging from 1.4 to 5.7 million vehicles per year.

Parks Canada has never been allocated a permanent capital budget for highways. Rather, it has had to rely on periodic highway improvement programs led by Transport Canada, the last of which concluded in 1997/98, as well as emergency funding from the operating reserve of Treasury Board.

These arterial highways cannot be closed nor allowed to deteriorate to the point where they pose unacceptable levels of risk. Owing to the absence of a permanent source of funding, Parks Canada will continue to seek emergency and long-term funding from the Treasury Board to mitigate unacceptable health and safety risks.

CORPORATE SERVICES

This business line deals with the overall management of Parks Canada. It includes the development and implementation of 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 Objectives, 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"> • Budgets are sustainable over the long-term, including capital expenditures. • Real-time access to asset information supporting strategic direction-setting and investment decisions. • Integration of values and ethics into ongoing management tools.
	Enhanced participation of Aboriginal peoples in Canada's heritage places.	<ul style="list-style-type: none"> • Aboriginal employment consistent with labour-force availability. • Increase designation related to Aboriginal history. • Increased Aboriginal procurement and economic relationships. • Every park and site where the messages are relevant, will have some level of presentation of Aboriginal themes by March 2008.

Strategies to Achieve Planned Results

Management Modernization

The focus of the Management of Parks Canada service line will be the implementation of the Management Modernization Action Plan that was approved in February 2003. Parks Canada remains committed to implementing and monitoring modern management practices. Following a thorough capacity assessment in 2002, based on Treasury Board's Modern Comptrollership model, the action plan provides a vision to improve specific management practices in Parks Canada. The plan is predicated on an integrated approach to defining results and standards, gathering meaningful performance information, mitigating risks and closing the accountability loop, in an environment with clearly defined and commonly practised values.

Parks Canada will concentrate on three areas of focus:

- getting its financial house in order: a rigorous sustainable business planning process provides clear direction and service standards, and business case decisions result in services and asset investments that are sustainable in the long-term;
- improving capacity to access and analyse up-to-date financial and non-financial asset information to make strategic decisions on asset maintenance and closures in line with priorities and risks; and
- increasing emphasis on the training, consistent application of, and accountability for values and principles on a day-to-day basis as an innovative way to manage people and programs.

Asset Management

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 cost is \$7.1 Billion. The Parks Canada portfolio of assets is comprised of: cultural assets (24%), heritage presentation assets (1%) and, contemporary assets (75%).

Parks Canada faces a formidable challenge with respect to the management of its assets. For many years, maintenance expenditures, including recapitalization, have been less than half of that prescribed by generally accepted benchmarks. Consequently, asset conditions are deteriorating at an accelerating rate. The most recent comprehensive review of asset conditions carried out in 2000 indicated that only 30% of the portfolio was in good condition with 40% and 30% in fair and poor condition respectively. This accelerating deterioration of these assets which are frequented by millions of visitors each year poses health and safety risks and subsequent increased risk of civil litigation, and will inevitably lead to the closure of the services those assets support. In the case of the cultural assets, will result in the permanent loss of national treasures and the incapacity to deliver on a key component of the Agency mandate.

The Agency will complete the implementation of the asset management framework in 2003. Strategies will be developed to seek additional funding to support asset recapitalization and to provide existing funding to deal with the most urgent health and safety and cultural resource deterioration issues. Parks Canada will also begin a process of reviewing its facility needs to allow it to close and divest those assets that are not essential to delivery of its mandate.

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 has established an Aboriginal Consultative Committee representing those groups most closely associated with the delivery of the Parks Canada program. The group has been tasked to advise the CEO on ways to strengthen key initiatives relating to community relations, employment, economic initiatives, 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 park establishment 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. Parks Canada will take actions related to the recommendations contained in the Senate Sub-committee 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 development of 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 Objectives, 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.	A diverse and capable workforce, working in a positive and enabling environment.	<ul style="list-style-type: none"> • Priority issues identified in human resources plans are addressed. • Workplace is conducive to the use of both official languages. • Workforce is representative of the Canadian population. • Workplace survey is completed by September 2003.

Strategies to Achieve Planned Results

The values of competence, respect and fairness underlie the Agency's human resources regime and the actions of all employees in Parks Canada as they work together to achieve the mandate. The operating principles we have adopted are accountability, efficiency, effectiveness, consistency, adaptability, simplicity and openness.

Values and Operating Principles in Practice

In 2003-2004, Parks Canada will develop a strategy to ensure that its HR Values and Operating Principles are understood, sustained and effectively practised throughout the Agency. This includes developing a training module which can be incorporated into the employee orientation program or attached to other corporate training which may be undertaken. Courses will be piloted in the spring of 2003 at the HR Managers' Forum and the Senior Management Forum. The strategy will be implemented over the course of the planning period and monitoring and evaluation mechanisms will be put in place that are results-oriented and linked to the Accountability Framework for People Management.

Succession Planning

Demographic analysis in Parks Canada indicates that in the next decade 30.4 percent of the current workforce will be eligible to retire without penalty. Specific strategies will be developed over the course of the next five years to ensure that a sustainable pool of qualified, capable staff is available to meet current and future program needs. In developing these strategies the Agency will

take full advantage of the flexibilities inherent in our human resources regime, take into account employment equity and diversity commitments, and recruit, promote and develop employees in a fair, respectful, as well as timely manner.

These functional communities, led by senior managers and program managers with guidance from Human Resources specialists, are in the process of creating succession plans for the organization. These succession plans will begin to be implemented in 2003-2004 with particular attention being given to mitigating the loss of skills that are critical to achieving our mandate.

Over the long term efforts to renew the workforce will be supported by the introduction at the corporate level of more sophisticated human resource planning tools and by a comprehensive compensation framework for the Agency, the design of which is slated for completion in 2005-2006. As a part of the compensation framework, a more streamlined classification system will be established which will help address issues related to career progression in the organization.

Focussing on Official Languages Requirements

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 2003-2004, efforts will focus on systematically reviewing the second language proficiency of managers as well as ensuring that language training is scheduled and completed within prescribed time frames.

Employment Equity and Diversity

Parks Canada's objective is to achieve proportionate representation of all employment equity groups, according to labour market availability. Through the implementation of the National Occupational Classification coding system, as well as a self-identification census survey, the Agency has enhanced its strategic planning and monitoring capability with regard to this objective. Presently, a workforce analysis is underway.

As a result, the organization will be positioned in 2003-2004 to develop strategies to be implemented over the course of the planning period in support of employment equity and diversity commitments. Managers are responsible at the business level for achieving employment equity goals, taking into account workforce availability, but strategic goal-setting will continue to occur at the corporate level, especially as monitoring activities and the evaluation of potential employment barriers occur through to 2007-2008. Over the planning period, efforts will continue to improve the representation of all employment equity groups, and especially that of visible minorities. At the same time, the Agency will continue to develop effective working relationships with Aboriginal communities and to support the Aboriginal employment programs which are critical to program delivery in Parks Canada.

Workplace Survey

The Agency has completed the design of a corporate accountability framework for people management according to the Human Resource Values and Operating Principles and will conduct a workplace survey of employees as a part of the framework implementation process.

The survey will be conducted in the summer of 2003. It is anticipated that the results will facilitate priority setting and future human resources planning activities, especially concerning organizational health, in addition to contributing to the Agency's ability to meet its performance management, reporting and accountability requirements. A communications strategy will be put in place so that employees are sufficiently informed about the survey, are encouraged to participate in it and, in a manner consistent with our HR Values and Operating Principles, are involved in followup activities.

As well as the survey, other corporate reporting mechanisms will be developed to supplement existing tools such as the annual report. Customized and automated reports will be developed which are linked to the framework and which will help evaluate the effectiveness of our values and principles-based regime. Information will be integrated with the overall performance management framework described in Service Line 7. Performance measurement will be included in Parks Canada accountability agreements with managers, and the implementation of corporate reporting mechanisms and the accountability framework, will support the independent report to Parliament in 2004-2005 on the management of the Parks Canada human resources regime.

FINANCIAL INFORMATION



The financial information displayed in the following tables of this Corporate Plan corresponds with the content and procedures of the 2003-2004 Report on Plans and Priorities.

Of note are:

- 1) the information is on a cash basis, not on an accrual basis;
- 2) the forecast for fiscal year 2002-03 is the Main Estimates, plus funding of approved Supplementary Estimates;
- 3) fiscal year 2003-2004 equates to the Main Estimates; and
- 4) fiscal years 2004-05 onwards equate to the Agency's Approved Reference Levels.

Table 1 displays the funding approved by Parliamentary Appropriations.

Note: The *Parks Canada Agency Act* provides for the spending of moneys equal to the amount collected (on a cash basis) from Operational Revenues. This is shown as a Statutory Vote.

Table 2 displays the moneys to be deposited in the New National Parks and Historic Sites Account from appropriations, donations, and revenues from the sale of surplus lands and buildings.

Table 3 displays the various sources of revenues in both Operational Revenues and the New Parks and Historic Sites Account.

Table 4 displays the planned expenditures by Business Line and by Service Line.

Table 5 displays the major type of expenditures.

Note: Approximately 60% of the Agency's Budget is for salaries and benefits.

Table 6 displays the major Capital Projects.

Note: the total estimated cost of each project must be over \$2 million.

TABLE 1 — INCOME: PLANNED APPROPRIATIONS (in millions of dollars)

	Forecast 2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Program Expenditures Vote	351.6	309.2	306.8	299.8	306.0	308.3
Payment to the New Parks and Historic Sites Account	3.9	14.5	14.5	14.5	16.5	19.5
(S) Expenditures equivalent to Operating Revenues	72.2	74.2	74.2	74.2	74.2	74.2
(S) Contributions to Employee Benefit Plans	34.1	38.4	38.3	37.9	37.9	37.9
TOTAL	461.7	436.3	433.8	426.4	434.6	439.9

(S) Statutory

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

	Forecast 2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
<i>Appropriations</i>						
Payment from Appropriations	3.9	14.5	14.5	14.5	16.5	19.5
Carryforward of Previous Years	2.8					
<i>Total Appropriations</i>	6.7	14.5	14.5	14.5	16.5	19.5
<i>Revenues to the New Parks and Historic Sites Account</i>						
Sales of Land and Buildings	0.4	0.5	0.5	0.5	0.5	0.5
General Donations	0.3					
<i>Total revenues to the New Parks and Historic Sites Account</i>	0.7	0.5	0.5	0.5	0.5	0.5
TOTAL INCOME	7.4	15.0	15.0	15.0	17.0	20.0

TABLE 3 — PLANNED REVENUE (in millions of dollars)

	Forecast 2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
<i>Operational Revenues</i>						
Entrance Fees	30.0	31.0	31.0	31.0	31.0	31.0
Recreational Fees	25.0	26.0	26.0	26.0	26.0	26.0
Rents from Land, Buildings, and Concessions	12.0	12.0	12.0	12.0	12.0	12.0
Other	3.0	3.0	3.0	3.0	3.0	3.0
Municipal Service Fees	2.2	2.2	2.2	2.2	2.2	2.2
Total Operational Revenues	72.2	74.2	74.2	74.2	74.2	74.2
<i>New Parks and Historic Sites Account</i>						
Sales of Land and Buildings	0.4	0.5	0.5	0.5	0.5	0.5
General Donations	0.3					
Total New Parks and Historic Sites Account	0.7	0.5	0.5	0.5	0.5	0.5
GROSS REVENUES	72.9	74.7	74.7	74.7	74.7	74.7

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

	Forecast 2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
<i>Stewardship of National Heritage Places – Business Line 1</i>						
Establishment of National						
Heritage Places	19.6	43.2	46.2	40.2	43.2	43.2
Heritage Resources Protection	153.7	140.7	143.3	145.3	150.5	155.8
Heritage Presentation	53.1	45.7	44.0	42.7	42.7	42.7
Sub-Total – Business Line 1	226.4	229.6	233.5	228.2	236.4	241.7
<i>Use and Enjoyment by Canadians – Business Line 2</i>						
Visitors Services	132.2	112.3	111.9	109.9	109.9	109.9
Townsites	20.0	17.0	15.0	15.0	15.0	15.0
Through Highways	30.0	26.0	22.0	22.0	22.0	22.0
Sub-Total – Business Line 2	182.2	155.3	148.9	146.9	146.9	146.9
<i>Corporate Services – Business Line 3</i>						
Management of Parks Canada	42.2	40.9	40.9	40.8	40.8	40.8
People Management	10.9	10.5	10.5	10.5	10.5	10.5
Sub-Total – Business Line 3	53.1	51.4	51.4	51.3	51.3	51.3
TOTAL	461.7	436.3	433.8	426.4	434.6	439.9

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

	Forecast 2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
<i>Type of Expenditures</i>						
Salaries and Wages	202.5	192.2	191.3	189.8	189.8	189.8
Employee Benefit Plans	34.1	38.4	38.3	37.9	37.9	37.9
Operating Goods and Services	137.4	149.5	156.3	154.8	161.0	163.3
Capital	82.6	55.0	46.7	42.7	44.7	47.7
Grants and Contributions	5.1	1.2	1.2	1.2	1.2	1.2
TOTAL *	461.7	436.3	433.8	426.4	434.6	439.9

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

NEW PARKS AND HISTORIC SITES ACCOUNT

<i>Type of Expenditures</i>						
Capital	5.8	14.0	14.0	13.0	15.0	18.0
Contributions (Cost-Sharing)	1.6	1.0	1.0	2.0	2.0	2.0
TOTAL	7.4	15.0	15.0	15.0	17.0	20.0

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

	Current Estimated Total Cost	Forecast Spending to 31-Mar-03	Planned Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Future Years Spending
<i>Stewardship of National Heritage Places</i>						
Yukon						
SS Klondike National Historic Site-Retrofit	2.6	1.4	0.4	0.4	0.4	—
British Columbia						
Gwaii Haanas National Park – Haida Heritage Centre	6.5	0.7	3.8	1.8	0.2	—
Alberta						
Banff National Park – Wildlife Crossing over the Rundle Canal near Canmore	3.0	0.2	2.8	—	—	—
Ontario						
Bruce Peninsula National Park – Land Acquisition	13.5	6.9	0.3	0.3	0.3	5.7
Fort Henry National Historic Site Major Repairs	10.0	1.7	3.3	5.0	—	—
HMCS Haida National Historic Site Restoration and Relocation	6.6	4.3	2.3	—	—	—
Trent-Severn Waterway Swift Rapids Dam – Major Repairs	4.2	2.4	1.8	—	—	—
Quebec						
Fort Temiscamingue National Historic Site Development	3.8	3.5	0.1	0.2	—	—
Saguenay Marine Park Development	29.8	26.5	1.0	1.0	0.7	0.6
Nova Scotia						
Fortress of Louisbourg National Historic Site Slate Roof Replacement of King's Bastion	3.3	1.4	1.9	—	—	—
<i>Use and Enjoyment by Canadians</i>						
British Columbia						
Mount Revelstoke Glacier National Park – Snowshed Lighting	3.4	3.3	1.0	—	—	—
Yoho National Park – Field Sewage Treatment Plant Major Repairs and Upgrade	3.4	0.2	3.2	—	—	—
Alberta						
Banff National Park – Lake Louise Sewage Treatment Plant Major Repairs and Upgrade	5.8	4.5	1.3	—	—	—

TABLE 6 — REPRESENTATIVE PLANNED MAJOR CAPITAL PROJECTS EXCEEDING \$2 MILLION AND DEVELOPMENT PROGRAM

(in millions of dollars) *continued*

	Current Estimated Total Cost	Forecast Spending to 31-Mar-03	Planned Spending 2003-04	Planned Spending 2004-05	Planned Spending 2005-06	Future Years Spending
Manitoba						
Riding Mountain National Park Wasagaming Sewage Treatment Plant Major Repairs and Upgrade	2.2	0.0	0.2	2.0	—	—
Riding Mountain National Park Wasagaming Water Treatment Plant Major Repairs and Upgrade	4.1	1.0	2.8	1.2	—	—
Ontario						
Bruce Peninsula National Park – New Visitor Centre	7.3	1.7	—	—	—	5.6
Trent-Severn Waterway Ranney Falls Locks 11-12 – Major Repairs	6.6	0.2	6.4	—	—	—
Marine Discovery Centre – Hamilton Site Development	7.7	1.2	6.5	—	—	—
Discovery Centres – Exhibits and Galleries	3.2	1.1	2.1	—	—	—
Quebec						
La Mauricie National Park of Canada – Park Enhancement	6.2	5.6	0.6	—	—	—
Nova Scotia						
Grand Pre National Historic Site – New Visitor Centre	3.7	2.5	1.2	—	—	—



APPENDIX 1: SUMMARY OF PARKS CANADA CORPORATE PLAN FOR 2003-08

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 for 2003-08

<i>Business Line</i>	Business Line #1: Stewardship of National Heritage Places				<i>Business Line</i>	Business Line #2: Use and Enjoyment by Canadians		<i>Business Line</i>	Business Line #3: Corporate Services	
<i>Key Result</i>	The establishment, protection and presentation of places that are of natural and cultural heritage significance				<i>Key Result</i>	Canadians use and enjoy national heritage places while supporting and participating in the conservation of Canada's heritage		<i>Key Result</i>	Parks Canada's strong leadership, both directly and indirectly, in effectively and efficiently managing its resources to protect and present heritage places	
SERVICE LINE:	1: ESTABLISHMENT OF NATIONAL HERITAGE PLACES	2: HERITAGE RESOURCE PROTECTION	3: HERITAGE PRESENTATION	4: VISITOR SERVICES	5. TOWNSITES	6. THROUGH HIGHWAYS	7: MANAGEMENT OF PARKS CANADA		8: PEOPLE MANAGEMENT	
Strategic Objectives	To substantially complete the systems of national parks and significantly advance the system of 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.	Ensure better-functioning ecosystems, by ensuring the ecological integrity of national parks and the sustainability of national marine conservation areas; ensure the commemorative integrity of national historic sites so that resources of national significance are not threatened, messages of national significance are communicated, and other heritage values are respected; to manage cultural resources at national parks and at national historic sites in accord with the principles of value, public benefit, understanding, respect and integrity.	To raise awareness, and foster understanding, enjoyment, and sense of ownership of, and strengthen emotional connections to Canada's national parks, national historic sites and national marine conservation areas.	To provide visitors with services to enable them to enjoy and appreciate heritage places.	Park communities are effectively governed and efficiently administered as models of sustainability.	To maintain reliable, safe through-transit that minimizes ecological impact.	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	Created national parks and national marine conservation areas in unrepresented regions and completed unfinished parks. Designated and commemorated national historic sites, persons and events of national historic significance, particularly in under-represented priority areas.	Maintained or restored ecological integrity of national parks and the sustainability of national marine conservation areas. Maintained or improved commemorative integrity of national historic sites.	Canadians and stakeholders are aware of and support Agency plans and objectives, and visitors understand the significance of heritage places and share a sense of responsibility for the need to protect their integrity.	Managed visitor expectations and use to ensure visitor satisfaction and minimize impacts on natural and cultural resources.	Sound management practices and leadership in environmental stewardship in park communities.	Highways remain open to through traffic and interventions are designed to minimize ecological impact.	Improved management frameworks to ensure effective decision making and accountability. Enhanced participation of Aboriginal peoples in Canada's heritage places.		A diverse and capable workforce, working in a positive and enabling environment.	
Key Activities	<ul style="list-style-type: none">Consistent with the Prime Minister's Action Plan, identify, assess, consult and negotiate agreements for 10 national parks and 5 national marine conservation areas.Maintain progress towards the completion of land assembly in five unfinished parks.Consult and provide research support to identify and designate 27 new sites, persons and events per year.Lead development of the Canadian Register of Historic Places.	<ul style="list-style-type: none">Improve park management through stronger internal scientific capacity and partnerships with other science organizations.Strengthen partnerships with stakeholders in the regions surrounding national parks, and, in particular, with Aboriginal Peoples.Improve Parks Canada's ability to communicate with Canadians about ecological integrity.Prepare and implement recovery plans for 12 species at risk.<ul style="list-style-type: none">prepare Commemorative Integrity Statements and Management Plansgive priority to cultural assets in capital investmentsengage Canadians in understanding the values by aligning heritage presentation programs with messages of national significancetrain staff and partners in cultural resource management	<ul style="list-style-type: none">Market national historic sites.Education to assist in the achievement of ecological integrity of Canada's national parks.School curriculum programming.Engage corporate Canada.Quality onsite and outreach programming.	<ul style="list-style-type: none">Deliver quality visitor services in both official languages.Manage human use to minimize impact on natural and cultural resources.Minimize public safety incidents.	<ul style="list-style-type: none">Implement community plans as approved by the Minister.Develop new <i>Town of Jasper Zoning Regulations, National Park Development, Building and Occupancy Permits Regulations, National Parks Sign Regulations and update the National Park Sign Regulations.</i>Advance cost recovery initiatives and sustainable business plans for townsite operations.	<ul style="list-style-type: none">Address critical highway maintenance health and safety threats.Seek new funding for sustainable operations and recapitalisation.	<ul style="list-style-type: none">Implement the Management Modernization Action Plan.Apply available funding to protect cultural assets and mitigate highest health and safety risks.Complete implementation of the asset management framework.Develop and commence implementation of asset strategies in support of sustainable programs.Enter into agreements with federal departments mandated to provide financial support to Aboriginal businesses.Additional procurement from Aboriginal businesses.		<ul style="list-style-type: none">Implement strategies for workforce renewal to ensure a sustainable pool of qualified staff who can meet current and future program needs.Develop strategies to support employment equity and diversity commitments as well as to meet official languages obligations.Conduct a workplace survey of employees.	
Performance Expectations	<ul style="list-style-type: none">Signed agreements for 10 national parks, 5 national marine conservation areas and 3 national park expansions by March 2008.Identify and designate 27 new sites, persons and events per year.On average 11 designations a year should commemorate the history of Aboriginal People, ethnocultural communities and women.	<ul style="list-style-type: none">Assessment and analysis of all park monitoring programs.State of the Park Reports for all management plans.Promote social science research in support of EI.Recovery strategies for 12 species at risk.Complete development of all 146 Commemorative Integrity Statements by March 2005.Achieve ministerial approval for the residual of all 146 management plans by March 2006.Evaluate the state of commemorative integrity at 14 or 15 sites in each year of the plan.	<ul style="list-style-type: none">85% overall satisfied, 50% very satisfied with onsite and outreach programming.Visitation to targeted national historic sites increased by 10%.National school curriculum programming in 75% of jurisdictions.75% of visitors understand key messages.	<ul style="list-style-type: none">Quality Visitor Services achieve 85% overall satisfaction and exceed the expectations of 1 of every 2 visitors.Long-term capital reinvestment strategies ensuring quality services are maintained and associated impacts are minimized.Implement assessment of public safety program based on framework.	<ul style="list-style-type: none">Continue to improve environmental performance.100% cost recover for municipal services.	<ul style="list-style-type: none">Highways open to through traffic.	<ul style="list-style-type: none">Budgets are sustainable over the long-term, including capital expenditures.<ul style="list-style-type: none">real-time access to asset information supporting strategic direction-setting and investment decisions.Integration of values and ethics into ongoing management tools.Aboriginal employment consistent with labour-force availability.<ul style="list-style-type: none">increase designation related to Aboriginal history.increased Aboriginal procurement and economic relationshipsover the next five years, every park and site where the messages are relevant, will have some level of presentation of Aboriginal themes.		<ul style="list-style-type: none">Priority issues identified in human resources plans are addressed.Workplace is conducive to the use of both official languages.Workforce is representative of the Canadian population.Workplace survey is completed by September 2003	



APPENDIX 2: STRATEGIC ENVIRONMENTAL ASSESSMENT

SUMMARY

The key priorities of the 2003/04 – 2007/08 Corporate Plan address several major environmental issues facing protected heritage areas. In particular, activities to maintain or restore ecological integrity, and work towards the completion of the protected areas system, including the establishment of 10 new national parks and 5 new national marine conservation areas, will benefit the environment.

The anticipated outcomes resulting from the strategic objectives of the Corporate Plan are not expected to cause unacceptable environmental impacts. Some strategic objectives of the plan are particularly key from an environmental perspective, and the identification of specific actions and performance expectations is a valuable tool to communicate how these objectives will be implemented. For example, within individual field units, the challenges of managing human use and infrastructure must be guided by information resulting from improved internal science capacity, refined park monitoring programs, and social science research. Strategic environmental assessments of individual management plans should continue to occur, and should consider how such information has been used in decision-making to support ecological integrity at the field unit level.

Environmental assessments will continue to be required as the Plan leads to specific initiatives at the field unit level. In particular, strategic environmental assessments should continue to be fully integrated into business planning to ensure that environmental consequences of alternatives are considered and to support informed decision-making.



APPENDIX 3: NEW PARKS AND HISTORIC SITES ACCOUNT

The following criteria identify which national parks, national marine conservation areas and national historic sites are eligible for funding from the New Parks and Historic Sites Account:

1. All national parks, national marine conservation areas and national historic sites established since 1988 that have not reached a level where they provide basic resource protection, visitor service and heritage presentation as specified in their initial management plan, or have not completed all the development initiatives set out in their respective establishment agreements, including:

National Parks	National Historic Sites	National Marine Conservation Areas
Sirmilik	HMCS Haida	Saguenay
Tuktut Nogait		Lake Superior
Wapusk		Gwaii Haanas (Queen Charlotte Islands)
Ukkusiksalik		Lake Ontario – site to be determined
Manitoba Lowlands		Lake Erie – site to be determined
Torngat Mountains		
Bathurst Island		
French River		
Mealy Mountains		
East Arm of Great Slave Lake		
Wolf Lake (Yukon)		
Interior BC		
Expansions to: Waterton Lakes, Nahanni, and Tuktut Nogait National Parks.		

2. All national historic sites not operated by Parks Canada which are approved by the Minister for cost-sharing contributions.

In addition to the above, the following guidelines also determine the types of expenditures that may be made from the account:

1. All capital expenditures exceeding \$10 000 related to the acquisition of lands and extinguishment of resource and development rights.
2. All capital development expenditures exceeding \$10 000 including planning, design and construction of specific facilities and infrastructure; cultural and ecological resource stabilization and restoration; development of heritage presentation media; and initial fleet and equipment acquisitions.



APPENDIX 4: GLOSSARY

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

Commemoration is 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 describes the health and wholeness of a national historic site. A national historic site possesses commemorative integrity when:

- the resources directly related to the reasons for designation as a national historic site are not impaired or under threat,

- the reasons for designation as a national historic site are effectively communicated to the public, and
- the site's heritage values (including those not related to designation as a national historic site) 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".

