



Parks Canada  
Parcs Canada



PARKS CANADA AGENCY

# Performance Report

FOR THE PERIOD ENDING MARCH 31, 2011



Canada 

SERVING CANADIANS

# THE Parks Canada CHARTER

## OUR MANDATE

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

## OUR ROLE

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

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

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

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

## OUR COMMITMENTS

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

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

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

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

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### Cover

Fort Battleford National Historic Site of Canada (Sask.)  
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# Minister's Message



As the Minister responsible for the Parks Canada Agency, I am pleased to present to Canadians this report providing an overview of last year's achievements. The period covered by this report was a very exciting one, as we celebrated the 125<sup>th</sup> anniversary of Canada's first national

park, Banff, and set the stage for the celebrations of the world's first national service dedicated to parks—Parks Canada, created in 1911 as the Dominion Parks Branch.

The efforts invested in 2010/11 have proven fruitful, particularly in the development and promotion of our national parks, national historic sites and national marine conservation areas, which are all key drivers in Canada's efforts to showcase our country's vibrant natural and cultural heritage, to protect the health of our planet and to stimulate our national, regional and local economies.

Important projects have come to fruition during this period. For example, in June 2010, Canada welcomed the establishment of the only place on earth to be protected from the alpine mountain tops to the depths of the ocean—Gwaii Haanas National Marine Conservation Area Reserve and Haida Heritage Site. Our government also recognized and celebrated 35 Canadian persons, places or events for their contribution to shaping the country's identity, history and society, including Pointe-du-Buisson National Historic Site

of Canada, a favoured portage and camp site for Aboriginal peoples; the Nikkei Internment Memorial Centre National Historic Site of Canada, an important place of memory for the Japanese-Canadian community; and Mona Gordon Wilson, whose work laid the foundation for the province of Prince Edward Island's public health program.

We also led projects to enhance the health of the ecosystems within the Parks Canada network as well as the state and commemorative quality of historic places, while carrying on many initiatives as part of Canada's Economic Action Plan to enhance visitor facilities in national historic sites and national parks, clean contaminated sites and create jobs in all regions of Canada.

As this report highlights, Parks Canada is still as current and pertinent as it was one hundred years ago. Working hand in hand with Canadians, Canadian organizations, international partners and Aboriginal communities, Parks Canada spans the nation, protecting our diverse and spectacular natural places, telling the fascinating history of our nation, and facilitating adventure, escape, revitalization and discovery. And it's all ours to be proud of, to enjoy and pass on to the next generation.

Original signed by

**The Honourable Peter Kent, P.C., M.P.**

Minister of the Environment and  
Minister responsible for Parks Canada Agency





# Chief Executive Officer's Message



It is with pride that I submit the Performance Report of the Parks Canada Agency for 2010/11. This reporting period starts with the launch of the celebrations for the 125<sup>th</sup> anniversary of Canada's first national park, Banff National Park, and ends with the dawn of a year of celebrations

marking the centennial of the Dominion Parks Branch, as Parks Canada was originally called in 1911.

Over this period, Parks Canada has paid a well-deserved tribute to Banff National Park and the inspiration it represents for all outdoor enthusiasts, all conservationists and all Canadians concerned about what the future holds for our children. Protected areas such as Banff and all of our treasured national parks, national historic sites and national marine conservation areas play an essential role in our lives. These places are not just ecological samples or historical relics; they are part and parcel of our Canadian existence, connecting our hearts and minds to the very essence of Canada, to the fundamentals of what it means to be Canadian.

In all regions of Canada, our team is working to maintain the ecological and commemorative health of our protected places and to expand the network to include more of Canada's unique natural regions and historic resources. This report highlights the steps taken towards the permanent

protection of Gwaii Haanas, Bathurst Island, Mealy Mountains, Sable Island, and Lancaster Sound; towards the recovery of species at risk populations, such as the piping plover; the restoration of aquatic and terrestrial ecosystems; and for the commemoration of Parks Canada's centennial. We have also upgraded and refurbished visitor facilities and national historic sites, mainly through Canada's Economic Action Plan.

As initially planned by Parks Canada's first Commissioner, J.B. Harkin, we are still guided by an integrated approach to conservation, visitation, education and recreation at our protected heritage areas. The 2010/11 period was characterized by innovation in reaching out to younger and more urban audiences, with new projects such as Canada's Greatest Summer Job and My Parks Pass, and through an increased presence in the broadcast and social media.

To top off the year, our efforts in protecting the living planet have been recognized by the World Wildlife Fund (WWF), who awarded us the Gift to the Earth. This is the highest accolade for conservation work one can receive and we proudly accepted this prize as we embark on a second century of caring for Canada's treasured places.

Original signed by

**Alan Latourelle**

Chief Executive Officer  
Parks Canada Agency





Kluane National Park and Reserve of Canada (Y.T.)  
©Parks Canada, Photo: Fritz Mueller

# Parks Canada Agency Overview

## RAISON D'ÊTRE

The mandate of the Parks Canada Agency is presented in the *Parks Canada Agency Act*:

**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.**

The Agency's vision is:

**Canada's treasured natural and historical places will be a living legacy, connecting hearts and minds to a stronger, deeper understanding of the very essence of Canada.**

## RESPONSIBILITIES

Parks Canada manages national parks, national marine conservation areas and national historic sites on behalf of Canadians. Parks Canada is a proud steward of these heritage places and protects and presents them for the benefit and enjoyment of Canadians, while ensuring that they remain unimpaired for present and future generations.

As the first national park service in the world and celebrating its centennial in 2011, Parks Canada has played, and continues to play, a vital role in the development of a system of national parks representative of the diversity of natural regions and landscapes of Canada. Similarly, national marine conservation areas represent Canada's marine regions spanning its three oceans and the Great Lakes. Parks Canada

is mandated to protect the ecological integrity of national parks and foster the sustainable use of national marine conservation areas. In carrying out its responsibilities, Parks Canada works in collaboration with Aboriginal peoples, stakeholders and neighbouring communities.

Each national historic site tells its own story and contributes to our understanding of Canada as a whole. They are special places where visitors can learn about the persons and events that shaped Canada as we know it today and where they can experience Canada's history. Parks Canada strives to ensure that the system of national historic sites—comprised of places, persons and events of national historic significance—fully reflects the country's rich history. The system is developed in collaboration with Canadians to define important aspects of Canada's history.



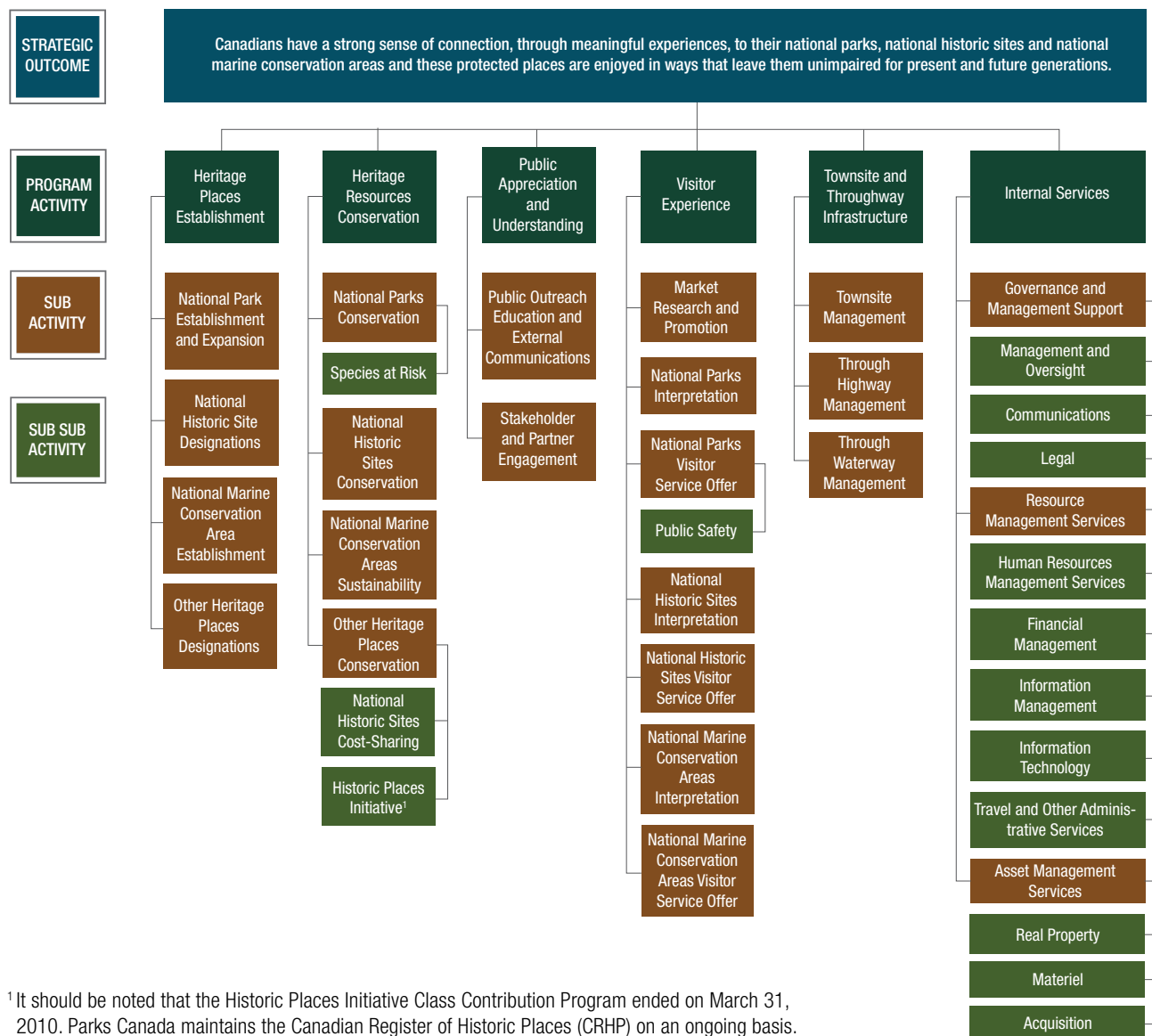
Today, national parks, national historic sites and national marine conservation areas offer to Canadians a variety of recreational activities and learning experiences as well as a unique opportunity to personally connect with these heritage places. There are more than 20 million person-visits annually to the heritage places administered by Parks Canada.

In addition, some of Parks Canada's activities are focussed on formal designations by the Government of Canada and, where mandated, provide support for the conservation and presentation of designated heritage properties that are managed by others. These include many historic sites,

heritage railway stations, heritage lighthouses, federal heritage buildings, archaeological sites, the gravesites of Canadian Prime Ministers and Canadian heritage rivers. Parks Canada shows leadership in the conservation of built heritage through the Parks Canada National Historic Sites of Canada Cost-Sharing Program, a contribution program for non-federally-owned national historic sites.

Parks Canada also contributes to international heritage conservation through its leadership and participation in international conventions, programs and agreements, notably the World Heritage Convention.

## STRATEGIC OUTCOME AND PROGRAM ACTIVITY ARCHITECTURE



<sup>1</sup> It should be noted that the Historic Places Initiative Class Contribution Program ended on March 31, 2010. Parks Canada maintains the Canadian Register of Historic Places (CRHP) on an ongoing basis.

## ORGANIZATIONAL PRIORITIES

PRIORITY	TYPE <sup>1</sup>	PROGRAM ACTIVITY
Establishing National Parks and National Marine Conservation Areas	Ongoing	Heritage Places Establishment

Parks Canada made demonstrable progress in three unrepresented terrestrial natural regions with its work on the Bathurst Island, Thaidene Nene (East Arm of Great Slave Lake) and Mealy Mountain proposals. Parks Canada also increased the number of represented marine regions from three to five with the establishment of the Gwaii Haanas National Marine Conservation Area Reserve and Haida Heritage Site, which includes representative features from two distinct marine regions, as well as made demonstrable progress in three unrepresented marine regions with the Lancaster Sound and Gwaii Haanas proposals.

PRIORITY	TYPE	PROGRAM ACTIVITY
Advancing Ecological Integrity Results on the Ground in Canada's National Parks	Previously committed to	Heritage Resources Conservation

Parks Canada met its objective of investing in Action on the Ground projects to improve the ecological integrity of national parks. These active management and restoration projects are aimed at addressing the most pressing ecological integrity issues in targeted national parks. Examples of ecosystem restoration projects currently underway are stream restoration, species recovery, population management, and prescribed fires, all of which will contribute to maintaining and improving ecological integrity.

PRIORITY	TYPE	PROGRAM ACTIVITY
Investing Strategically in Historic Assets	Previously committed to	Heritage Resources Conservation

Parks Canada met its objective of making targeted investments in the national historic sites it administers, paying particular attention to improving the condition of cultural resources in poor condition so that they remain unimpaired for future generations. Many of the improvements to the built heritage of national historic sites were made possible through additional funding from Canada's Economic Action Plan, and contributed to an increase in the overall commemorative integrity rating to 6.8/10, surpassing the 2013 target of 6.6.

PRIORITY	TYPE	PROGRAM ACTIVITY
Increasing Canadians' Connection with Parks Canada Places	Previously committed to	Public Appreciation and Understanding

Parks Canada met its objective of undertaking initiatives to celebrate the 125<sup>th</sup> anniversary of Banff National Park and the Agency's centennial of becoming the world's first park service organization. Parks Canada was instrumental in the production of a commemorative book showcasing national parks. The Canadian Mint issued a silver coin featuring elements of Banff National Park as well as a silver dollar marking the Agency's 100th anniversary. The Agency also participated in Canada's Capital Region's Winterlude festival and was honoured at the festival's opening night gala. Canada Post will issue a centennial stamp later in 2012. Special events in Montreal, Toronto, and Vancouver will be rolled out during 2011/12.

PRIORITY	TYPE	PROGRAM ACTIVITY
Improving Visitor Experience	Previously committed to	Visitor Experience

Parks Canada undertook targeted initiatives to improve the quality of visitor experience opportunities and the desirability of national heritage places as travel destinations. The Agency trained employees on quality service standards, diversified accommodation offers, and maintained the freeze on admission fees that was introduced in 2009. Parks Canada upgraded visitor facilities and introduced new recreational activities and initiatives to connect with youth and new Canadians. The Agency enhanced its presence in travel media with feature stories in magazines and newspapers. Parks Canada also made national passes available for purchase online in 2010/11.

PRIORITY	TYPE	PROGRAM ACTIVITY
National Historic Site Renewal	Previously committed to	Public Appreciation and Understanding Visitor Experience

Parks Canada's National Historic Site Renewal strategy aims to enhance the relevance of the sites the Agency administers. Parks Canada continued to raise awareness among Canadians of their national historic sites through stories of broad appeal that were featured in national print, online and broadcast media. The Agency also leveraged its reach through strategic partnering and introduced new visitor activities at national historic sites.

PRIORITY	TYPE	PROGRAM ACTIVITY
Canada's Economic Action Plan	New	Heritage Resources Conservation Visitor Experience Townsite and Throughway Infrastructure

Parks Canada met its objective of delivering more than 360 projects worth \$281.8 million over a two-year period (2009/10 and 2010/11) under Canada's Economic Action Plan. Internal audits conducted throughout the period confirmed that the initiative was managed effectively and with financial probity.

PRIORITY	TYPE	PROGRAM ACTIVITY
Asset Management	Previously committed to	Heritage Resources Conservation Visitor Experience Townsite and Throughway Infrastructure

Between April 2009 and March 2011, Parks Canada focussed its efforts on delivering on the Government of Canada's Economic Action Plan commitments to maintain or improve infrastructure to support conservation and visitor experience activities. The Agency also conducted a workshop to address the recommendations from the 2009 Evaluation of Parks Canada's Asset Management Program and initiated the development of new governance systems, internal policies, standards and procedures to comply with the new Treasury Board policies on Investment Planning – Assets and Acquired Services and the Management of Projects.

PRIORITY	TYPE	PROGRAM ACTIVITY
Renewing the Parks Canada Workforce	Previously committed to	Internal Services

Parks Canada strengthened its efforts to recruit and retain qualified employees to build a workforce more reflective of the diversity of the Canadian population. Parks Canada developed standardized statements of qualifications to help recruit employees in support of the Agency's renewal initiatives, as well as designed a new performance management process for middle managers, while increasing the number of managers and supervisors who participated in mandatory management training courses. Parks Canada also decreased the gap between the four employment equity groups and their availability on the labour market, resulting in a workforce more representative of the Canadian population.

## RISK ANALYSIS

Each year, Parks Canada reviews and updates its Corporate Risk Profile. In 2010/11, the Agency identified four key corporate risks: Competitive Position, Environmental Forces, Information Management and Delivery and Management of Infrastructure Projects, and developed strategies to mitigate these risks. Parks Canada actively manages and monitors the implementation of these strategies throughout the year.

During this period, Parks Canada also continued to improve its risk management practices. The Agency strengthened the identification of corporate risks by integrating environmental scanning into the process and incorporated risk management into the business planning process. In addition, risk management has been further integrated into decision-making processes whereby submissions brought forward for senior management approval must include an assessment of the risk associated with them. Because of the significant funding received through Canada's Economic Action Plan, Parks Canada also enhanced the requirement for, and use of, risk information at the project management level to inform decisions on projects and to ensure the achievement of expected results.

Parks Canada's efforts at mitigating its key corporate risks are presented in the following paragraphs.

### *Key Risk 1: Competitive position*

Parks Canada is one of many organizations offering places of natural and cultural interest to Canadians. The risk exists that Parks Canada's offer could become less competitive than that of other parks, cultural attractions and leisure activities, with the result that fewer Canadians would choose to visit these national heritage places and connect with them on a personal level. In addition, national heritage places are important components of local and regional tourism offers. Reduced visitation to these places affects the communities that are inherently linked to them through fewer employment and business opportunities to serve visitors, such as restaurants, hotels and outfitters.

In 2010/11, Parks Canada continued its renewal agenda, which aims to increase the Agency's relevance to Canadians by raising the importance of national parks, national historic sites, and national marine conservation areas in the everyday lives of Canadians. As part of this agenda, Parks Canada

embarked on a number of Agency-wide initiatives designed to expose Canadians to the spirit, wonder and awe of Canada's national heritage places and the Agency responsible for them, and to stimulate their desire to visit these places. Examples of these initiatives include the integration of Parks Canada's brand identity into its programs and publications, the introduction of new recreational activities and accommodations for the 2010 summer season, employee training in quality visitor experience and service standards, and partnering with external organizations to extend Parks Canada's reach.

Despite Canada's economic uncertainty in 2010/11, overall visitation to Parks Canada's natural and cultural heritage places was relatively stable, declining only two percent from 2009/10. Visitation increased two percent at national parks and decreased nine percent at national historic sites, compared to the year before. Some of the decrease is explained by operational closures and/or restricted access at national parks and national historic sites due to construction, renovations and upgrades to visitor-related infrastructure and facilities supported by the Government of Canada's Economic Action Plan.

### *Key Risk 2: Environmental Forces*

An increasing number of species at risk, invasive alien species, the emerging impacts of climate change, and the effects of habitat degradation and biodiversity loss outside of national parks have been identified as key risks that may affect the ability of the Agency to maintain and improve the ecological integrity of national parks.

To mitigate these risks, Parks Canada funded and implemented a number of priority Action on the Ground projects that will contribute to the improvement of ecological integrity in targeted national parks. In addition, Parks Canada is working to protect and recover species at risk, and has streamlined the recovery planning process so that conservation actions can be undertaken more quickly and effectively.

To mitigate the risk of invasive alien species, Parks Canada works within the framework of the *Invasive Alien Species Strategy for Canada*. Several parks have implemented strategies to manage invasive species and to restore native species composition, including the prairie restoration program in Grasslands National Park and the terrestrial ecosystem restoration project in Waterton Lakes National Park. Work is



ongoing to continue to mitigate the risks associated with environmental forces and to improve the Agency's ability to maintain ecological integrity in the face of these risks.

### *Key Risk 3: Information management*

The ability to effectively identify, capture, manage and report pertinent data and information is crucial for Parks Canada to effectively manage all program areas and meet legal requirements. To ensure sustained capacity in this regard, Parks Canada established an Enterprise Information Committee that guided the development of the Agency's long-term, strategic Information Management, Systems and Technology Plan 2011 to 2015. This strategic plan provides the framework required to ensure that annual information management objectives are appropriately determined in order to mitigate risks, while also ensuring that related investments are directly linked to the fulfillment of the Agency's mandate and to the achievement of its corporate priorities.

Parks Canada continued to make positive advances in responding to the actions outlined in its response to the 2009 Information Management Audit. Specifically, the Agency advanced activities for Access to Information and Privacy (ATIP) with a focus on procedures, systems for managing requests, and training for managers and employees. Additionally, Parks Canada delivered training sessions on information management awareness, ATIP and protection of sensitive information to targeted staff.

Parks Canada completed disposition procedures for some common administrative records and published material that will be implemented throughout 2011/12.

In its initiative to establish a collaborative technology platform that will facilitate the appropriate management of electronic information resources, the Agency completed the implementation of the enabling foundational technical environment. Over the course of the next two years, this platform will be made available to Parks Canada employees to meet their business requirements and facilitate the effective management of their electronic information resources.

Parks Canada continued to collaborate with Library and Archives Canada working towards establishing a Records Disposition Authority for the Agency. Substantial progress is expected in 2011/12.

### *Key Risk 4: Delivery and Management of Infrastructure Projects*

Prior to the launch of Canada's Economic Action Plan, Parks Canada managed an ongoing, multi-year recapitalization investment program, establishing investment priorities through the Long-term Capital Planning Process Directive.

While the funding received from Canada's Economic Action Plan offered significant opportunities, the tight schedule within which these major projects were delivered presented challenges. To ensure the effective management and timely delivery of expected results from the investments in visitor facilities and cultural resources in national parks and national historic sites, Parks Canada enhanced existing governance structures, putting in place a robust governance framework for the Economic Action Plan initiative. The Agency established a Canada's Economic Action Plan Steering Committee, composed of senior management officials, which provided strategic management and oversight and ensured that the initiative achieved its established objectives.

Parks Canada developed a framework for the mitigation of key corporate risks for the delivery and management of infrastructure projects and communicated it to staff involved in the delivery of Canada's Economic Action Plan projects. The framework was used to determine mitigation strategies and actions to address emerging risks to project delivery.

To strengthen the management of Canada's Economic Action Plan projects, Parks Canada developed a special-purpose project tracking database that recorded the progress of projects at four sequential stages: Initiation, Planning, Execution and Evaluation/Closure. Each stage culminated in a formal review and approval of the project.

Internal audits provided senior management with assurance that processes were in place to ensure effective project management. Parks Canada conducted four waves of audits on 28 Canada's Economic Action Plan projects between November 2009 and November 2010. An auditor reviewed each project against approximately 70 audit criteria. On average, projects were found to be between 89 and 100 percent compliant. A key objective of the audits was to use their observations to foster continuous improvement in Parks Canada processes, policies and practices.

## PERFORMANCE SUMMARY

FINANCIAL RESOURCES		
2010/11 (\$000s)		
Planned Spending	Total Authorities	Actual Spending
804,955	937,570	885,716

HUMAN RESOURCES		
2010/11 (FULL-TIME EQUIVALENT)		
Planned	Actual	Difference
4,450	4,710	260

Parks Canada's total authorities include \$805 million acquired through the Main Estimates process, and \$132.6 million provided through the Supplementary Estimates, the refund of statutory requirements and amounts appropriated over a two-year period, for a total of \$937.6 million. This additional amount primarily represents funding received through Canada's Economic Action Plan.

### Strategic Outcome

Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.

### Performance Indicator, Target and Date

- Maintain or improve the overall ecological integrity in all national parks from March 2008 to March 2013
- Improve the overall average commemorative integrity rating from 6.0/10 in March 2008 to 6.6/10 in March 2013
- 65 percent of Canadians report a personal connection to Parks Canada administered places by March 2014

Full details on Parks Canada's performance in relation to these performance indicators are presented in Section 2 of this report.



L'Anse aux Meadows National Historic Site of Canada (N.L.)  
©Parks Canada, Photo: Dale Wilson

PROGRAM ACTIVITY	2009/10 ACTUAL SPENDING (\$000s)	2010/11 <sup>1</sup> (\$000s)				ALIGNMENT TO GOVERNMENT OF CANADA OUTCOMES
		MAIN ESTIMATES	PLANNED SPENDING	TOTAL AUTHORITIES	ACTUAL SPENDING	
1: Heritage Places Establishment	15,240	24,311	24,311	32,742	21,686	Clean and Healthy Environment; Vibrant Canadian Culture and Heritage
2: Heritage Resources Conservation	191,926	240,482	240,482	241,313	215,947	Clean and Healthy Environment; Vibrant Canadian Culture and Heritage
3: Public Appreciation and Understanding	54,165	29,371	29,371	51,052	50,823	Clean and Healthy Environment; Vibrant Canadian Culture and Heritage
4: Visitor Experience	274,984	267,901	267,901	337,640	347,803*	Clean and Healthy Environment; Vibrant Canadian Culture and Heritage
5: Townsite and Throughway Infrastructure	153,628	161,344	161,344	181,920	162,422	Safe and Secure Communities
<b>Total</b>	<b>689,943</b>	<b>723,409</b>	<b>723,409</b>	<b>844,667</b>	<b>798,680</b>	

Note: In Program Activity 4 Visitor Experience, actual spending exceeds authorities due to internal realignment of programs and priorities.

Total Agency authorities were not exceeded.

Totals may not agree due to rounding.

PROGRAM ACTIVITY	2009/10 ACTUAL SPENDING (\$000s)	2010/11 (\$000s)			
		MAIN ESTIMATES	PLANNED SPENDING	TOTAL AUTHORITIES	ACTUAL SPENDING
Internal Services	87,830	81,546	81,546	92,903	87,036

Parks Canada's total actual spending, including Internal Services, was lower than the total authorities by \$51.9 million. This is mainly due to delays associated with the twinning of the Trans-Canada Highway in Banff National Park, and with funding held in reserve for the establishment of new national parks and national marine conservation areas. The Agency succeeded in investing all funding received through Canada's Economic Action Plan for projects to improve national historic sites and visitor facilities, for the remediation of contaminated sites and for arctic research projects.

**Vibrant Canadian Culture and Heritage** is influenced by Heritage Places Establishment, Heritage Resources Conservation, Public Appreciation and Understanding and Visitor Experience because they

- establish Canada's national parks and national marine conservation areas, as well as designate persons, places and events of national historic significance to Canada as symbols to the world and as part of the fabric of our nation;
- create a system of national historic sites that respects the significance and irreplaceable historical legacy reflecting Canada's values and identity;

- preserve Canada's natural and historical heritage and make it available to Canadians to discover and enjoy; and
- enhance pride, encourage stewardship and give expression to our identity as Canadians.

**Clean and Healthy Environment** is influenced by Heritage Places Establishment, Heritage Resources Conservation, Public Appreciation and Understanding, and Visitor Experience because they

- maintain and restore ecological integrity in national parks through the protection of natural resources and natural processes;
- ensure commemorative integrity of national historic sites managed or influenced by Parks Canada;
- ensure the ecologically sustainable use of national marine conservation areas; and
- ensure that many of Canada's most special natural and historical heritage resources will not be lost and that current and future generations will enjoy a system of protected heritage places.

**Safe and Secure Communities** is influenced by Townsite and Throughway Infrastructure because it

- ensures the availability and maintenance of provincial and inter-provincial highways and bridges that connect communities and pass through national parks and national historic sites;
- ensures that water level management is compliant with legislation, for effective commercial and recreational navigation at nine national historic canals and waterways; and
- provides municipal services to ensure that residents and visitors are safe and secure.

## EXPENDITURE PROFILE

### Canada's Economic Action Plan

Through Canada's Economic Action Plan, Parks Canada was given an opportunity to make additional investments for the benefit of Canadians and to accelerate many of its activities that contribute to the achievement of its program objectives. The Agency received approximately \$374 million to fund five initiatives:

- Improvements to national historic sites and visitor facilities;
- Twinning of the Trans-Canada Highway;
- Remediation of federal contaminated sites;
- Arctic research infrastructure; and
- Modernizing federal laboratories.

With the infusion of funds received through Canada's Economic Action Plan, Parks Canada delivered a capital program over three times its regular value. In 2010/11, Parks Canada spent \$185.4 million of Canada's Economic Action Plan funding. Over the two-year life span of the Plan, the Agency invested \$281.8 million and initiated approximately 360 projects across the five initiatives. Almost 75 percent of national parks, each national marine conservation area, one quarter of the national historic sites managed by Parks Canada and 69 national historic sites managed by third parties have executed one or more projects funded by the Plan.

Through Canada's Economic Action Plan, Parks Canada invested the funding available in the following ways:

- Completing more than 110 projects that made substantial improvements and enhancements to Parks Canada historic sites and visitor facilities between April 2009 and March 2011;
- Making a significant contribution to the Federal Contaminated Sites Action Plan; and
- Delivering its program of planned investments in infrastructure, including work on roads and bridges in national parks, improvements to historic canals and significant progress on delivering the twinning of the Trans-Canada Highway (five-year project).



Parks Canada continued to demonstrate effective reporting on the management of Canada's Economic Action Plan projects, meeting all the reporting requirements of the Government of Canada. The following text provides information on some of the projects funded by Canada's Economic Action Plan that support each of the five initiatives, while contributing to the achievement of Parks Canada's Strategic Outcome.

## Improvements to National Historic Sites and Visitor Facilities

Parks Canada received approximately \$ 216.8 million over 2009 to 2011 to invest in improvements to the built heritage of national historic sites and to visitor facilities. These improvements involved major repairs and renovations to visitor reception centres and enhancements to visitor experience, such as exhibits, trails, campgrounds, roads and public facilities. They also contributed to enhancing commemorative integrity, visitor experience and visitor safety. Examples of these projects include:

- **L'Anse aux Meadows National Historic Site, Newfoundland and Labrador** – Parks Canada made extensive renovations to the Visitor Reception Centre, improved washroom access, upgraded the theatre service, revitalized exhibits and updated interpretive media;
- **Fisgard Lighthouse National Historic Site, British Columbia** – Parks Canada addressed critical issues such as water infiltration, metal corrosion, and deteriorated masonry and woodwork. In addition, the Agency installed up to date fire detection and suppression systems and completed a seismic investigation for the site;
- **Fort Chambly National Historic Site, Quebec** – Parks Canada corrected water infiltration into the Guard House, improved the interpretive and directional signage, redeveloped the picnic area to allow for a British rule and War of 1812 theme, and installed an interpretive area and British games;
- **Point Pelee National Park, Ontario** – Parks Canada improved signage and exhibits, facilitating new opportunities for visitors to connect with the outstanding ecological and cultural significance of the park. The Agency also made improvements to the main park road and replaced the shuttle system to the Tip exhibit area, ensuring that visitors will continue to experience this iconic landmark while protecting the fragile Tip area; and

- **Port-Royal National Historic Site, Nova Scotia** – Parks Canada installed a fire suppression system that will help protect and preserve the national historic site. Port-Royal features a reconstruction of early 17th century buildings representing one of the earliest European settlements on the continent.

Eight million dollars, included in the \$216.8 million previously mentioned, was dedicated over the two-year period to Parks Canada's National Historic Sites of Canada Cost-Sharing Program, which provides funding to national historic sites that are owned by third parties. Over 72 projects at 69 national historic sites were undertaken to improve the commemorative integrity of these places of national historic significance and to ensure that Canada's historical and natural heritage is presented and protected for the enjoyment, education and appreciation of all Canadians, today and in the future.

Examples of these projects include:

- **Atwater Library of the Mechanics' Institute of Montreal National Historic Site, Quebec** – Parks Canada contributed funding to support a conservation project that will make the building secure and address safety and current building code requirements;
- **Medicine Hat Clay Industries and Medalta Potteries National Historic Site, Alberta** – Parks Canada's investment funded a building study, conservation work, video documentation and educational materials for local students; and
- **University College and the Heliconian Hall National Historic Sites, Ontario** – Parks Canada contributed funding to support repairs to the University College's roof systems and exterior stone walls, and for conservation projects at the Heliconian Hall.

## Twinning of the Trans-Canada Highway

Parks Canada received \$130 million from Canada's Economic Action Plan (Budget 2009) over five years for the twinning of the Trans-Canada Highway from Lake Louise in Banff National Park to the Alberta-British Columbia border, with \$43.9 million spent during the 2009/10 and 2010/11 fiscal years (\$15 million in 2009/10 and \$28.9 million in 2010/11).

These expenditures resulted in the design and reconstruction of the existing Icefields / Trans-Canada Highway Interchange to accommodate the twinned highway. In addition, a design/build contract was awarded for the completion of the twinning and included the construction of three new bridge structures and two wildlife crossings. Completion of four lanes to the border, including new bridges and wildlife crossing structures, the repair of existing highway bridges, wildlife fencing, as well as final landscaping and clean-up, is scheduled to occur in fiscal years 2011/12 through 2013/14. When completed in 2013, the work will improve visitor access to the national parks and national historic sites in the mountains, enhance wildlife protection measures and improve the safety of individuals travelling along this transportation corridor.

## Remediation of Federal Contaminated Sites

Through Canada's Economic Action Plan, the federal government accelerated its activities under the Federal Contaminated Sites Action Plan, managed by Environment Canada. Parks Canada received \$25.6 million over two years (2009/10 to 2010/11) as part of the accelerated funding initiative. The injection of funds allowed the Agency to undertake contaminated site remediation and/or risk management activities in national parks, contributing to improving the ecological integrity of the parks, and in national historic sites, enhancing their commemorative integrity.

As of March 31, 2011 Parks Canada has 455 known and suspected contaminated sites. The Agency focusses on remediation/risk management activities at high-risk federal contaminated sites under its responsibility, in order to reduce risk to human health and the environment as well as to reduce the associated financial liability. With the two-year funding from Canada's Economic Action Plan, Parks Canada carried out 53 remediation and/or risk management projects at 76 high-risk sites distributed across 17 national parks and nine national historic sites. At the same time, the Agency

undertook 87 assessment projects at 152 known or suspected sites spread across 23 national parks and 10 national historic sites.

Below are two examples of contaminated sites remediation activities that were completed in 2010/11:

- **Lachine Canal National Historic Site, Former Docking Basins (Site 14.3), Quebec** – Site 14.3 is located on the north bank of the Lachine Canal and comprises four large basins that served for 125 years as docks for merchant ships transiting goods for the nearby industries, until they were backfilled in the late 1960s. Through these historical activities, the soil was contaminated with heavy metals and polycyclic aromatic hydrocarbons. Adjacent private properties are currently being redeveloped into a residential complex, Les Bassins du Nouveau-Havre, in collaboration with Parks Canada. In restoring the historical vocation of the basins, the Agency remediated the site by excavating and disposing of contaminated soil. The restoration of the site harmonizes its environmental condition with the residential vocation of the neighbourhood and enhances its recreational land use, in conjunction with existing bike paths and green spaces along the Lachine Canal;
- **Ivvavik National Park, Stokes Point, Yukon** – Prior to the creation of the park in 1984, Stokes Point was the location of a short lived Cold War-era Distant Early Warning line station known as BAR-B (1950s-1960s), and then a Beaufort Sea offshore oil exploration camp (1980s). These historical activities resulted in contamination of an ecologically and archaeologically sensitive site. Parks Canada engaged partners and stakeholders, including local First Nations communities and organizations, in a successful five-year study and remediation of historical contamination, along with clean-up of debris at Stokes Point. Long-term monitoring will be implemented to confirm the effectiveness of all measures taken at this site.

## Arctic Research Infrastructure

Parks Canada received approximately \$0.9 million through the Arctic Research Infrastructure funding initiative, managed by Aboriginal Affairs and Northern Development Canada, formerly Indian and Northern Affairs Canada, to support a robust network of research infrastructure put in place to complement the High Arctic Research Station. Facilities

upgraded using Canada's Economic Action Plan funding include sites in Quttinirpaaq and Wapusk National Parks.

Examples of projects conducted in 2010/11 include the construction of two new buildings to replace the existing bunkhouse and kitchen building at the Nestor Two research camp in Wapusk National Park, operated by the Hudson Bay Project, and the installation of a new water and wastewater treatment unit to provide potable water to the camp, in addition to treating all wastewater.

Parks Canada also constructed a backcountry cabin, washroom building and a water and wastewater treatment unit at Broad River, and a fenced compound, backcountry cabin and shed at the Owl River research site.

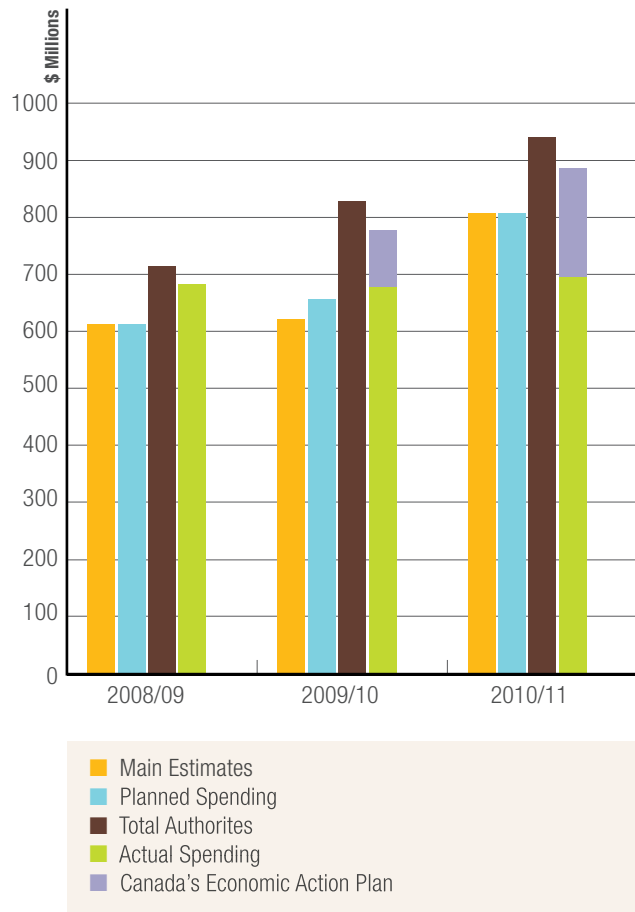
### Modernizing Federal Laboratories

Parks Canada received approximately \$0.3 million through the Modernizing Federal Laboratories program, managed by Natural Resources Canada, to purchase a vessel that will serve as a platform to conduct research supporting the protection of the marine environment and the ongoing underwater archaeology program. The vessel, which was commissioned in 2010 for delivery in the spring of 2011, will contribute to Parks Canada's conservation program in national parks and will advance the understanding of national marine conservation areas.

For further details on the Economic Action Plan and the projects it funds, consult the Plan's Website at [www.actionplan.gc.ca](http://www.actionplan.gc.ca).

### Spending Trend

In 2010/11, Parks Canada's total expenditures amounted to \$885.7 million. Over the past three years, Parks Canada's regular program spending (excluding Canada's Economic Action Plan) has fluctuated less than two percent.



### ESTIMATES BY VOTE

For information on our organizational votes and/or statutory expenditures, please see the 2010/11 Public Accounts of Canada (Volume II) publication. An electronic version of the Public Accounts is available at <http://www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html>.







# Office of The Auditor General Reports

The Auditor General has assessed Parks Canada Agency's performance information presented in Section 2 of this report. This assessment is only a review level of assurance, and does not constitute an audit. The Auditor General's Assessment Report is presented before the performance information in Section 2.

The Auditor General has audited Parks Canada Agency's financial statements. These financial statements and the auditor's report are presented in Section 3.

The Auditor General has not evaluated or audited any other sections of this report.



Prince Albert National Park of Canada (Sask.)  
©Parks Canada, Photo: Kevin Hogarth

# Management Statement of Responsibility for Performance Information

I submit, for tabling in Parliament, the 2010/11 Departmental Performance Report for the Parks Canada Agency.

This document has been prepared based on the reporting principles contained in the Guide to the Preparation of Part III of the 2010/11 Estimates: Reports on Plans and Priorities and Departmental Performance Reports:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance.
- It is based on the Agency's Strategic Outcome and Program Activity Architecture which were approved by the Treasury Board.
- It presents consistent, comprehensive, balanced and reliable information.
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it.
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

In addition, the *Parks Canada Agency Act* requires the Auditor General of Canada to provide an assessment of the fairness and reliability of the performance information.

Management has established systems and practices designed to provide reasonable assurance of the fairness and reliability of the Agency's performance information. Parks Canada is continually improving its financial and performance information, introducing new measures in some areas and enhancing data collection in others. Some information is based on management's best estimates and judgements. Limitations on the quality of the information and plans for improvements are indicated in the report.

The Agency's senior management oversees preparation of this document and approves the final report. In my view, the information is the best available and represents a comprehensive, balanced and transparent picture of the performance of Parks Canada for fiscal year 2010/11.

Original signed by

**Alan Latourelle**

Chief Executive Officer  
Parks Canada Agency

Gatineau  
August 26, 2011





**AUDITOR GENERAL'S ASSESSMENT  
of Performance Information  
in Parks Canada Agency's 2010–2011 Performance Report**

**REVIEW ENGAGEMENT REPORT**

**To the Chief Executive Officer of Parks Canada Agency and the Minister of the Environment**

***What I Assessed***

As required by the *Parks Canada Agency Act*, I have assessed the fairness and reliability of Parks Canada Agency's performance information for 2010–2011 with respect to the objectives established in its 2010–2011 corporate plan.

***Management's Responsibility***

The performance information reported in the Agency's performance report and the objectives established in its corporate plan are the responsibility of management.

***My Responsibility***

My responsibility is to assess the fairness and reliability of the performance information included in the Agency's performance report against the objectives established in its corporate plan. My assessment did not include the objectives set out in the corporate plan. My responsibility does not extend to assessing or commenting on the Agency's actual performance.

***The Nature of My Assessment***

My assessment covered only the performance information included in the section of the Agency's performance report titled "Analysis of program activities". My assessment did not include the information referenced by Web links included in the report.

My assessment consisted of a review performed in accordance with Canadian generally accepted standards for review engagements established by the Auditing and Assurance Standards Board (AASB) and, accordingly, consisted primarily of enquiry, analytical procedures, and discussion related to the Agency's performance information as supplied to me by the Agency. I conducted this assessment using the criteria for the assessment of fairness and reliability described in the Annex. There were no changes to the criteria from those of the prior year report.

My assessment is based on a review which provides a moderate level of assurance and does not constitute an audit. Consequently, I do not express an audit opinion on the Agency's performance information.

***Conclusion***

Based on my assessment, nothing has come to my attention that causes me to believe that the Agency's performance information for 2010–2011, with respect to the objectives established in its corporate plan, is not, in all significant respects, fair and reliable using the criteria described in the Annex to this report.

*Original signed by*

Sylvain Ricard, CA  
Assistant Auditor General  
for the Interim Auditor General of Canada

26 August 2011  
Ottawa, Canada



**CRITERIA FOR THE ASSESSMENT OF FAIRNESS AND RELIABILITY**  
**OFFICE OF THE AUDITOR GENERAL OF CANADA**

The following criteria were developed to assess the fairness and reliability of the information about the Agency's performance with respect to the objectives in its corporate plan. Two key issues were addressed: Has the Agency reported on its performance with respect to its objectives? Is that information fair and reliable? Performance information with respect to objectives is fair and reliable if it enables Parliament and the public to judge how well the entity or program in question is performing against the objectives it set out to accomplish.

**FAIRNESS**

- RELEVANT**      The performance information reports in context, tangible, and important accomplishments against objectives and costs.
- MEANINGFUL**    The performance information describes expectations and provides benchmarks against which performance is compared.
- ATTRIBUTABLE**   The performance information demonstrates why the program made a difference.
- BALANCED**      A representative and clear picture of performance is presented, which does not mislead the reader.

**RELIABILITY**

- RELIABLE**      The performance information adequately reflects the facts.

These criteria were developed specifically for the assessment. The Parks Canada Agency has acknowledged that they were suitable for the assessment.

More information on the criteria is available on our Web site at

[http://www.oag-bvg.gc.ca/internet/English/meth\\_gde\\_e\\_10217.html](http://www.oag-bvg.gc.ca/internet/English/meth_gde_e_10217.html)



Grand Pré National Historic Site of Canada (N.S.)  
©Parks Canada, Photo: Chris Reardon

## Analysis of Program Activities

### Performance Status Legend

Exceeded:	More than 100 percent ...	of the expected level of performance (as evidenced by the indicator and target or planned activities and outputs) for the expected result identified in the corresponding <i>Report on Plans and Priorities</i> was achieved during the fiscal year.
Met All:	100 percent ...	
Mostly Met:	80 to 99 percent ...	
Somewhat Met:	60 to 79 percent ...	
Not Met:	Less than 60 percent ...	

### STRATEGIC OUTCOME

**Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.**

Parks Canada accomplishes its Strategic Outcome by ensuring Agency activities and investments are relevant to Canadians and thereby create meaningful experiences in the enjoyment of national heritage places. This, in turn, fosters a strong sense of connection in the hearts and minds of Canadians as these places are protected in ways that allow present and future generations to enjoy them.

Parks Canada has developed three tangible and measurable performance indicators that inform management of the Agency's progress towards its Strategic Outcome. Contributing directly to these high-level expectations

are the results of all of the Program Activities that comprise the Agency's Program Activity Architecture. Measuring these results allows Parks Canada to assess its overall performance and to determine the progress the Agency has made in attaining its long-term goal.

Parks Canada has made great progress towards achieving its Strategic Outcome, surpassing its goal of improving its overall commemorative integrity rating in 2010/11, two years ahead of the target date. Continued investment in strategic initiatives, projects and activities has also helped to bring the Agency closer to meeting its objectives.

## Performance Indicator, Target Date and Performance in 2010/11

### 1. Maintain or improve the overall ecological integrity in all national parks from March 2008 to March 2013

The *Canada National Parks Act* defines ecological integrity as follows: “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.” The Agency assesses ecological integrity by examining indicators that represent the major ecosystems of a park, such as forests, wetlands, and fresh water. Each indicator is assessed for its ecological condition (good, fair or poor) and the trend in that condition (improving, declining or stable). Collectively, these assessments provide a basis for understanding the overall ecological integrity of a national park.

As of March 31, 2011, all 42 national parks have identified key ecological integrity indicators. Thirty parks have determined the condition of one or more of these indicators and 24 have identified at least one trend. The state of ecological integrity is reported to Canadians in each park’s *State of the Park Report*, which is produced on a five-year cycle. The *State of Protected Heritage Areas Report*, which is published every two years, provides a picture of the state of ecological integrity across all national parks. Parks Canada’s performance related to this indicator will be evaluated in 2013.

From 2009/10 to 2014/15, Parks Canada is investing approximately \$90 million for active management and restoration projects through the Action on the Ground initiative. This initiative uses a strategic approach that focusses primarily on improving the condition of priority ecological integrity indicators in targeted national parks.

In 2010/11, Parks Canada implemented a variety of projects that will contribute to maintaining and improving ecological integrity. Examples of these projects include improving the health of estuaries in Kouchibouguac National Park, supporting the recovery of the piping plover in national parks in the Atlantic region and the improving terrestrial ecosystems in Waterton Lakes National Park.

### 2. Improve the overall average commemorative integrity rating from 6.0/10 in March 2008 to 6.6/10 in March 2013

As of March 2011, Parks Canada achieved an overall average commemorative integrity rating of 6.8,<sup>iii</sup> exceeding its target of 6.6 by 2013. This is based on data from the 133 of 167 sites evaluated as of that date, and new results for sites where reassessments have taken place during the period covered by this report. The remaining 34 evaluations will be conducted as part of the management planning process and their results included in future performance reports.

Parks Canada has gradually and consistently improved its overall average commemorative integrity rating over the past four years, from 6.0 in 2007/08, based on 119 baseline evaluations completed by that date, to 6.4 in 2008/09, 6.5 in 2009/10 and 6.8 in 2010/11.

Commemorative integrity is based on three elements: Cultural Resource Condition, Effectiveness of Communications and Selected Management Practices. Of the 20 sites Parks Canada re-evaluated in 2010/11, 10 saw improvements to their degree of impairment of commemorative integrity, while two noted increased impairment, resulting in an overall net improvement of commemorative integrity.

See Figure 1 for additional details on the re-evaluations conducted in 2010/11.

**Figure 1:**  
**Results of 2010/11 Re-evaluations of Commemorative Integrity**

NATIONAL HISTORIC SITE	PREVIOUS EVALUATION		2010/11 RE-EVALUATION <sup>iv</sup>	
	COMMEMORATIVE INTEGRITY SCORE	DEGREE OF IMPAIRMENT <sup>v</sup>	COMMEMORATIVE INTEGRITY SCORE	DEGREE OF IMPAIRMENT
Alexander Graham Bell NHS	8	Minor	9	Minor
Carleton Martello Tower NHS	8	Minor	5	Significant
Dalvay-by-the-Sea NHS	4	Significant	7	Minor
Fisgard Lighthouse NHS	8	Minor	10	None
Former Territorial Courthouse NHS	4	Significant	4	Significant
Fort Langley NHS	8	Minor	9	Minor
Fort McNab NHS	1	Severe	5	Significant
Fort Rodd Hill NHS	7	Minor	4	Significant
Fortress of Louisbourg NHS	6	Significant	6	Significant
Frenchman Butte NHS	5	Significant	8	Minor
Gitwagak Battle Hill NHS	8	Minor	9	Minor
HMCS <i>Haida</i> NHS	3	Major	8	Minor
Jasper House NHS	6	Significant	10	None
Jasper Park Information Centre NHS	5	Significant	9	Minor
Louis-Joseph Papineau NHS	6	Significant	6	Significant
Navy Island NHS	1	Severe	1	Severe
Port-la-Joye–Fort Amherst NHS	7	Minor	8	Minor
Prince of Wales Tower NHS	5	Significant	9	Minor
Queenston Heights NHS	2	Major	8	Minor
Riding Mountain Park East Gate Registration Complex NHS	2	Major	4	Significant

Source: Parks Canada Commemorative Integrity Evaluation Data Bank

As of 2010/11, 65 percent (87) of the 133 national historic sites that have been evaluated so far exhibit no or minor impairment to their commemorative integrity, 29 percent (39)

exhibit significant impairment, and six percent (7) show major or severe impairment. See Figure 2 for additional details.



Figure 2:

Level of impairment of Commemorative Integrity at national historic sites

LEVEL OF IMPAIRMENT	2008/09		2009/10		2010/11	
	NUMBER OF SITES	PERCENTAGE OF TOTAL NUMBER OF SITES	NUMBER OF SITES	PERCENTAGE OF TOTAL NUMBER OF SITES	NUMBER OF SITES	PERCENTAGE OF TOTAL NUMBER OF SITES
No impairment	9	7%	9	7%	11	8%
Minor	70	53%	74	56%	76	57%
Significant	41	31%	40	30%	39	29%
Major	11	8%	8	6%	6	5%
Severe	2	1%	2	1%	1	1%
<b>Total</b>	<b>133<sup>vi</sup></b>	<b>100%</b>	<b>133<sup>vi</sup></b>	<b>100%</b>	<b>133<sup>vi</sup></b>	<b>100%</b>

Source: Parks Canada Commemorative Integrity Evaluation Data Bank

**3. 65 percent of Canadians report a personal connection to Parks Canada administered places by March 2014**

In 2008/09, through the National Survey of Canadians, Parks Canada determined that approximately 55 percent of Canadians had a sense of personal connection to Canada’s national heritage places. Parks Canada’s performance related to personal connection will be assessed against this baseline in 2013/14.

In 2010/11, Parks Canada embarked on a number of Agency-wide initiatives designed to expose Canadians to the spirit, wonder and awe of Canada’s national heritage places and the Agency responsible for them, to inspire Canadians to visit these places and to help cultivate and nurture among Canadians a sense of connection to these places. These initiatives included celebratory activities associated with the 125<sup>th</sup> anniversary of Canada’s first national park, Banff National Park, as well as feature episodes of television shows, television documentaries with related website and/or social media pages, and a targeted presence in print and social media.

The Agency recognizes that it is the cumulative impact of its long-term, sustained presence rather than a single activity or action that will influence Canadians’ level of appreciation and support for national heritage places.

Parks Canada’s tracking research demonstrates that Canadians’ overall awareness of the Agency and support for its mandate has remained stable in 2010/11. There have been small increases in awareness among the 18-34 age group as well as among adults with children, and recognition of the Agency’s corporate symbol has improved over the last year. An external study conducted in 2010/11 revealed that national parks were considered by Canadians as one of the top four defining symbols of Canada, along with universal health care, the Canadian flag and the national anthem. The percentage of Canadians who consider this true has increased over the last several years. If Parks Canada sustains its enhanced efforts to be relevant in the eyes of Canadians, the Agency anticipates seeing progress in its performance measures in 2014.

# Program Activity 1:

## HERITAGE PLACES ESTABLISHMENT

### Program Activity Description

This program includes systems planning, completing feasibility studies, research, consulting with stakeholders and the public, negotiating with other governments and Aboriginal organizations and obtaining ministerial approval, resulting in established national parks and national marine conservation areas and designated national historic sites of Canada and other heritage places. Canada's national parks and national marine conservation areas, as well as the persons, places and events of national historic significance to Canada, are symbols to the world and are part of the fabric of the nation. Preservation of Canada's natural and cultural heritage and making it available to Canadians for discovery and enjoyment is of key importance. Establishing heritage places is essential to enhancing pride, encouraging stewardship and giving expression to our identity as Canadians, and involving Canada in the internationally shared objective of protecting and commemorating the best of the world's natural and cultural heritage.

FINANCIAL RESOURCES		
2010/11 (\$000s)		
Planned Spending	Total Authorities	Actual Spending
24,311	32,742	21,686

HUMAN RESOURCES		
2010/11 (FULL-TIME EQUIVALENT)		
Planned	Actual	Difference
92	83	9

Parks Canada's total authorities include \$24.3 million acquired through the Main Estimates process, and \$8.4 million mainly due to unused funds appropriated over a two-year period, for a total of \$32.7 million. Actual expenditures were lower than the total authorities by \$11.1 million mainly due to a reserve fund dedicated to the establishment of new national parks and national marine conservation areas.

Fort George National Historic Site of Canada (Ont.)  
©Parks Canada, Photo: Dale Wilson



## Expected Result

Represented regions in the systems of national parks and national marine conservation areas; the system of national historic sites represents the breadth and diversity of Canada's history.

PERFORMANCE INDICATORS	TARGET AND DATE	PERFORMANCE STATUS
Number of represented terrestrial natural regions in the system of national parks	Increase the number of represented terrestrial natural regions from 28 in March 2007 to 29 of 39 by March 2013	Performance will be assessed in 2013 Progress is outlined in the following text
Number of unrepresented regions with demonstrable progress in advancing through steps towards establishing national parks	Make demonstrable progress towards establishing national parks in three unrepresented regions by March 2011	Met All
Number of represented marine regions in the system of national marine conservation areas	Increase the number of represented marine regions from three in October 2007 to five of 29 by March 2013	Met All
Number of unrepresented regions with demonstrable progress in advancing through steps towards establishing national marine conservation areas	Make demonstrable progress towards establishing national marine conservation areas in two unrepresented regions by March 2011	Exceeded
Percentage of yearly commemorations for under-represented themes in Canada's history	33% of yearly commemorations are for under-represented themes in Canada's history	Mostly Met

National marine conservation areas and their establishment: <http://www.pc.gc.ca/eng/progs/amnc-nmca/pr-sp/index.aspx>

Information on under-represented themes: [http://www.pc.gc.ca/docs/r/system-reseau/sec4/sites-lieux44\\_e.asp](http://www.pc.gc.ca/docs/r/system-reseau/sec4/sites-lieux44_e.asp)

National Commemoration Program: <http://www.pc.gc.ca/eng/clmhc-hsmbc/ncp-pcn.aspx>

## PERFORMANCE SUMMARY AND ANALYSIS

Parks Canada worked towards increasing the number of represented terrestrial natural regions to 29 by March 2013 by furthering the Bathurst Island and Mealy Mountains proposals, which are now in the negotiation phase.

Parks Canada met its target of making demonstrable progress towards establishing national parks in three unrepresented natural regions: East Coast Boreal (Mealy Mountains proposal), Western High Arctic (Bathurst Island proposal) and Northwestern Boreal Uplands (Thaidene Nene in the East Arm of Great Slave Lake proposal).

With the establishment of the Gwaii Haanas National Marine Conservation Area Reserve and Haida Heritage Site, Parks Canada met its target of increasing the number of represented marine natural regions from three to five by March 2013, as Gwaii Haanas represents two marine regions.

Parks Canada also exceeded its goal of making demonstrable progress towards establishing national marine conservation areas in two unrepresented regions by March 2011. The Agency actually made progress in three unrepresented marine regions: Hecate Strait and the Queen Charlotte Shelf (Gwaii Haanas establishment) and Lancaster Sound (Lancaster Sound proposal).

Parks Canada mostly met its objective of 33 percent of yearly commemorations for under-represented themes in Canada's history, with 31 percent of commemorations in 2010/11 related to Aboriginal history, Ethnocultural communities and Women.

### Increasing the representation of terrestrial natural regions

The national parks system currently consists of 42 operational parks representing 28 of the 39 terrestrial natural regions, and totals 301,473 square kilometres, equivalent to three percent of Canada's land mass. With the advancement of the Bathurst Island and Mealy Mountains national park proposals, Parks Canada is well positioned to meet its target of increasing the number of represented terrestrial natural regions from 28 in March 2007 to 29 of 39 by March 2013.

In addition to the Bathurst Island and Mealy Mountains proposals, the Agency made progress in the Thaidene Nene national park reserve proposal in the East Arm of Great Slave

Lake, thereby meeting its goal of making demonstrable progress towards establishing national parks in three unrepresented regions. Details on the progress made in these three proposals, as well as other current proposals, are presented in Figure 3.

In addition to making progress in unrepresented regions, Parks Canada advanced the proposed Nááts'ihch'oh National Park Reserve in the Mackenzie Mountains terrestrial natural region and the designation of Sable Island as a national park within the Atlantic Coast Uplands terrestrial natural region. The Agency also launched an assessment to determine the feasibility of adding Bowen Island, near Vancouver, to the national park system.

The Gulf Islands National Park Reserve was formally protected under the *Canada National Parks Act*. Wapusk National Park was also formally protected under the Act in the last days of the previous fiscal year of 2009/10.

Figure 3:  
Progress of proposals to establish<sup>vii</sup> and expand national parks

TERRESTRIAL NATURAL REGION AND NATIONAL PARK AREA OF INTEREST	PROGRESS STATEMENT IN 2010/11
Manitoba Lowlands (unrepresented) <i>Manitoba Lowlands (Man.)</i>	<b>Feasibility Assessment (Step 3)</b> Parks Canada signed a memorandum of understanding and began discussions with the Misipawistik Cree Nation and the Government of Manitoba to guide a community-based process to build a common understanding of the benefits and potential approaches to conserving lands within the traditional territory of the Cree.
Interior Dry Plateau (unrepresented) <i>South Okanagan-Lower Similkameen (B.C.)</i>	<b>Feasibility Assessment (Step 3)</b> Parks Canada continued to work with British Columbia on the assessment of the feasibility of the proposed national park reserve. The park reserve concept was refined over the year to address considerations raised by First Nations, the ranching community, and other stakeholders during the consultations.
Strait of Georgia Lowlands (represented) <i>Bowen Island (B.C.)</i>	<b>Feasibility Assessment (Step 3)</b> Parks Canada undertook a preliminary analysis of potential opportunities on Bowen Island over the winter of 2009/10, and in May 2010, in collaboration with the Bowen Island Municipality and in partnership with the Province of British Columbia, agreed to lead a streamlined feasibility assessment to study the potential for a national park reserve on Bowen Island.

TERRESTRIAL NATURAL REGION AND NATIONAL PARK AREA OF INTEREST	PROGRESS STATEMENT IN 2010/11
Northwestern Boreal Uplands (unrepresented) <i>Thaidene Nene in the East Arm of Great Slave Lake (N.W.T)</i>	<b>Negotiation of agreements (Steps 3 and 4)</b> The Minister of the Environment signed a framework agreement with the Łutsel K'ę Dene First Nation committing the parties to negotiate a park establishment agreement, and negotiations were initiated. Work continued on a social and economic study, as well as on the technical Mineral and Energy Resources Assessment.
Mackenzie Mountains (represented) <i>Nááts'ihch'oh (N.W.T)</i>	<b>Negotiation of agreements (Step 4)</b> Parks Canada conducted consultations on the proposed national park reserve and boundary options in the Northwest Territories and across Canada; a high number of responses (over 1,600) were received. Parks Canada also began the work to develop a final boundary proposal.
East Coast Boreal (unrepresented) <i>Mealy Mountains (N.L.)</i>	<b>Negotiation of agreements (Step 4)</b> Parks Canada and the Government of Newfoundland and Labrador worked on several key elements of the national park reserve proposal prior to launching formal negotiation of a federal-provincial land transfer agreement. Parks Canada also started discussions with several Aboriginal organizations to confirm next steps, including the drafting of a framework to guide the negotiation of an Impact and Benefit Agreement with the Innu Nation. Work to produce a legal description of the final park reserve boundary commenced.
Western High Arctic (unrepresented) <i>Bathurst Island (NU)</i>	<b>Negotiation of agreements (Step 4)</b> Parks Canada and the Qikiqtani Inuit Association launched and made progress on the negotiation of an Inuit Impact and Benefit Agreement, which is required under the Nunavut Land Claims Agreement.
Atlantic Coast Uplands (represented) <i>Sable Island (N.S.)</i>	<b>Negotiation of agreements (Step 4)</b> The governments of Canada and Nova Scotia announced in May 2010 their intent to designate Sable Island as a national park under the <i>Canada National Parks Act</i> . Parks Canada conducted consultations that demonstrated widespread support for protecting Sable Island as a national park, and commenced negotiation of a federal-provincial national park establishment agreement with the province.
Central Tundra (represented) <i>Ukkusiksalik National Park (NU)</i>	<b>Passage of legislation (Step 5)</b> A legal description of the final park boundary that will be added to the <i>Canada National Parks Act</i> to formally protect Ukkusiksalik National Park was completed. It is being updated to add one parcel of Inuit-owned land for inclusion in the park. The transfer of the parcel was provided for in the Nunavut Land Claims Agreement.
Strait of Georgia Lowlands (represented) <i>Gulf Islands National Park Reserve (B.C.)</i>	<b>Passage of legislation (Step 5)</b> Gulf Islands National Park Reserve was formally protected under the <i>Canada National Parks Act</i> . This step was completed on August 18, 2010, when the title and description of the park was added to Schedule 2 of the Act by order-in-council following a Parliamentary review.
Hudson-James Lowlands (represented) <i>Wapusk National Park (Man.)</i>	<b>Passage of legislation (Step 5)</b> The regulatory process to formally add the title and legal description of Wapusk National Park to Schedule 1 of the <i>Canada National Parks Act</i> was completed on March 26, 2010.

Note: A region may be represented by a national park or national park reserve. A reserve is an area managed as a national park but where the lands are subject to one or more claims by Aboriginal people that have been accepted for negotiation by the Government of Canada. A region is considered to be represented when one or more national parks or park reserves are operational as a consequence of: signing a park establishment agreement (federal-provincial and/or Aboriginal agreements); the lands have been transferred to Canada (from the province); and/or the park/reserve is in a schedule of the Canada National Parks Act.



## Increasing the representation of marine regions

On June 17, 2010, Gwaii Haanas National Marine Conservation Area Reserve and Haida Heritage Site was formally protected under the *Canada National Marine Conservation Areas Act*. This action increases the number of represented marine regions in the system from three to five as Gwaii Haanas represents both the Hecate Strait and the Queen Charlotte Shelf marine regions in the Pacific Ocean region.

With the addition of Gwaii Haanas, the national marine conservation area system currently consists of 4 operational marine areas representing five of the 29 marine regions and totalling 14,846 square kilometres in size.

In addition to its work on Gwaii Haanas, the Agency also made demonstrable progress on the proposed national marine conservation area for Lancaster Sound, with a Government of Canada announcement in December 2010 on its position on a potential future boundary for a national marine conservation area. Further details on the progress in establishing national marine conservation areas in unrepresented regions can be found in Figure 4.

**Figure 4:**  
Progress of proposals to establish<sup>viii</sup> national marine conservation areas

MARINE REGION AND NATIONAL MARINE CONSERVATION AREA OF INTEREST	PROGRESS STATEMENT IN 2010/11
Lancaster Sound (unrepresented) <i>Lancaster Sound (NU)</i>	<b>Feasibility assessment (Step 3)</b> The Government of Canada announced its position on a potential future boundary for a national marine conservation area in Lancaster Sound, Nunavut. The proposed boundary encompasses 44,300 square kilometres of marine waters within the Lancaster Sound marine region of the national marine conservation area system.
Strait of Georgia (unrepresented) <i>Southern Strait of Georgia (B.C.)</i>	<b>Feasibility assessment (Step 3)</b> Parks Canada continued to work with the Government of British Columbia in assessing the feasibility of establishing a national marine conservation area reserve in the southern Strait of Georgia, which includes the waters adjacent to Gulf Islands National Park Reserve.
Magdalen Shallows (unrepresented) <i>Les Îles-de-la-Madeleine (Que.)</i>	<b>Feasibility assessment (Step 3)</b> The feasibility assessment remains in its early stages as Parks Canada continued working towards a memorandum of understanding with the Government of Quebec to guide the assessment work.
Hecate Strait/Queen Charlotte Shelf (unrepresented) <i>Gwaii Haanas NMCA Reserve and Haida Heritage Site (B.C.)</i>	<b>Passage of legislation (Step 5)</b> Gwaii Haanas National Marine Conservation Area Reserve and Haida Heritage Site was formally protected under the <i>Canada National Marine Conservation Areas Act</i> . This step was completed in June, 2010 by adding the title and legal description of the marine area to Schedule 2 of the Act by order-in-council following a Parliamentary review.

Note: A marine region is considered to be represented when one or more national marine conservation areas or reserves are operational as a consequence of: signing an establishment agreement (federal-provincial and/or Aboriginal agreements); seabed and any lands have been transferred to Canada (from province); and/or the national marine conservation area/reserve is in a schedule of the *Canada National Marine Conservation Areas Act*.

## Commemoration of under-represented themes in Canada's history

The Minister of the Environment made eleven commemorations related to under-represented themes in Canada's history in 2010/11, accounting for 31 percent of the total number of commemorations and mostly meeting the target of 33 percent. Three of these commemorations were related to women's history, three to Aboriginal history and four to the history of Ethnocultural communities. One commemoration, Marie Marguerite Rose (1717–1757) National Historic Person, touched more than one theme. See Figure 5 for further details.

In 2010/11, Parks Canada unveiled commemorative Government of Canada plaques for 35 places, persons and events of national historic significance. Under the Aboriginal history theme, there were three important commemorations, one of which was Pointe-du-Buisson National Historic Site of Canada. For 5,000 years this plateau was a favoured portage and camp site for Aboriginal peoples. Its rich archaeological record, including thousands of preserved bones of many species that attest to the importance of fishing there, has made the site a vital resource for understanding Aboriginal history in the region.

The Nikkei Internment Memorial Centre National Historic Site of Canada is a poignant addition to the commemoration of the history of Ethnocultural communities. A powerful reminder of the forced displacement of the Japanese-Canadian

population of the West Coast during the Second World War, the Nikkei Internment Memorial Centre is one of the few places that has preserved traces of this tragic episode. Dedicated to remembrance, it constitutes an important place of memory for the Japanese-Canadian community.

Under the theme of women's history, the commemoration of Mona Gordon Wilson (1894–1981) as a National Historic Person recognizes the important work Wilson did in establishing and improving access to public health in Prince Edward Island, Newfoundland and abroad. In addition to serving in both the First and Second World Wars, Wilson worked tirelessly to expand nursing services in Prince Edward Island to include inoculation, dental hygiene and tuberculosis care, laying the foundation of the province's public health program.

In previous years, Parks Canada reported on ministerial designations rather than commemorations. In 2010/11, the Agency shifted its focus to commemorations (i.e. plaque unveilings) to better capture the scope of Parks Canada's involvement in the National Commemoration Program and of its responsibilities that go beyond the ministerial designation process, such as writing of plaque texts, casting and delivering plaques, organizing unveiling ceremonies and installing plaques.

Figure 5:

### Ministerial commemorations in 2010/11 by type and by under-represented theme

Type	TOTAL	UNDER-REPRESENTED THEMES					Percentage	Total
	COMMEMORATIONS	Ethnocultural communities	Women	Aboriginal history	Ethnocultural communities & Women			
Places	14	1	0	2	0	21%	3	
Persons	11	1	2	1	1	45%	5	
Events	10	2	1	0	0	30%	3	
<b>Total</b>	<b>35</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>31%</b>	<b>11</b>	

Source: Historic Sites and Monuments Board of Canada Secretariat database and Directory of Designations of National Historic Significance of Canada  
 Note: Totals may not agree due to rounding.

## LESSONS LEARNED

Parks Canada attributes much of its success to the positive and productive relationships it strives to build and maintain with groups that have the strongest interest and involvement in its work. The establishment of national parks and national marine conservation areas requires a high level of engagement on the part of provincial governments and Aboriginal peoples. The designation and commemoration of persons, places and events of historic importance equally demands the active participation of stakeholders, partners and community groups.

Over the course of the past few years, the positive influence of these relationships have been evident in the progress Parks Canada has made in protecting lands and waters of national significance and in identifying nominations for new commemorations to ensure the representation of the breadth

and diversity of Canada's history. One of the principal reasons for this progress is that most of the organizations and groups involved shared a common vision and collaborative approach to protecting and presenting our nation's natural and cultural heritage.

This realization on the part of the Agency has led to changes to the feasibility assessment process in the establishment of national parks and national marine conservation areas that emphasize the development and maintenance of collaborative relationships. While Parks Canada continues to gather information on the natural and cultural values of proposed sites, it also works to understand the challenges that provincial and territorial governments, Aboriginal peoples and local communities must address with each proposal, and to develop potential solutions or management actions that address these challenges.





Gwaii Haanas National Marine Conservation Area Reserve and Haida Heritage Site (B.C.)  
©Parks Canada, *Photo: Wayne Lynch*



# Program Activity 2:

## HERITAGE RESOURCES CONSERVATION

### Program Activity Description

This program includes maintenance or restoration of ecological integrity in national parks through protection of natural resources and natural processes; ensuring the commemorative integrity of national historic sites managed by Parks Canada and influencing the commemorative integrity of those managed or owned by third parties; the protection and management of cultural resources under the administration of Parks Canada; and the sustainable use of national marine conservation areas including protection of unique marine ecosystems. This program also includes fulfilling legal responsibilities assigned to Parks Canada by the *Species at Risk Act* and the *Canadian Environmental Assessment Act*. The protection of Canada's most special natural and cultural resources ensures that current and future generations will enjoy a system of protected heritage areas.

FINANCIAL RESOURCES		
2010/11 (\$000s)		
Planned Spending	Total Authorities	Actual Spending
240,482	241,313	215,947

HUMAN RESOURCES		
2010/11 (FULL-TIME EQUIVALENT)		
Planned	Actual	Difference
1,283	1,234	49

Parks Canada's total authorities include \$240.5 million acquired through the Main Estimates process. The Agency saw no significant change in its planned spending and total authorities. Actual expenditures were lower than the total authorities by \$25.4 million mainly due to changes in priorities and programs.



Fort Battleford National Historic Site of Canada (Sask.)  
©Parks Canada, Photo: Kevin Hogarth

## Expected Result

Management actions result in improvements to ecological integrity indicators in national parks, and the state of cultural resources in national historic sites is improved.

PERFORMANCE INDICATORS	TARGET AND DATE	PERFORMANCE STATUS
Number of national parks with at least one improved ecological integrity indicator	20 national parks improve one ecological integrity indicator from March 2008 to March 2014	Performance will be assessed in 2014 Progress is outlined in the following text
Percentage of the condition of cultural resources and management practices elements of commemorative integrity rated as poor are improved	70% of the condition of cultural resources elements of commemorative integrity rated as poor are improved within five years	Somewhat Met
	70% of the management practices elements of commemorative integrity rated as poor are improved within five years	Exceeded

Definition of the concept of Commemorative Integrity: [http://www.pc.gc.ca/eng/docs/pc/guide/guide/commemorative\\_1\\_0/commemorative\\_1\\_1.aspx](http://www.pc.gc.ca/eng/docs/pc/guide/guide/commemorative_1_0/commemorative_1_1.aspx)  
 Cultural Resource Management Policy: <http://www.pc.gc.ca/eng/docs/pc/poli/princip/sec3.aspx>  
 List of National Historic Sites administered by Parks Canada: [http://www.pc.gc.ca/progs/lhn-nhs/recherche-search\\_e.asp?s=1](http://www.pc.gc.ca/progs/lhn-nhs/recherche-search_e.asp?s=1)

## PERFORMANCE SUMMARY AND ANALYSIS

As of March 31, 2011, all 42 national parks have identified key indicators of ecological integrity, an improvement from 39 parks in 2008/09. Thirty parks have determined the condition of one or more of these indicators (up from 25 in 2008/09), and 24 parks<sup>ix</sup> have determined at least one trend (up from 23 in 2008/09). Parks Canada's performance in the improvement of ecological indicators will be evaluated in 2014 against the baselines established in 2008/09. The target to improve one ecological integrity indicator in 20 national parks by March 2014 applies to the 32 southern parks.

In 2010/11, 50 percent of national historic sites (two of four) that had obtained a poor rating in 2005/06 for the Condition of Cultural Resources element of commemorative integrity improved that rating, as well as 75 percent of sites (three of four) that had obtained a poor rating in 2005/06 for the Selected Management Practices element of commemorative integrity.

## Improving ecological integrity

In 2010/11, through the Action on the Ground initiative, Parks Canada implemented active management and restoration projects to address some of the most pressing ecological integrity issues in 24 national parks. Figure 6 provides details for six examples of these projects.

Improvements in ecological integrity indicators may be realized in one of three ways: by improving the condition of the indicator (e.g. from poor to fair, or from fair to good); by improving the trend of the indicator (e.g. from declining to stable); or by meeting management effectiveness targets. Because ecological integrity indicators represent complex ecosystems that are sometimes slow to respond to management interventions, the third method measures the achievement of ecological integrity outcomes at a smaller scale (e.g. the ratio of native grasses to exotic grasses is improved by 15 percent in the area of the restoration).

Parks Canada continued to develop ecological integrity monitoring programs that measure and report ecological condition and change for parks in the North. Given the large size and remote locations of these national parks, satellite-based remote sensing tools will be an important component of park monitoring programs. In 2010/11, through the ParkSPACE program funded by the Canadian Space Agency, Parks Canada, in collaboration with scientists at the Canadian Centre for Remote Sensing, focussed on the development of 16 satellite-based monitoring protocols that are specifically designed to measure change in Arctic ecosystems. The ParkSPACE team also developed a draft of an operational plan that identifies tasks and assesses the human and financial resources required over the long-term to measure ecological integrity by remote sensing—a second key deliverable of the ParkSPACE program. Some ParkSPACE tools are already in use to design monitoring programs and to monitor wildlife populations.

The combined achievements of Parks Canada's active management efforts contribute to the improvement of ecological integrity in national parks. Parks Canada's direct and concrete conservation actions on the ground, such as stream restoration, prescribed burning and hyper-abundant species management, contribute to improving ecological integrity and mitigate the risks associated with environmental forces such as climate change, species at risk, invasive species, and the loss of biodiversity. Healthy, intact ecosystems are a key component of providing Canadians with meaningful experiences and are crucial to keeping parks unimpaired for the enjoyment of future generations. With an ecological integrity monitoring and reporting system in place, national principles and guidelines for ecological restoration and targeted multi-year active management and restoration initiatives underway, Parks Canada is well-positioned to achieve ecological integrity improvements by 2014.

**Figure 6:**  
Examples of Action on the Ground projects and their achievements

NATIONAL PARK	ECOLOGICAL INTEGRITY INDICATOR TO BE IMPROVED	OVERALL PROJECT OBJECTIVE	PROJECT ACHIEVEMENTS 2010/11	ECOLOGICAL INTEGRITY IMPROVEMENT EXPECTED BY MARCH 2014
Banff, Glacier, Jasper, Kootenay, Mount Revelstoke, Waterton Lakes and Yoho NPs	Aquatic	To restore and reconnect our waters	Restored three priority culverts to improve the connectivity of aquatic ecosystems  Surveyed seven additional crossings and restoration designs are underway	Improvement in indicator trend
Fundy NP	Freshwater	To improve the ecological integrity of aquatic ecosystems	Undertook activities to restore water levels in streams, to improve shoreline stability and to restore stream flow  Installed appropriate in-stream structures and removed suspended culverts to improve fish habitat structure and to ensure connectivity of streams for fish passage, resulting in the observation of fish using the passages shortly after construction  Planted trees and shrubs to increase native biodiversity along the shoreline, resulting in the observation of increased wildlife	Management effectiveness targets will be met

NATIONAL PARK	ECOLOGICAL INTEGRITY INDICATOR TO BE IMPROVED	OVERALL PROJECT OBJECTIVE	PROJECT ACHIEVEMENTS 2010/11	ECOLOGICAL INTEGRITY IMPROVEMENT EXPECTED BY MARCH 2014
Gwaii Haanas NPR and Haida Heritage Site	Streams	To restore the ecological integrity of logging-affected streams and riparian areas through rehabilitation of ecosystem structure and function	<p>Completed restoration activities to improve salmon habitat along 410 metres of highest priority streams</p> <p>Installed 17 in-stream structures to create refugia for salmon spawning</p> <p>Developed and implemented forest restoration activities, including creation of gaps and understory protection, to restore degraded shoreline forest habitat adjacent to targeted streams</p> <p>Collected salmon broodstock and completed hatchery rearing of fry for 2011 introduction</p>	Improvement in indicator trend
Kejimikujik, Kouchibouguac and Prince Edward Island NPs	Coastal	To recover piping plover (species at risk) in Atlantic national parks	<p>Implemented predator management and captive rearing strategies to increase the piping plover population</p> <p>Tested and used predator management strategies to protect nests</p> <p>Met the productivity target of 1.65 fledglings per pair in Kouchibouguac and Kejimikujik NPs</p> <p>Tested captive rearing as a tool for improving recovery success</p> <p>Recovered four abandoned eggs and released two captive-reared chicks into the population</p>	Improvement in indicator trend
Kouchibouguac NP	Coastal	To improve the health of estuaries	<p>Reduced fish population loss by implementing commercial license retirement programs</p> <p>Achieved the withdrawal of 28 of 34 clam fishers, 16 of 19 smelt fishers, 10 of 14 eel fishers and five of six gaspereau fishers, resulting in improved reports from recreational fishers</p> <p>Re-introduced 35,000 parrs (young salmon) into two rivers to improve salmon population status and contribute to the recovery of Atlantic salmon populations</p> <p>Planned re-introduction of an additional 15,000 parrs, was prevented due to disease in the hatchery. Will develop a new approach and re-introductions will resume in the future</p>	Improvement in indicator trend



NATIONAL PARK	ECOLOGICAL INTEGRITY INDICATOR TO BE IMPROVED	OVERALL PROJECT OBJECTIVE	PROJECT ACHIEVEMENTS 2010/11	ECOLOGICAL INTEGRITY IMPROVEMENT EXPECTED BY MARCH 2014
Waterton Lakes NP	Terrestrial	To improve the ecological integrity of terrestrial ecosystems	<p>Planted approximately 1,000 native plant seedlings to restore the native plant community</p> <p>Implemented prescribed burns at 11 plots to improve conditions for their success</p> <p>Actively controlled 30 non-native plant species through mechanical and chemical treatment to reduce invasive alien species</p> <p>Implemented a series of restoration plots in the former trade waste pit designed to restore the native fescue prairie through seed collection, propagation and planting</p> <p>Planned prescribed burns to restore the natural fire cycle, an important ecological process for the grassland area, but deferred them due to a wet season.</p> <p>Collected baseline data that will be used to set management effectiveness targets and refine prescribed burn plans for future years</p>	Improvement in indicator trend



Fundy National Park of Canada (N.B.)  
 ©Parks Canada, Photo: Chris Reardon

## Improving commemorative integrity

Each year, Parks Canada conducts a focussed site-level reassessment of all elements of commemorative integrity that received a poor rating five years previously. In 2010/11, Parks Canada conducted reassessments at the four national historic sites that had received a poor rating in 2005/06 for the Condition of Cultural Resources element of commemorative

integrity, and at the four sites that had received a poor rating in the same year for Selected Management Practices. Fifty percent of the sites (two of four) reassessed for the Condition of Cultural Resources improved their ratings, and 75 percent of sites (three of four) reassessed for Selected Management Practices showed improved ratings. Details are provided in Figures 7 and 8.

Figure 7:

### 2010/11 Reassessment results of national historic sites with poor ratings in 2005/06 for the Condition of Cultural Resources element of Commemorative Integrity

NATIONAL HISTORIC SITES WITH POOR RATINGS	2010/11 RATING	PROGRESS STATEMENT	PERFORMANCE STATUS
Fortress of Louisbourg NHS	Poor	Cultural resources are subject to ongoing and negative impacts from two different and significant threats – coastal erosion and re-vegetation of the siege sites. The scale of these threats is such that the resources are, in some cases, beyond the practical ability to reverse them. As a consequence, the resource condition element rating remained poor in spite of efforts made over the past five years. Efforts to carry out rescue archaeology, presentation of the resources by alternate means, as well as the development of a Coastal Heritage Conservation Plan, are ongoing. While they are important in mitigating the impact of some of the impairments imposed by the forces of nature at this site, it is not feasible at this time to reverse the situation.	Not Met
HMCS <i>Haida</i> NHS	Fair	The site made improvements to the superstructure and the deck of the ship. Specific component elements were also restored, including the electrical system and several interior spaces. The overall condition of historical objects associated with the ship has improved through conservation work to many objects and improvements in storage conditions.	Met All
Navy Island NHS	Poor	Monitoring of the shoreline in 2007 and 2008 showed that erosion is proceeding at an alarming rate. The high water levels in the Niagara River have caused significant erosion of all the island's low-lying beaches that had previously acted as an important buffer against erosion of the shoreline bluffs. From time to time, the situation is monitored for the impact on archaeological resources and salvage archaeology is undertaken. However, erosion continues to pose a threat to cultural resources on the island.	Not Met
Queenston Heights NHS	Good	Brock's Monument is a very prominent component of Queenston Heights Park, a War of 1812 national historic site. Brock's Monument conservation work was undertaken in 2007/08 and addressed all concerns. For example, mortar is now stable in decorative stonework, preventing water penetration.	Met All

Source: Parks Canada Commemorative Integrity Evaluation Data Bank

Figure 8:

**2010/11 Reassessment results of national historic sites with poor ratings in 2005/06 for the Selected Management Practices element of Commemorative Integrity**

NATIONAL HISTORIC SITES WITH POOR RATINGS	2010/11 RATING	PROGRESS STATEMENT	PERFORMANCE STATUS
Dalvay-by-the-Sea NHS	Fair	Improvements include the development of an impact assessment on cultural resources as a result of the introduction of a nearby wind turbine, improved communication and collaboration among Parks Canada's operational staff and improved access to documentation necessary for the management of the site.	Met All
HMCS <i>Haida</i> NHS	Fair	The improvement in the rating reflects the priority work that was done to the deck and to the collection of historical objects associated with the ship. Parks Canada is working toward addressing the strategic direction for the collection, the condition of the hull, and the formalization of a maintenance plan.	Met All
Navy Island NHS	Poor	Due to limited access to the site, issues identified through evaluation continue to threaten cultural resources. Parks Canada recognizes the need to develop integrated strategies to address ongoing erosion, wildlife and vegetation growth.	Not Met
Riding Mountain Park East Gate Registration Complex NHS	Fair	This improvement is mainly due to the completion of the inventory of landscapes and landscape features, an improvement in record keeping, as well as in monitoring and maintenance practices related to cultural resources. The park is working on an integrated plan for the site that would address communication of the historic values of the site, adaptive re-use of buildings and overall visitor experience and public education opportunities.	Met All

Source: Parks Canada Commemorative Integrity Evaluation Data Bank

Since 2007, when the reassessment of sites with poor ratings in commemorative integrity elements began, improvements have been made at 17 of 21 such sites, due to investments made by Parks Canada. Sixty-seven percent (eight of 12) of the sites that had a poor rating for the Condition of Cultural Resources element of commemorative integrity improved that rating, while 80 percent (12 of 15) of the sites with a poor rating for the Selected Management Practices element upgraded their rating, contributing to an improvement in the overall commemorative integrity of national historic sites. Investments are ongoing and the trend in commemorative integrity has continued upward year over year with rating improvements outweighing declines.

In 2010/11, the overall commemorative integrity rating increased to 6.8/10, surpassing the 2013 target of 6.6. Part of this accelerated progress can be attributed to the increase

in Parks Canada's available investment funds made possible by Canada's Economic Action Plan. The following are examples of these investments:

- **Fort McNab National Historic Site, Nova Scotia** – Roof repair, concrete repair, installation of original guns and landscaping;
- **Fort Langley National Historic Site, British Columbia** – Replacement of the roof and failing timbers at the Store House, addressing of water issues and treating the exterior of the building, improvements to the security and fire systems; and
- **HMCS *Haida* National Historic Site, Ontario** – Repairs to the 3/50 Gun Deck and aft end of the Quarter Deck, stopping the penetration of water into compartments below.

## LESSONS LEARNED

Conservation efforts require a sound methodology to measure the condition and trend over time of our natural and cultural resources in order to identify priority areas for maintenance and improvement. This is equally true for both ecological integrity in our national parks and commemorative integrity at national historic sites.

Factors beyond Parks Canada's control, such as climate change, invasive alien species, public use and natural disasters, can affect commemorative and ecological integrity and play a role in the success of management interventions. This demands a better capacity to understand, predict, respond to and recover from these situations in the future.

Monitoring efforts are required to determine necessary management interventions, especially since successful restoration may only be seen over the long term. Parks Canada is continuing to develop and implement monitoring and restoration activities.

Equally important is the benefit of having on hand at all times an accurate determination of remediation requirements as well as basic project plans supported by impact assessment. This was demonstrated by the fact that a number of Parks Canada's national parks and national historic sites were prepared to play a significant role under Canada's Economic Action Plan.





# Program Activity 3:

## PUBLIC APPRECIATION AND UNDERSTANDING

### Program Activity Description

This program activity aims to increase Canadians' understanding, appreciation, support and engagement with respect to the natural and historical heritage of Parks Canada administered places. This is accomplished by reaching Canadians at home, at leisure, at school and in their communities through relevant and effective communication and public outreach education initiatives as well as by engaging many stakeholders and partners in the development and implementation of the Agency's future direction.

FINANCIAL RESOURCES		
2010/11 (\$000s)		
Planned Spending	Total Authorities	Actual Spending
29,371	51,052	50,823

HUMAN RESOURCES		
2010/11 (FULL-TIME EQUIVALENT)		
Planned	Actual	Difference
293	410	117

Parks Canada's total authorities include \$29.4 million acquired through the Main Estimates process and \$21.7 million of adjustments to mainly reflect changes in priorities and programs, for a total of \$51.1 million.



Kouchibouguac National Park of Canada (N.B.)  
©Parks Canada, Photo: Barrett & MacKay

## Expected Result

Canadians appreciate the significance of heritage places administered by Parks Canada and support their protection and presentation.

PERFORMANCE INDICATOR	TARGET AND DATE	PERFORMANCE STATUS
Percentage of Canadians that appreciate the significance of heritage places administered by Parks Canada	60% of Canadians appreciate the significance of heritage places administered by Parks Canada by March 2014	Performance will be assessed in 2014 Progress is outlined in the following text
Percentage of Canadians that support the protection and presentation of places administered by Parks Canada	80% of Canadians support the protection and presentation of places administered by Parks Canada by March 2014	Performance will be assessed in 2014 Progress is outlined in the following text

## PERFORMANCE SUMMARY AND ANALYSIS

In 2010/11, Parks Canada undertook celebratory, media and outreach initiatives to reach, inspire, and engage Canadians. Through its 2008/09 National Survey of Canadians, Parks Canada learned that 53 percent of Canadians appreciate the significance of heritage places, and that 67 percent of Canadians support protecting and presenting the national heritage places it administers. The Agency is now working towards increasing these percentages by 2014, by reaching out to Canadians where they are and by providing relevant opportunities for Canadians to interact with Parks Canada.

In 2010/11, the Agency undertook a number of initiatives to inspire Canadians to celebrate and appreciate their natural and cultural heritage. Parks Canada celebrated the 125<sup>th</sup> anniversary of Canada's first national park—Banff National Park of Canada—with the release of a commemorative book entitled *Canada's National Parks – a Celebration*. The book, produced by Canopy, was available at over 130 bookstores nationally. In October 2010, the Canadian Mint issued a silver one-kilo coin that depicts striking features and landmarks of Banff National Park. A commemorative silver dollar coin was also issued in January 2011 by the Royal Canadian Mint to celebrate Parks Canada's centennial.

Parks Canada made a concerted effort to reach out to Canadians through multiple media platforms and with the assistance of a variety of partners. In terms of broadcasts, the 125<sup>th</sup> anniversary celebration of Banff National Park was

featured on Canada AM (CTV), which aired live on location from the park. Three episodes of the "Rick Mercer Report" (CBC) featured national parks, national historic sites, and the work of Parks Canada staff. A 13-part series on Planet Echo (Aboriginal Peoples Television Network) called the "The Remarkables" featured short segments on national parks that aimed to inspire children and adults to celebrate and nurture Canada's environment. Another 13-part series entitled "National Parks Project" combined the country's best music and filmmaking talent with the grandeur of Canada's national parks. It premiered on the Discovery World HD channel in March 2011, with promotional stories on "ETalk" (CTV) and in the National Post. Seven new episodes of "A Park for all Seasons" (Oasis High Fidelity HDTV), a series that premiered in January 2010, were aired between January and March 2011. Reruns of a former Parks Canada collaborative series, "Great Canadian Parks" (1996), were also featured on TV Ontario (TVO) with 37 episodes airing in 2010/11.

Parks Canada took advantage of social media by launching a Facebook page and Twitter account. During the period covered by this report, Parks Canada "tweeted" 1,455 times (an average of four tweets per day) and had a combined Facebook/Twitter following of almost 7,000 people.

Parks Canada reached out to Canadians through print media as well. In 2010/11, the Agency and Canada's national heritage places were featured in issues of popular magazines (*Canadian Geographic* and *Maclean's*), travel publications (VIA Rail's *Destinations* and West Jet's *up!*), and niche market

magazines (*Canada's History, explore* and *Archaeology*). Many of these publications had related web components, such as special web pages and/or online versions of stories with more interactive details. Feature stories about Parks Canada and national heritage places appeared in Canada's national newspapers (*The Globe & Mail* and *The National Post*), and included a special series celebrating Parks Canada's centennial that began in March 2011.

Parks Canada also brought national heritage places to Canadians through a variety of outreach endeavours. In collaboration with VIA Rail, the Agency had uniformed interpreters on board the Miramichi to Halifax Ocean Route train in summer 2010 as part of a pilot program. Through this initiative, Parks Canada staff interacted with almost 4,000 passengers during a 10-week period. On the west coast, the Coastal Naturalists program exposed nearly 200,000 people to information about national parks and marine environments on approximately 1,206 BC Ferries' Vancouver to Victoria crossings between June and September 2010. In both cases, passenger feedback indicated that the experiences enhanced their interest in learning more about nature, history and/or heritage places.

Finally, through the Agency's Canada's Greatest Summer Job initiative, 32 university students spent their summer learning about national parks and national historic sites and produced videos about their experiences. Five of the 32 films were selected and presented at the 35th annual Banff Mountain Film Festival in November 2010. The films were then presented in 21 cities across the country between December 4 and March 31 as part of the touring edition of the same festival. The five videos were viewed over 6,000 times since January 2011 on Parks Canada's YouTube channel.

Parks Canada also planned and/or enhanced a number of initiatives during 2010/11 to reach Canadians where they live, work and play and will unveil them in 2011/12 as part of the Agency's centennial celebrations. The initiatives are designed to expand Parks Canada's reach in Canada's largest urban areas, where three in every 10 Canadians live, and to raise awareness of the Agency and a sense of pride in Canada's

network of national heritage places. The initiatives include a media presence, special events and other engagement opportunities, with a particular focus on youth.

## LESSONS LEARNED

Many things compete for the time and attention of Canadians. Parks Canada has learned that to reach and engage Canadians in the discovery, appreciation and support of national heritage areas, the Agency has to be proactive and present in a sustained manner, rather than embark on ad hoc and occasional activities. It is the cumulative, long-term impact of this presence that will influence Canadians' overall appreciation and support of Canada's national heritage areas by keeping these places top of mind, and will allow Parks Canada to make progress towards its goals. Parks Canada will build on its 2010/11 efforts to connect Canadians where they live, work and play with national heritage places as the Agency celebrates its centennial in 2011/12.

Parks Canada appreciates the valuable contribution of its stakeholders and partners toward achieving its mandate. Parks Canada also recognizes that to extend its reach, through media and outreach endeavours, especially in Canada's largest urban areas, it needs to work closely with its partners. Parks Canada worked with a diverse mix of public and not-for-profit organizations in 2010/11. Through its 2009 Stakeholder and Partner Engagement Survey, Parks Canada learned that its stakeholders and partners would like more meaningful opportunities to be engaged with the Agency. For example, nature-oriented organizations trying to instill a love of nature among the nation's youth may be motivated to become involved in creating nature-based playgrounds in urban areas inspired by national parks. To this end, in 2011/12, Parks Canada will be seeking a range of relevant opportunities to engage stakeholders and partners in a manner that is aligned with their interests but that also helps the Agency reach Canadians where they live, work and play, and to kindle that sense of connection to Canada's cultural and natural heritage.





Saguenay-St.Lawrence Marine Park (Que.)  
©Parks Canada, Photo: Nelson Boisvert



# Program Activity 4:

## VISITOR EXPERIENCE

### Program Activity Description

This program supports the opportunities provided for the approximately 22 million person visits that are made annually to Canada's national parks, national historic sites and national marine conservation areas by Canadians and international visitors. The visitor experience is the sum total of visitors' personal interaction with the protected heritage place that helps them create meaning and establish connection with the place. The experience begins with awareness of the site followed by planning the visit, travelling to and welcoming and orientation upon arrival. During the visitor's time on site, it includes participation in recreational and interpretive activities and the use of accommodation, trails, facilities, services and supporting infrastructure. This is followed by departure and the post-visit relationship. Investments in the different stages of the visitor experience cycle facilitate opportunities for enjoyment and learning, leading to a sense of personal connection and the continued relevance of Canada's protected heritage places for Canadians.

FINANCIAL RESOURCES		
2010/11 (\$000s)		
Planned Spending	Total Authorities	Actual Spending
267,901	337,640	347,803

HUMAN RESOURCES		
2010/11 (FULL-TIME EQUIVALENT)		
Planned	Actual	Difference
1,962	2,189	227



Fort Témiscamingue National Historic Site of Canada (Que.)  
©Parks Canada, Photo: Éric Le Bel

Parks Canada's total authorities include \$267.9 million acquired through the Main Estimates process, and \$69.7 million in additional funding received mainly through Canada's Economic Action Plan for improvements to national historic sites and visitor facilities, for a total of \$337.6 million. Actual expenditures were higher than the total authorities by \$10.2 million and mainly reflect Parks Canada's investment in improvements to national historic sites and visitor facilities, in addition to the funding received through Canada's Economic Action Plan.

**Expected Result**

Visitors at surveyed locations feel a sense of personal connection to the places visited.

PERFORMANCE INDICATORS	TARGET AND DATE	PERFORMANCE STATUS
Percentage of visitors that consider the place is meaningful to them	On average, 85% of visitors at surveyed locations consider the place meaningful	Mostly Met
Percentage of visitors that are satisfied with their visit	On average, 90% of visitors at surveyed locations are satisfied with their visit	Exceeded
Percentage of visitors that are very satisfied with their visit	On average, 50% of visitors at surveyed locations are very satisfied with their visit	Exceeded

**PERFORMANCE SUMMARY AND ANALYSIS**

Parks Canada conducts its Visitor Information Program survey every year at selected national parks and national historic sites to determine the level of visitors' satisfaction with the products and services offered at the location visited. In 2010/11, the Agency administered the survey at four national parks and 15 national historic sites.

Parks Canada mostly met its performance target of an average of 85 percent of visitors at surveyed locations who consider the place is meaningful to them. In 2010/11, on average, 84 percent of visitors at surveyed locations felt the place was meaningful to them. Over the last three years, the overall annual average has remained relatively stable, fluctuating from 86 percent in 2008/09, to 78 percent in 2009/10, to the current 84 percent.

In 2010/11, Parks Canada exceeded its performance target with respect to visitor satisfaction at surveyed locations. The overall average of visitors who were satisfied and very satisfied with their visit to the Parks Canada places that conducted a Visitor Information Program survey in 2010/11 is 95 percent and 72 percent, respectively. Over the last 11 years, the overall average is 95 percent and 69 percent respectively.

**Meaningfulness**

Parks Canada asked visitors if the national park or national historic site they visited was meaningful to them, thus providing one indication of their personal sense of connection to the place. 2010/11 marked the third year that visitors were asked this question. The results for the places surveyed in 2010/11 are shown in Figure 9.



Figure 9:

Percentage of visitors that consider the park/site meaningful to them

LOCATION SURVEYED	TOTAL
Banff Park Museum NHS	77%
Bar U Ranch NHS	94%
Dawson Historical Complex NHS	93%
Dredge No. 4 NHS	92%
Elk Island NP	79%
Fort Chambly NHS	71%
Fort St. James NHS	90%
Fortress of Louisbourg NHS	88%
Fundy NP	72%
Kouchibouguac NP	78%
Lachine Canal NHS	73%
Laurier House NHS	87%
Lower Fort Garry NHS	91%
Marconi NHS	89%
Prince Edward Island NP	72%
Rocky Mountain House NHS	87%
Ryan Premises NHS	89%
The Fur Trade at Lachine NHS	84%
Woodside NHS	86%
<b>Average for 2010/11 surveys only</b>	<b>84%</b>
<b>Agency overall average (3 years)</b>	<b>83%</b>

Source: Visitor Information Program (VIP)

Note: Meaningfulness has been measured since 2008. The overall average is based on 48 locations surveyed between 2008 and 2010.

The reasons visitors to Parks Canada's protected places develop a sense of connection to them are inherently personal and thus inherently diverse. Feedback from visitors at the locations surveyed in 2010/11 revealed themes similar to last year as to why these places were special to visitors. For some visitors, spending time with family and friends, learning about their ancestors' life experiences, or feeling the awe and wonder of a place for the first time evoked emotions of attachment. For others, recreational activities, whether familiar or new, nurtured that sense of personal connection.

For still others, the opportunity to learn more about an event or to indulge their interest in history left an enduring impression on their hearts and minds.

Parks Canada initiatives, such as the new My Parks Pass, diversified accommodations, recreational and “learn to” activities, help facilitate a variety of opportunities. Passionate staff and engaging interpretive programs also bring to life the fascination and stories of national parks, national historic sites and national marine conservation areas, fulfilling the inherent need of some visitors to connect through interactions.

To understand the various needs and interests of visitors and to connect with them in relevant ways, Parks Canada uses the Explorer Quotient, a tool that matches visitors’ needs, interests, expectations and desires with opportunities for the experiences that they are seeking at heritage places. For example, the “connect with my roots” type of visitor may be interested in understanding how the stories and people connected with a particular place relate to their personal family history, while a “get away from it all” type of visitor may take advantage of casual sightseeing opportunities as a way to relax and connect with the place.

### Visitor Satisfaction

Satisfaction is a subjective measure of a visitor’s overall experience, and it is based on his or her own assessment of how well their visit met their own pre-determined expectations. Services, activities, and interactions with staff contribute to a visitor’s level of satisfaction, and the mix of what is important varies by visitor and, to some degree, by place. Preliminary analysis of the 2010/11 results suggests that six factors were key in visitors’ assessment of overall satisfaction with their visit: enjoyment of their visit, perceived value for money spent, quality of onsite services, condition of visitor facilities, quality of onsite activities and the ability of Parks Canada staff to meet their needs. The influence of these factors was generally consistent across the national parks and national historic sites surveyed. Family activities emerged in five of the 19 places as being important in contributing to overall visitor satisfaction.

In 2010/11, 17 of the 19 locations surveyed either met or exceeded the target of 90 percent of visitors satisfied and 50 percent very satisfied with their visit. The overall average of visitors who were satisfied and very satisfied with their visit is 95 percent and 69 percent respectively, calculated over an

11-year period. Parks Canada consistently meets its target for the percentage of visitors satisfied and very satisfied with their visit. The results for the locations surveyed in 2010/11 are shown in Figure 10.

**Figure 10:**  
Percentage of visitors satisfied and very satisfied with their visit

LOCATION SURVEYED	SATISFIED	VERY SATISFIED
Banff Park Museum NHS	96%	75%
Bar U Ranch NHS	97%	84%
Dawson Historical Complex NHS	98%	75%
Dredge No. 4 NHS	99%	89%
Elk Island NP	85%	46%
Fort Chambly NHS	96%	72%
Fort St. James NHS	97%	76%
Fortress of Louisbourg NHS	95%	77%
Fundy NP	90%	63%
Kouchibouguac NP	95%	60%
Lachine Canal NHS	96%	62%
Laurier House NHS	99%	86%
Lower Fort Garry NHS	95%	74%
Marconi NHS	94%	62%
Prince Edward Island NP	88%	48%
Rocky Mountain House NHS	95%	74%
Ryan Premises NHS	98%	80%
The Fur Trade at Lachine NHS	98%	81%
Woodside NHS	100%	91%
<b>Average 2010/11 surveys only</b>	<b>95%</b>	<b>72%</b>
<b>Agency overall average (11 years)</b>	<b>95%</b>	<b>69%</b>

Source: Visitor Information Program (VIP)

Note: The Agency has been measuring visitor satisfaction since 2000/01. The overall average is based on 105 locations of 212 places administered by Parks Canada.



Parks Canada is proud of the fact that visitors to Canada's national heritage places enjoy themselves and are more than satisfied with their visit. The Agency also recognizes that considerable work is required to maintain high levels of visitor satisfaction at all of its locations, to remain competitive and to reflect the Agency's promise to Canadians. In 2010/11, Parks Canada provided training to over 4,000 employees on quality service standards to enhance visitors' experiences. The Agency continued to diversify its offer of accommodations (e.g., yurts, cottage tents, tepees, bed and breakfast) and recreational activities (e.g., traction kiting, mountain biking). Parks Canada also expanded the use of GPS technology for guided tours in three of the surveyed locations, providing new ways to explore and experience Canada's national heritage places. The Agency also upgraded a range of visitor facilities, such as visitor centres, trails, boardwalks and highways. Parks Canada continues to improve and introduce activities and programs to foster a sense of personal connection in hearts and minds of Canadians and to remain relevant to them.

Through Canada's Economic Action Plan, Parks Canada made improvements to national historic sites and visitor facilities. The following are examples of some of those investments in projects that contributed to enhancing visitor experience and facilitated the creation of personal connection to Canada's heritage places:

- **Banff National Park, Alberta** – Parks Canada completed the Banff Legacy Trail, a non-motorized, multi-use, paved, recreational trail suitable for activities such as walking, bicycling and in-line skating. It functions as a commuter route, tourist attraction, and training path, enabling users to safely travel from Canmore to Lake Louise and beyond;
- **La Mauricie National Park, Quebec** Parks Canada expanded the Rivière-à-la-Pêche multi-service building, adding several amenities to those that already existed. There is also space dedicated to exhibits which show the efforts to restore the park's ecosystem; and
- **Port-la-Joye – Fort-Amherst National Historic Site, Prince Edward Island** – Parks Canada stabilized the Newson House and restored its exterior. Additionally, the Agency re-established coastal viewplanes to and from the site.

## LESSONS LEARNED

Parks Canada understands that experiencing Canada's national heritage places first-hand is crucial to developing a personal connection to these places. The Agency also appreciates that people want to experience and connect with these places in different ways and for different reasons, and that their interests, needs and expectations will vary.

Market research gives Parks Canada a better understanding of the preferences of different types of visitors and helps the Agency facilitate opportunities for Canadians to experience nature and history in ways that meet their needs. Analysis of the 2010/11 visitor survey results illustrates this complexity. The analysis, coupled with Parks Canada's market research, also reinforces the need to consider what inspires visitors, and to bear in mind both the tangible and intangible elements of their experience, all of which play a direct role in their satisfaction and contribute to their overall sense of connection.

Parks Canada knows that there are Canadians who have yet to visit Canada's national heritage places and to experience what millions of people who love and cherish these places already have. To inspire Canadians to visit their national heritage places, Parks Canada recognizes that it needs to constantly raise awareness of these places, to promote them in different ways and to engage with specific segments of the population through meaningful opportunities. Parks Canada will continue to undertake the initiatives identified earlier in this report so that more Canadians have the opportunity to connect personally with the places the Agency administers.

Pacific Rim National Park Reserve of Canada (B.C.)  
©Parks Canada, Photo: Josh McCulloch





# Program Activity 5:

## TOWNSITE AND THROUGHWAY INFRASTRUCTURE

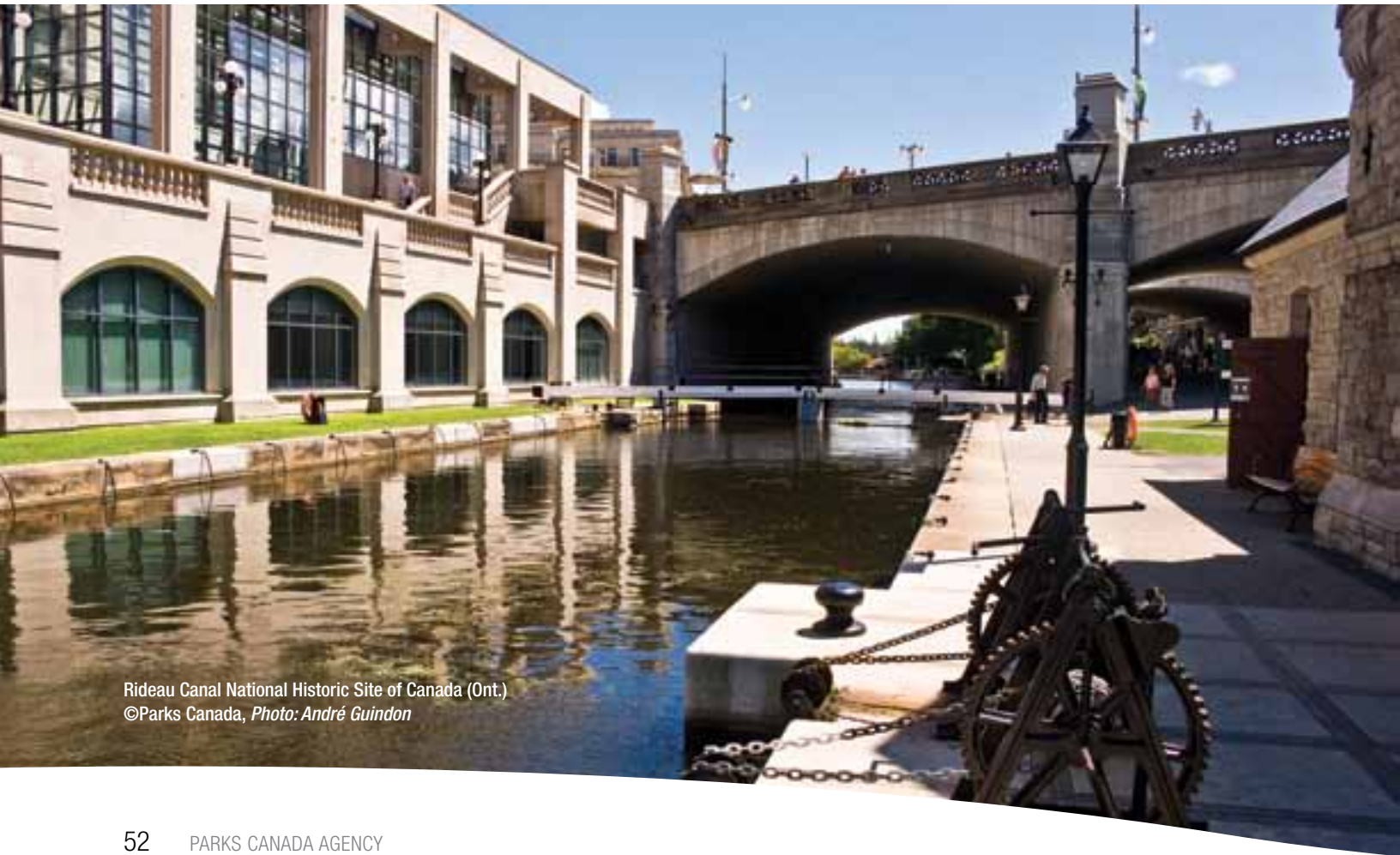
### Program Activity Description

This program involves managing, operating and providing municipal services to five townsite communities within Canada's national parks. It also involves the operation of provincial and inter-provincial highways and waterways that connect communities and pass through national parks and national historic sites.

FINANCIAL RESOURCES		
2010/11 (\$000s)		
Planned Spending	Total Authorities	Actual Spending
161,344	181,920	162,422

HUMAN RESOURCES		
2010/11 (FULL-TIME EQUIVALENT)		
Planned	Actual	Difference
333	254	79

Parks Canada's total authorities include \$161.3 million acquired through the Main Estimates process, and \$20.6 million of additional funding received mainly through Canada's Economic Action Plan for improvements to national historic sites and visitor facilities, for a total of \$181.9 million. Actual expenditures were lower than the total authorities by \$19.5 million, due mainly to delays associated with the twinning of the Trans-Canada Highway in Banff National Park.



Rideau Canal National Historic Site of Canada (Ont.)  
©Parks Canada, Photo: André Guindon

## Expected Result

Condition of contemporary infrastructure for townsites and waterways is maintained or improved, and through highways are open to traffic.

PERFORMANCE INDICATORS	TARGET AND DATE	PERFORMANCE STATUS
Percentage of townsite contemporary assets that are maintained and percentage of townsite contemporary assets rated as poor or fair that are improved	The condition of 75% of townsite contemporary assets is maintained, and the condition of 25% of assets rated as poor or fair is improved by March 2013	Performance will be assessed in 2013 Progress is outlined in the following text
Percentage of waterway contemporary assets that are maintained and the percentage of waterway contemporary assets rated as poor or fair that are improved	The condition of 75% of waterway contemporary assets is maintained, and the condition of 25% of assets rated as poor or fair is improved by March 2013	Performance will be assessed in 2013 Progress is outlined in the following text
Number of days of closure of through highways due to asset condition	Zero (0) days of closure of through highways due to asset condition	Met All

## PERFORMANCE SUMMARY AND ANALYSIS

In 2010/11, Parks Canada invested \$10.2 million to maintain or improve the condition of its townsite contemporary assets.

In 2010/11, Parks Canada invested \$16 million to maintain or improve its waterway contemporary assets. The Agency also updated or completed preliminary hazard classifications for all 204 dams.

Parks Canada invested \$96.7 million to maintain and to improve highways in 2010/11. Parks Canada met its target for through highways, recording no days of closure in 2010/11 due to asset condition.

### Improving the condition of townsite contemporary assets

Parks Canada provides a number of municipal and related services to the following townsites located in its national parks: Field in Yoho National Park, Lake Louise in Banff National Park, Wasagaming in Riding Mountain National Park, Waskesiu in Prince Albert National Park and Waterton in Waterton Lakes National Park. Please refer to the Parks Canada website for townsite community plans at [www.pc.gc.ca](http://www.pc.gc.ca).

Parks Canada conducts condition assessments of its assets on a five-year cycle. Between April 2009 and March 2011, efforts in asset management were focussed primarily on delivering projects associated with Canada's Economic Action Plan, and some condition assessments were deferred as a result. As of March 31, 2011, 30 preliminary assessments have been completed on townsite contemporary assets.

In 2010/11, \$10.2 million was invested from the Agency and Canada's Economic Action Plan on townsite assets to maintain and improve their condition. Projects active in 2010/11 to improve asset condition are described in Figure 11.



Figure 11:

Projects to improve condition of townsite contemporary assets

TOWNSITE	ASSET	CONDITION BEFORE THE PROJECT	PROJECT DESCRIPTION	EXPECTED CONDITION WHEN PROJECT COMPLETED	EXPECTED COMPLETION DATE	DATE OF RE-EVALUATION
Wasagaming	Lagoon	Poor	Sewer Upgrade	Good	Project extended to complete minor repairs and sludge application	March 2012
Waskesiu	Townsite Roads	Fair & Poor	Resurfacing and reconstruction of 12.5 km of severely deteriorated residential roads	Good	Weather conditions extended construction period to August 2011	N/A
	Wastewater Treatment Facility	Poor	Upgrade to cells No. 1 and No. 2 and installation of two intermittent sand filters	Good	Completed in March 2011	N/A

Source: Parks Canada's CEAP Project Management Database

The current information on the state of contemporary assets located in the five townsites is presented in Figure 12. Of a total of 378 townsite assets, 44 percent (166) are presently in good condition, 28 percent (105) are in fair condition,

18 percent (70) are in poor condition, seven percent (26) are closed, and the remaining three percent (11) are not rated. Parks Canada updated its asset inventory in 2010/11, resulting in the revised total of 378 assets.

## Figure 12:

### State of townsite contemporary assets

TOWNSITE	CONDITION ASSESSMENT 2009/10						CONDITION ASSESSMENT 2010/11					
	Good	Fair	Poor	Closed	Not Rated	Total	Good	Fair	Poor	Closed	Not Rated	Total
Field	16	3	0	0	0	19	20	4	0	0	0	24 <sup>x</sup>
Lake Louise	24	4	3	4	2	37	24	3	1	2	2	32 <sup>xi</sup>
Wasagaming	55	22	11	0	0	88	56	22	11	0	3	92 <sup>xii</sup>
Waskesiu	36	35	20	0	0	91	33	31	19	1	1	85 <sup>xiii</sup>
Waterton	30	44	39	24	0	137	33	45	39	23	5	145 <sup>xiv</sup>
<b>Total</b>	<b>161</b>	<b>108</b>	<b>73</b>	<b>28</b>	<b>2</b>	<b>372</b>	<b>166</b>	<b>105</b>	<b>70</b>	<b>26</b>	<b>11</b>	<b>378</b>
<b>Percentage</b>	<b>43%</b>	<b>29%</b>	<b>20%</b>	<b>7.5%</b>	<b>0.5%</b>	<b>100%</b>	<b>44%</b>	<b>28%</b>	<b>18%</b>	<b>7%</b>	<b>3%</b>	<b>100%</b>

Source: Parks Canada's Asset Management System Database and Canada's Economic Action Plan (CEAP) Project Management Database

Parks Canada relies on sound decision-making practices based on technical assessments of needs and risks, as well as on objectives established in corporate, management and community plans. The Agency consults formally and informally with stakeholders and includes their feedback in the recommendation of investments that meet townsite priority needs. The results of formal consultations are used to develop townsite community plans.

In addition, to the extent possible, Parks Canada undertakes timely maintenance activities aimed at extending the life of contemporary townsite assets before significant investment is needed. These activities include measures such as sealing road cracks, renewing equipment, rehabilitating some assets, completing minor repairs and conducting inspections on a routine basis.

### Improving the condition of waterway contemporary assets

Parks Canada invested funds received from Canada's Economic Action Plan in the improvement of the condition of waterway contemporary assets. Twenty projects to improve spillways, locks, dams, bridges and retaining walls in canals were initiated in 2009/10 and 2010/11 for a total investment of \$21 million over two years, of which \$16 million was spent in 2010/11. These projects included the rehabilitation of dams and bridge decks and the application of protective

coatings to improve the condition of multiple assets along the Rideau Canal and the Trent-Severn Waterway.

In 2010/11, Parks Canada updated its preliminary dam hazard classifications using previous condition ratings and reviewing historical and anecdotal evidence to estimate both the current condition and potential risks of the dams. These classifications are required as part of the Agency's dam safety directive. The new information gathered in 2010/11 provides a more comprehensive picture of dam condition. As a result of this exercise, 16 percent (32) of dams are deemed to be in good condition, 43 percent (88) are in fair condition, 40 percent (82) are in poor condition and two dams are closed.

Of Parks Canada's 204 dams, 56 percent (115) have been classified as high-risk, 22 percent (45) as significant-risk, 18 percent (37) as low-risk, and four percent (7) as very low-risk. Each of these dams requires a Dam Safety Review, performed by a team of specialized engineers. To this end, Parks Canada initiated five Dam Safety Reviews on high-risk dams in 2010/11, in addition to the eight already completed in previous years.

Bridges crossing waterways also represent a significant asset base. Parks Canada owns 115 road bridges, pedestrian bridges and structural culverts within its waterways. They are located along the Trent-Severn Waterway, the Rideau Canal and within four navigation canals around the Montreal area: Carillon, Chambly, Lachine and Saint-Ours Canals.

Of the total number of bridges, 20 percent (23) are in good condition, 39 percent (45) are in fair condition, 18 percent (21) are in poor condition, 18 percent (21) are not rated, and

the remaining five are closed. Additional information related to the condition of waterway contemporary assets is presented in Figures 13 and 14.

**Figure 13:**  
Condition of bridges and dams related to waterways

WATERWAYS	NUMBER & PERCENTAGE	CONDITION ASSESSMENT 2009/10					CONDITION ASSESSMENT 2010/11				
		GOOD	FAIR	POOR	CLOSED	NOT RATED	GOOD	FAIR	POOR	CLOSED	NOT RATED
Bridges	115 <sup>xv</sup>	21	37	25	6	27	23	45	21	5	21
	100%	18%	32%	22%	5%	23%	20%	39%	18%	4%	18%
Dams	204 <sup>xvi</sup>	7	24	9	2	164	32	88	82	2	0
	100%	3%	12%	4%	1%	80%	16%	43%	40%	1%	0%

Source: Dam and bridge safety project files

**Figure 14:**  
2010/11 Preliminary hazard classification of dams

WATERWAY	NO. OF DAMS	HIGH-RISK	SIGNIFICANT-RISK	LOW-RISK	VERY LOW-RISK
Carillon, Chambly, Lachine, Sainte-Anne-de-Bellevue and Saint-Ours Canals	39 <sup>xvii</sup>	20	8	11	0
Rideau Canal	40	17	13	8	2
St. Peters Canal	1	0	0	0	1
Sault Ste. Marie Canal	1	0	1	0	0
Trent-Severn Waterway	123 <sup>xviii</sup>	78	23	18	4
<b>Total</b>	<b>204</b>	<b>115</b>	<b>45</b>	<b>37</b>	<b>7</b>
<b>Percentage</b>	<b>100%</b>	<b>56%</b>	<b>22%</b>	<b>18%</b>	<b>4%</b>

Source: Dam safety project files

Along with the implementation of directives, Parks Canada has taken active steps to ensure the safety of visitors and staff, strategically investing funds secured through Canada's Economic Action Plan in the rehabilitation and recapitalization of higher-risk waterway assets. In 2010/11, Parks Canada

recapitalized the fixed and swing bridges in Perth and the Narrows Swing Bridge on the Rideau Canal, as well as repaired Bridge No. 50 along the Trent-Severn Waterway. Examples of work done to improve the condition of waterway contemporary assets are presented in Figure 15.

**Figure 15:**  
Examples of projects to improve the condition of bridges and dams in waterways

WATERWAY	ASSET	CONDITION BEFORE THE PROJECT	PROJECT DESCRIPTION	EXPECTED CONDITION WHEN PROJECT COMPLETED	EXPECTED COMPLETION DATE
Rideau Canal	Perth Bridge	Poor	Recapitalization of Perth Fixed & Swing Bridge	Good	Completed February 2011
	Retaining walls	Poor	Recapitalization of retaining walls in Ottawa Sector	Good	Completed March 2011
	Bridge in Smiths Falls	Poor	Recapitalization of swing bridge on Abbott Street in Smiths Falls	Good	Completion date extended to May 2011
Trent-Severn Waterway	Bridge No. 60	Poor (Closed in May 2009 for safety reasons)	Recapitalization of Bridge No. 60 – Bolsover	Good	Completion date extended to July 2011
	Bridge No. 50	Poor (Closed in August 2008 for safety reasons)	Recapitalization of Bridge No. 50 – Bolsover	Good	Bridge re-opened August 2010 Final repairs to be completed August 2011
	Bridge No. 43	Poor (Closed in December 2008 for safety reasons)	Recapitalization of Bridge No. 43 – Bolsover	Good	Completion date extended to June 2011
	Haliburton Dams	Poor	Replacement of Logs in Haliburton Dams	Good	Completed December 2010

Source: Parks Canada CEAP Project Management Database

Note: Projects with completion dates after March 31, 2011 were funded through CEAP with components of the projects to be completed in 2011/12 funded by Parks Canada.



## Improving the condition of highways

Parks Canada observed no closures of through highways owing to asset condition. To ensure that Parks Canada continues to meet this performance target, the Agency, with funding obtained through Canada's Economic Action Plan, the Gateways and Border Crossings Fund and Canada's Asia-Pacific Gateway and Corridor Initiative, initiated many projects to maintain and improve the condition of the 1,056<sup>xviii</sup> kilometres of highways managed by the Agency. Parks Canada invested \$4.0 million to maintain highways, and \$92.7 million to improve highways in 2010/11.

The twinning (two-directional widening) of the Trans-Canada Highway near Banff National Park continued through 2010/11. The total investment in the twinning of the Trans-Canada Highway is \$267 million, with \$130 million over five years (2009/10 to 2013/14) funded through Budget 2009, \$100 million over five years (2008/09 to 2012/13) funded through the Gateways and Border Crossings Fund and \$37 million over three years (2007/08 to 2009/10) funded through Canada's Asia-Pacific Gateway and Corridor Initiative. In 2010/11, Parks Canada invested a total of \$58.9 million in this project, \$28.9 million of which was funded through Canada's Economic Action Plan, and which resulted in the completion of all four lanes to Lake Louise, including wildlife mitigation measures such as fencing and crossing structures to prevent wildlife/vehicle collisions. Work remaining in 2011/12 through 2012/13 includes the completion of an additional 23 kilometres of highway, final paving, repairs to existing bridges as well as final landscaping and clean-up. All work is expected to be completed by 2013/14.

Parks Canada also invested \$13 million, through Canada's Economic Action Plan, in projects to maintain or improve the condition of through highways. These projects include the resurfacing of sections of the highway in Glacier and Yoho National Parks and the Cabot Trail in Cape Breton Highlands National Park, recapitalizing or rehabilitating two Trans-Canada Highway bridges in Yoho National Park and one bridge in Waterton Lakes National Park, patching pavement on Highway 16 in Jasper National Park to address immediate safety concerns, and completing important stabilizing work along Highway 93S in Kootenay National Park. The Agency also installed new signage in the mountain parks to improve way-finding.

By ensuring that through highways remain open, Parks Canada continues to link Canadians by ensuring safe passage between communities. Significant investments in through highways have led to improving the condition of many of the highway assets, including pavement, bridges and signs, all of which contribute to improved visitor experience and safety. Much of the work dedicated to highway improvement in recent years has also created more migration corridors for wildlife, improving both animal and visitor safety and enhancing ecological integrity.

Parks Canada also conducted an evaluation of the management of through highways that generated three recommendations for improved highway management: improve corporate performance targets; develop consistent means of tracking through highway expenditures; and develop nationally consistent policy, directives or guidance for the operation, maintenance and construction standards of highways. As a result, the Agency initiated a working group to review the existing performance targets and propose new ones, and is in the process of developing a directive to inform highway and road maintenance.

## LESSONS LEARNED

Managing Canada's Economic Action Plan investments in a short time frame required considerable Agency investment in additional capacity and proved to be fertile ground for valuable lessons. Parks Canada recognized the value of improving project scoping, developing consistent procurement practices, and working closely with its Public Works and Government Services Canada (PWGSC) colleagues. To take advantage of this learning opportunity, Parks Canada and PWGSC established a working group in 2010/11 to review issues that arose during the execution of the infrastructure projects with the aim of finding ways to improve communication and develop strategies to reduce the costs and minimize delays. Both organizations were recognized with a 2010/11 Partnership Award for their collaborative effort in the delivery of Canada's Economic Action Plan projects by the Real Property Institute of Canada.

The Agency also turned its focus towards strengthening its asset management practices and addressing the recommendations raised in the 2009 Evaluation of the Asset

Management Program at Parks Canada. In January 2011, Parks Canada organized a workshop for its asset management specialists to prioritize the recommendations, taking into consideration the current economic environment. The workshop indicated that Parks Canada should concentrate its efforts on actions that will yield the most value for all

Canadians. To this end, Parks Canada will focus on developing a path forward to achieve a sustainable asset base that serves the highest government and Agency needs, so that Canadians may continue to connect with our national parks, national historic sites and national marine conservation areas for many years to come.

Rideau Canal National Historic Site of Canada (Ont.)  
©Parks Canada, Photo: North Channel Productions Inc.



# Internal Services

## Program Activity Description

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services (i.e. Investment Planning, Project Management, Risk Management, Planning and Reporting, Internal Audit and Evaluation); Communications Services; Legal Services; Human Resource Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities that apply across an organization and not to those provided specifically to a program. Parks Canada's 2010/11 activities related to the plans presented in its *Corporate Plan 2010/11–2014/15* can be found in Section 3.

FINANCIAL RESOURCES		
2010/11 (\$000s)		
Planned Spending	Total Authorities	Actual Spending
81,546	92,903	87,036

HUMAN RESOURCES		
2010/11 (FULL-TIME EQUIVALENT)		
Planned	Actual	Difference
487	541	54

Parks Canada's total authorities include \$81.5 million acquired through the Main Estimates process, and \$11.4 million mainly from revenue authorities which are subsequently spent across other program activities, for a total of \$92.9 million.



Laurier House National Historic Site of Canada (Ont.)  
©Parks Canada, Photo: Robin Andrew



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Quttinirpaaq National Park of Canada (NU)  
©Parks Canada, Photo: Fiona Currie

## Supplementary Information

### FINANCIAL HIGHLIGHTS

#### Condensed Statement of Financial Position

As at March 31, 2011 (in thousands of dollars)

	% CHANGE	2010/11	2009/10
<b>Total assets</b>	<b>11%</b>	<b>1,926,173</b>	<b>1,722,375</b>
Total liabilities	(11%)	192,499	216,698
Equity of Canada	15%	1,733,674	1,505,677
<b>Total</b>	<b>11%</b>	<b>1,926,173</b>	<b>1,722,375</b>

#### Condensed Statement of Operations

For the year ended March 31, 2011 (in thousands of dollars)

	% CHANGE	2010/11	2009/10
<b>Expenses</b>			
Heritage Places Establishment	(7%)	14,431	15,534
Heritage Resource Conservation	(20%)	155,012	194,857
Public Appreciation and Understanding	(5%)	55,536	58,425
Visitor Experience	9%	245,591	226,181
Townsite and Throughway Infrastructure	8%	45,596	42,131
Internal Services	4%	98,989	94,736
Amortization of Tangible Capital Assets	5%	88,749	84,206
<b>Total expenses</b>	<b>2%</b>	<b>703,904</b>	<b>716,070</b>
<b>Total revenues</b>	<b>1%</b>	<b>112,229</b>	<b>111,251</b>
<b>Net cost of operations</b>	<b>(2%)</b>	<b>591,675</b>	<b>604,819</b>



## **PARKS CANADA AGENCY STATEMENT OF MANAGEMENT RESPONSIBILITY INCLUDING INTERNAL CONTROL OVER FINANCIAL REPORTING**

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2011, and all information contained in these statements rests with the management of the Parks Canada Agency. These financial statements have been prepared by management in accordance with Treasury Board accounting policies, which are based on Canadian generally accepted accounting principles for the public sector and have been approved by the Executive Management Committee of the Agency as recommended by the Audit Committee of the Agency.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment, and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the Agency's financial transactions. Financial information submitted in the preparation of the Public Accounts of Canada, and presented elsewhere in this Performance Report, is consistent with these financial statements.

Management is also responsible for maintaining an effective system of internal control over financial reporting designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are properly authorized and recorded in accordance with the *Financial Administration Act* and other applicable legislation, regulations, authorities and policies.

Management seeks to ensure the objectivity and integrity of data in its financial statements through careful selection, training, and development of qualified staff; through organizational arrangements that provide appropriate divisions of responsibility; through communication programs aimed at ensuring that regulations, policies, standards, and managerial authorities are understood throughout the Agency; and through conducting an annual assessment of the effectiveness of the system of internal control over financial reporting.

An assessment for the year ended March 31, 2011 was completed in accordance with the Policy on Internal Control and the results and action plans are summarized in the annex.

The system of internal control over financial reporting is designed to mitigate risks to a reasonable level based on an on-going process to identify key risks, to assess effectiveness of associated key controls, and to make any necessary adjustments.

The effectiveness and adequacy of the Agency's system of internal control is reviewed by the work of internal audit staff, who conduct periodic audits of different areas of the Agency's operations, and by the Audit Committee, which oversees management's responsibilities for maintaining adequate control systems and the quality of financial reporting, and which recommends the financial statements to the Chief Executive Officer.

The Office of the Auditor General, the independent auditor for the Government of Canada, has expressed an opinion on the fair presentation of the financial statements of the Agency which does not include an audit opinion on the annual assessment of the effectiveness of the Agency's internal controls over financial reporting.

Original signed by

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Alan Latourelle  
Chief Executive Officer  
Gatineau, Canada  
September 19, 2011

Original signed by

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Maria Stevens  
Chief Financial Officer



## INDEPENDENT AUDITOR'S REPORT

To the Chief Executive Officer of Parks Canada Agency and the Minister of the Environment

I have audited the accompanying financial statements of Parks Canada Agency, which comprise the statement of financial position as at 31 March 2011, and the statement of operations, statement of equity of Canada and statement of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of Parks Canada Agency as at 31 March 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### *Original signed by*

Sylvain Ricard, CA  
Assistant Auditor General  
for the Interim Auditor General of Canada

19 September 2011  
Ottawa, Canada

## PARKS CANADA AGENCY

### Statement of Financial Position as at March 31

(in thousands of dollars)

	2011	2010
<b>Assets</b>		
<b>Financial assets</b>		
Cash entitlements (Note 3)		
General operations account	85,790	77,816
Specified purpose accounts	4,639	2,695
New parks and historic sites account	17,200	20,461
	<u>107,629</u>	<u>100,972</u>
Accounts receivable	9,524	7,752
	<u>117,153</u>	<u>108,724</u>
<b>Non-financial assets</b>		
Prepaid expenses	6,640	6,647
Inventory of consumable supplies (Note 4)	6,247	6,295
Tangible capital assets (Note 5)	1,796,132	1,600,708
Collections and archaeological sites (Note 6)	1	1
	<u>1,809,020</u>	<u>1,613,651</u>
	<u>1,926,173</u>	<u>1,722,375</u>
<b>Liabilities and Equity of Canada</b>		
<b>Liabilities</b>		
Accounts payable and accrued liabilities		
Federal government departments and agencies	30,338	27,008
Others	63,882	59,704
	<u>94,220</u>	<u>86,712</u>
Deferred revenue (Note 7)	15,981	13,706
Employee future benefits (Note 8)	62,488	60,025
Provision for environmental clean-up (Note 9b))	19,810	56,255
	<u>192,499</u>	<u>216,698</u>
<b>Equity of Canada</b>	<u>1,733,674</u>	<u>1,505,677</u>
	<u>1,926,173</u>	<u>1,722,375</u>

Contingent liabilities and contractual obligations (Notes 9a) and 12

The accompanying notes form an integral part of these financial statements.

Original signed by

\_\_\_\_\_  
 Alan Latourelle  
 Chief Executive Officer  
 Gatineau, Canada  
 September 19, 2011

Original signed by

\_\_\_\_\_  
 Maria Stevens  
 Chief Financial Officer

## PARKS CANADA AGENCY

### Statement of Operations for the Year Ended March 31

(in thousands of dollars)

	2011	2010
<b>Expenses</b>		
<b>Parks Canada program activities</b>		
Heritage places establishment	14,431	15,534
Heritage resources conservation	155,012	194,857
Public appreciation and understanding	55,536	58,425
Visitor experience	245,591	226,181
Townsite and throughway infrastructure	45,596	42,131
Internal services	98,989	94,736
	<u>615,155</u>	<u>631,864</u>
<b>Amortization of tangible capital assets</b>	<u>88,749</u>	<u>84,206</u>
<b>Total expenses</b>	703,904	716,070
<b>Revenues</b>	<u>112,229</u>	<u>111,251</u>
<b>Net cost of operations</b>	<u>591,675</u>	<u>604,819</u>

Segmented information (Note 13)

The accompanying notes form an integral part of these financial statements.



## PARKS CANADA AGENCY

### Statement of Equity of Canada for the Year Ended March 31

(in thousands of dollars)

	2011	2010
<b>Equity of Canada, beginning of year</b>	1,505,677	1,404,271
Net cost of operations	(591,675)	(604,819)
Net cash provided by Government of Canada	765,938	662,994
Change in cash entitlements	6,657	(4,038)
Services provided without charge by other government departments (Note 11a)	47,077	45,596
Transfer of assets and liabilities from other government entities	-	1,673
<b>Equity of Canada, end of year</b>	<b>1,733,674</b>	<b>1,505,677</b>

The accompanying notes form an integral part of these financial statements.

## PARKS CANADA AGENCY

### Statement of Cash Flow for the Year Ended March 31

(in thousands of dollars)

	<b>2011</b>	<b>2010</b>
<b>Operating activities</b>		
Net cost of operations	591,675	604,819
Non-cash items:		
Amortization of tangible capital assets	(88,749)	(84,206)
Net loss on disposal of tangible capital assets	(1,718)	(123)
Services provided without charge by other government departments	(47,077)	(45,596)
Variations in Statement of Financial Position:		
Increase (decrease) in accounts receivable	1,772	(2,295)
Decrease in prepaid expenses	(7)	(299)
(Decrease) increase in inventory of consumable supplies	(48)	433
(Increase) decrease in accounts payable and accrued liabilities	(7,508)	2,349
(Increase) decrease in deferred revenue	(2,275)	206
(Increase) decrease in employee future benefits	(2,463)	6,117
Decrease (increase) in provision for environmental clean-up	36,445	(12,822)
<b>Cash used in operating activities</b>	<b>480,047</b>	<b>468,583</b>
<b>Capital investing activities</b>		
Acquisitions and improvements to tangible capital assets	286,389	195,336
Proceeds on disposal of tangible capital assets	(498)	(925)
<b>Cash used in capital investing activities</b>	<b>285,891</b>	<b>194,411</b>
<b>Net cash provided by Government of Canada</b>	<b>765,938</b>	<b>662,994</b>

The accompanying notes form an integral part of these financial statements.

## PARKS CANADA AGENCY

### Notes to Financial Statements for the Year Ended March 31, 2011

(Tables in thousands of dollars)

#### 1. Authority and Objectives

In December 1998, Parks Canada Agency (the Agency) was established under the *Parks Canada Agency Act* as a departmental corporation and acts as an agent of Her Majesty in right of Canada. The Parks Canada Agency is a separate entity listed under Schedule II of the *Financial Administration Act* and reports to the Minister of the Environment. The Agency is not subject to the provisions of the *Income Tax Act*.

The Agency's mandate is to protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations. In carrying out its mandate, the Agency delivers the programs set out in the Agency's legislation and authorities.

The authorities for the programs for which Parks Canada is responsible are mainly derived from the *Parks Canada Agency Act*, the *Canada National Parks Act*, the *Historic Sites and Monuments Act*, the *Canada National Marine Conservation Areas Act*, the *Department of Transport Act*, the *Heritage Railway Stations Protection Act*, the *Heritage Lighthouse Protection Act*, and the *Species at Risk Act*.

#### 2. Summary of Significant Accounting Policies

These financial statements have been prepared in accordance with the Treasury Board accounting policies stated below, which are based on Canadian generally accepted accounting principles for the public sector. The presentation and results using the stated accounting policies do not result in any significant differences from Canadian generally accepted accounting principles, except as disclosed in Note 14 – Net Debt Indicator.

##### a) Parliamentary authorities:

The Agency is financed by the Government of Canada through Parliamentary authorities. Financial reporting of authorities provided to the Agency do not parallel financial reporting according to Canadian generally accepted accounting principles since authorities are primarily based on cash flow requirements. Consequently, items recognized in the Statement of Operations and the Statement of Financial Position are not necessarily the same as those provided through authorities from Parliament. Note 10 provides a reconciliation between the bases of reporting.

##### b) Net cash provided by Government:

The Agency operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the Agency is deposited to the CRF and all cash disbursements made by the Agency are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the Government.

##### c) Deferred revenue:

Deferred revenue includes revenues received in advance of the services to be provided and funds received from external parties for specified purposes. Deferred revenue is recognized as revenue when the services are provided.

**d) Inventory of consumable supplies:**

Inventories consist of consumable supplies not intended for re-sale. They are valued at cost. If they no longer have service potential, they are valued at the lower of cost or net realizable value.

**e) Tangible capital assets:**

**(i) Tangible capital assets (excluding land):**

Tangible capital assets transferred to the Agency as at April 1, 1999 are recorded at their estimated historical cost, less accumulated amortization. The estimated historical cost of the assets was established by deflating the current replacement cost to the year of acquisition or construction using factors based on changes in price indices over time. This approach also took into consideration the overall asset condition and the cost of any improvements and major repairs since the original acquisition or construction of the tangible capital assets.

Tangible capital assets acquired after April 1, 1999 are recorded at their acquisition cost. Tangible capital assets acquired at nominal cost or by donation are recorded at market value at the time of acquisition and tangible capital assets transferred from/to other federal government entities are recorded at their net book value (historical cost and corresponding accumulated amortization) at the time of transfer. A corresponding amount is credited directly to the Equity of Canada. The tangible capital assets acquired with financial assistance from another government are recorded at their net cost. Improvements that extend the useful life or service potential are recorded at cost.

Intangible assets are not capitalized.

Construction in progress are not amortized. The costs of construction in progress are transferred to the appropriate asset category upon completion and are amortized once in service.

Amortization is calculated on a straight-line method using rates over the estimated useful life of the assets as follows:

<b>Asset</b>	<b>Useful life</b>
Buildings	25 – 50 years
Fortifications	50 – 100 years
Leasehold improvements	Lesser of the remaining term of lease or estimated useful life of the improvement
Improved grounds	10 – 40 years
Roads	40 years
Bridges	25 – 50 years
Canals and marine facilities	25 – 80 years
Utilities	20 – 40 years
Vehicles and equipment	3 – 15 years
Exhibits	5 – 10 years

**(ii) Land:**

Acquired lands are recorded at historical cost. Crown lands acquired as a result of Confederation or the subsequent joining of a province or territory are recorded at a nominal value. Donated lands are recorded at their estimated market value at time of acquisition with a corresponding amount credited directly to the Equity of Canada.



**f) Collections and archaeological sites:**

Collections and archaeological sites are recorded at nominal value.

**g) Employee future benefits:**

**(i) Severance benefits:**

Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

**(ii) Pension benefits:**

Eligible employees participate in the Public Service Pension Plan, a multiemployer pension plan administered by the Government. The Agency's contributions to the Plan are charged to expenses in the year incurred and represent the total obligation to the Plan. Current legislation does not require the Agency to make contributions for any actuarial deficiencies of the Plan.

**h) Expenses:**

Expenses are recorded on the accrual basis.

**(i) Contributions:**

Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement, provided that the transfer is authorized and a reasonable estimate can be made.

**(ii) Services received without charge:**

Services received without charge from other Government departments are recorded as operating expenses at their estimated cost. A corresponding amount is credited directly to the Equity of Canada.

**i) Provision for environmental clean-up:**

During the year, the Agency adopted section 3260 of the Canadian generally accepted accounting principles for the public sector related to liability for contaminated sites. The early adoption is effective for the Agency for 2011 fiscal year. The application of the new criteria to recognize a provision has no impact on the liability established by Parks for the current and prior years.

The Agency records a liability for environmental clean-up in situations where the following conditions are met:

(1) contamination exceeds the environmental standard; (2) the Agency is directly responsible or accepts responsibility of the contamination; (3) it is expected that future economic benefits will be given up; (4) a reasonable estimate of the amount can be made following a detailed environmental assessment.

The costs will be disclosed as a contingent liability if one of the following conditions is met: (1) the occurrence of the confirming future event is likely but the amount of the liability cannot be reasonably estimated; (2) the occurrence of the confirming future event is likely and a liability has been recorded, but there is risk this liability may increase; (3) or the occurrence of the confirming future event is not determinable.

**j) Revenue recognition:**

Entrance fees, recreational fees, rentals and concessions, other operating, townsites and staff housing revenues are recognized in the year in which the goods or services are provided by the Agency. Funds received for future services are recorded as deferred revenue.

**k) Measurement uncertainty:**

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses for the year. Employee-related liabilities, estimated useful lives of tangible capital assets, environment-related liabilities and claims are the most significant items where estimates are used. Actual results could differ significantly from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

**3. Cash Entitlements**

The Agency operates within the CRF which is administered by the Receiver General for Canada. All cash received by the Agency is deposited to the CRF and all cash disbursements made by the Agency are paid from the CRF.

Included in cash entitlements are the following:

**a) General operations account:**

Cash Entitlement for general operations represents the amount of cash that the Agency is entitled to draw from the Consolidated Revenue Fund of the Government, without further authorities. As at March 31, 2011, the balance of the general operations account is \$85.8 million (\$77.8 million in 2010).

**b) Specified purpose accounts:**

Cash Entitlement for specified purpose accounts represents money received from external organizations which must be used for the purposes for which they are received. As at March 31, 2011, the Agency has a balance of \$4.6 million (\$2.7 million in 2010) for specified purpose accounts.

**c) New parks and historic sites account:**

The Government of Canada includes in its receipts and expenditures the transactions of certain consolidated accounts established for specified purposes. *Parks Canada Agency Act* requires that the receipts of the specified purpose account be earmarked and that the related payments and expenses be charged against such receipts. The transactions do not represent liabilities to third parties but are internally restricted for specified purposes.

Funds are provided to the New parks and historic sites account by voted authorities, proceeds from the sale of lands and buildings that are surplus to operational requirements and all general donations. Furthermore, the Minister of Finance may, on the request of the Minister of the Environment, authorize the making of advances of up to \$10.0 million to the New parks and historic sites account. All amounts received remain in this account until eligible expenditures are made for the purpose of establishing or developing new parks or historic sites and heritage areas, in compliance with the terms and conditions set out in the *Parks Canada Agency Act* and related Treasury Board directives.

Details of activities for the year ended March 31 are highlighted in the following analysis:

	<b>2011</b>	<b>2010</b>
Available at beginning of year	20,461	21,228
Receipts:		
Parliamentary authorities	500	500
Proceeds on disposal of tangible capital assets	543	799
Donations	71	63
	<u>1,114</u>	<u>1,362</u>
Expenditures:		
Capital expenditures	4,375	2,129
	<u>4,375</u>	<u>2,129</u>
Available at end of year	<u>17,200</u>	<u>20,461</u>

**4. Inventory of Consumable Supplies**

The inventory of consumable supplies as at March 31 consists of the following:

	<b>2011</b>	<b>2010</b>
Stationery, office and miscellaneous supplies	1,304	864
Top soil, sand, gravel and other crude material	1,027	1,143
Fuel and other petroleum products	864	740
Equipment, materials and supplies	777	860
Safety equipment	713	615
Fabricated wood and metal products	605	617
Printed books, publications and maps	462	822
Construction material and supplies	324	472
Uniforms and protective clothing	171	162
	<u>6,247</u>	<u>6,295</u>

## 5. Tangible Capital Assets

	Cost			Closing balance
	Opening balance	Acquisitions	Disposals and write-offs	
Buildings, fortifications and leasehold improvements	851,737	58,968	5,419	905,286
Improved grounds	624,520	44,919	887	668,552
Roads	1,103,140	89,543	5	1,192,678
Bridges	241,444	37,501	616	278,329
Canal and marine facilities	572,015	17,249	1,380	587,884
Utilities	238,209	12,724	4,196	246,737
Vehicles and equipment	140,413	11,454	4,063	147,804
Exhibits	109,759	6,451	11,973	104,237
	3,881,237	278,809	28,539	4,131,507
Land (Note 2e (ii))				
Acquired land	140,696	7,580	6	148,270
Crown land	1	–	–	1
Donated land	20,144	–	–	20,144
	160,841	7,580	6	168,415
<b>Total</b>	<b>4,042,078</b>	<b>286,389</b>	<b>28,545</b>	<b>4,299,922</b>

	Accumulated Amortization			Net Book Value	
	Opening balance	Disposals and write-offs	Closing balance	2011	2010
Buildings, fortifications and leasehold improvements	540,102	25,428	4,418	561,112	311,635
Improved grounds	537,575	13,047	75	550,547	86,945
Roads	663,106	22,431	157	685,380	440,034
Bridges	94,178	5,224	479	98,923	147,266
Canal and marine facilities	296,237	9,914	833	305,318	275,778
Utilities	110,604	5,217	3,020	112,801	127,605
Vehicles and equipment	104,583	6,478	4,383	106,678	35,830
Exhibits	94,985	1,010	12,964	83,031	14,774
	2,441,370	88,749	26,329	2,503,790	1,439,867
Land (Note 2e (ii))					
Acquired land	–	–	–	–	148,270
Crown land	–	–	–	–	1
Donated land	–	–	–	–	20,144
	–	–	–	–	168,415
<b>Total</b>	<b>2,441,370</b>	<b>88,749</b>	<b>26,329</b>	<b>2,503,790</b>	<b>1,600,708</b>



The total cost of tangible capital assets includes \$170.6 million (\$168.2 million in 2010) of construction in progress disclosed with their respective asset category. The Agency owns land, which comprise national parks and national park reserves, national marine conservation areas, and national historic sites. During the year, the Agency spent \$7.6 million (\$0.5 million in 2010) on the acquisition of land.

## **6. Collections and Archaeological Sites**

Core to the Agency's mandate to protect and present nationally significant examples of our cultural heritage is the management of collections and archaeological sites. Although not capitalized like other cultural assets such as buildings or fortifications, these treasures have inestimable cultural value.

### **a) Collections:**

The Agency manages collections that are made up of archaeological and historical objects.

The collection of archaeological objects includes specimens and records that represent a cross-section of human habitation and activities. These holdings consist of a range of functional groups of artifacts that represent domestic activities to industrial processes and includes tools, ships' fittings, as well as soil and botanical samples.

The collection of historic objects dates from the 10th century to the present day. They encompass ethnographic material, civilian, military and fur trade items, furniture and furnishings, tools and documents.

In addition, the Agency manages a collection of reproductions including period costumes, tools and furniture that have been copied from original objects or made based on historical data.

### **b) Archaeological sites:**

An archaeological site encompasses surface, subsurface, or submerged remains of human activity. Archaeologists define a site by identifying the different activities that were conducted within an area. There are many archaeological sites identified within Canada's 167 national historic sites, 42 national parks, and 4 marine conservation areas. The types of sites vary greatly, from Aboriginal villages, hunting camps, observation areas, and animal processing areas, to European fur trade and military posts, battlefields, shipwrecks, homesteads, and transportation and industrial sites.

## **7. Deferred Revenue**

Included in the deferred revenue total of \$16 million (\$13.7 million in 2010) is an amount of \$11.4 million (\$11 million in 2010) representing the balance, at year end, for entrance fees, recreational fees, and rentals/concessions fees collected in advance.

The remaining \$4.6 million (\$2.7 million in 2010) of deferred revenue, represents monies received from other organizations which must be used for specified purposes.

## **8. Employee Future Benefits**

### **a) Severance benefits:**

The Agency provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not pre-funded. Benefits will be paid from future authorities. Information about the severance benefits, measured as at March 31, is as follows:

	<b>2011</b>	<b>2010</b>
Accrued benefit obligation, beginning of year	60,025	66,142
Expense for the year	7,613	(1,509)
Benefits paid during the year	(5,150)	(4,608)
Accrued benefit obligation, end of year	62,488	60,025

**b) Pension benefits:**

The Agency's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Québec Pension Plans benefits and they are indexed to inflation.

Both the employees and the Agency contribute to the cost of the Plan. The 2011 expense amounts to \$39.5 million (\$38.3 million in 2010), which represents approximately 1.9 times (1.9 times in 2010) the contributions by employees.

The Agency's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

**9. Contingent Liabilities**

**a) Claims and litigation:**

Claims have been made against the Agency in the normal course of operations. These claims include items with pleading amounts and other for which no amount is specified. Based on the Agency's assessment, legal proceedings for claims estimated at \$6.6 million (\$8 million in 2010) were pending at March 31, 2011. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the financial statements. The details of cases and extent of claims are not disclosed for sensitive reasons.

**b) Provision for environmental clean-up:**

The Agency has identified 455 sites that are known or suspected of contamination. Based on the information available and detailed environmental assessments conducted thus far on 433 of these sites, the Agency has estimated liability and contingent liability amounts. The estimated amounts are adjusted to reflect inflation and will be paid from future authorities.

The Agency has estimated and recorded a liability of \$19.8 million (\$56.3 million in 2010). The Agency has estimated additional clean-up costs of \$121.9 million (\$139.8 million in 2010) that are not recorded as a liability as the Agency is not able to determine if these costs will be incurred. The Agency's ongoing efforts to assess contaminated sites may result in additional environmental liabilities related to newly identified sites, or changes in the assessments or intended use of existing sites. These contingent liabilities will be recorded as liabilities by the Agency in the year in which they become reasonably estimable and the occurrence of the confirming future event is determinable.

## 10. Parliamentary Authorities

The Agency receives most of its funding through annual Parliamentary authorities. Items recognized in the Statement of Operations and the Statement of Financial Position in one year may be funded through Parliamentary authorities in prior, current or future years. Accordingly, the Agency has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

### a) Authorities provided and used:

	2011	2010
Authorities voted:		
Vote 25 – Program expenditures	767,405	654,973
Vote 30 – New parks and historic sites account	500	500
Statutory amounts:		
Revenue received pursuant to section 20 of the <i>Parks Canada Agency Act</i>	113,416	115,875
Contributions to employee benefits plan	56,249	56,103
Total authorities	937,570	827,451
Less:		
Authorities available for future years	46,260	49,657
Lapsed: Operating	7,416	–
Current year authorities used	883,894	777,794

**b) Reconciliation of net cost of operations to current year authorities used:**

	<b>2011</b>	<b>2010</b>
Net cost of operations	591,675	604,819
Revenue received pursuant to section 20 of the <i>Parks Canada Agency Act</i>	113,416	115,875
Adjustments for items affecting net cost of operations but not affecting authorities:		
Amortization of tangible capital assets	(88,749)	(84,206)
Services provided without charge by other government departments (Note 11a))	(47,077)	(45,596)
Net loss on disposal of tangible capital assets	(1,718)	(123)
	<u>(137,544)</u>	<u>(129,925)</u>
Variation in accounts affecting net cost of operations but not affecting authorities:		
Vacation pay included in the accounts payable and accrued liabilities	(210)	(426)
Employee future benefits	(2,463)	6,117
Provision for environmental clean-up	36,445	(12,822)
	<u>33,772</u>	<u>(7,131)</u>
Adjustments for items not affecting net cost of operations but affecting authorities:		
Acquisitions and improvements to tangible capital assets	286,389	195,336
Proceeds on disposal of tangible capital assets	(498)	(925)
Change in prepaid expenses	(7)	(299)
Change in inventory of consumable supplies	(48)	433
Change in New parks and historic sites account	(3,261)	(767)
Other	–	378
	<u>282,575</u>	<u>194,156</u>
Current year authorities used	<u>883,894</u>	<u>777,794</u>

**11) Related Party Transactions**

The Agency is related as a result of common ownership to all Government departments, agencies, and Crown Corporations. The Agency enters into transactions with these entities in the normal course of business and on normal trade terms.



**a) Services provided without charge by other government departments:**

During the year the Agency received services without charge from certain common service organizations, related to accommodation, legal services, the employer's contribution to the health and dental insurance plans and workers' compensation coverage. These services provided without charge have been recorded in the Agency's Statement of Operations as follows:

	<b>2011</b>	<b>2010</b>
Contributions covering employer's share of employees' insurance premiums and costs paid by Treasury Board Secretariat	28,098	27,186
Accommodation provided by Public Works and Government Services Canada	16,617	15,991
Salary and associated costs of legal services provided by Justice Canada	1,571	1,552
Other services received without charge	791	867
	<u>47,077</u>	<u>45,596</u>

The Government has centralized some of its administrative activities for efficiency, cost-effectiveness purposes and economic delivery of programs to the public. As a result, the Government uses central agencies and common service organizations so that one department performs services for all other departments and agencies without charge. The costs of these services, such as the payroll and cheque issuance services provided by Public Works and Government Services Canada are not included in the Agency's Statement of Operations.

**b) Other transactions with related parties:**

The Agency incurred capital and operating expenses with related parties for a total of \$197.1 million (\$147.8 million in 2010) for services provided by Government departments, including an amount of \$188.2 million (\$139.2 million in 2010) with Public Works and Government Services Canada mostly related to architectural, engineering and environmental services of \$105.4 million (\$86.2 million in 2010), construction services of \$27 million (\$16.3 million in 2010), repairs and maintenance \$21.1 million (\$7.2 million in 2010) and payments in lieu of taxes of \$12.9 million (\$12.6 million in 2010). Revenues generated from related parties amounted to \$1.9 million (\$1.6 million in 2010).

**12. Contractual obligations**

**a)** The Agency has entered into agreements for operating leases of equipment and accommodations for a total of \$8.9 million (\$8.9 million in 2010). The agreements show different termination dates, with the majority ending within the next twelve years. Minimum annual payments under these agreements for the next five years and beyond are approximately as follows:

2011 – 12	1,476
2012 – 13	1,135
2013 – 14	993
2014 – 15	874
2015 – 16	676
2016 – 17 and beyond	3,754

**b)** The Agency has entered into contracts for operating and capital expenditures for approximately \$157.9 million (\$169 million in 2010). The majority of payments under these contracts are expected to be made over the next three years.

### 13. Segmented information

Presentation by segment is based on the Agency's program activity architecture. The presentation by segment is based on the same accounting policies as described in the Summary of significant accounting policies in note 2. The following table presents the expenses incurred and revenues generated for the main program activities, by major object of expenses and by major type of revenues. The segment results for the period are as follows:

	Heritage places establishment	Heritage resources conservation	Public appreciation and understanding	Visitor experience	Townsite and throughway infrastructure	Internal services	2011 Total	2010 Total
Salaries and employee benefits	7,434	110,804	39,018	166,491	20,279	65,423	409,449	388,266
Operating expenses								
Professional and special services	2,837	13,872	4,019	20,081	6,928	12,414	60,151	57,113
Utilities, materials and supplies	331	10,980	1,657	25,274	9,200	4,727	52,169	53,523
Transportation and communication	1,078	6,555	2,470	7,073	987	7,452	25,615	27,279
Accommodation received without charge (Note 11)	672	2,745	1,412	6,361	1,925	3,502	16,617	15,991
Repairs and maintenance	14	1,974	108	6,374	3,800	926	13,196	11,413
Rentals	242	7,037	592	4,098	271	842	13,082	15,833
Payments in lieu of taxes	393	4,114	557	4,893	1,985	923	12,865	12,540
Information	299	515	2,498	3,981	21	688	8,002	14,389
Miscellaneous expenses	5	5,582	17	(473)	95	374	5,600	158
Net loss on disposal of tangible capital assets	—	—	—	—	—	1,718	1,718	123
Environmental clean-up	—	(20,186)	—	—	—	—	(20,186)	22,926
Total operating expenses	5,871	33,188	13,330	77,662	25,212	33,566	188,829	231,288
Grants and contributions	1,126	11,020	3,188	1,438	105	—	16,877	12,310
Total expenses (excluding amortization)	14,431	155,012	55,536	245,591	45,596	98,989	615,155	631,864
Amortization							88,749	84,206
Total expenses							703,904	716,070
Entrance fees	—	10	—	55,298	—	—	55,308	56,631
Recreational fees	—	17	—	23,170	10	237	23,434	24,121
Rentals and concessions	41	9	4	19,814	906	187	20,961	18,594
Other operating revenues	8	846	5	1,765	954	2,869	6,447	6,033
Staff housing	—	38	—	18	—	3,008	3,064	2,990
Townsites revenues	—	—	—	—	3,015	—	3,015	2,882
Total revenues	49	920	9	100,065	4,885	6,301	112,229	111,251
Net cost from continuing operations							591,675	604,819

#### 14. Net Debt indicator

The presentation of the net debt indicator and a statement of change in net debt is required under Canadian generally accepted accounting principles.

Net debt is the difference between a government's liabilities and its financial assets and is meant to provide a measure of the future revenues required to pay for past transactions and events. A statement of change in net debt would show changes during the period in components such as tangible capital assets, prepaid expenses and inventory of consumable supplies. The Agency is financed by the Government of Canada through Parliamentary authorities and operates within the CRF, which is administered by the Receiver General for Canada. All cash received by the Agency is deposited to the CRF and all cash disbursements made by the Agency are paid by the CRF. Under this government business model, assets reflected on the Agency financial statements, with the exception of the cash entitlement, are not available to use for the purpose of discharging the existing liabilities of the Agency. Future Parliamentary authorities and any spendable revenues generated by the Agency's operations would be used to discharge existing liabilities.

	2011	2010
Liabilities:		
Accounts payable and accrued liabilities	94,220	86,712
Deferred revenue (Note 7)	15,981	13,706
Employee future benefits (Note 8)	62,488	60,025
Provision for environmental clean-up (Note 9b))	19,810	56,255
Total liabilities	192,499	216,698
Financial Assets:		
Cash entitlements (Note 3)	107,629	100,972
Accounts receivable	9,524	7,752
Total financial assets	117,153	108,724
Net debt indicator	75,346	107,974

#### 15. Adoption of revised Treasury Board accounting standard

During the year, the Agency adopted the revised Treasury Board accounting standard (TBAS) 1.2 - Departmental and Agency Financial Statements which is effective for the Agency for 2011 fiscal year.

The adoption of the revised standard had no impact on the Agency's net cost of operations or Statement of Financial Position for the current or prior year. No changes were made to the Agency's significant accounting policies. The major change to the financial statements of the Agency was the presentation of segmented information in Note 13.

#### 16. Comparative Figures

Some of the previous year's comparative figures have been reclassified to conform to the current year's presentation.

## **PARKS CANADA AGENCY**

### **Annex to the Statement of Management Responsibility including Internal Control over Financial Reporting Fiscal Year 2010/11**

#### **Note to the Reader**

With the new Treasury Board *Policy on Internal Control*, effective April 1, 2009, organizations are now required to demonstrate the measures they are taking to maintain effective system of internal control over financial reporting (ICFR).

As part of this policy, organizations are expected to conduct annual assessments of their system of ICFR, establish action plan(s) to address any necessary adjustments, and to attach to their Statement of Management Responsibility in their annual financial statements a summary of their assessment results and action plan.

Effective systems of ICFR aim to achieve reliable financial statements and to provide assurances that:

- Transactions are appropriately authorized
- Financial records are properly maintained
- Assets are safeguarded from risks such as waste, abuse, loss, fraud and mismanagement
- Applicable laws, regulations and policies are followed

It is important to note that the system of ICFR is not designed to eliminate all risks, rather to mitigate risk to a reasonable level with controls that are balanced with and proportionate to the risks they aim to mitigate.

The system of ICFR is designed to mitigate risks to a reasonable level based on an on-going process to identify key risks, to assess effectiveness of associated key controls, and adjust as required, as well as to monitor its performance in support of continuous improvement. As a result, the scope, pace and status of those organizational assessments of the effectiveness of their system of ICFR reporting will vary from one organization to the other based on risks and taking into account their unique circumstances.

This annex is unaudited.



## 1 INTRODUCTION

This unaudited document is attached to Parks Canada's *Statement of Management Responsibility Including Internal Control Over Financial Reporting* for the fiscal-year 2010/11. As required by the new Treasury Board *Policy on Internal Control*, effective April 1, 2009, for the first time, this document provides summary information on the measures taken by Parks Canada to maintain an effective system of internal control over financial reporting (ICFR). In particular, it provides summary information on the assessments conducted by Parks Canada as at March 31, 2011, including progress, results and related action plans along with some financial highlights pertinent to understanding the control environment unique to the agency.

### 1.1 Authority, Mandate and Program Activities

Detailed information on Parks Canada's authority, mandate and program activities can be found in Section 1 of this Performance Report or in the Report on Plans and Priorities <http://www.tbs-sct.gc.ca/rpp/2011-2012/inst/cap/cap00-eng.asp>.

### 1.2 Financial Highlights

The listing below provides key financial information for fiscal year 2010/11. More information can be found in the attached Parks Canada's audited financial statements.

- Total revenues were \$112,229,000. Entrance fees were the largest revenue source, accounting for 49% or \$55,308,000.
- Total expenses were \$703,904,000. Excluding Salaries, Professional and Special Services and Amortization were the largest expenses, accounting for 9% or \$ 60,151,000 and 13% or \$88,749,000 respectively.
- Financial assets and non-financial assets each comprise about \$117,153,000 and \$1,809,020,000 (6% and 94% respectively). Of the organization's total asset account, which stand at \$1,926,173,000, Tangible Capital Assets comprise the majority of the account (93%).
- Total liabilities were \$192,499,000. Accounts payable and accrued liabilities represent the majority of liabilities (49%), followed by Employee future benefits (32%).
- Net cash provided by the Government of Canada totalled \$765,938,000.

### 1.3 Audited Financial Statements

The Office of the Auditor General conducts an annual audit of the Agency's financial statements. For the past ten years, the Agency has received a clean opinion.

## 1.4 Service Arrangements Relevant to the Financial Statements

Parks Canada relies on other organizations for the processing of certain transactions that are recorded in its financial statements as follows:

- Public Works and Government Services Canada centrally administers the payments of salaries through its payroll system, the procurement of goods and services and the provision of accommodation.
- The Treasury Board Secretariat provides the Agency with contributions covering the employer's share of employees' medical and dental insurance premiums.
- The Treasury Board Secretariat provides the Agency with information used to calculate various accruals and allowances, such as the accrued severance liability.
- The Department of Justice provides legal services.
- Parks Canada's financial system related functional services are provided by Canadian Heritage. The services are delivered through an MOU whereby Parks Canada's share of the expenses during 2010/11 totalled \$1,559,539. The financial system's IT related services are provided by Agriculture Canada to both Parks Canada and Canadian Heritage through a separate MOU.

## 1.5 Material Changes in Fiscal Year 2010/11

The following significant departmental changes, relevant to the financial statements occurred during 2010/11.

- Following a Cabinet shuffle on January 4, 2011, Peter Kent became the new minister responsible for Parks Canada.
- The Chief Financial Officer (CFO) role was separated from that of the Chief Administration Officer. A new CFO directorate was created with no other program responsibilities, in line with the Policy for Financial Management Governance. Following the CFO Branch reorganization, a new Chief Financial Officer, Ms Maria Stevens, was appointed in November 2010.
- During the year the Finance Committee and the HR Committee were replaced by a new Operations Committee.

## 2 CONTROL ENVIRONMENT OF PARKS CANADA RELATIVE TO ICFR

Parks Canada recognizes the importance of setting the tone from the top to help ensure that staff at all levels understand their roles in maintaining effective systems of ICFR and is well equipped to exercise these responsibilities effectively. Parks Canada's focus is to ensure that risks are well managed through a responsive and risk-based control environment that enables continuous improvement and innovation.

### 2.1 Key Positions, Roles and Responsibilities

Below are Parks Canada's key positions and committees with responsibilities for maintaining and reviewing the effectiveness of its system of ICFR.

**Chief Executive Officer (CEO)** – The CEO, as Accounting Officer, assumes overall responsibility and leadership for the measures taken to maintain an effective system of internal control. The Deputy Head chairs the Executive Management Committee.

**Chief Financial Officer (CFO)** – Parks Canada's CFO reports directly to the CEO and provides leadership for the coordination, coherence and focus on the design and maintenance of an effective and integrated system of ICFR, including its annual assessment.

**Senior Managers** – Parks Canada's senior managers in charge of program delivery are responsible for maintaining and reviewing effectiveness of their system of ICFR falling within their mandate.

**Chief Audit Executive (CAE)** – Parks Canada's CAE reports directly to the CEO and provides assurance through periodic internal audits which are instrumental to the maintenance of an effective system of ICFR.

**Audit Committee** – The Audit Committee is an audit committee that provides objective views on Parks Canada's risk management, control and governance frameworks. It is comprised of 3 external members and was established in 2008/09.

**Executive Management Committee (EMC)** – As Parks Canada's central decision-making body, the EMC reviews, approves and monitors the Corporate Risk Profile and the departmental system of internal control, including the assessment and action plans relating to the system of ICFR.

**Operations Committee** – Parks Canada's Operations Committee is considered to be the recommending committee. They review, evaluate, recommend, coordinate and monitor implementation of initiatives and decisions that have significant operational and financial impacts.

## 2.2 Key Measures taken by Parks Canada

Parks Canada's control environment also includes a series of measures to equip its staff to manage risks well through raising awareness, providing appropriate knowledge and tools as well as developing skills. Key measures include:

- The Agency's Code of Ethics is a cornerstone of the Agency's organizational character. It enhances working conditions, employer/employee relations, interpersonal relationships and decision making at Parks Canada.
- An Ombudsman under the CEO whose mission is to promote and intervene in favour of an organizational culture based on the fundamental values of the Agency, as specified in the Agency's Code of Ethics. The Ombudsman is also the Agency's Senior Integrity Officer for internal disclosure and wrongdoing.
- A dedicated division under the CFO on internal controls with the mandate to implement the *Policy on Internal Control* and Common Business Processes across the Agency.
- Annual performance agreements for all Executives with clearly set out financial management responsibilities;
- Training program and communications in core areas of financial management;
- Link to TBS financial policies, along with Financial directives, guides and tools tailored to the Agency business and environmental requirements;
- Regularly updated delegated authorities matrix;
- IT processing systems to achieve greater security, data integrity, efficiency and effectiveness.
- An annual risk based audit plan which is instrumental to the assessment of ICFR.
- Implementation of Resolver as a repository and database tool to manage the Agency's information regarding internal controls and risk information;
- A Corporate Risk Profile, updated regularly to identify, assess and manage key areas of risk, including financial management.
- An annual audit of the Agency's financial statements by the Office of the Auditor General;
- A detailed and independently reviewed HR framework, policies and staffing rules reflecting the Agency's status as a separate employer within the Government of Canada;
- A strategic and operating forum for all PCXs, held at least annually, to discuss strategic, management and operations issues, promoting the community of management within the organization; and
- A focal point of expertise for Risk Management within the organization including experts in subject matter.

### 3 ASSESSMENT OF THE PARKS CANADA'S SYSTEM OF ICFR

#### 3.1 Assessment Baseline as of March 31, 2011

Financial Statements of Parks Canada have been audited, as required by statute, by the Office of the Auditor General for over ten years. In parallel, senior management has been providing increased focus on formalising its approach to the management and on-going maintenance of its system of ICFR with the objective to support continuous improvement.

As a further step, and consistent with the Treasury Board *Policy on Internal Control*, Parks Canada has commenced in 2010/11 to implement a more systematic **risk-based and multi-year assessment plan** of the **design** and **operating** effectiveness of its system of ICFR.

Through **design effectiveness**, Parks Canada will ensure that key controls relevant to ICFR have been properly identified, documented, in place and that they are aligned with the risks they aim to mitigate and that any remediation is addressed appropriately and in a timely manner. This includes ensuring appropriate mapping of key processes and IT systems to the main financial statement accounts or class of transactions.

Through **operating effectiveness**, the Agency will ensure that the application of key controls over financial reporting has been tested over a defined period, they are working as intended and that any required remediation is addressed appropriately and in a timely manner.

Such testing covers all Agency level controls which include corporate or entity, general computer and business process controls.

Testing of the design and operating effectiveness of the key controls over financial reporting will lead to ensuring the **on-going monitoring** and continuous improvement of the departmental system of ICFR.

#### 3.2 Scope of Agency Assessment as of March 31, 2011

Parks Canada has adopted an eight step process to facilitate a common and objective view of the robustness of controls across the organization, based on guidance provided by the Office of the Comptroller General to organizations implementing the *Policy on Internal Control*.





Based on the initial risk assessment and scoping step, Parks Canada will undertake measures to assess its system of ICFR, with a focus on the following control levels:

CONTROL LEVEL	SCOPE
Entity Level Controls	<ul style="list-style-type: none"> <li>▪ Governance &amp; Accountability</li> <li>▪ Chart of Accounts</li> </ul>
Information Technology General Controls	<ul style="list-style-type: none"> <li>▪ Parks Canada’s financial system related functional services are provided by Canadian Heritage. Parks Canada will place reliance on Canadian Heritage’s assessment of ITGCs.</li> </ul>
Business Processes Controls	<ul style="list-style-type: none"> <li>▪ Accounts Payable</li> <li>▪ Revenue Management</li> <li>▪ Capital Assets</li> <li>▪ Environmental Liabilities</li> <li>▪ Financial Reporting</li> </ul>

For each control level and significant business process, Parks Canada will next undertake the following steps:

- Gather information pertaining to processes, risks and controls relevant to ICFR, including appropriate policies and procedures;
- Document the key processes with the identification and documentation of key risk and control points;
- Perform design testing, e.g. conduct a walk-through of the documented processes and assess the alignment of controls to risks;
- Perform operational testing on the documented processes based upon the information gleaned from documentation and design testing;
- Implement remediation plans as required; and
- Develop and implement a monitoring approach and methodology.

**4 PARKS CANADA’S ASSESSMENT RESULTS AS OF MARCH 31, 2011**

The following summarizes the key assessment results from the documentation, design and operating effectiveness testing completed as of March 31, 2011.

**4.1 Documentation of Control Activities**

In fiscal year 2010/11, Parks Canada completed a detailed Planning and Scoping stage by conducting a financial decomposition and performing a risk assessment to identify key risks and key accounts to assess as part of implementing the *Policy on Internal Control*.

The Agency is in the process of assessing existing documentation as it relates to Entity Level Controls and Business Process Controls.

CONTROL LEVEL	DOCUMENTATION STATUS
Entity Level Controls	<ul style="list-style-type: none"> <li>In progress</li> </ul>
IT General Controls	<ul style="list-style-type: none"> <li>Documentation of the financial system IT General Controls completed by Canadian Heritage.</li> </ul>
Business Process Controls	<ul style="list-style-type: none"> <li>In progress</li> </ul>

### 4.2 Design Effectiveness of Key Controls

Parks Canada is committed to undertaking the design effectiveness of control activities to identify and strengthen key controls after completion of its documentation review. When completing design effectiveness testing, Parks Canada intends to ensure that key controls to ICFR are properly identified, documented, implemented and that they are aligned with the risks that they aim to mitigate and that any remediation is addressed appropriately and in a timely manner. The assessment activities will include identification of key risks and the internal controls implemented to mitigate these risks, and a walk through to assess the design effectiveness of the internal controls.

CONTROL LEVEL	DESIGN EFFECTIVENESS TESTING STATUS
Entity Level Controls	<ul style="list-style-type: none"> <li>Not commenced</li> </ul>
IT General Controls	<ul style="list-style-type: none"> <li>Financial system IT General Controls design effectiveness testing completed by Canadian Heritage. No significant remediation required.</li> </ul>
Business Process Controls	<ul style="list-style-type: none"> <li>Not commenced</li> </ul>

### 4.3 Operating Effectiveness of Key Controls

Parks Canada is committed to undertaking operating effectiveness testing of control activities after the completion of design effectiveness testing. When conducting operating effectiveness testing of key controls, Parks Canada will implement a risk-based testing approach and methodology that will identify key controls to be tested over a defined period of time, including the selection of a sample, the test period and the method and frequency of testing. Operating effectiveness for Entity Level Controls, and Business Process Controls will not commence until the associated remediation of design effectiveness have been implemented and a sufficient time has passed to allow the controls to function for a period of the financial year.

CONTROL LEVEL	OPERATING EFFECTIVENESS STATUS
Entity Level Controls	<ul style="list-style-type: none"> <li>Not commenced</li> </ul>
IT General Controls	<ul style="list-style-type: none"> <li>Financial system IT General Controls operating effectiveness testing completed by Canadian Heritage. No significant remediation required.</li> </ul>
Business Process Controls	<ul style="list-style-type: none"> <li>Not commenced</li> </ul>

## 5 PARKS CANADA'S ACTION PLAN

### 5.1 Progress as of March 31, 2011

During 2010/2011, Parks Canada began to plan, document and assess its system of ICFR. Below is a summary of the main progress made by the organization as of March 31, 2011:

- Established and resourced a team to implement the *Policy on Internal Control* and to provide ongoing assessment, monitoring and reporting;
- Gathered information pertaining to processes, risks and controls relevant to ICFR within the Agency; including appropriate policies and procedures, recent audits, evaluations, results from the completion of the Corporate Risk Profile and MAF assessments.
- Established a risk assessment process for ICFR and a control framework for the organization.
- Implemented the Resolver software program which acts as a repository library and database tool to manage PCA's information regarding internal controls and risk management.
- In the process of assessing the documentation of entity level controls and key business processes.
- Canadian Heritage provides the Agency with its financial system IT functionality and services. Canadian Heritage has conducted its documentation, design and operational effectiveness testing of its financial system IT General Controls.
- Completed a risk assessment of the Agency's financial statements to identify significant accounts and high risk business processes; and
- Developed and implemented a three year assessment action plan based on the risk based decomposition of the financial statements.

### 5.2 Action Plan for the Next Fiscal Year and Subsequent Years

Beginning in 2011/12, the action plan below highlights the progress that Parks Canada will be making in completing the assessment of its key controls. The work plan was developed based on an assessment of the highest risks to financial reporting and aligned with Parks Canada and the Government of Canada financial management initiatives.

## The Agency's System of Internal Controls Assessment Action Plan

	2011/12				2012/13				2013/14			
	Documentation	Design Effectiveness	Operating Effectiveness	Ongoing Monitoring	Documentation	Design Effectiveness	Operating Effectiveness	Ongoing Monitoring	Documentation	Design Effectiveness	Operating Effectiveness	Ongoing Monitoring
<b>Entity Level Controls</b>												
Governance & Accountability	●				●	●					●	●
Chart of Accounts	●				●	●					●	●
<b>IT General Controls</b>												
Parks Canada will rely on Canadian Heritage's assessment of ITGCs. Canadian Heritage has completed its documentation, design and operating effectiveness testing.												
<b>Business Processes Controls</b>												
Accounts Payable	●				●	●					●	●
Revenue Management	●	●					●	●			●	●
Capital Assets	●				●	●					●	●
Environmental Liabilities	●	●					●	●				●
Financial Reporting	●					●					●	●

## LIST OF SUPPLEMENTARY INFORMATION TABLES

All electronic supplementary information tables found in the 2010/11 Performance Report can be found on the Treasury Board of Canada's website at:

<http://www.tbs-sct.gc.ca/dpr-rmr/2010-2011/index-eng.asp>.

Details on Transfer Payment Programs (TPPs)

Green Procurement

Internal Audits and Evaluations

Response to Parliamentary Committees and External Audits

Sources of Respendable and Non-Respendable Revenue

Status Report on Projects Operating with Specific Treasury Board Approval

User Fees Reporting

## INTERNAL SERVICES

### Financial Management Services

The implementation of the Government's new Financial Management Framework, which places increased expectations on reporting and stewardship, is currently underway within Parks Canada. To respond to the Government's new reporting standards, the Agency included future-oriented financial statements in its 2011/12 Corporate Plan. Parks Canada is also prepared to produce its first series of Quarterly Financial Reports in September 2011 and to report annually on its travel, hospitality and conference spending beginning in November 2011.

Parks Canada continued to improve its financial management governance framework by furthering the implementation of the Chief Financial Officer Model. To ensure a degree of independence and objectivity, the Agency created a separate Chief Financial Officer Directorate with no other program responsibilities. The Chief Financial Officer reports directly to the Chief Executive Officer and is a member of the Executive Management Committee.

In response to the Treasury Board of Canada's Policy on Internal Control, Parks Canada developed an action plan that forms part of the Statement of Management Responsibility including Internal Controls over Financial Reporting included in this Performance Report.

Parks Canada continues to actively participate in interdepartmental working groups led by the Office of the Comptroller General of Canada to develop common financial management business processes. The Agency also approved a series of automated tools, including a travel management system, a direct deposit functionality, a point-of-sale system and electronic specimen signature cards, to harmonize financial management business processes within the Agency. Implementation of these tools will be ongoing throughout 2011/12.

### Management and Oversight Services

Parks Canada continued to increase its evaluation coverage of direct program spending through streamlining the evaluation planning, execution and report-writing phases of the work. The current evaluation plan projects 88 percent coverage between April 2011 and March 2016, with the remaining 12 percent of spending not covered in the plan attributed to one program, through highway management, which was covered in 2010/11.

### Communications Services

Parks Canada launched its new vision internally within the Agency in January 2009 and has been working since that time to ensure that all employees understand and align their work towards achieving this vision for the future. During the past year, the vision was integrated into every aspect of the Agency's operations and programs. For example, the business planning process was realigned to ensure the work and priorities for each business unit were aligned with the vision. The words and intent of the vision are also used and repeated frequently in speeches and communications from senior leaders and in Agency external communications products and activities.

### Human Resources Management Services

Parks Canada made progress in positioning itself as an employer of choice and becoming more representative of Canadian diversity. In June 2010, the Agency launched Canada's Greatest Summer Job to engage 32 highly



motivated and skilled young Canadians to help connect them to their natural and cultural heritage, and provided them with an opportunity to gain valuable working experience at some of Canada's national parks, national historic sites and national marine conservation areas. With respect to employment equity, the Agency maintained its high representation of Aboriginal peoples and increased its representation of visible minorities, persons with disabilities and women, resulting in narrowing the gap with their labour market availability. Parks Canada also launched an electronic employment equity self-identification form as part of its commitment to an inclusive workplace.

Parks Canada vigorously promotes a culture of competence across the Agency and actively supports employees in their career. The Agency developed standardized statements of qualifications to support the Resource Conservation Renewal Initiative, ensuring the recruitment and development of qualified personnel. Parks Canada enhanced its performance management process for middle managers by incorporating leadership attributes in the employee assessment and linking performance objectives to the Agency's outcomes. To date, managers and supervisors have achieved a 65 percent completion rate for mandatory management training courses. Parks Canada aims to reach 90 percent completion by March 2012. The Agency also renewed the mandatory New Employee Orientation Program to reflect current priorities and incorporated new modules on career development. In addition, the Agency delivered Quality Visitor Experience training to approximately 4,000 employees to help them provide meaningful experiences to visitors. Lastly, Parks Canada continues to provide developmental opportunities to employees through the Aboriginal Leadership Development Program and the Parks Victoria Exchange Program.

In 2010/11, Parks Canada continued the implementation of its Hazard Prevention Program and developed national, generic Safe Work Practices to support the program. Currently, these practices are being implemented at Parks Canada offices across the country. In collaboration with the Public Service Labour Relations Board and the Public Service Alliance of Canada, the Agency established a formal, expedited grievance resolution process to address grievances

resulting from the National Classification Review process. The Agency also implemented a revised Instrument of Delegation of Human Resources Authorities, clarifying roles and responsibilities in line with contractual obligations and human resources policies.

## Asset Management

In January 2011, the Agency conducted a workshop with asset management specialists to prioritize recommendations from the 2009 Evaluation of Parks Canada's Asset Management Program, giving consideration to the current economic and fiscal pressures faced by the Agency and by the government as a whole. The workshop showed that Parks Canada should concentrate its efforts on actions that will yield the most value for Canadians. To this end, Parks Canada's focus in the coming years will be the development of a path forward for the Agency. This plan will address the evaluation recommendations over the next five years and will outline what actions Parks Canada will employ to achieve a sustainable asset base that serves the highest government and Agency needs, so that Canadians can continue to connect with our parks, historic sites and marine conservation areas for many years to come.

Parks Canada initiated the development of new governance systems, internal policies, standards and procedures to comply with the new Treasury Board Policies on Investment Planning – Assets and Acquired Services and the Management of Projects. This will lead to the development of the Parks Canada Agency Investment Plan and of a new Agency Project Management Standard by the end of 2011/12. Further to this, in early 2011, Parks Canada conducted a review of all Real Property directives, the first step in updating and implementing a real property policy suite that complies with the Treasury Board Policies on Investment Planning – Assets and Acquired Services and the Management of Projects. Modification of these directives will be addressed on a priority-basis. Next steps include developing and communicating an asset management framework that will define what policy instruments are essential for meeting the needs of the Agency.

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Kejimikujik National Park of Canada (N.S.)  
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## Other Items of Interest

### The Visitor Information Program

The Visitor Information Program uses a standard questionnaire to provide information to managers of national parks, national historic sites and national marine conservation areas about their visitors, including their use of products and services, their satisfaction with products and services, and other aspects of their visit. Selection of individual protected places to participate in the Visitor Information Program each year is aligned, as much as possible, with the timing of management planning and reporting requirements. The national parks, national historic sites and national marine conservation areas that participate in the Visitor Information Program over a five-year cycle account for 98 percent of the total recorded visits to heritage places administered by Parks Canada.

In 2010/11, 19 locations conducted the survey during the peak survey period of June to September 2010.

Respondents were invited to participate on-site and were provided with the paper survey to complete and return.

Over the last 11 years, the average return rates for national heritage places have been above 65 percent, with national historic sites (75 percent) having higher average return rates than national parks (45 percent). The average return rate

for heritage places surveyed in 2010/11 was 59 percent, meaning that six of every 10 visitors who took a survey questionnaire returned it completed to Parks Canada. In 2010/11, the survey instrument was re-designed to be more user-friendly.

### National Survey of Canadians

Parks Canada measures its Strategic Outcome and its performance related to Program Activity 3, Public Appreciation and Understanding, using the National Survey of Canadians (NSC). The NSC is designed to provide information about Canadians' attitudes towards natural and cultural heritage; their awareness and understanding of the Agency, its programs and responsibilities; and their appreciation of the places administered by Parks Canada and general support for the Agency's mandate and activities.

The NSC is a telephone survey of a representative sample of Canadians. The survey was last conducted in March 2009 and 3,779 respondents completed the survey, resulting in a response rate of eight percent – the industry standard for telephone surveys today. The results of the survey are considered accurate 19 times out of 20 (95% level of confidence). The next NSC is planned for 2011/12.

## Stakeholder and Partner Engagement Survey

Parks Canada measures its performance related to Stakeholder and Partner Engagement using the Stakeholder and Partner Engagement Survey (SPES). Stakeholder and Partner Engagement is one of the sub-activities of Program Activity 3, Public Appreciation and Understanding. The SPES is designed to assess Parks Canada's performance in the eyes of its stakeholders and partners; in particular, the quality and relevance of its public engagement practices, the extent to which stakeholders and partners support the Agency's activities, and how well Parks Canada provides opportunities for their involvement.

The SPES is an online survey of a representative sample of Parks Canada's stakeholders and partners. The survey was last administered in November 2009. In total, 2,538 stakeholders and partners were invited to participate in the study, 781 of whom completed the survey, representing a response rate of 31 percent. The results of the survey are considered accurate 19 times out of 20 (95% level of confidence). The next SPES is planned for 2011/2012.

## Métis Reconciliation and Aboriginal Rights

The Government of Canada is committed to building strong, effective and mutually beneficial working relationships with Métis and other Aboriginal groups. As part of a multi-departmental strategy to implement programs related to the reconciliation and management of Métis Aboriginal rights, Parks Canada received \$4.25 million in 2010/11 to invest over five years.

This funding will allow Parks Canada to work with Métis communities and organizations to carry out approximately 18 projects that celebrate Métis history and culture while building on ongoing relationships with Métis communities. These projects will also help preserve Métis history and culture and increase Canadians' awareness of this important aspect of Canadian heritage through public education programs at national parks and national historic sites in western and northern Canada.

The strategy is led by Aboriginal Affairs and Northern Development Canada (AANDC), formerly Indian and Northern Affairs Canada, and also involves Environment Canada and the Royal Canadian Mounted Police.

During the first year of the initiative, Parks Canada increased its capacity for building relationships with the Métis so that the Agency can initiate these projects in 2011/12.

## Contact Information

General Inquiries:

**Parks Canada National Office**

25-7-N Eddy Street  
Gatineau, Quebec  
Canada  
K1A 0M5

**General Inquiries:**

888-773-8888

**General Inquiries (International):**

613-860-1251

**Teletypewriter (TTY):**

866-787-6221

# End Notes

- i. Type is defined as follows: Previously committed to—committed to in the first or second year prior to the subject year of the Parks Canada Agency Corporate Plan; Ongoing —committed to at least three fiscal years prior to the subject year of the Corporate Plan; and New—newly committed to in the year of the Corporate Plan.
- ii. Commencing in the 2009/10 Estimates cycle, the resources for Program Activity: Internal Services are displayed separately from other program activities; they are no longer distributed among the remaining program activities, as was the case in previous Main Estimates. This has affected the comparability of spending and FTE information by Program Activity between fiscal years.
- iii. Average commemorative integrity is calculated by adding the commemorative integrity numerical value for all national historic sites as determined through baseline evaluations or reassessments and dividing it by the total number of sites that have had commemorative integrity evaluations (133 in total).
- iv. Commemorative integrity scores for two of the 20 national historic sites re-evaluated in 2010/11 were calculated in draft by the site in a previous year and finalized in 2010/11. The commemorative integrity evaluation exercise was conducted in 2008/09 at Carleton Martello Tower and in 2009/10 at Port-la-Joye Fort Amherst. Six re-evaluations occurred in April 2011, measuring the impact of work completed in 2010/11: Fisgard Lighthouse, Fort Langley, Fort McNab, Fort Rodd Hill, Jasper House and Jasper Park Information Centre.
- v. Commemorative integrity ratings and scoring

SCORE	DEGREE OF IMPAIRMENT RATINGS
10 ●●●	No impairment means that all three CI elements were rated as good
9 ●●●	Minor impairment means that at least one CI element was rated less than good but no aspect of CI was rated as poor
8 ●●●	
7 ●●●	
6 ●●●	Significant impairment means that one CI element was rated as poor
5 ●●●	
4 ●●●	
3 ●●●	Major impairment means that two CI elements were rated as poor
2 ●●●	
1 ●●●	Severe impairment means that all three CI elements were rated as poor

- vi. While the number of sites remains 133 for 2010/11, the composition is different from 2008/09 and 2009/10. Cathcart Tower was counted in 2008/09 and 2009/10 but excluded in 2010/11 as it was previously found to be only a component of a larger national historic site (Kingston Fortifications), and the rating for Canso Islands / Grassy Island Fort was split to recognize that these are two overlapping but distinct sites. The 2008/09 and 2009/10 data have been adjusted and restated here.
- vii. The establishment of a national park begins with the identification of several natural areas that are representative of a natural region (Step 1); followed by the selection of a potential national park area (Step 2); then conducting a feasibility assessment including consultations (Step 3); negotiating park establishment agreements (Step 4); and formally protecting a park under the *Canada National Parks Act* (Step 5).
- viii. The establishment of a national marine conservation area begins with the identification of several areas that are representative of a marine region (Step 1); followed by the selection of a potential national marine conservation area (Step 2); then conducting a feasibility assessment including consultations (Step 3); negotiating marine conservation area establishment agreements (Step 4); and formally protecting a marine area under the *Canada National Marine Conservation Areas Act* (Step 5).

- ix. Listing an ecological integrity condition but not a trend indicates that an evaluation has taken place at the national park to determine the condition but that there are not enough years of data to provide a trend.
- x. Five assets not previously reported in Field townsite in 2009/10 were identified and reported as Field townsite assets in 2010/11.
- xi. Eight assets previously reported as Lake Louise townsite assets in 2009/10 were identified and reported as not being Lake Louise townsite assets in 2010/11. In addition, three assets not previously reported in Lake Louise townsite in 2009/10 were identified and reported as Lake Louise townsite assets in 2010/11.
- xii. Four assets not previously reported in Wasagaming townsite in 2009/10 were identified and reported as Wasagaming townsite assets in 2010/11.
- xiii. Twenty-two assets previously reported as Waskesiu townsite assets in 2009/10 were identified and reported as not being Waskesiu townsite assets in 2010/11. In addition, 16 assets not previously reported in Waskesiu townsite in 2009/10 were identified and reported as Waskesiu townsite assets in 2010/11.
- xiv. Five assets previously reported as Waterton townsite assets in 2009/10 were identified and reported as not being Waterton townsite assets in 2010/11. In addition, 13 assets not previously reported in Waterton townsite in 2009/10 were identified and reported as Waterton townsite assets in 2010/11.
- xv. In 2009/10, the number of bridges was reported to be 116, but one of those bridges was a temporary fixture, and has since been removed. The baseline number of waterway bridges is 115.
- xvi. After the completion of the preliminary classification of the dams in the Quebec region, it was determined that two dams situated close to each other were actually considered one dam and the number of dams was subsequently adjusted, leading to the decrease of one dam from the 2009/10 reporting year. The situation applies as well to the Trent-Severn Waterway.
- xvii. All completed in 2010/11.
- xviii. This figure was reported in the Parks Canada Agency Performance Report 2009/10 as 1,058 kilometres. It has since been corrected to 1,056 kilometres in the Evaluation of Parks Canada's Through Highway Management, published in November 2010.