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Parks Canada
2023 — 24
Departmental Plan



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The President & Chief Executive Officer of the Parks Canada Agency, 2023

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From the Minister

As the Minister responsible for Parks Canada, I am pleased to present the 2023–24 Departmental Plan. This plan outlines the priorities and results Parks Canada expects to achieve over the upcoming 2023–24 fiscal year.

I continue to be strongly dedicated to delivering on the commitments the Government of Canada has made to Canadians, as set out in my Ministerial Mandate Letter and the 2022 Speech from the Throne, as well as Canada’s recent commitment to the *Kunming-Montréal Global Biodiversity Framework*, reached in the recent 15th meeting of the Conference of the Parties to the United Nations Convention on Biological Diversity in Montréal. We will continue to protect and restore our shared natural and cultural heritage through Parks Canada-administered places.



The Government of Canada has committed to conserving 25 percent of Canada’s land and 25 percent of Canada’s oceans by 2025, working toward conserving 30 percent of each by 2030. To achieve this goal, the Government of Canada has committed to establishing 10 new national parks and 10 new national marine conservation areas in the next five years, in collaboration with Indigenous partners. In addition, Parks Canada is collaborating with municipalities, provinces, Indigenous partners, and key stakeholders to develop 15 new national urban parks by 2030. The network of protected areas managed by Parks Canada will be critical in the Government of Canada’s fight against climate change and to support its priorities of conservation, Indigenous reconciliation, and rural economic development.

Collaboration with Indigenous partners, stakeholders, and other levels of government is critical in the protection of the broader landscape and biodiversity. With the recent launch of the National Program for Ecological Corridors, \$60.6 million over five years has been set aside for this Parks Canada-led program. This program will support and enable collaboration between Parks Canada and other jurisdictions and organizations to strengthen and develop ecological connections between protected and conserved areas.

Truth and Reconciliation and the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples* remain a core priority for the Government of Canada. Parks Canada continues to have an important opportunity as a federal land manager to support and honour Indigenous connections with traditional, ancestral, and treaty lands, waters, and ice. National historic sites, national parks, and national marine conservation areas are all places where Indigenous practices, traditions, and stories, told in Indigenous voices, can be lifted up and honoured. Parks Canada is committed to working with Indigenous partners to provide opportunities for Canadians to learn about all aspects of our shared history and ensuring these stories are shared from a variety of perspectives.

Bill C-23 was recently introduced in Parliament. If passed, the *Historic Places of Canada Act* will help ensure that historic places in Canada represent the whole of our nation’s story, including the lived experiences of Indigenous peoples, youth, and members of diverse groups across the

country, and to ensure these places are protected for future generations. This is Canada’s first legislation of this kind and will result in a stronger voice for Indigenous peoples as well as the protection and conservation of historic places in Canada. This step is an important part of the Government of Canada’s response to Call to Action 79 of the Final Report of the Truth and Reconciliation Commission of Canada, which calls for the development of a reconciliation framework for Canadian heritage and commemoration.

As Canada continues to respond to the challenges and impacts of COVID-19 and climate change, Parks Canada’s assets serve a critical function to Canadians and visitors. This is why the Government of Canada has committed \$557 million over the next three years to Parks Canada for important infrastructure projects and maintenance. This work will not only improve visitor experience, but will also address a longer-term strategy of improving assets by greening operations, improving accessibility and inclusivity, and increasing climate change resilience.

I look forward to the year ahead and the priorities we have set. Parks Canada’s work contributes significantly to meeting the Government of Canada’s commitments to Canadians. I encourage all Canadians to connect, explore, and discover all that Parks Canada has to offer.



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

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

From the President & Chief Executive Officer

As the President and CEO of Parks Canada, I am pleased to join Minister Guilbeault in presenting the 2023–24 Parks Canada Departmental Plan.

I am extremely proud of the work our team members do every day. At Parks Canada, we are privileged to be the stewards of these national treasures on behalf of all Canadians. This plan will guide the work we will accomplish in the year ahead.



Parks Canada protects and presents 171 national historic sites, 47 national parks, five national marine conservation areas, and one national urban park. This accounts for approximately 450,000 square kilometres of land across the country. Over the next five years, Parks Canada will work to expand this network of protected places to support the Government of Canada's overall goal to conserve 30 percent of Canada's lands and oceans by 2030. This growth of Parks Canada-administrated places, done in partnership with Indigenous peoples, partners, and communities, will not only support the Government of Canada's commitments to conservation but will also work to support commitments to Indigenous reconciliation and rural economic development.

In addition to the expansion of protected places, we will also work this year to restore and improve current and future infrastructure. Parks Canada will continue work to review all visitor services and experiences through the lenses of inclusion and accessibility, working to ensure that national historic sites, national parks, and national marine conservation areas can be enjoyed by all. In November 2022, it was announced that \$557 million over three years has been provided to Parks Canada for the delivery of priority infrastructure projects and critical maintenance work. These funds will help us to maintain and improve Parks Canada-administered places, enabling us to continue to deliver dedicated, passionate, and outstanding service to present and future generations of Canadians.

It is important to recognize that the lands, waters, and ice on which we all live, work, and care for are the traditional territories, treaty lands, and ancestral homelands of First Nations, Inuit, and Métis peoples. In support of the Government of Canada's core priority of reconciliation and commitments to implement the *United Nations Declaration on the Rights of Indigenous Peoples*, Parks Canada will continue to work with Indigenous peoples to support and honour Indigenous connections with and stewardship responsibilities toward their lands, waters, and ice.

Parks Canada will continue to work with Indigenous partners to strengthen existing and establish new cooperative management arrangements that support Indigenous leadership in the stewardship of natural and historic places. It is through these partnerships and collaboration that we will work together to conserve and restore these protected areas over the long term.

Internally, Parks Canada will continue to prioritize a people-centred workplace by implementing its Inclusion, Diversity, Equity, and Accessibility Strategy. This strategy will ensure Parks

Canada remains a positive and healthy work environment. A new employee sponsorship program for Indigenous peoples, visible minorities, persons with disabilities, and the 2SLGBTQIA+ community will also be piloted to foster leadership development in these underrepresented equity-deserving groups.

I am enthusiastic to see what the year ahead has in store and I am confident in the work our Parks Canada team can accomplish. I look forward to welcoming Canadians and visitors from around the world to national historic sites, national parks, and national marine conservation areas throughout Canada to learn more.



Ron Hallman

President & Chief Executive Officer, Parks Canada

Plans at a glance

Conservation of natural and cultural heritage

Parks Canada will support the Government of Canada's commitment to conserving 25% of Canada's land and 25% of Canada's oceans by 2025, and 30% of each by 2030, working to halt and reverse nature loss. It will undertake this work through science, Indigenous knowledge, and local perspectives.

Parks Canada will continue to conserve and restore biodiversity in protected areas over the long term. This includes working in partnership to improve the connectivity within national parks and with the broader landscape, working to weave science and Indigenous knowledge to inform conservation decision-making, and contributing to the conservation of species at risk.

Parks Canada will be a key contributor to the Government of Canada's fight against climate change. Ecological integrity will continue to be the first priority in all decision-making at national parks.

Parks Canada will continue to safeguard cultural resources at the national heritage places it administers.

Parks Canada will implement the *Framework for History and Commemoration*, to ensure that national historic designations reflect the contribution of Indigenous peoples and the diversity of Canada's history. Parks Canada will also continue to work with partners to commemorate the legacy of residential schools. It will continue work to recognize Indigenous leadership and enact respectful approaches to weaving Indigenous knowledge and Indigenous knowledge systems in the stewardship of natural and cultural heritage places.

Connecting to Canadians

Parks Canada will maintain its leadership role in conserving and promoting heritage places to ensure that they continue to be a source of national pride and enjoyment for Canadians. As part of this work, it will continue to prioritize inclusion and accessibility in the development and delivery of visitor services and experiences to ensure that national historic sites, national parks, national marine conservation areas, and national urban parks can be enjoyed by all.

Parks Canada will bring nature and history to Canadians in their communities and homes through innovative outreach and engagement programming, digital experiences, and promotional activities. It will also work with various local and regional partners to provide high-quality visitor services and experiences and introduce Canadians to the safe enjoyment of natural, cultural, and historic places through popular initiatives such as the Learn-to Camp program.

In support of the Government of Canada's core priority of reconciliation, Parks Canada will facilitate the strengthening and restoration of Indigenous connections with traditional, ancestral, and treaty lands, waters, and ice. It will also ensure that national historic sites, national parks, national marine conservation areas, and national urban parks are places where Indigenous practices, traditions, and stories are shared and where Canadians can gain a deeper understanding of Indigenous peoples and cultures.

Parks Canada will continue to support tourism in Canada by working with the tourism industry and participating in the sector's recovery from the impacts of the COVID-19 pandemic, including the advancement of trails tourism.

Raising Indigenous voices and leadership in natural and cultural heritage conservation

Parks Canada is embarking on a process to facilitate and increase Indigenous stewardship in heritage places and programs, touching all areas of its mandate. This work will strengthen Parks Canada's ability to deliver on priority actions stemming from international, national, and regional contexts, supporting the implementation of the United Nations Declaration on the Rights of Indigenous Peoples.

At the core of the concept of Indigenous stewardship is strong relationships with Indigenous peoples, founded on place-based connections. Parks Canada will continue to take an approach to building relationships based on the understanding and acknowledgement that protected heritage places are situated on lands, waters, and ice that have been home to Indigenous peoples since time immemorial. Parks Canada will continue to develop and nurture relationships with Indigenous partners in ways that respect Indigenous rights, and Indigenous knowledge and knowledge systems. It will advance approaches to enhance opportunities around, among other actions, shared decision-making with Indigenous governments, supporting Indigenous connections to the land, respecting Indigenous knowledge systems, contributing to economic opportunities for Indigenous communities, and ensuring that Indigenous peoples' histories and stories are respectfully shared through heritage place programming.

Asset sustainability

Parks Canada is developing a long-term strategy for managing and sustaining its infrastructure. This strategy is intended to better position Parks Canada to effectively manage heritage, tourism, waterway, and highway assets and support program and service delivery over the longer term.

Parks Canada will continue to implement infrastructure projects to address deferred work and improve the condition of priority contemporary assets and heritage structures. Parks Canada also makes investments to build or improve assets, and decisions are made to reflect key

Government of Canada priorities such as accessibility, inclusivity, reconciliation with Indigenous peoples, greenhouse gas reduction, and climate change resilience.

Parks Canada will contribute to economic growth through its infrastructure investments, creating jobs in local communities.

Capable and inclusive workforce

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

Parks Canada will implement an Inclusion, Diversity, Equity, and Accessibility Strategy with a focus on creating a people-centered workplace. To break down barriers and support leadership development, Parks Canada is piloting a new Sponsorship Program for Indigenous Peoples, Visible Minorities, Persons with Disabilities and the 2SLGBTQIA+ community.

The health and safety of Parks Canada employees will remain top of mind. Upholding the highest standards of health, safety, and well-being, with a particular focus on challenges arising from the COVID-19 pandemic, will drive its work in field and office work environments.

Parks Canada will continue to emphasize zero tolerance of harassment and violence in the workplace and will complement this with the Mental Health Strategy. These endeavours encourage open discussions around mental health and overall wellness, while building support capacities and fostering cultural change.

Parks Canada will contribute positively to economic growth by providing employment opportunities for young Canadians, investing in its own as well as the country's future.

Innovative internal business services

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

Parks Canada is undertaking initiatives aimed at increasing its sustainability to deliver operations and custodianship of its unique asset portfolio. It will implement a multi-year plan to strengthen its investment readiness by growing its business and financial planning maturity and preparing for the implementation of long-term, predictable funding and outcomes.

Parks Canada will continue the implementation of the new Human Resources Modernization Framework with an emphasis on updating, improving, and streamlining HR practices and processes and clarifying roles and responsibilities. The creation of a modernized and sustainable

financial and resource management regime, needed to support the transition to the single-year appropriation cycle and the new capital vote structure, is underway and progressing. Automation and streamlining of business processes will improve access to sound financial and business advice and client services.

Parks Canada is renewing its digital priorities to mature its information management and information technology functions to improve both internal and external services, and in support of the Government of Canada’s Digital Ambition plan and Data Renewal Strategy

For more information on Parks Canada’s plans, see the Core responsibilities: planned results and resources, and key risks section of this plan.

Core responsibilities: planned results and resources, and key risks

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

Protecting and presenting Canada’s natural and cultural heritage

Description

The Agency establishes national parks and national marine conservation areas; designates places, persons and events of national historic significance; protects and conserves natural and cultural heritage guided by science and Indigenous knowledge; provides opportunities to visit, experience and enjoy Canada’s natural and cultural heritage; and works with the public, other federal departments, provinces, territories, Indigenous peoples, and stakeholders to carry out these responsibilities.

Planning highlights

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

Priority: Conservation of natural and cultural heritage

Establishing new protected natural heritage places

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

In 2023–24, Parks Canada will continue to support the Government of Canada’s commitment to protect Canada’s natural legacy, conserve 25% of Canada’s land and 25% of Canada’s oceans by 2025, working toward 30% of each by 2030. In support of this, Parks Canada will work to establish 10 new national parks and 10 new national marine conservation areas by the end of 2026, in collaboration with Indigenous partners. Expansion of the national park and national marine conservation area systems will make a meaningful contribution towards the Government of Canada’s goals of conservation, Indigenous reconciliation, and rural economic development. This work will also contribute toward Parks Canada’s targets to represent 82% of Canada’s terrestrial regions in the national park system and 31% of its marine regions in the national marine conservation areas system by March 2025.

In support of these goals, in 2023–24 Parks Canada will:

- Work toward the establishment of new national parks and national park reserves, including finalizing the establishment agreement for Pituamkek National Park Reserve in PEI and negotiating an establishment agreement for the proposal in the South Okanagan-Similkameen in British Columbia’s interior. It will also begin a feasibility assessment in the Seal River Watershed of northern Manitoba and develop memoranda of understanding for three new feasibility assessments in other candidate national park and national park reserve locations across Canada;

Establishing Pituamkek National Park Reserve

In 2023–24, Parks Canada will continue work toward the establishment of Pituamkek (Bee-doo-um-gek) National Park Reserve on northwestern Prince Edward Island (PEI). Once established, Pituamkek—which means “on the long sand dune” in the Mi’kmaq language—would be Canada’s 48th national park. It will serve as a model for co-managed protected areas in southern Canada, established in full collaboration with L’Nuey, the Mi’kmaq of PEI.

Home to ancient and continuing land-use traditions, important Mi’kmaq cultural and archaeological sites, rare and sensitive ecosystems, and rare geological formations not found anywhere else in the province, protecting Pituamkek as a national park reserve means ensuring that the Mi’kmaq connection to these ancestral lands is not only recognised, but supported, preserved, and fostered.

- Collaborate with provincial, territorial, and Indigenous governments to identify a total of 10 candidate sites for protection under the *Canada National Parks Act*;
- Work with provincial, territorial and Indigenous governments to identify and advance additional sites including South Coast Fjords (Newfoundland and Labrador), western Hudson Bay (Manitoba), and Pacific Rim (British Columbia), and up to 4 freshwater sites such as within the Great Lakes, for protection under the *Canada National Marine Conservation Areas Act*;
- Engage early with Indigenous governments, organizations, and communities, along with provincial and territorial governments, and develop strategic partnerships with stakeholders to identify additional new candidate sites for national parks and national marine conservation areas. This will include undertaking the necessary feasibility assessments with stakeholder engagement and consultations and the negotiation of the necessary agreements to meet the 2025 target date;
- Develop a new national urban parks policy, with the input of partners and key stakeholders, to support the creation of a network of national urban parks across Canada that will protect nature, connect Canadians to nature and culture, and support reconciliation with Indigenous peoples;
- Work in collaboration with municipalities (Victoria, Edmonton, Saskatoon, Winnipeg, Windsor, Montreal, and Halifax), provinces, Indigenous partners, and key stakeholders to plan, consult on, and negotiate the necessary agreements to designate new national urban parks by 2025;

- Refine evidence-based criteria and maps to identify candidate ecological corridors by engaging with experts, Indigenous partners, provinces, territories, and other national stakeholders; and,
- Support ecological corridors projects to achieve early conservation gains and inform the national ecological corridors program implementation, in support of the commitment in the [2022 to 2026 Federal Sustainable Development Strategy](#)ⁱ and commitments made in response to the [2020 Minister’s Round Table on Parks Canada](#).ⁱⁱ

Table: Planned national park establishment activities in 2023–24

Protected Area	2023–24 Planned Activities	Key partners
Proposed national park reserve in the South Okanagan-Similkameen Southeastern British Columbia	Complete negotiation of a federal-provincial-First Nation establishment agreement that will confirm a final boundary, federal investments, and a governance approach to the management of the national park reserve.	The Government of British Columbia and Sylix First Nations
Pituamkek National Park Reserve Maritime Plain region (north shore of Prince Edward Island)	Conclude formal negotiation and begin implementation of a national park reserve establishment agreement that, among other things, will confirm a final boundary, federal investments, and a governance approach to the management of the national park reserve. Prepare to designate Pituamkek under the <i>Canada National Parks Act</i> .	The Government of Prince Edward Island and the Epekwitk Assembly of Councils, L’nuey, Crown Indigenous Relations Canada
Seal River Watershed Indigenous Protected Area and proposed national park reserve Northwestern Boreal Uplands region (Northern Manitoba)	Sign Memorandum of Understanding and initiate work on a new feasibility assessment for national park reserve co-designation of the proposed Seal River Watershed Indigenous Protected Area.	Sayisi Dene First Nation, Northlands Dene First Nation, Barren Lands First Nation, O-Pipon-Na-Piwin Cree Nation, and the Manitoba Government.
Seven new terrestrial protected area projects	Sign a Memorandum of Understanding and initiate work on new feasibility assessments for at least three new terrestrial areas. (e.g. Gwitchin Tribal Council interest areas) Confirm at least four other new protected areas to be assessed/negotiated in partnership with provinces/territories and Indigenous Nations.	Indigenous Nations and provinces and territories.

Table: Planned national marine conservation area establishment activities in 2023–24

Protected Area	2023–24 Planned Activities	Key partners
Proposed national marine conservation area reserve in Western James Bay and Southwestern Hudson Bay (Ontario)	Continue work on a feasibility assessment with the Mushkegowuk Council pursuant to a Memorandum of Understanding signed in August 2019.	Mushkegowuk Council, the Government of Ontario
Proposed national marine conservation area reserve on the Central Coast (British Columbia)	Continue work on a feasibility assessment pursuant to a Memorandum of Understanding signed in August 2019.	4 First Nations and the Government of British Columbia
Proposed national marine conservation area reserve in the Southern Strait of Georgia (British Columbia)	Continue work on a feasibility assessment.	11 First Nations and the Government of British Columbia
Proposed national marine conservation area on the Northern Labrador Coast (Newfoundland and Labrador)	Continue work on a feasibility assessment.	Nunatsiavut Government, Government of Newfoundland and Labrador and Makivik Corporation
Proposed national marine conservation area in Eastern James Bay (Quebec)	Continue work on a feasibility assessment.	The Cree Nation Government, Government of Nunavut and Government of Quebec
Proposed marine park adjacent to Les Îles de la Madeleine (Quebec)	Continue work on a feasibility assessment.	The Government of Quebec, First Nations and local communities
Proposed national marine conservation area adjacent to Ellesmere Island – Tuvaijuittuq (Nunavut)	Continue work on a feasibility assessment.	Department of Fisheries and Oceans, the Government of Nunavut and the Qikiqtani Inuit Association
Proposed national marine conservation area in the South Coast Fjords	Initiate a feasibility assessment.	Government of Newfoundland and Labrador and local First Nation

Protected Area	2023–24 Planned Activities	Key partners
(Newfoundland and Labrador)		
Proposed national marine conservation area in Western Hudson Bay (Manitoba)	Initiate a feasibility assessment.	Government of Manitoba and local First Nations and Metis
Proposed national marine conservation area adjacent to Pacific Rim National Park (British Columbia)	Initiate a feasibility assessment.	Nine First Nations and the Government of British Columbia

Table: Planned national urban park establishment activities in 2023–24

Protected Area	2023–24 Planned Activities	Key partners
Proposed Urban Park in the Greater Victoria Region (British Columbia)	Undertake park planning activities with partners through 2024.	Esquimalt First Nation, Te'mexw Treaty Association
Proposed Urban Park in the Saskatoon Region (Saskatchewan)	Undertake park planning activities with partners through 2023–24.	Meewasin Valley Authority, Province of Saskatchewan, City of Saskatoon, RM of Corman Park, Wanuskewin Heritage Park, Saskatoon Tribal Council, Métis Nation-Saskatchewan, University of Saskatchewan
Proposed Urban Park in Winnipeg (Manitoba)	Continue work on pre-feasibility assessment through 2023–24.	Partners will be confirmed as the project advances.
Proposed Urban Park in Windsor (Ontario)	Undertake park planning activities with partners through 2023–24.	City of Windsor, Caldwell First Nation, Walpole Island First Nation, Hydro One, Province of Ontario
Proposed Urban Park in Halifax (Nova Scotia)	Undertake park planning activities with partners through 2023–24.	Halifax Regional Municipality, Province of Nova Scotia, Kwilmu'kw Maw-klusuaqn, Sipekne'katik First Nation, Nova Scotia Nature Trust
Proposed Urban Park in the Edmonton Region (Alberta)	Undertake park planning activities with partners through 2024.	City of Edmonton, Confederacy of Treaty Six First Nations, Métis Nation of Alberta, Province of Alberta
Proposed Urban Park in Montreal (Quebec)	Continue work on pre-feasibility assessment through 2024.	Partners will be confirmed as the project advances

Conserving natural heritage

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

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

Monitoring results in recent years indicate that large-scale threats, such as climate change and invasive species, as well as local stressors, such as water pollution, are affecting ecosystems. Parks Canada contributes to ecological integrity through the protection and restoration of natural resources, while providing benefits and enjoyment to Canadians and international visitors. Parks Canada has successfully managed these integrated objectives for over 100 years and manages one of the few national parks systems in the world that has a system-wide ecological integrity monitoring and reporting program, consisting of more than 700 scientific measures that inform park-specific priorities and guide restoration action.

In support of maintaining and improving ecological integrity and conserving natural heritage, in 2023–24 Parks Canada will:

- Contribute to the maintenance and improvement of ecological integrity in ecosystems to halt and reverse biodiversity loss across the country by planning and implementing conservation and restoration projects in coordination with key partners;
- Continue to modernize conservation approaches and contribute to conservation outcomes [through historic Government of Canada investments](#)ⁱⁱⁱ to support nature conservation measures across the country, including Indigenous leadership in conservation;
- Contribute to the protection and recovery of species at risk by protecting critical habitat and implementing actions from new and existing site-based, multi-species action plans, in coordination with key partners;
- Take action to develop new regulations to support the implementation of the *Canada National Marine Conservation Areas Act* in national marine conservation areas;
- Continue to advance national marine conservation area management tools, including monitoring and reporting standards. These actions will enable Parks Canada to better understand and report on the state of the national marine conservation area system and more effectively manage these areas and contribute to ocean and Great Lakes conservation;
- Continue to adopt restorative justice principles as an additional law enforcement tool for park wardens to support conservation in Parks Canada-administered places and reconciliation with Indigenous peoples;

- Continue to advance the use of technology and intelligence-driven law enforcement to protect natural and cultural heritage;
- Continue to manage human/wildlife conflict and coexistence, wildlife health, hyper abundant species, alien invasive species, and wildland fire to enhance ecological integrity and ensure public safety;
- Develop, a series of accessible, site-specific climate summaries of the evolution of climate conditions at protected heritage places across Canada, and the potential impacts that projected changes may cause, in collaboration with the Canadian Centre for Climate Services;

Parks Canada Carbon Atlas Series

Parks Canada’s approach to climate change includes recognizing and working to better understand the role protected areas play as nature-based climate solutions. This includes the conservation of carbon stored in vegetation and soils found in our national parks and national marine conservation areas. By examining and improving understanding of terrestrial and aquatic ecosystem carbon dynamics, this series aims to inform conservation practices and decision-making, and to inspire and inform the development of new active management approaches designed to simultaneously address the dual crises of climate change and biodiversity loss.

Parks Canada’s scientists are conducting research, in collaboration with the Canadian Forest Service and other organizations, to develop the [Parks Canada Carbon Atlas series](#).^{iv} Each volume will offer new insight into the carbon stocks and dynamics of forest, grassland, peatlands, and coastal ecosystems in Canada’s national parks and national marine conservation areas over time.

The first volume in the series, the Forest Carbon Atlas, was published in 2022-23. Throughout 2023–24, work will continue with the next installments focusing on peatlands and coastal ecosystems.

- Undertake and fund scientific research to support conservation planning and active management in a systematic manner based on Parks Canada’s needs, emerging issue scans, such as [Climate Science 2050](#),^v and government-wide priorities;
- Continue to support the Pan-Canadian Parks and Protected Areas Research Network, which brings together academic researchers, students, and practitioners to identify solutions for challenges facing Canada’s parks and protected areas, with particular attention to diversity and inclusion;
- Coordinate and research ecosystem carbon to identify approaches for the establishment and management of protected areas that enhance their contribution to climate change mitigation; and,
- Support natural heritage protection through marine ecosystem mapping and other scientific research from the RV *David Thompson* in both natural and cultural heritage places administered by Parks Canada, including those with a direct link to Indigenous peoples.

Priority: Raising Indigenous voices and leadership in natural and cultural heritage conservation

Since time immemorial, Indigenous peoples have been stewards of the lands, waters, and ice that form the region now called Canada. At one time, the establishment and management of protected heritage places in Canada in many places displaced Indigenous peoples or limited the exercise of their rights and responsibilities on the landscape. Despite this history, Parks Canada is striving to work with and support Indigenous peoples in restoring lost and honouring existing connections to traditional territories, treaty lands, and ancestral homelands. This work is done through supporting Indigenous leadership, uplifting Indigenous voices, knowledge and knowledge systems, and strengthening cooperative management of protected places with Indigenous partners. In support of this outcome, in 2023–24 Parks Canada will:

- Explore, with Indigenous partners, the potential for new co-managed national parks, national marine conservation areas, and national urban parks as opportunities to enable conservation and reconciliation, working toward the target of at least 27 natural heritage places being managed cooperatively with Indigenous peoples by March 2024;
- Investigate, with Indigenous partners, potential methods of fostering joint, contiguous, or co-designated national parks, national marine protected areas, and Indigenous Protected and Conserved Areas;
- Contribute to the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act* by reviewing and developing law, policy, and operational practices that support Indigenous peoples' exercise of rights and responsibilities in places administered by Parks Canada;
- Continue to review and renew existing standards, guidance, and tools to weave in Indigenous knowledge and foster collaboration with Indigenous knowledge systems and knowledge holders and conduct meaningful engagement with Indigenous partners in conservation. For example, Parks Canada will continue to advance a collaborative approach with Indigenous peoples in updating the objective, program performance, and project selection criteria for its [Conservation and Restoration program](#);^{vi}
- Provide ongoing support for Indigenous guardians programs, including by funding from the Enhanced Nature Legacy fund and by working with Indigenous partners at Parks Canada-administered places to co-develop and enhance a minimum of eight Indigenous guardians programs;
- Creatively work with Indigenous partners to co-develop and co-implement innovative conservation and visitor experience projects in natural heritage places;

Understanding the Lake Huron ecosystem through *Together with Giigoonyag*

Together with Giigoonyag (“fishes” in Ojibway) is a collaborative five-year conservation project by Parks Canada, Saugeen Ojibway Nation, and the Ontario Ministry of Northern Development, Mines, Natural Resources and Forestry taking place in and around Fathom Five Marine Park in their traditional territory.

Identified by the Saugeen Ojibway Nation as a key priority and funded through Parks Canada’s [Conservation and Restoration Program](#),^{vii} this project aims to understand the decline of Dikameg (Lake Whitefish) and other changes in the Lake Huron ecosystem. The project uses a two-eyed seeing approach to bring together the lens of Indigenous knowledge and that of Western science, to see the world from both perspectives.

During the five-year project, *Together with Giigoonyag* will engage key partners, including Saugeen Ojibway Nation Knowledge Holders, provincial and federal government scientists, community members, and fish harvesters. It aims to increase knowledge and address gaps in understanding to support decision-making for conservation actions and help to build positive collaborative relationships between the project collaborators.

- Continue to implement key conservation actions from the [Wood Buffalo National Park World Heritage Site Action Plan](#),^{viii} in collaboration with Indigenous partners, other federal departments, provincial and territorial governments, and key stakeholders, to ensure that the world heritage outstanding universal value of Wood Buffalo National Park is maintained for future generations; and,
- Continue to work with local, national, and international Indigenous partners on Indigenous fire stewardship in parks and protected areas.

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

Priority: Conservation of natural and cultural heritage

Designating and commemorating cultural heritage

The Government of Canada, through the Historic Sites and Monuments Board of Canada (HSMBC), helps connect Canadians with their shared history. Parks Canada supports the designation and commemoration of cultural heritage through formal recognition programs at the national level. Cultural heritage can include designations of persons, places, and events of national historic significance, heritage railway stations, heritage lighthouses, prime ministers’ grave sites, Canadian World Heritage Sites, federal heritage buildings, and Canadian heritage rivers. Each designation under the [National Program of Historical Commemoration](#),^{ix} makes a unique contribution to the tapestry of stories that make up our past and collectively contribute to our identity. Parks Canada is working toward the formal recognition of at least 3,940 places, people, and events of importance to Canadians by March 2024.

Parks Canada is committed to the Government of Canada’s objectives for diversity and inclusion and works to promote these principles in its commemoration programs through the implementation of the [Framework for History and Commemoration: National Historic Site System Plan](#).^x Implementing the framework also contributes to Parks Canada priorities for cultural heritage protection by empowering Indigenous peoples and minority communities to tell their stories. This ensures that histories communicated at Parks Canada heritage places are reflective of the diversity of Canada and weave together the history of Indigenous peoples and stories of nature and culture, delving into all aspects of the country’s past and seeing Canada in the context of global history. This work also supports commitments to diversity, inclusion, and equity made in response to the [Minister’s Round Table on Parks Canada 2020](#).^{xi}

In support of its designation and commemoration work, in 2023–24, Parks Canada will:

- Continue to implement the *Framework for History and Commemoration* as part of the National Program of Historical Commemoration to promote the Government of Canada’s objectives of fostering diversity and inclusion. This work will follow the framework direction on presenting history at all heritage places administered by Parks Canada and will include the development of tools and resources that emphasize a full range of voices, perspectives, and experiences;
- Continue to seek new designations of persons, places, and events in alignment with the *Framework for History and Commemoration*’s strategic priorities and to maintain the relationships developed in 2021–22 with communities during workshops held to solicit new nominations for the theme of diversity;
- Continue supporting the work of the HSMBC to address controversy and conflict stemming from existing designations and plaques, consistent with the annex of the *Framework for History and Commemoration*. This includes [reviewing existing](#)

[designations](#)^{xii} to make progress on processing the 205 controversial designations identified as urgent within the next three years;

- Renew the Criteria and Guidelines for evaluating subjects of potential national historic significance of the HSMBC by March 2026 with input from a range of stakeholders, including equity-deserving communities, to improve public understanding of processes, and to better reflect Indigenous histories and values within the National Program of Historical Commemoration;
- Maintain open and transparent communications with the public regarding the review of designations by ensuring that public requests are processed and that results of reviews are posted on the HSMBC website;
- Continue to undertake the commemoration of national historic designations by carrying out commemorative plaque unveiling ceremonies and increase the number of formally recognized places, persons, and events of national historic significance to Canadians; and,
- Advance public understanding of Canada’s history and cultural heritage by using digital tools and social media channels to share information on designation and commemorations with Canadians.

Bill C-23: Historic Places of Canada Act – giving our past a future

The Government of Canada administers over 300 historic sites in every province and territory, including rural, remote, and Indigenous communities. Besides providing a wide range of benefits to their communities, these places tell the story of who we are and connect us to our past, enriching our understanding of ourselves, others, and our country.

Currently, Canada does not have comprehensive legislation to ensure the protection and conservation of federally-owned historic places. To address this gap and based on the principles of inclusivity, transparency, and sustainability, Parks Canada engaged with Indigenous and other partners and stakeholders to inform the development of a framework to designate, protect, and conserve historic places under the care of the federal government. As a result of this work, [Bill C-23, the Historic Places of Canada Act](#)^{xiii} was introduced in Parliament on June 7, 2022.

If adopted as written, this legislation would:

- advance reconciliation by providing dedicated representatives for First Nations, Metis, and Inuit on the Historic Sites and Monuments Board of Canada, in line with [Call to Action 79\(i\) of the Truth and Reconciliation Commission of Canada](#),^{xiv}
- ensure that treasured places administered by Parks Canada and other federal departments are protected and conserved for present and future generations;
- allow for transparent decision-making, information sharing with Canadians and parliamentarians, and the sustainable protection of historic places administered by the federal government; and,
- ensure that federal heritage designations are representative of the country's history and meaningful to all Canadians, including Indigenous peoples, youth, and members of diverse communities across the country.

Conserving cultural heritage

Cultural resources are maintained through conservation work at national historic sites, national parks, and national marine conservation areas administered by Parks Canada. This is done through collaboration and engagement with provincial, territorial and municipal governments, Indigenous partners, and heritage stakeholders, as well as in the facilities that house Canada's national collection of archaeological and historical objects. This work ensures that cultural resources are safeguarded and conserved and that their heritage value is shared for the understanding, appreciation, and enjoyment of present and future generations, working toward ensuring that 90% are safeguarded by March 2026.

In support of this responsibility, in 2023–24 Parks Canada will:

- Support the legislative proposal *Bill C-23: Historic Places of Canada Act* related to the designation of places, persons, and events of national historic significance and for the protection of federal historic places;
- Continue to collaborate with provinces and territories to advance common goals related to cultural heritage protection and conservation;
- Advance work to renew *Parks Canada's Cultural Resource Management Policy* to be respectful of First Nations, Inuit, and Métis perspectives, protocols, values, and practices relating to heritage, and to reflect current conservation principles;
- Contribute to safeguarding Canada's cultural heritage by continuing to identify and monitor archaeological sites and cultural landscapes under Parks Canada's care that are cultural resources, following Parks Canada's *Cultural Resource Management Policy*;^{xv}
- Protect the heritage value of cultural resources by continuing to provide cultural resource management and critical archaeology support at heritage places administered by Parks Canada, including by investing in assets and mitigating impacts from climate change;
- Implement the Cultural Resource Management Information System to manage the archaeological and historical objects at cultural heritage sites under the administration of Parks Canada. The migration of legacy databases began in December 2021 and will continue into 2023, as the new system for managing cultural resource-related data is gradually implemented;
- Lead ongoing archaeological research at the Wrecks of HMS *Erebus* and HMS *Terror* National Historic Site;
- Continue to develop and review policy instruments, tools, and training related to the management of cultural resources at heritage places under the administration of Parks Canada, including the conservation of national historic sites and built heritage;

Parks Canada collections and curatorial centre

The construction of Parks Canada’s new purpose-built collections facility is scheduled to be completed in 2023. Following completion, Parks Canada will begin the move of over 25 million archaeological and historical objects to the new 8200 square meter facility in Gatineau Quebec. This move will take place over multiple years and ensure the sustainable, long-term preservation and conservation of the collection for the benefit of future generations.

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

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

- In line with the commitments made in response to the Minister’s Round Table 2020, provide increased financial assistance to support the protection and presentation of nationally recognized heritage places not administered by the federal government through Parks Canada’s National Cost-Sharing Program for Heritage Places. For a second year in a row in 2023–24, the available funding envelope will be doubled to provide greater support to historic places;
- Through the Federal Heritage Buildings Review Office, provide support and work with other departments responsible for protecting and conserving federal heritage properties;
- Continue to lead the implementation of the World Heritage Convention for Canada; and,
- Implement Parks Canada’s international strategy to promote Parks Canada’s leadership role within the global natural and cultural heritage community and continue to leverage partnerships, advance international priorities, enhance implementation of bilateral and multilateral agreements, and share best practices.

Parks Canada Recollections podcast

In 2023–24, Parks Canada will launch the Parks Canada Recollections podcast, a history podcast and a series of Google Arts and Culture exhibits that spotlights Parks Canada’s administered heritage places and the collection of historical and archaeological objects under Parks Canada’s care.

This podcast will support and champion Parks Canada’s efforts to reach more Canadians with stories, content, and experiences that will help them better understand the importance of Canada’s history and Parks Canada’s cultural heritage conservation work.

Priority: Raising Indigenous voices and leadership in natural and cultural heritage conservation

The cultures and identities of Indigenous peoples are rooted in the lands, waters, and ice and honouring their connections to places is crucial to advancing reconciliation. Parks Canada is committed to a system of national heritage places that recognize and honour the historic and contemporary contributions of Indigenous peoples, their histories and cultures, as well as their special relationships with traditional, treaty, and ancestral lands, waters, and ice.

In support of these commitments, in 2023–24 Parks Canada will:

- Continue to collaboratively advance co-management and shared decision-making with Indigenous peoples at cultural heritage places by establishing new cooperative management structures to support the stewardship of heritage places, working toward Parks Canada’s target to manage six cultural heritage places cooperatively with Indigenous peoples by March 2024;
- Contribute to the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act* by reviewing and developing law, policy, and operational practices that support Indigenous peoples’ exercise of rights and responsibilities in places administered by Parks Canada;
- Support the legislative proposal *Bill C-23: Historic Places of Canada Act* related to protecting and presenting nationally-significant examples of Canada’s cultural heritage that will benefit Indigenous peoples through the addition of dedicated representation for First Nations, Inuit, and Métis on the Historic Sites and Monuments Board of Canada, in line with Call-to-action 79(i) of the Truth and Reconciliation Commission of Canada, leading to greater recognition of the contributions of Indigenous peoples since time immemorial to the land now known as Canada;

Collaborative archaeology in Gwaii Haanas

Located on Haida Gwaii, an archipelago off British Columbia’s west coast, and with an Indigenous history stretching at least 13,000 years, Gwaii Haanas National Park Reserve, National Marine Conservation Area Reserve, and Haida Heritage Site is a unique living museum. Haida Gwaii, which means “Islands of the Haida people,” is the home of the Haida Nation.

Historic villages, including SGang Gwaay Haida Heritage Site, a UNESCO World Heritage Site with century-old totem poles, are hidden throughout the islands, overseen by Indigenous Haida Gwaii Watchmen who welcome visitors. Archaeological exploration plays a key role in understanding the human history of Gwaii Haanas and Haida Gwaii.

Working to build our understanding of the history of Haida Gwaii, a collaborative archaeology project is underway at SGang Gwaay Haida Heritage Site, continuing into 2023–24. The Haida Nation and Parks Canada, who also co-manage the protected area together, are co-managing the archaeological assessment, research design, fieldwork, and project mitigations. The Council of Haida Nation has recognized this approach as a critical step towards reconciliation.

- Develop, update, and create new policy tools, processes, and practices that empower Indigenous voices, support Indigenous leadership and self-determination, and respect Indigenous rights and Indigenous knowledge and knowledge systems in the conservation of cultural heritage;
- Enhance rights-based negotiations that prioritize timely, implementable agreements and that are increasingly supported by a collaborative digital work environment and renewed information-sharing tools;
- Develop guidance to support approaches that respect Indigenous knowledge and that respectfully engage with Indigenous knowledge holders in decision-making and program and policy development. Guidance will recognize the richness of Indigenous knowledge systems and highlight the benefit of involving diversified perspectives at local, regional, and national levels. It will also include measures for protecting confidentiality and implementing principles of ownership, control, access, and possession;
- Continue to work with residential school survivor communities that have nominated or are interested in nominating a former residential school site for consideration as a national historic site;
- Review up to 25 existing designations associated with residential school history in the National Program of Historical Commemoration by 2025;
- Provide financial support to organizations committed to advancing the commemoration of residential schools, including to the National Centre for Truth and Reconciliation to support community-level commemorations and gatherings across the country that commemorate the history and legacy of residential schools, in line with Call-to-Action 79(iii) of the Truth and Reconciliation Commission of Canada;
- Collaborate with other federal departments and agencies including Crown-Indigenous Relations and Northern Affairs Canada, Canadian Heritage, and Indigenous Services Canada to streamline support for residential school survivors and their communities when commemorating the legacy of Indian residential schools;
- Support opportunities for Indigenous peoples to share and communicate their histories in their own voices at heritage places administered by Parks Canada by completing up to 15 Stories of Canada projects by 2025 that share the history and legacy of residential schools;
- Continue work to review the Parks Canada Cultural Resource Management Policy through ongoing dialogue with Indigenous partners to be respectful of First Nations, Inuit and Métis perspectives, protocols, values and practices relating to heritage;
- Develop innovative partnerships with international, national, regional, and local stakeholders, as well as Indigenous governments and organizations, thereby enhancing natural and cultural conservation gains;
- Ensure Indigenous knowledge and values, both tangible and intangible, are respected, reflected, and honored in the management of cultural and natural resources;
- Through ongoing engagement, continue to prioritize collaboration with Indigenous communities to manage collections and care for archaeological and historical objects, as well as to enhance access to Indigenous objects and opportunities for stewardship;
- Continue to collaborate with Indigenous communities for archaeological projects;

- Respectfully engage with and learn construction, techniques, and ways of building from Indigenous partners, to use as part of the lexicon of “Built Heritage”, which Parks Canada seeks to protect and promote; and,
- Build partnerships with groups already involved in building Indigenous structures at several Parks Canada-administered places.

Indigenous Cultural Heritage Advisory Council

Starting in 2020, the [Indigenous Cultural Heritage Advisory Council](#)^{xvi} makes recommendations to Parks Canada on cultural heritage-related projects and initiatives. The advice the council provides supports Parks Canada’s commitment to reconciliation and its management of the heritage places in its care and is in line with the Government of Canada’s commitments to the United Nations Declaration on the Rights of Indigenous Peoples.

Members of the council are selected through an open call for expressions of interest. The council is made up of Indigenous representatives with knowledge of Indigenous cultural heritage, including a representative from the [Indigenous Heritage Circle](#).^{xvii} Members of the council contribute their experience and expertise to the work of the Council.

The council is one way that Parks Canada is seeking to better engage with and support Indigenous partners in the stewardship of natural and cultural heritage, including the legacy of Indian residential schools.

Priority: Asset Sustainability

In 2023–24 Parks Canada will continue to deliver on the most significant infrastructure investment program in its history. These investments will contribute to preserving and protecting sites of vital national historic significance for future generations and toward Parks Canada’s target of 62% of its heritage assets being in good or fair condition by March 2025.

In addition to improving the condition of the heritage assets in its care, Parks Canada continues to make prioritized investments in infrastructure projects aimed at improving accessibility, inclusivity, reconciliation with Indigenous peoples, greening operations and climate change resilience, and responsible investments for all Canadians.

In support of the sustainability of its heritage assets, this year Parks Canada will:

- Invest \$56.2M in priority cultural heritage projects as part of work to improve the overall condition of its built heritage asset portfolio;
- Continue to conduct impact analyses at heritage places to identify potential threats and propose mitigations to ensure the protection of cultural resources;
- Deliver training and workshops to build Parks Canada’s capacity in built heritage conservation to continue to improve maintenance at national historic sites across the country;

- Design a pilot project to conduct an energy retrofit on a heritage building to prove that greenhouse gas emissions can be reduced simultaneously while preserving the heritage integrity of the building;
- Collaborate with the Royal Architectural Institute of Canada to deliver an additional learning module on universal accessibility at heritage places. The additional learning module builds on the success of the open access course, *[Introduction to the Standards and Guidelines for the Conservation of Historic Places in Canada](#)*,^{xviii} that was launched in 2021; and,
- Complete the implementation of the action plan developed in response to the [Auditor General’s report on the conservation of federal properties](#).^{xix} This includes work to complete the development and implementation of the Cultural Heritage Asset Planning Tool to align with Parks Canada’s Real Property Portfolio Strategy. This tool will contribute to Parks Canada’s long-term asset portfolio sustainability by helping Parks Canada to strategically determine and plan conservation approaches for cultural fixed assets using processes that are adapted to each cultural heritage asset.

Investing in built heritage assets

This year, Parks Canada will continue to deliver on the most significant investment program in its 112-year history. Some examples of projects planned for this year on heritage assets include:

- Safeguarding of Grande-Grave’s last standing heritage buildings in the iconic sector of Forillon National Park in collaboration with expropriated families to develop authentic accommodation offers and regional tourism development opportunities; and,
- Conducting an assessment and cleanup of lead and structural stabilization of the SS *Klondike* in Yukon Territory to prepare for the conservation of this paddlewheeler vessel.

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

Priority: Connecting to Canadians

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

Welcoming back Canada and the world

National historic sites, national parks, and national marine conservation areas are popular destinations enjoyed by millions of Canadians and visitors from around the world. Amid measures to control the spread of COVID-19 during the peak periods of the pandemic, the places managed by Parks Canada remained available as a much-needed respite, where Canadians could connect with nature in spaces that contributed to positive mental health and enjoyment when other outlets weren’t available. As a result, Parks Canada experienced a record camping season in 2021, unprecedented levels of support for its mandate, and a growth in shoulder season visitation, as more Canadians looked to participate in year-round outdoor activities.

As the world continues to recover from COVID-19 pandemic travel restrictions and returns to pre-pandemic activities, Parks Canada will build upon its work in recent years to welcome visitors to the national heritage places it administers. It aims to provide Canadians and international visitors with world-class experiences and facilitate a return of visitation to pre-pandemic levels, towards Parks Canada’s annual target of welcoming 23.7 million visitors to national heritage places across Canada. In 2023–24 Parks Canada will:

- Continue work to remove barriers, foster participation, and embrace diversity and inclusion by designing and delivering visitor services and experiences so that all Canadians and visitors from around the world can enjoy national historic sites, national parks, and national marine conservation areas;
- Make visitor services and experiences more inclusive and accessible in heritage places across the country;
- Continue to innovate within the services, experiences, and outreach programs offered to Canadians and visitors from around the world;
- Engage youth, urban Canadians, young families, Canadians with disabilities, and Canadians of diverse backgrounds in the enjoyment and appreciation of protected places;
- Promote awareness, enjoyment, and visitation to a wider range of national heritage places, including lesser-known national historic sites, national parks, and national

marine conservation areas, as well as visitation during non-peak seasons (spring, autumn, and winter);

- Manage visitation at Parks Canada’s busiest destinations to provide high-quality visitor experiences while encouraging Canadians and visitors from around the world to enjoy the full range of destinations within the Parks Canada network;
- Continue to provide value to Canadians through the ongoing implementation of the *Service Fees Act*. During 2023–24, adjustments to a number of value-added service fees that provide private benefit to individuals and businesses will be introduced. These fee changes will improve cost recovery for Parks Canada while avoiding unfair competition with the private sector; and,
- Invest in visitor experience and intelligent design in infrastructure to sustainably deliver a diverse range of quality experiences.

Supporting the recovery of Canada’s tourism sector

As a significant contributor to local economies, Parks Canada will continue to build relationships with tourism sector partners to help support the tourism industry’s recovery. In 2023–24 Parks Canada will:

- Continuously improve digital services to Canadians, including planning tools, transaction tools, and online reservations, and advance a “digital-first” approach to better serve Parks Canada’s clients;
- Continue to collaborate with Destination Canada and Expedia Canada to enhance Parks Canada’s presence on Expedia’s online platform. This dynamic platform will showcase the diversity of Parks Canada destinations and product offers through galleries, videos, itineraries, and blogs;
- With the Indigenous Tourism Association of Canada, as well as Indigenous communities and businesses across Canada, to develop and deliver Indigenous experiences to domestic and international visitors; and,
- Support the implementation of the [Federal Tourism Growth Strategy](#),^{xx} which aims to address labour gaps and instability, promote investment in attraction and destination development, and foster long-term economic growth across the country.

Parks Canada’s 2023 National Tourism Advertising Campaign

To support the recovery of the tourism sector and invite visitors back to the places it administers, Parks Canada is investing \$3.6 million in a national advertising campaign for 2023.

The 2023 campaign will build upon Parks Canada’s successful 2022 campaign, with its tagline *450 000 km² of stories*, and aims to increase awareness of Parks Canada’s mandate and activities, promote visitation to Canada’s protected places, and support the recovery of Canada’s tourism industry by attracting travellers to communities adjacent to the national heritage places administered by Parks Canada.

The campaign will be seen on multiple media platforms, including its popular digital channels.

Reaching Canadians in their communities

The more than 200 national historic sites, national parks, and national marine conservation areas across the country welcome millions of visitors each year. At these places, Parks Canada delivers an extraordinary range of cultural, natural, and recreational experiences. It also brings nature and history to Canadians in their communities and their homes through innovative outreach and engagement programming, digital experiences, and promotional activities. Parks Canada staff work with a wide variety of local and regional partners to provide visitor services and experiences, and to introduce Canadians to the safe enjoyment of natural, cultural, and historic places through popular initiatives such as the Learn-to Camp program. To support these efforts, in 2023–24 Parks Canada will:

- Offer the summer 2023 installment of “The Cross-Canada Virtual Road Trip” program which provides virtual engagement with Parks Canada’s team members and access to its administered sites to thousands of Canadian youth across the country. Future expansion of this program will focus on improving access for inner-city youth and youth living in remote regions;
- Support the work of the Historic Sites and Monuments Board of Canada and will leverage the designation of people, events, and places to tell the stories of Canada’s history from multiple perspectives;
- Continue to deliver the [Hometown Heroes program](#)^{xxi} which honours veterans and civilians who played a vital role in global conflicts. The program also connects heroes to Parks Canada sites to create awareness of Canadian history. It also commemorates the stories of Indigenous veterans and women to make sure their stories are shared in their own words;
- Support Canada Historic Places Day to bring attention, visitation, and appreciation to all historic places and emphasize the vital role they have in their communities; and,
- Continue to engage in partnering and collaborative arrangements with external parties to reach additional audiences and connect with Canadians in ways that are meaningful to them.

A refreshed Parks Canada website for the 2023 season

To provide an improved user experience for the 2023 operating season, Parks Canada recently updated its website with a more modern and attractive design. The new Parks Canada website theme has been extensively user-tested to ensure a high-quality user experience on desktop and mobile devices. It also better reflects Parks Canada’s brand.

The new website layout and design are easier to navigate. The update aims to provide a smoother experience for visitors to plan and book their 2023 visit to national heritage places administered by Parks Canada. It also helps to strengthen and better integrate Parks Canada’s digital offerings to Canadians across its website and social media.

Priority: Raising Indigenous voices and leadership in natural and cultural heritage conservation

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

- Work with Indigenous peoples to pursue opportunities for Indigenous peoples to connect meaningfully with their traditional territories, such as through collaborative projects, agreements, or mechanisms that support Indigenous leadership in the stewardship of lands, water, and ice in places administered by Parks Canada;
- Contribute to the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act* by reviewing and developing law, policy, and operational practices that support Indigenous peoples' exercise of rights and responsibilities in places administered by Parks Canada;
- Work with Indigenous partners to co-develop, where appropriate, the delivery of authentic Indigenous experiences at places administered by Parks Canada and the sharing of Indigenous stories, perspectives, and cultures with Canadians and visitors from around the world;
- Continue to support a variety of projects through the Stories of Canada Program that will prioritize opportunities for Indigenous peoples to share and communicate their history in their own voices at heritage places administered by Parks Canada across the country; and,
- Continue to build relationships with communities and organizations in support of employment and skills training opportunities for Indigenous youth, youth living with a disability, and youth from visible minority communities.

Priority: Asset Sustainability

The contemporary assets managed by Parks Canada, such as visitor centres, campgrounds, and roads, support the delivery of its mandate and quality visitor experiences. Through fiscal year 2023–24, Parks Canada will continue to address work related to its contemporary assets, including rehabilitating those assets impacted by Hurricane Fiona in Quebec and Atlantic Canada.

This year, Parks Canada will invest \$52.5 million to improve the condition of key contemporary visitor experience assets. Through these investments, Parks Canada aims to improve visitor experience, remove barriers to participation, and connect Canadians to Canada's culture and nature. These investments also contribute to greening Parks Canada's operations and improving accessibility and inclusivity.

Notable examples of planned investments in 2023–24 to protect and improve Canada's contemporary infrastructure include:

- Significant progress on the construction of a newly designed visitor centre at Lake Superior National Marine Conservation Area; and,
- Completion of the Whistlers Campground rehabilitation at Jasper National Park, including improved campsites, modernized utilities, and a new registration centre.

Recovering from Hurricane Fiona in Prince Edward Island National Park

In September 2022, a devastating hurricane passed through Atlantic Canada and part of Quebec. The winds from Hurricane Fiona peaked at nearly 170 kilometres per hour and were accompanied by significant rainfall. The wind and rain caused devastating damage in Prince Edward Island (PEI) National Park, as well as other national parks and national historic sites in Quebec and Atlantic Canada.

The north shore of PEI, where PEI National Park is located, suffered some of the worst damage from Hurricane Fiona in the province, bearing much of the brunt of the force from northerly winds, a storm surge, and ferocious surf. Along the full length of the national park, the 65 kilometres of shoreline, including beaches, red sandstone cliffs, and rolling sand dunes, were dramatically altered.

Infrastructure throughout the park was also considerably damaged. For instance, the much-loved floating boardwalk at Greenwich suffered damage and the accessible beach ramp at Stanhope was completely washed away. Trees in Stanhope Campground were piled like matchsticks around the oTENTiks and in numerous areas throughout the park. Portions of the Gulf Shore Parkway East, which runs in the national park from Dalvay to Brackley, as well as the adjacent multi-use trail, were also undercut and damaged by the storm.

With the assessment phase complete and clean-up underway, Parks Canada will work over the coming years to recover and rebuild from the effects of Hurricane Fiona in PEI National Park.

Gender-based analysis plus

In 2023–24, Parks Canada will continue to implement its GBA Plus Action Plan.

This plan outlines the structure for GBA Plus within Parks Canada, including:

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

In 2023–24, Parks Canada will have one full-time equivalent dedicated to GBA Plus, supported by a GBA Plus working group with representatives from across Parks Canada.

Parks Canada will also continue to improve the application of GBA Plus through multiple key processes, such as visitor experience planning and product development, strategic partnering, management planning, and evaluation. Evaluations will be informed by the Treasury Board of Canada Secretariat’s *[Integrating Gender-Based Analysis Plus into Evaluation: A Primer](#)*.^{xxii}

In 2023–24, Parks Canada will advance its GBA Plus capacity by:

- Launching a GBA Plus initiative to support Parks Canada in making evidence-based decisions from an intersectional perspective to ensure that the products, services, processes, and policies that they develop do not inadvertently create barriers for the intended users/recipients and to build GBA Plus capacity within Parks Canada;
- Improving tracking and monitoring of the course Introduction to GBA Plus, which was introduced as mandatory training for executives and managers in late 2022;
- Creating Parks Canada-specific GBA Plus case studies for learning purposes; and
- Applying a GBA Plus lens in the review of Parks Canada’s Departmental Results Framework, Program Inventory, and Program Information Profiles.

Parks Canada will also continue work to increase awareness of GBA Plus and to broaden knowledge of GBA Plus among team members, as well as greater collaboration on GBA Plus between Parks Canada and other departments and organizations.

To improve reporting capacity and data, two key outcomes of the Parks Canada GBA Plus Action Plan are:

- better access to supporting data and research for GBA Plus at Parks Canada; and
- stronger monitoring, reporting, and impact of GBA Plus at Parks Canada.

As an operationally-focussed agency providing services directly to Canadians, Parks Canada is committed to increasing inclusion, diversity, and accessibility in all areas of its work. In 2023–24, Parks Canada will support its GBA Plus goals by:

- Improving the application of GBA Plus through multiple human resources strategies, programs, and plans, notably the Inclusion, Diversity, Equity, and Accessibility Strategy and the Staffing Modernization initiative;
- Reviewing and updating its values and operating principles as part of the Human Resources Regime Review to reflect recent social, Government of Canada, and policy changes, including (but not limited to) reconciliation, diversity, and inclusion of all gender expressions and identities. This review and update, along with the development of an internal communications strategy, are targeted for completion in 2023–24;
- Competing studies and analyses related to accessibility, diversity, and inclusion to inform the development of the new national urban parks policy and program, new national parks, and new national marine conservation areas;
- Consulting with diverse groups in the development of the national urban parks policy to better understand who might be impacted by national urban park design and implementation. Through this work, Parks Canada will identify how it can tailor the policy to help national urban parks meet the diverse needs of the people most impacted, and ensure national urban parks are inclusive and welcoming to people of diverse backgrounds;
- Continuing work on wildfire management-specific equity, diversity, and inclusion initiatives, including updating its Understanding Diversity, Inclusion, and Respect training, and developing gender-specific size charts for wildland fire fighting personal protective equipment;
- Continuing outreach initiatives to support existing organizations doing invaluable work in communities across Canada to advance accessibility and inclusion. For example, Parks Canada is working with Colour the Trails to support the organization’s efforts to advance inclusive representation in Canada’s parks systems and to introduce more BIPOC and 2SLGBTQIA+ people to the safe and inclusive enjoyment of natural and cultural heritage places;
- Undertaking comprehensive efforts to promote diversity, inclusion, and equity in its Visitor Experience and Outreach activities, building upon lessons learned from its 2022–23 grants initiative. This initiative provided funding to nine community-based organizations located across the country that work to improving inclusivity and access to nature and culture within their communities, in line with commitments made in response to the [2020 Minister’s Round Table on Parks Canada](#);^{xxiii}
- Delivering targeted outreach programs facilitating a greater connection to nature and history for Canadians. These initiatives include the popular Learn-to Camp program, the Parks Canada Youth Ambassadors, and youth outreach programming, as well as urban outreach programs in multiple cities;
- Launching an accessibility assessment tool to guide Parks Canada staff in conducting accessibility assessments of the sites, programs, and services it administers. By

understanding the current accessibility status of sites, programs, and services, Parks Canada can make informed decisions to prioritize improvements;

- Implementing web content guidelines to provide enhanced trip planning information for those with accessibility requirements. The improved accessibility information will better describe the visitor experiences offered, allowing visitors to make more informed decisions about their visit; and,
- Investing in new adaptive equipment at several field units, such as beach and all-terrain wheelchairs and accessible beach mats to provide better access for visitors with disabilities and people using strollers or other wheeled devices.

Hello – Bonjour - مرحبًا - Hola - 你好 – The Language Ambassador Program

Visitors to Parks Canada places come from a wide range of backgrounds and speak a large variety of languages aside from Canada’s two official languages, English and French. Parks Canada is working to offer more services to visitors in their own languages and opportunities to connect with members of their own language communities at Parks Canada places, [including its popular Learn-to Camp program](#).^{xxiv}

Since 2017, Parks Canada, in collaboration with Hamilton’s Mohawk College—an established leader in English as a Second Language studies—through the Language Ambassador Program has delivered Language Days in Farsi, Spanish, Arabic, Mandarin, Tagalog, and Khmer at HMCS *Haida* National Historic site in Hamilton, Ontario.

In 2022, after a break of two years during the height of the COVID-19 pandemic, 15 Language Ambassador volunteers from Mohawk College welcomed 96 visitors over three Language Days and helped share some of the historic site’s amazing stories in Arabic, Spanish, and Persian. For some who had arrived in Canada during the COVID-19 pandemic, this experience was the first time they had the opportunity to engage with people from their language community. The 2022 Language Days provided a safe and inclusive activity for new Canadians to learn about their new country and a welcoming space to grow a circle of connections.

After the success of this program at HMCS *Haida* National Historic site, Parks Canada places are working to expand the Language Ambassador Program to offer similar days to visitors at additional national historic sites, national parks, and national marine conservation areas in Canada.

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

As the custodian and steward for cultural and natural heritage places across Canada, Parks Canada’s work contributes significantly to meeting the Government of Canada’s commitments to the United Nations 2030 Agenda for Sustainable Development and the [Sustainable Development Goals \(UN SDGs\)](#).^{xxv}

In 2023–24, Parks Canada will create its 2023 to 2027 Departmental Sustainable Development Strategy. This strategy will describe how Parks Canada will contribute to the commitments made in the Government of Canada’s [2022 to 2026 Federal Sustainable Development Strategy](#),^{xxvi} (2022 to 2026 FSDS) which was tabled in November 2022, and how these activities will contribute to the UN SDGs. Parks Canada’s new Departmental Sustainable Development Strategy will be tabled by November 2, 2023.

Through its activities in 2023–24, Parks Canada will contribute to the achievement of the following UN SDGs and targets:

Goal 11: Sustainable Cities – Make cities and human settlements inclusive, safe, resilient and sustainable

Parks Canada is a significant contributor to Canada’s commitment to **Target 11.4—strengthen efforts to protect and safeguard the world’s cultural and natural heritage** through its investments in national historic sites, national parks, and national marine conservation areas. This work includes reserving contracts for Indigenous-run businesses and continuing to deliver the most significant infrastructure investment program in Parks Canada’s 112-year history. Internationally, Parks Canada continues to act as the principal federal representative in work with key multilateral organizations, including financial support through annual contribution agreements.

In support of this goal, in 2023–24 Parks Canada will advance work to establish new national parks and national marine conservation areas to protect representative examples of Canada’s natural heritage. It will also invest \$56.2 million in priority cultural heritage projects to improve the overall condition of its built heritage asset portfolio. Work will also continue to implement the Wood Buffalo World Heritage Site Action Plan, in collaboration with Indigenous partners, other federal departments, provincial and territorial governments, and key stakeholders. This action plan will ensure that the world heritage outstanding universal value of Wood Buffalo National Park is maintained for future generations.

Parks Canada also contributes to **Target 11.7—provide universal access to safe, inclusive, and accessible, green and public spaces, in particular for women and children, older persons, and persons with disabilities**, in particular through its ongoing efforts to sustain and increase visitation to national heritage places. It also supports this

target through outreach and programming to improve the knowledge and accessibility of and support for these places, such as through its [free admission program for youth 17 and younger](#),^{xxvii} the Learn-to Camp program, and its participation in the [International Union for the Conservation of Nature’s #NatureForAll program](#)^{xxviii} continue to yield increasing connections. The new [National Urban Parks program](#)^{xxix} will contribute to this target through high-quality access to nature and green space for all Canadians near where they live, work, learn, and play.

In support of this UN SDG, Parks Canada will work in collaboration with municipalities (Victoria, Edmonton, Saskatoon, Winnipeg, Windsor, Montreal, and Halifax), provinces, Indigenous partners, and key stakeholders this year to develop a new national urban parks policy and program design for the creation of a network of national urban parks across Canada. This system will protect and connect Canadians with nature and support reconciliation with Indigenous peoples. Through the 2022 to 2026 FSDS, Parks Canada has committed to designating up to six national urban parks by 2026 and 15 by 2030.

Parks Canada will also build on its work in recent years to welcome visitors to the national heritage places it administers and efforts to provide Canadians and international visitors with world-class experiences. While many places administered by Parks Canada saw typical visitation levels during the height of the COVID-19 pandemic and Parks Canada welcomed people to recreate in outdoor settings, participation in activities that could not meet public health recommendations—and indoor activities in general—decreased. Facilitating a return of visitation to pre-pandemic levels will be a focus, as part of Parks Canada’s annual target of welcoming 23.7 million visitors to national heritage places across Canada. Ongoing work to remove barriers to visitation, foster participation, and embrace diversity and inclusion will be realized by designing and delivering visitor infrastructure, services, and experiences so all Canadians can enjoy national historic sites, national parks, and national marine conservation areas. More information on activities that contribute to this UN SDG can be found under Departmental Result 3, above.

Goal 13: Climate Action – Take urgent action to combat climate change and its impacts

As a manager of national historic sites, national parks, and national marine conservation areas across the country, Parks Canada is concerned with their susceptibility to the growing impacts of climate change. Through its work to protect national heritage places for present and future generations of Canadians, Parks Canada supports **Target 13.2—Integrate climate change measures into national policies, strategies, and planning**, and **Target 13.3—Improve education, awareness raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning**. For example, during this reporting cycle, Parks Canada is developing an approach to assess climate change risks to its portfolio of built assets. This approach will inform decision-making for climate change adaptation.

In support of this UN SDG, this year will see Parks Canada continuing to mature and grow its knowledge base in anticipating and preparing for the effects of climate change. Impact analyses at its administered heritage places, particularly those undertaking capital programs or restoration activities, will identify potential threats and propose mitigations to ensure the protection of cultural resources. This year, Parks Canada also continues work on its Carbon Atlas Series, in collaboration with the Canadian Forest Service and other organizations. This series will offer new insight into the carbon stocks and dynamics of different ecosystems in Canada's national parks and national marine conservation areas over time. It will also work to develop a series of accessible, site-specific climate summaries of the evolution of climate conditions at protected heritage places across Canada, and the potential impacts that projected changes may cause, in collaboration with the Canadian Centre for Climate Services.

At the 2021 United Nations Climate Change Conference (COP 26), Parks Canada became one of the founding signatories to the first-ever [International Joint Statement on Climate Change and Biodiversity Crises](#).^{xxx} This statement, led by National Parks UK, draws on the strength of the family of protected and conserved areas around the world. Countries who signed this statement will share knowledge and best practices, support the implementation of nature-based solutions to climate change within protected and conserved areas, and work to inspire and enable initiatives outside their boundaries.

Goal 14: Life Below Water – Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Parks Canada was a key partner in the Government of Canada's success in meeting **Target 14.5—by 2020, conserve at least 10% of coastal and marine areas**. It continues to play a crucial role in the updated commitment to protect 25% of Canada's oceans by 2025 and 30% by 2030. In 2023–24, Parks Canada will continue its work to establish new national marine conservation areas, including South Coast Fjords (Newfoundland and Labrador), western Hudson Bay (Manitoba), and Pacific Rim (British Columbia), and up to 4 freshwater sites such as the Great Lakes, for protection under the *Canada National Marine Conservation Areas Act*.

Parks Canada also contributes to **Target 14.a—Increase scientific knowledge, develop research capacity and transfer marine technology in order to improve ocean health** through its work in managing established national marine conservation areas, including ongoing monitoring and research in these places. During this planning period, Parks Canada will take action to develop new regulations to support the implementation of the *Canada National Marine Conservation Areas Act* in national marine conservation areas and continue to advance national marine conservation area management tools, including monitoring and reporting standards.

More information on Parks Canada’s establishment and management of national marine conservation areas can be found under Departmental Result 1, above.

Goal 15: Life on Land – Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Through its work to establish and manage national parks and national park reserves across the country that are representative of the diversity of Canada’s natural regions, Parks Canada plays a significant role in supporting ***Target 15.4—by 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development.*** In 2023–24, Parks Canada will continue efforts to establish new national parks and national park reserves in unrepresented and underrepresented natural regions of Canada, in collaboration with Indigenous peoples and provincial and territorial governments, notably in Okanagan-Similkameen (British Columbia) and in Pituamkek (Prince Edward Island). Work will also continue to move forward other proposals.

Through its work to establish and manage national parks, national park reserves, and national marine conservation areas Parks Canada plays a significant role in supporting ***Target 15.5—Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.*** In addition, Parks Canada plays an important role in the implementation of the *Species at Risk Act* and will contribute significantly to delivering on Canada’s commitments under the [*Kunming-Montreal Global Biodiversity Framework*](#).^{xxxi} Parks Canada’s actions to protect species, their residences, and critical habitat, and development and implementation of action plans are designed to maintain or improve species’ conservation statuses. During this year, Parks Canada will contribute to the maintenance and improvement of ecological integrity in ecosystems across the country by planning and implementing conservation and restoration projects in coordination with key partners. It will also continue to modernize conservation approaches by ensuring that Indigenous knowledge and values, both tangible and intangible, are respected, reflected, and honoured in the management of cultural and natural resources. Parks Canada will also contribute to the protection and recovery of species at risk by protecting critical habitat and implementing actions from new and existing site-based multi-species action plans, in coordination with key partners.

More information about Parks Canada’s work that supports this UN SDG can be found under Departmental Result 1, above.

Goal 17: Partnerships for the Goals – Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Parks Canada’s work to foster reconciliation with Indigenous peoples supports *Target—17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships*. As part of its reconciliation goals, Parks Canada works with local Indigenous nations in the establishment and cooperative management of new and existing protected areas. Parks Canada also works with various Indigenous governments and organizations at a regional and/or national level for program and policy development. Parks Canada continues to develop contribution agreements to improve the capacity of Indigenous communities to be fully engaged in consultations, feasibility assessments, or program/policy development. These agreements with Indigenous peoples also provide support for weaving in Indigenous knowledge, sharing their traditional knowledge, and continuing their traditional cultural practices.

In support of this UN SDG, in 2023–24 Parks Canada will continue its work to establish new cooperative management arrangements for natural and cultural heritage places with Indigenous groups. It will also continue to review and renew existing standards, guidance, and tools to weave in Indigenous knowledge systems and to foster collaboration with Indigenous knowledge holders.

More information about Parks Canada’s work that contributes to this UN SDG can be found under Departmental Result 1, above, under the Raising Indigenous voices and leadership in natural and cultural heritage conservation priority.

Innovation

Because of the nature of Parks Canada’s operations, informal experimentation is a necessary part of its regular business. In 2023–24, Parks Canada will add to the unprecedented innovation that arose in response to the COVID-19 pandemic to shift the innovative culture of its operations and support corporate functions. To do this, Parks Canada will undertake and build upon pilot projects to find ways to address persistent challenges and improve outcomes for Canadians. Parks Canada will continue work to build a culture of experimentation and innovation across its regions and organizational structure. In 2023–24 it will work to mature its internal innovation function and leadership, in line with the [Experimentation Direction for Deputy Heads](#).^{xxxii}

The following activities are some examples of innovations and pilot projects that were will be undertaken and built upon during this reporting period:

When innovation is hidden – on purpose

When improving the condition of the heritage assets in Parks Canada’s care, a key challenge is determining how to apply the tools and materials available in the present day to structures built in a different time, while maintaining the defining elements of a place. These considerations must be taken into account while also balancing accessibility, inclusivity, reconciliation with Indigenous peoples, greening operations and climate change resilience, and responsible investments for all Canadians.

Fort Wellington National Historic Site in Prescott, Ontario is one of the best preserved nineteenth-century fortifications in Canada. Completed in 1838 on the site of an earlier fort, Fort Wellington is presented as it would have been in the 1840s period. Preserving the fortification’s historical look and feel is important to the integrity and authenticity of Fort Wellington’s story. The wooden fortifications are an important part of Fort Wellington’s presentation and interpretation. The wooden palisades and fraising (pointed cedar stakes) are some of the most visible elements.

In 2022, Parks Canada completed a \$2.6 million rehabilitation of the defensive works at Fort Wellington National Historic Site. The work preserved and improved the strength of components, while significantly extending the lifespan of elements made of wood. Through hidden innovations, the wooden posts of the palisades and fraising no longer sit directly in soil where they are subject to rot. Instead, wooden pickets were sheathed in plastic tubes and inserted into buried concrete blocks to form the fraising. The palisade walls are now made in modular sections that ‘float’ and are anchored at the ends by fitting wooden posts over thinner steel posts mounted on buried pipes.

While ‘hidden’ from the casual onlooker, these innovations greatly reduce long-term capital costs, improve ease of maintenance—including making individual replacement of posts possible, rather than requiring a large-scale renovation—and greatly extend the lifespan of the defense lines within these treasured places. Completed through a contract with the BRC Group, the project won the Architectural Conservancy Ontario Margaret and Nicholas Hill Cultural Heritage Landscape Award. Following the successful implementation of this technique at Fort Wellington National Historic Site, the lessons learned are being shared and applied in Parks Canada’s future infrastructure projects.

Retrofitting built heritage

The impacts of climate change present a significant risk to the natural and cultural heritage managed by Parks Canada. To address the threats from climate change, Parks Canada continues to assess climate change risks, understand impacts, and identify feasible and effective measures for adaptation at the places it administers. In the case of built heritage, these considerations must be balanced with Parks Canada’s responsibility to maintain the heritage values of these resources.

During this year, Parks Canada will work to design a pilot project to conduct an energy retrofit on a heritage building within its portfolio. This pilot project aims to demonstrate that greenhouse gas emissions can be reduced while preserving the heritage value of the building. If successful, this pilot project could have significant positive impacts for the management of built heritage across Parks Canada’s network, helping to contribute to the Government of Canada’s greening government targets, as well as helping to safeguard important cultural resources for future generations.

Once completed, the results of this project will be used to inform decision-making at Parks Canada for similar future projects. Results will be shared both internally and with Parks Canada’s partners who manage built heritage assets.

Key risks

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

Risk	Mitigation strategies
<p>Environmental forces adaptation and response Due to the magnitude and rapid pace of environmental changes (e.g., increased incidence of minor weather events such as wildfires), there is a risk that the integrity of ecosystems, cultural resources and infrastructure cannot be protected against these forces which may lead to Parks Canada being unable to deliver its mandate.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Continue to assess climate change risks, understand impacts, and identify feasible and effective measures for adaptation at places administered by Parks Canada; • Develop resources and tools to support adaptation planning, and adjust policies and programs in diverse areas of work; • Conduct ecosystem restoration projects that address climate change impacts and achieve climate change adaptation objectives; • Take measures to improve the ecological connectivity of heritage places; • Continue to review emergency management, particularly to prepare for and respond to the challenges of wildfires, flooding, erosion, and other climate change-related natural disasters. Implement preparedness activities such as providing Parks Canada personnel with ongoing emergency management training, pre-planning, and conducting exercises with partners to ensure interoperability; and, • Continue to implement measures to protect contemporary and built heritage assets, such as using more resilient designs and construction materials.

Risk	Mitigation strategies
<p>Relationships with Indigenous peoples</p> <p>There is a risk that Parks Canada may not be able to fulfill its obligations to keep in step with evolving jurisprudence to support the Government of Canada’s commitment to implement the <i>United Nations Declaration on the Rights of Indigenous Peoples Act</i>. Falling short of obligations and the inability to take actions in the spirit of the United Nations Declaration on the Rights of Indigenous Peoples will have a negative impact on relationships with Indigenous peoples, communities, and organizations. These relationships are integral to the management of protected heritage places and to supporting the connection that Indigenous peoples have to these places.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Advance projects, agreements, and mechanisms that facilitate Indigenous connections with traditionally used lands, waters, and ice; • Support collaborative decision-making with Indigenous partners by increasing cooperative management and other partnerships and advisory structures; • Work with Indigenous peoples to review existing designations and increase the number of Indigenous nominations under the National Program of Historical Commemoration; • In consultation and cooperation with Indigenous peoples, advance a comprehensive approach to Indigenous stewardship that seeks to implement the United Nations Declaration on the Rights of Indigenous Peoples; • Work with Indigenous partners to bridge Indigenous and science-based knowledge in its approach to conservation and research; • Work with Indigenous communities to respect and support Indigenous perspectives in the way heritage places are established and presented, including developing visitor experience opportunities to help Canadians learn about and connect with Indigenous culture; • Host Indigenous-led events, support the development of Indigenous visitor experience products, and provide venues for Indigenous communities to share their stories, in their own voices, and offer unique opportunities in support of reconciliation; • Where appropriate, work with Indigenous communities to review and propose place name changes to Parks Canada sites; and, • Support capacity-building amongst Parks Canada staff to be able to build and maintain effective relationships with Indigenous partners.

Risk	Mitigation strategies
<p>Visitation and relevance to Canadians</p> <p>Socioeconomic conditions and other market influences are changing. In order to maintain its relevance to Canadians and visitors, Parks Canada must adapt its programs and services to meet their expectations.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Reach nationally identified markets and audiences to diversify and build visitation and to enhance public awareness and support; new programs such as the national urban park program will raise awareness and support for nature as national urban parks will be where the majority of people in Canada live; • Enhance national outreach and promotional efforts over digital channels to reach broader audiences and strengthen awareness, which supports visitation; • Manage visitation levels to ensure that they are sustainable and to maintain quality visitor experiences, including growth where appropriate, and temporary redistribution of visitation geographically, as necessary; • Diversify and renew visitor experience opportunities to respond to public expectations for new and innovative experiences; • Implement standards for accessibility, with a focus on inclusion, through improvements to real property assets and adaptation to evolving standards for physical accessibility of our structures and places to improve access and use by all Canadians; • Leverage key anniversaries, and offer enhanced programming, special events, and other promotions to encourage visitation; • Strengthen tourism industry relations and collaborations to support Canada’s tourism recovery efforts; and, • Invest in user-centred digital services and platforms and support an integrated, seamless client experience across all channels.
<p>Recruitment and Retention</p> <p>Canada’s labour market is shrinking, with competitive demand for labour resources across the country. Parks Canada’s ability to attract, retain, and develop employees while maintaining a flexible, high-performing work environment is at risk and could negatively affect operational capacities and the well-being of its employees.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Develop a Talent Management and Succession Planning Strategy with a focus on equity-deserving groups; • Review organizational models; • Build its human resources reporting capacity; and, • Develop recruitment and marketing strategies.

Risk	Mitigation strategies
<p>Service and Digital</p> <p>With the rapid pace of changes in technology and the expectations of service users, there is a risk that Parks Canada may not be able to provide modern services and safeguard data and information without continual investment in aging IT infrastructure, digital solutions, cybersecurity, and reviews of its IM/IT services. This may impact the health and safety of visitors, result in the loss of revenue, and the inability of Parks Canada to adequately deliver on its mandate.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Review its current digital solutions through its application portfolio management efforts, retire those solutions that have low business value, and focus on improving the technology health of priority solutions; • Improve digital investment governance and service management/reviews to ensure future investments and capacity are directed to priority digital solutions and services; and, • Reuse existing solutions inside and outside Parks Canada and leverage enterprise solutions as much as possible to obtain efficiencies and cost savings.
<p>Built asset condition and long-term sustainability</p> <p>There is a risk that a sustainable asset portfolio will not be maintained due to aging infrastructure, inadequate levels of recapitalization and maintenance, and climate change and inflationary impacts. As a result, public safety and access may be compromised, cultural heritage may be lost, and Parks Canada’s reputation may be damaged.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Complete investment of existing, time-limited funding to support improvements to the condition of its built heritage and contemporary assets; • Confirm long-term plans to ensure that it can sustain its portfolio of fixed assets. Parks Canada’s Real Property Portfolio Strategy defines long-term funding requirements for Parks Canada to responsibly manage its varied and complex network of assets. To guide capital and maintenance investment in its diverse real property portfolio, Parks Canada will develop plans to improve the condition of assets, while preserving Canada’s natural and built heritage, enhancing accessibility, greening the asset portfolio, and addressing the impacts of climate change; • Work to secure additional funding to supplement its base capital allocation of \$54 million per year for its fixed asset portfolio, given the impending sunset of approved, temporary asset funding. • Continue to maintain and update Parks Canada’s asset management database to ensure that it has complete information on the numbers and current conditions of its heritage properties and contemporary assets.

Risk	Mitigation strategies
<p>Business innovation</p> <p>There is a risk that Parks Canada may not have adequate capacity, business processes, and tools if it does not modernize its corporate and internal services. As a result, Parks Canada may not have the foundational services required to effectively and efficiently support program and service delivery.</p>	<p>To mitigate this risk, Parks Canada will:</p> <ul style="list-style-type: none"> • Advance a number of major initiatives to modernize and integrate its asset, financial, investment, and project management regimes; • Implement strengthened planning, forecasting, and budget management practices to ensure effective management under its multi-vote appropriation, and a smooth transition to an accrual-based investment management regime in the longer term; • Design and implement a strengthened operating model that will include the necessary governance, processes, systems, and tools needed to meet Parks Canada’s needs and the expectations of Canadians; • Conduct an enterprise-wide review in support of long-term decision-making by assessing resource levels across all business units and identifying baseline resource requirements for the sustainable delivery of mandated activities.
<p>Workforce, equity, accessibility, inclusion and diversity, and well-being</p> <p>If Parks Canada fails to foster an inclusive and barrier-free work environment that reflects Canada’s diverse population, there is a risk that it will not have the cultural competencies and perspectives needed to serve all Canadians, and will not be able to build and maintain a healthy workplace, which may result in impacts on programs and services, and damage its reputation.</p>	<p>To mitigate this risk, Parks Canada will:</p> <p>Equity, Diversity, Inclusion, Anti-Racism and Well-being</p> <ul style="list-style-type: none"> • Develop an Official Languages Plan; • Develop an Employment Equity Plan; • Develop an Accessibility Action Plan; • Establish an operational Pay Equity Agency Committee. • Develop and implement the Youth Employment and Skills Strategy (YESS); • Finalize and implement the mental health strategy; and, • Develop procedures, training, and workplace assessment methods to increase awareness of organizational expectations toward respectful behaviours in the workplace and protect the physical and mental health of Parks Canada team members. <p>HR-to Pay Stabilization</p> <ul style="list-style-type: none"> • Continue implementation of staffing modernization with a focus on tool development to support HR and managers; • Provide stakeholders with a single point of entry to the HR-to-pay continuum; • Increase oversight of pay transactions to preventatively address pay issues; and, • Build capacity to address existing pay irritants.

Planned results for Protecting and presenting Canada’s natural and cultural heritage

The following table shows, for protecting and presenting Canada’s natural and cultural heritage, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

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

Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Percentage of terrestrial regions represented in the national park system	At least 82%	March 2025	79%	79%	79%
Percentage of marine regions represented in the national marine conservation area system	At least 31%	March 2025	21%	21%	21%
Percentage of national park ecosystems where ecological integrity is maintained or improved	At least 92%	December 2025	86%	82%	79%
Number of natural heritage places managed cooperatively with Indigenous peoples*	At least 27	March 2024	n/a*	23	22

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

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

Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Number of places, people and events of importance to Canadians that are formally recognized	At least 3,940	March 2024	3,826	3,822	3,862

Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Percentage of historical and archaeological collection, cultural landscapes and archaeological sites in Parks Canada's care that are safeguarded	At least 90%	March 2026	68%	68%	68%
Number of cultural heritage places managed cooperatively with Indigenous peoples	At least 6	March 2024	n/a*	5	5
Percentage of built heritage assets in good or fair condition	At least 62%	March 2025	n/a*	54%	58%

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

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

Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Number of visitors experiencing Parks Canada places	At least 23.7 million	March 2024	24.9M	17.0M	21.6M
Percentage of Canadians that support the protection and presentation of Parks Canada places	At least 78%	March 2024	83%	86%	92%
Number of places where Indigenous peoples use lands and waters according to their traditional and modern practices	Between 32 and 42	March 2025	34	36	36
Percentage of contemporary assets in good or fair condition	At least 79%	March 2025	n/a*	75%	74%

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

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

Planned budgetary spending for Protecting and presenting Canada’s natural and cultural heritage

The following table shows, for Protecting and presenting Canada’s natural and cultural heritage, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
\$1,168,310,163	\$1,168,310,163	\$1,009,916,484	\$770,119,030

The decrease in planned spending from 2023–24 through to 2025–26 is primarily due to the sunset of temporary funding in 2025–26 for investments in Parks Canada’s high-priority capital projects, assets investments, inspections, and critical maintenance to support a transition to long-term asset sustainability. Parks Canada continues to prioritize its efforts to ensure the long-term financial sustainability of its asset portfolio.

Financial, human resources and performance information for Protecting and presenting Canada’s natural and cultural heritage’s program inventory is available on [GC InfoBase](#).^{xxxiv}

Planned human resources for Protecting and presenting Canada’s natural and cultural heritage

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
4,850	4,785	4,422

The decrease in planned full-time equivalents between 2024–25 to 2025–26 is primarily due to the sunset of funding for the Youth Employment and Skills Strategy, and the sunset of temporary funding for investments in Parks Canada’s assets to support a transition to long-term asset sustainability.

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

Internal services: planned results

Description

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

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

Planning highlights

Priorities: Capable and inclusive workforce and Innovative internal business services

Management and oversight services

Parks Canada continues to improve its planning and performance capacity to support robust, effective, and efficient program delivery to Canadians and support Government of Canada priorities. To further its work in this area, in 2023-24 Parks Canada will:

- Continue to implement integrated business planning through an expanded second year of its gradual, phased-in approach, further integrating business and financial planning. This business planning process will provide a framework for cascading priorities, focusing efforts on results and aligning resources to priorities to provide predictable resourcing to operating units;
- Renew its Departmental Results Framework and update its Program Inventory to improve performance measurement capacity; and,
- Develop GBA Plus data collection plans for its new Programs Inventory that will enable Parks Canada to monitor and report on the impacts of its programs on diverse groups of people, where possible.

Human resources management services

As a highly operational organization, Parks Canada’s workforce is its strength. Parks Canada continues to prioritize a positive and healthy work environment by embracing a diverse and inclusive workforce and a safe and collaborative culture. In support of this, in 2023–24, Parks Canada will:

- Implement an Inclusion, Diversity, Equity, and Accessibility Strategy with a focus on creating a people-centered workplace, taking guidance from Government of Canada-wide priorities—such as the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service—and encompassing Parks Canada’s Employment Equity, Accessibility, and Official Languages action plans, while also complying with legislative obligations;
- Continue the implementation of the *Pay Equity Act*, and work towards the development of a pay equity plan;
- Pilot a new Sponsorship Program for Indigenous Peoples, Visible Minorities, Persons with Disabilities, and the 2SLGBTQIA+ community to break down barriers and support leadership development. Parks Canada will also work on increasing Indigenous representation in the workplace, including recruitment strategies to reinforce Indigenous representation and retention;
- Implement a Youth Employment and Skills Strategy to contribute positively to economic growth by providing employment opportunities for young Canadians, investing in the future for both Parks Canada and the country; and,
- Enhance its talent management and succession planning programs to increase its official languages capacity.

Parks Canada remains committed to building a safe and harassment-free work environment that supports workplace health and wellness and promotes civility and respect. Upholding the highest standards of health, safety, and well-being, with a particular focus on challenges arising from the recovery of the impacts of the COVID-19, Parks Canada will continue to drive its work in both field and office work environments. In support of this, in 2023–24 Parks Canada will:

- Implement the management response and action plan resulting from the most recent audit on occupational health and safety and the Five-Year Human Resources Regime Review 2015 to 2020;
- Support the efforts of welcoming employees back into the offices, and the adoption of a hybrid workplace model;
- Continue to emphasize zero tolerance for harassment and violence in the workplace, with a particular focus on implementing procedures and training to increase awareness of employees and managers. This work will be complemented by the implementation of Parks Canada’s Mental Health Strategy, which promotes resources and tools available to all employees in support of a psychologically healthy and safe workplace. These endeavours encourage open discussions around mental health and overall wellness while building support capacities and fostering cultural change;
- Review its capacity, planning, financial management, business processes, systems, and tools, to ensure it has robust, effective, and efficient internal services that support program delivery to Canadians, in support of the Government of Canada’s commitment to results, transparency, and accountability to Canadians;
- Continue the implementation of the Human Resources Modernization Framework, working towards continued automation of HR business processes with an emphasis on

updating, improving, and streamlining HR practices and processes and clarifying roles and responsibilities. This will include following up on the business cases presented to senior management to gain conceptual and financial support for the implementation of new systems and applications, such as a Learning Management System, migration to MyGCHR, an upgraded human resources system, and a web-based occupational health and safety reporting tool; and,

- Continue its work on staffing modernization, focussing on tool development to support the human resources community and managers. It will provide stakeholders with a single point of reference for information on every aspect of HR-to-Pay.

Financial management services

Parks Canada continues to modernize its financial management practices and processes following its transition to an annual appropriation, two-vote financial authorities regime, that segregates capital into a separate envelope from operational spending. To support this transition, in 2023–24 Parks Canada will:

- Continue making improvements to its financial management and planning regimes, including business processes, tools, and systems, as well as transition to an accrual-based budgeting regime, to ensure they are fully adapted to the requirements of its new financial authorities;
- Support evidence-based decision-making by analyzing and reviewing Parks Canada’s financial resources to establish the baseline requirement for financial sustainability under its new authorities. This review will support a long-term organizational resourcing strategy, as well as support Parks Canada’s efforts to re-examine its Departmental Results Framework by assessing resource allocation against desired results.

Information management and technology services

Parks Canada’s operations are very distributed due to the nature of its mandate. Team members provide services to Canadians at locations from sea to sea to sea and much of Parks Canada’s work happens outside of traditional offices, requiring innovative information technology and information management strategies and tools even before the COVID-19 pandemic drastically changed the way that many people worked. In 2023–24 Parks Canada will continue to support the distributed and collaborative nature of its operations by:

- Continuing to expand features and improve the performance of video conference tools to support open digital communication with its partners and Canadians through video communications and other collaboration tools;
- Enabling and expanding its mobile workforce capabilities by improving network access, deploying more mobile-enabled applications and which will allow access to internal systems such as human resource management tools, and leveraging cloud solutions;
- Modernizing phone solutions and providing solutions for field offices to help ensure that its employees can offer Canadians the standard of service they expect;

- Supporting a hybrid work environment by evolving information management and information technology assets, tools, services, and support required by employees to deliver on their mandates and to collaborate virtually with colleagues and stakeholders regardless of location, whether that be urban or remote, field, home or office; and,
- As an ardent supporter of the Government of Canada’s Digital Ambition, ensuring excellence in technology and operations, including evolving cybersecurity management practices, service management, data integration and management, and governing frameworks and policies.

Real property management services

Parks Canada is the steward of one of the largest and most diverse portfolios of contemporary and built assets in Canada, with a current replacement value of \$26.6B (2021 dollars). Parks Canada manages a large, complex, and diverse portfolio of nearly 18,500 built assets distributed across its extensive network of national parks, national historic sites, national marine conservation areas, and one national urban park. It includes cultural heritage resources, such as fortifications and historic buildings, contemporary assets, such as campgrounds and visitor centres, and engineered assets, such as highways, bridges, canals, and dams. These assets provide the foundation for the delivery of Parks Canada’s mandate for Canadians.

In 2023–24, Parks Canada will support the management of its real property portfolio by:

- Leveraging its Real Property Portfolio Strategy to support long-term, real property asset management planning. This new strategy establishes priorities and direction for future investments in Parks Canada's network of assets while ensuring alignment with Government of Canada priorities (e.g., greening, climate change adaptation, reconciliation, and accessibility) and the direction set by the Treasury Board of Canada Secretariat’s Horizontal Fixed Asset Review;
- Developing an acquisition strategy and regional work plans over the next five years, in support of the Government of Canada’s commitments to establish 10 new national parks and 10 new national marine conservation areas in the next five years, to designate 15 new urban parks by 2030, and to work toward conserving 30% of land and inland waters by 2030. This work will ensure land acquisitions are in alignment with legislation and policy, prioritized, and there is sufficient capacity and resources to meet targets; and,
- Advancing a legislative amendment process to regularly schedule acquired lands for protection under Parks Canada-specific legislation, such as the *Canada National Parks Act*.

Materiel management services

Parks Canada manages a large and diverse portfolio of materiel distributed across its extensive network of national parks, national historic sites, national marine conservation areas, and one national urban park. It includes cultural heritage resources, such as historical objects and artifacts; contemporary materiel, such as fleet (land and marine) and specialized materiel, such as law enforcement, wildlife immobilization, avalanche control, visitor safety, and search and

rescue materiel. Parks Canada’s portfolio of materiel is key to the delivery of its mandate for Canadians.

In 2023–24, Parks Canada will continue long-term capital planning for its materiel to establish priorities and direction for future investments, including a focus on greening of Parks Canada operations.

Acquisition management services

Parks Canada’s local presence from coast to coast to coast enables it to support Canada’s economy across multiple sectors. Through its acquisition management services, in 2023–24 Parks Canada will:

- Continue to streamline contract documents, allowing suppliers to submit bids electronically, including environmental criteria in procurement opportunities where possible, ensuring that accessibility is considered in procurement activities, and ensuring opportunities exist for small and medium-sized businesses.
- Continue to support the Government of Canada’s objective of awarding at least 5% of federal contracts to businesses managed and led by Indigenous peoples as set out in Planning for Contracts Awarded to Indigenous Business.

Planning for Contracts Awarded to Indigenous Businesses

Procurement is a key activity that can help achieve broader socio-economic objectives. Parks Canada’s local presence from coast to coast to coast and its relationships with Indigenous partners uniquely position Parks Canada to support the Government of Canada’s objective to increase economic opportunities for Indigenous peoples.

In 2023-24 Parks Canada will support this objective in several ways, including:

- Continuing to apply set-asides under the Government of Canada’s Procurement Strategy for Indigenous Business and include Indigenous Participation and Benefits Plans in solicitations where market capacity exists;
- Building upon and expanding outreach activities with Indigenous partners in collaboration with Procurement Assistance Canada and Indigenous Services Canada;
- Developing policies, guidance, and training on ways to include Indigenous considerations in its procurement activities; and,
- Conducting internal engagement to develop solutions to existing barriers to increasing economic opportunities for Indigenous suppliers.

Parks Canada has successfully increased economic opportunities for Indigenous businesses through procurement for its significant infrastructure renewal program. This program is scheduled to sunset over the next three years. Parks Canada is developing strategies to ensure long-term sustainable funding.

Based on Parks Canada’s currently approved funding profile, there have been fluctuations in overall procurement starting in 2022–23 that are continuing in future years. Parks Canada will seek to increase the use of existing Government of Canada procurement tools, such as standing offers and supply arrangements held by Indigenous suppliers, for commonly procured goods and services. Parks Canada will also work with Indigenous Services Canada and Indigenous partners to assess market capacity for commonly procured goods to increase the total value of its procurement which could be met by Indigenous suppliers.

5% reporting field description	2021-22 actual % achieved	2022-23 forecasted % target	2023-24 planned % target
Total percentage of contracts with Indigenous businesses	6.75%	5.00%	5.00%

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
\$125,702,968	\$125,702,968	\$123,596,177	\$110,394,227

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
973	959	843

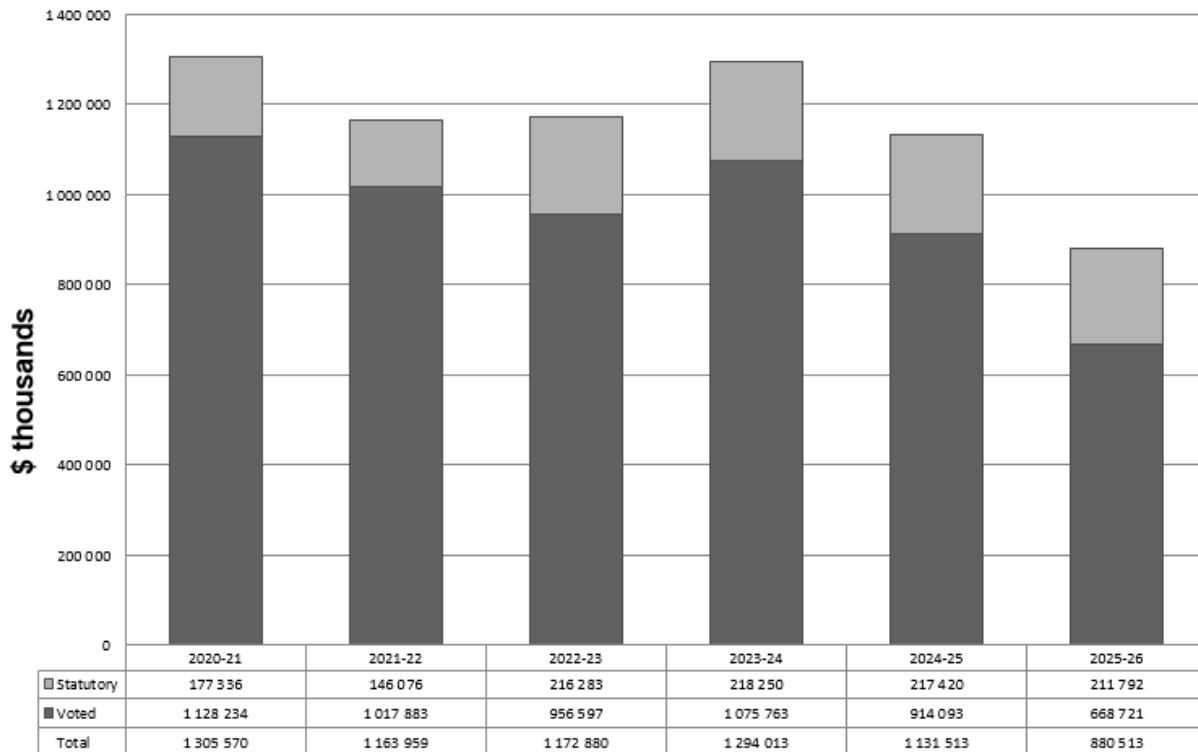
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2023–24 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2020–21 to 2025–26

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



The decrease in planned spending from 2023–24 to 2025–26 is primarily due to the sunset of temporary funding for investments in Parks Canada’s assets to support the transition to long-term asset sustainability. Parks Canada continues to prioritize its efforts to ensure the long-term financial sustainability of its asset portfolio.

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

The following table shows information on spending for Parks Canada’s core responsibility and for its internal services for 2023–24 and other relevant fiscal years.

Core responsibility and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Protecting and presenting Canada’s natural and cultural heritage	\$1,171,403,186	\$1,027,492,694	\$1,053,892,325	\$1,168,310,163	\$1,168,310,163	\$1,009,916,484	\$770,119,030
Internal services	\$134,166,731	\$136,466,001	\$118,987,640	\$125,702,968	\$125,702,968	\$123,596,177	\$110,394,227
Total	\$1,305,569,917	\$1,163,958,695	\$1,172,879,965	\$1,294,013,131	\$1,294,013,131	\$1,133,512,611	\$880,513,257

For fiscal years 2020–21 and 2021–22, the amounts represent the actual expenditures as reported in the Public Accounts. For fiscal year 2022–23, the amounts represent the forecast spending which includes planned budgetary and statutory expenditures as presented in the Main and Supplementary Estimates.

For fiscal years 2023–24 to 2025–26, planned spending reflects approved funding by Treasury Board to support Parks Canada’s programs.

As shown in the above table, actual and planned spending until 2024–25 is relatively stable. A significant decrease occurs in 2025–26 that can be explained by the sunset of temporary funding for investments in Parks Canada’s assets to support a transition to long-term asset sustainability. Parks Canada continues to prioritize its efforts to ensure the long-term financial sustainability of its asset portfolio.

Planned spending is also expected to decrease in 2025–26 primarily due to the sunset of funding for the Youth Employment and Skills Strategy, as well as decreased funding related to the Enhanced Nature Legacy initiative.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for Parks Canada’s core responsibility and for its internal services for 2023–24 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibility and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Protecting and presenting Canada’s natural and cultural heritage	4,427	4,833	4,748	4,850	4,785	4,422
Internal services	956	1,023	1,048	973	959	843
Total	5,383	5,856	5,796	5,823	5,744	5,265

The increase in 2021–22 actual full-time equivalents was primarily due to additional students and temporary staff hired upon the receipt of additional funds for the Youth Employment and Skills Strategy.

Planned full-time equivalents are expected to decrease in 2025–26 mainly due to the sunset of temporary funding for investments in Parks Canada’s assets to support transition to long-term asset sustainability as well as the Youth Employment and Skills Strategy.

Estimates by vote

Information on Parks Canada’s organizational appropriations is available in the [2023–24 Main Estimates](#).^{xxxvi}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Parks Canada’s operations for 2022–23 to 2023–24.

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

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

Future-oriented condensed statement of operations for the year ending March 31, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	1,194,430,747	1,169,036,279	(25,394,468)
Total revenues	162,003,237	165,243,302	3,240,065
Net cost of operations before government funding and transfers	1,032,427,510	1,003,792,977	(28,634,533)

Net cost of operations is planned to decrease by \$28.6 million in 2023-24 from \$1,032.4 to \$1,003.8 million. This is primarily due to additional funding carried over from 2021-22 to 2022-23 and offset by the increase in the temporary funding received in 2023-24 for investments in Parks Canada’s assets to support transition to long-term asset sustainability.

Corporate information

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

Institutional head: Ron Hallman, President & Chief Executive Officer

Ministerial portfolio: Environment and Climate Change Canada

Enabling instruments:

- [*Parks Canada Agency Act*](#)^{xxxviii}
- [*Canada National Parks Act*](#)^{xxxix}
- [*Rouge National Urban Park Act*](#)^{xl}
- [*Historic Sites and Monuments Act*](#)^{xli}
- [*Canada National Marine Conservation Areas Act*](#)^{xlii}
- [*Saguenay-St. Lawrence Marine Park Act*](#)^{xliii}
- [*Historic Canal Regulations*](#)^{xliv} pursuant to the [*Department of Transport Act*](#)^{xlv}
- [*Heritage Railway Stations Protection Act*](#)^{xlvi}
- [*Heritage Lighthouse Protection Act*](#)^{xlvii}
- [*Species at Risk Act*](#)^{xlviii}

Year of incorporation/commencement: 1998

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

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

For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#).¹

Operating context

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

Reporting framework

Parks Canada’s approved departmental results framework and program inventory for 2023–24 are as follows:

Core Responsibility	Protecting and Presenting Canada’s Natural and Cultural Heritage
Description	Establish national parks and national marine conservation areas; designate places, persons and events of national historic significance; protect and conserve natural and cultural heritage guided by science and Indigenous knowledge; provide opportunities to visit, experience and enjoy Canada’s natural and cultural heritage; and work with the public, other federal departments, provinces, territories, Indigenous peoples, and stakeholders to carry out these responsibilities.
Departmental Result 1 Canada’s natural heritage is protected for present and future generations	Indicators <ul style="list-style-type: none"> • Percentage of terrestrial regions represented in the national park system • Percentage of marine regions represented in the national marine conservation area system • Percentage of national park ecosystems where ecological integrity is maintained or improved • Number of natural heritage places cooperative managed with Indigenous peoples
Departmental Result 2 Canada’s cultural heritage is protected for present and future generations	Indicators <ul style="list-style-type: none"> • Number of persons, places and events of importance to Canadians that are designated • Percentage of historical and archaeological collection, cultural landscapes and archaeological sites in Parks Canada’s care that are safeguarded • Number of cultural heritage places managed cooperative with Indigenous peoples • Percentage of heritage assets in good or fair condition
Departmental Result 3 People connect to and experience Canada’s natural and cultural heritage in ways that are meaningful to them	Indicators <ul style="list-style-type: none"> • Number of visitors experiencing Parks Canada places • Percentage of Canadians that support the protection and presentation of Parks Canada places • Number of places where Indigenous peoples use land and waters according to their traditional and modern practices • Percentage of contemporary assets in good or fair condition

Program Inventory	<ul style="list-style-type: none"> • Heritage places establishment • Heritage places conservation • Heritage place promotion and public support • Visitor Experience • Heritage canals, highways and townsites management
Internal Services	

Supporting information on the program inventory

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

Supplementary information tables

The following supplementary information tables are available on [Parks Canada’s website](#).^{liii}

- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

Federal tax expenditures

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

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

Organizational contact information

Parks Canada National Office	30 Victoria Street Gatineau, Quebec Canada J8X 0B3
General Inquiries	1-888-773-8888
General Inquiries (International)	1-819-420-9486
Teletypewriter (TTY)	866-787-6221
Email	information@pc.gc.ca
Website	parks.canada.ca

Appendix: definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

full-time equivalent (équivalent temps plein)

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

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

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

high impact innovation (innovation à impact élevé)

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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

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Endnotes

- i 2022 to 2026 Federal Sustainable Development Strategy, <https://www.fsds-sfdd.ca/en>
- ii Minister’s Round Table on Parks Canada 2020 — Report and Response, <https://parks.canada.ca/agence-agency/dp-pd/trm-mrt/rapport-2020-report>
- iii Canada’s Nature Legacy, <https://www.canada.ca/en/services/environment/conservation/nature-legacy.html>
- iv Mapping the carbon landscape, <https://parks.canada.ca/nature/science/climat-climate/atlas>
- v Climate Science 2050: Advancing Science and Knowledge on Climate Change, <https://www.canada.ca/en/services/environment/weather/climatechange/climate-science-2050.html>
- vi Conservation and Restoration program, <https://parks.canada.ca/agence-agency/bib-lib/rapports-reports/core-2018>
- vii Conservation and Restoration program, <https://parks.canada.ca/agence-agency/bib-lib/rapports-reports/core-2018/apercu-overview>
- viii Wood Buffalo National Park World Heritage Site Action Plan, <https://parks.canada.ca/pn-nt/nt/woodbuffalo/info/action>
- ix National historic designations, <https://parks.canada.ca/culture/designation>
- x Framework for History and Commemoration: The National Historic Sites System Plan, <https://www.pc.gc.ca/en/lhn-nhs/plan/cadre-framework>
- xi Minister’s Round Table on Parks Canada 2020 — Report and Response, <https://parks.canada.ca/agence-agency/dp-pd/trm-mrt/rapport-2020-report#section-6-2>
- xii Reviews of Existing Commemorations, <https://parks.canada.ca/culture/clmhc-hsmbc/revue-review>
- xiii Bill C-23: Historic Places of Canada Act, <https://parks.canada.ca/lhn-nhs/loi-bill-c-23>
- xiv Delivering on Truth and Reconciliation Commission Calls to Action: Commemoration, <https://www.rcaanc-cirnac.gc.ca/eng/1524505403680/1557513866487>
- xv Cultural Resource Management Policy, <https://parks.canada.ca/docs/pc/poli/grc-crm>
- xvi Indigenous Cultural Heritage Advisory Council, <https://parks.canada.ca/culture/autochtones-indigenous/conseil-council>
- xvii Indigenous Heritage Circle, <https://indigenousheritage.ca/>
- xviii Introduction to the Standards and Guidelines for the Conservation of Historic Places in Canada, <https://raic.org/product/introduction-standards-and-guidelines-conservation-historic-places-canada>
- xix 2018 Fall Reports of the Auditor General of Canada to the Parliament of Canada Report 2—Conserving Federal Heritage Properties, https://www.oag-bvg.gc.ca/internet/English/parl_oag_201811_02_e_43200.html
- xx New Federal Tourism Growth Strategy, <https://ised-isde.canada.ca/site/canadian-tourism-sector/en/new-federal-tourism-growth-strategy>
- xxi Honouring Heroes, <https://parks.canada.ca/culture/historique-historic/heros-heroes>
- xxii *Integrating Gender-Based Analysis Plus into Evaluation: A Primer* (2019), <https://www.canada.ca/en/treasury-board-secretariat/services/audit-evaluation/evaluation-government-canada/gba-primer.html>
- xxiii Minister’s Round Table on Parks Canada 2020 – Diversity, inclusion and accessibility, <https://parks.canada.ca/agence-agency/dp-pd/trm-mrt/rapport-2020-report#section-6-2>
- xxiv Learn-to Camp, <https://parks.canada.ca/serapprocher-connect/ltc-dlc>
- xxv United Nations Department of Economic and Social Affairs – Sustainable Development, <https://sdgs.un.org/goals>
- xxvi The Federal Sustainable Development Strategy, <https://www.fsds-sfdd.ca/en>
- xxvii Passes, permits and fees - Free admission for youth 17 and under, <https://www.pc.gc.ca/en/voyage-travel/admission/jeunes-youth>
- xxviii Science and conservation - #NatureForAll, <https://www.pc.gc.ca/en/nature/science/impliquez-involved/nature-pour-tous-nature-for-all>
- xxix National Urban Parks Program, <https://www.pc.gc.ca/en/pun-nup>

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- xxx News Release: Parks Canada and Protected and Conserved Areas Around the World Sign First Ever Joint Statement on Climate Change and Biodiversity, <https://www.canada.ca/en/parks-canada/news/2021/11/parks-canada-and-protected-and-conserved-areas-around-the-world-sign-first-ever-joint-statement-on-climate-change-and-biodiversity.html>
- xxxii Canada helps lead the world to agreement on the monumental Kunming-Montréal Global Biodiversity Framework, <https://www.canada.ca/en/environment-climate-change/news/2022/12/canada-helps-lead-the-world-to-agreement-on-the-monumental-kunming-montreal-global-biodiversity-framework.html>
- xxxiii Experimentation Direction for Deputy Heads - December 2016, <https://impact.canada.ca/en/reports/experimentation-direction-for-deputy-heads>
- xxxiiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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- xxxix *Parks Canada Agency Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-0.4/>
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- xli *Rouge National Urban Park Act*, https://laws-lois.justice.gc.ca/eng/annualstatutes/2015_10/page-1.html
- xlii *Historic Sites and Monuments Act*, <https://laws-lois.justice.gc.ca/eng/acts/H-4/>
- xliii *Canada National Marine Conservation Areas Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-7.3/index.html>
- xliv *Saguenay-St. Lawrence Marine Park Act*, <https://laws-lois.justice.gc.ca/eng/acts/S-1.3/index.html>
- xlv *Historic Canal Regulations*, <https://laws.justice.gc.ca/eng/regulations/SOR-93-220/index.html>
- xlvi *Department of Transport Act*, <https://laws-lois.justice.gc.ca/eng/acts/T-18/>
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- xlviii *Heritage Lighthouse Protection Act*, <https://laws-lois.justice.gc.ca/eng/acts/H-3.4/>
- xlix *Species at Risk Act*, <https://laws-lois.justice.gc.ca/eng/acts/S-15.3/>
- l Supplementary Information, <https://parks.canada.ca/agence-agency/bib-lib/plans/dp/plan-ministeriel-2023-2024-departmental-plan/is-si>
- li Mandate Letters, <http://pm.gc.ca/eng/mandate-letters>
- lii Operating Context, <https://parks.canada.ca/agence-agency/bib-lib/plans/dp/plan-ministeriel-2023-2024-departmental-plan/is-si>
- liii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
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