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Parks Canada

2021 — 22

Departmental Results Report



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The President & Chief Executive Officer of the Parks Canada Agency, 2022

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## From the Minister



As the Minister responsible for Parks Canada, I am pleased to present Parks Canada’s 2021–22 Departmental Results Report.

Parks Canada has realized many significant achievements in support of Government of Canada priorities over the past year.

In collaboration with Indigenous peoples and provincial and territorial governments, Parks Canada’s efforts to establish new protected areas continue to make significant contributions to the Government of Canada’s commitment to conserving 25 percent of its lands and waters by 2025, working toward 30 percent by 2030. In 2021–22, two feasibility assessments were launched for proposed national marine conservation areas in Western James Bay and the Central Coast of British Columbia. A memorandum of understanding was signed with the Epekwitnewaq Mi’kmaq to formally work toward the establishment of a new national park reserve in Pituamkek in Prince Edward Island.

In August 2021, a new program was announced to support the creation of a network of national urban parks. The National Urban Park Program is the next step for Parks Canada, whose history over 110 years has connected Canadians to a system of national historic sites, national parks, national marine conservation areas and one existing national urban park. Through this program, Parks Canada has been collaborating with municipalities, provinces, Indigenous partners, and conservation organizations, among others, to identify opportunities for creating or expanding national urban parks in urban and near-urban settings across Canada. Six statements of collaboration have been signed to explore the potential of national urban parks in Victoria, Edmonton, Saskatoon, Winnipeg, Windsor, and Halifax. Discussions are also ongoing with the City of Montréal.

The Government of Canada’s commitment to reconciliation and renewed relationships with Indigenous peoples, based on a recognition of rights, respect, collaboration, and partnership remains unwavering. Implementing the Truth and Reconciliation Commission’s Calls to Action is a vital part of this commitment. Building on the 2020 designation of the residential school system as an event of national historic significance, Parks Canada continues to collaborate with Indigenous partners to commemorate the tragic history of residential schools in Canada and

respond to Call to Action 79. In 2021, this included designating the former Muscowequan Indian Residential School and the former Shingwauk Indian Residential School as national historic sites.

Throughout the second year of the COVID-19 pandemic, national historic sites, national parks, and national marine conservation areas continued to be a refuge where Canadians could safely experience the health and wellness benefits from being outdoors and in nature. Parks Canada’s efforts to maintain access to these treasured places provided an invaluable outlet for 21.6 million visitors and an important boost to local and regional tourism in communities across Canada.

Parks Canada also played a pivotal role in ensuring the safety of Canadians, visitors, and communities. To respond to the impacts of climate change, Budget 2021 provided an additional \$52.5 million over 5 years for Parks Canada to enhance wildfire preparedness in Canada’s national parks. This funding supports Parks Canada’s ability to hire additional fire management personnel and procure necessary firefighting equipment, as well as conduct additional risk reduction activities, such as mechanical vegetation removal and prescribed fires. Parks Canada also deployed 180 team members in support of 5 provinces and territories in 2021, including 143 team members who assisted with the devastating fires in British Columbia in the summer of 2021.

I am proud of the work undertaken in 2021–22. I look forward to continuing to support Parks Canada in advancing its mandate to protect nationally significant examples of cultural and natural heritage and to share the stories of these treasured places.



**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



I am proud to submit Parks Canada’s 2021–22 Departmental Results Report. This report highlights the many accomplishments of the Parks Canada team.

Parks Canada’s greatest strength is its team members who have continued to show their professionalism and dedication over the past year. This commitment is clear in the work Parks Canada advanced throughout this reporting period.

As a recognized leader in conservation, Parks Canada took actions to protect national parks and national marine conservation areas and contribute to the recovery of species at risk. In 2021–22, Parks Canada invested more than \$25 million in conservation projects at Parks Canada-administered places and advanced the implementation of 23 multi-species action plans that include recovery measures for more than 250 species at risk.

For a second year, Parks Canada adapted to the evolving COVID-19 pandemic and implemented measures to provide a safe, clean, and healthy environment for visitors and team members. Because of these efforts, more Canadians than ever before chose to spend their vacation at a Parks Canada-administered place and the demand to go camping was unprecedented. This year a new record was set, with 516,000 camping nights in 2021–22, welcoming millions of Canadians to campgrounds in national parks across the country.

Parks Canada also continued to deliver on the largest federal infrastructure plan in its 111-year history. Through this investment, Parks Canada is working to provide safe, high-quality and meaningful experiences for visitors to connect with nature and history, with projects such as the redevelopment of Whistler’s Campground in Jasper National Park, the completion of the ʔapsčiiik ʔašii multi-use trail, a 25-kilometre trail that traverses the Pacific Rim National Park Reserve, and the stabilization of the tower at Fort Mississauga National Historic Site.

Parks Canada remains committed to ensuring that national historic sites, national parks, and national marine conservation areas reflect Canada’s diversity and can be enjoyed by all. Parks Canada continues to work toward cultivating a community of inclusiveness and supporting racialized and Indigenous peoples, 2SLGBTQ2+ communities, and people living with disabilities, who are valued team members and visitors.

In 2021–22, Parks Canada undertook many initiatives to increase workforce diversity and enhance policies and programs that support workplace equity. This included a review of human resources management policies, programs, and practices to address the under-representation of designated employment equity groups. Parks Canada also undertook an intersectional analysis of its National Uniform Program to ensure that uniform pieces and procedures do not restrict gender expression, meet the needs of employees with disabilities, and allow all team members to experience a feeling of belonging.

Parks Canada continues to work with Indigenous and other racialized communities, partners, and key stakeholders to implement the *Framework for History and Commemoration*. This will encourage a greater diversity of heritage designations and allow Canadians to learn about the full scope of our shared history when they visit Parks Canada-administered places. To date, the Government of Canada has formally recognized thousands of places, persons and events under its heritage designation programs, including a number of historic designations related to Black history, Indigenous histories, and the history of equity-deserving groups, which were announced and profiled in 2021–22.

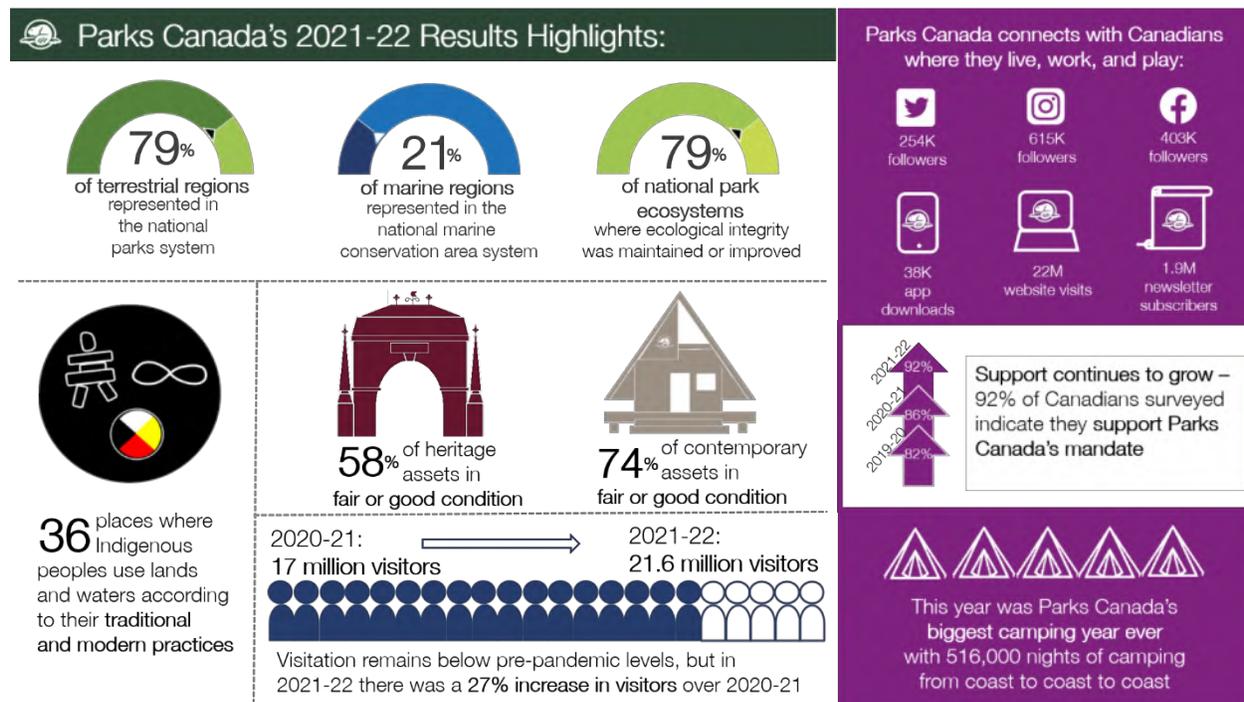
I look forward to building on the important progress highlighted in this report. Through ongoing collaborations with Indigenous communities, partners, and stakeholders, Parks Canada will ensure that national historic sites, national parks, and national marine conservation areas are protected for current and future generations and that they remain a source of pride for all Canadians.



**Ron Hallman**

President & Chief Executive Officer  
Parks Canada Agency

## Results at a glance



The COVID-19 pandemic continued to impact Parks Canada's operations during 2021–22. Despite this, significant progress was made toward meeting commitments. Some noteworthy achievements included:

- Welcoming 21.6 million visitors to Parks Canada places, an increase of 27% compared to 2020–21. Despite lower than typical visitation and significantly reduced international visitors to Canada, Parks Canada set a record of 516,000 camping nights in 2021–22;
- Enjoying the highest-ever level of support amongst Canadians for the protection and presentation of Parks Canada places, at 92%;
- Making significant progress toward the establishment of new national parks, national park reserves, and national marine conservation areas in unrepresented natural areas;
- Continuing to make advances in commitments to workforce equity, accessibility, inclusion and diversity, and well being with a full-scale and wide-ranging review of human resources management to identify and address barriers to full participation by key equity groups and reinforced and reinvigorated equity champions networks; and,
- Delivering on commitments to improve the condition of built heritage and contemporary assets in Parks Canada's portfolio, as a result of the most significant infrastructure investment program in Parks Canada's 111-year history.

Total actual spending for 2021–22	Total actual full-time equivalents for 2021–22
1,163,958,695	5,856

For more information on Parks Canada’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

## Results: what we achieved

### Core responsibility

#### 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.

##### Results

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

Departmental Result Indicator	Target	Date to Achieve Target	2021–22 Actual results
Percentage of terrestrial regions represented in the national park system	At least 82%	March 2025	79%
Percentage of marine regions represented in the national marine conservation area system	At least 31%	March 2025	21%

In collaboration with Indigenous partners, stakeholders, and other levels of government, Parks Canada is a key contributor to the Government of Canada’s commitment to halting and reversing biodiversity loss. Parks Canada’s establishment work is a critical component of Canada’s commitment to conserving 25% of land and inland waters and 25% of marine and coastal areas by 2025, working toward 30% by 2030.

Despite ongoing challenges related to the COVID-19 pandemic during this reporting period, impacting travel and resulting in delays in being able to connect with partners, Parks Canada was able to advance several establishment initiatives.

##### *Establishing new national parks*

National parks and national park reserves of Canada are established and managed to protect representative examples of terrestrial regions in Canada. The establishment and management of national parks, in collaboration with Indigenous partners, also contributes to connecting broader landscapes to support ecosystem health. The [National Parks System Plan](#)<sup>i</sup> divides the land in Canada into 39 distinct terrestrial regions, each one protecting natural environments representative of Canada’s natural heritage.

As of March 2022, the national park system representation remains at 79%, with 31 of Canada’s 39 terrestrial regions represented through 47 national parks and national park reserves. These national parks and national park reserves protect approximately 342,456 square kilometres of lands in Canada.

In 2021–22, in support of the Government of Canada’s commitment to establish 10 new national parks in the next five years, Parks Canada and its partners made demonstrable progress on the national park reserve proposals for South Okanagan-Similkameen in British Columbia and Pituamkek National Park Reserve in the Hog Islands-Sandhills area of Prince Edward Island (PEI). Once established, these protected areas will increase the percentage of terrestrial regions represented in the national parks system to 84.6% by March 2025.

Parks Canada also continued to advance proposals with Indigenous partners and provinces/territories on new national park proposals. Discussions have started on establishments in four unrepresented natural regions. Information on these national park proposals, key partners in their establishment, and actions undertaken in 2021–22 can be found in the table below:

National Park or Park Reserve Proposal	Key Partners	2021–22 Actions
<b>South Okanagan-Similkameen</b> Region 3 – Interior Dry Plateau (unrepresented region)	Government of British Columbia and Syilx First Nations	<ul style="list-style-type: none"> <li>Continued negotiations with the Syilx People of the Okanagan Nation, as represented by the Osoyoos Indian Band and the Lower Similkameen Indian Band.</li> </ul>
Region 7 – Northern Interior Plateaux and Mountains (unrepresented region)	Government of British Columbia, Government of Yukon, and Indigenous nations of the region.	<ul style="list-style-type: none"> <li>Initiated discussions with local Indigenous groups and governments of British Columbia and Yukon Territory to identify possible locations.</li> </ul>
Region 14 – Manitoba Lowlands (unrepresented region)	Government of Manitoba, Misipawistic Cree Nation, other Indigenous nations in region.	<ul style="list-style-type: none"> <li>Initiated discussions with local Indigenous groups and province of Manitoba to identify possible locations.</li> </ul>
Region 18 – Central Boreal Uplands (underrepresented region)	Government of Manitoba, Government of Ontario, Indigenous nations of the region.	<ul style="list-style-type: none"> <li>Initiated discussions with local Indigenous groups and provinces of to identify possible locations.</li> </ul>
Region 22 – Boreal Lake Plateau (unrepresented region)	Government of Newfoundland and Labrador and Indigenous nations in the region.	<ul style="list-style-type: none"> <li>Initiated discussions with the Government of Newfoundland and Labrador of to identify possible locations.</li> </ul>
<b>Pituamkek National Park Reserve</b> Region 32 – Maritime Plains (underrepresented region)	Government of Prince Edward Island and the Epekwitk Assembly of Councils, L’nuéy, Crown-Indigenous Relations and Northern Affairs Canada	<ul style="list-style-type: none"> <li>Concluded public consultation.</li> <li>Signed a memorandum of understanding with the Mi’kmaq of PEI in January 2022, indicating that a national park reserve is feasible.</li> <li>Continued negotiations with Mi’kmaq of PEI.</li> </ul>

*Establishing new national marine conservation areas*

National marine conservation areas are established and managed to protect representative examples of marine regions in Canada for the benefit, education and enjoyment of Canadians and the world. The [National Marine Conservation Areas System Plan](#)<sup>ii</sup> divides the oceans and Great Lakes in Canada into 29 marine regions, each one unique and encompassing a combination of submerged and coastal lands, the water, and the species found there.

As of March 2022, the national marine conservation area (NMCA) system remains at 21% complete, with six of Canada’s 29 marine regions represented through five existing NMCAs and NMCA reserves. These NMCAs and NMCA reserves represent approximately 123,740 square kilometres of waters in Canada. Parks Canada is on track to meet its target of 31% of regions being represented by March 2025.

This year, in support of the Government of Canada’s commitment to establish 10 new NMCAs in the next five years, Parks Canada made significant progress on several NMCA proposals in unrepresented marine regions and began negotiations on two additional feasibility assessments. Discussions were held with key partners on further proposals. Information on these NMCA proposals, key partners in their establishment, and the actions undertaken in 2021–22 are in the table below.

National Marine Conservation Area Proposal	Key Partners	2021–22 Actions
<p><b>Central Coast of British Columbia</b></p> <p>Region 3 – Queen Charlotte Sound (unrepresented region)</p>	<p>Government of British Columbia and four local Central Coast First Nations</p>	<ul style="list-style-type: none"> <li>• Signed a memorandum of understanding with the Government of British Columbia and four First Nations in British Columbia’s central coast.</li> <li>• Launched a feasibility assessment.</li> </ul>
<p><b>Southern Strait of Georgia</b></p> <p>Region 5 – Strait of Georgia (unrepresented region)</p>	<p>Government of British Columbia, local First Nations and stakeholders.</p>	<ul style="list-style-type: none"> <li>• Continued work on the feasibility assessment.</li> <li>• Worked to strengthen relationships with over a dozen First Nations implicated.</li> <li>• Made progress on a new tri-partite (Canada-British Columbia-First Nations) governance committee to collaboratively direct the assessment.</li> </ul>
<p><b>Tuvaijuittuq Marine Protected Area</b></p> <p>Regions 6 – Arctic Basin – and 8 – Arctic Archipelago (unrepresented regions)</p>	<p>Fisheries and Oceans Canada, Government of Nunavut, and the Qikiqtani Inuit Association</p>	<ul style="list-style-type: none"> <li>• Worked, in collaboration with Fisheries and Oceans Canada, with the Government of Nunavut and the Qikiqtani Inuit Association to advance the feasibility assessment.</li> <li>• Developed several boundary options for community consultations that were delayed due to COVID-19 protocols.</li> </ul>
<p><b>Western Hudson Bay (offshore from Churchill)</b></p> <p>Regions 13 – Hudson Bay (unrepresented region)</p>	<p>Government of Ontario, Mushkegowuk Council and nine local Cree communities.</p>	<ul style="list-style-type: none"> <li>• Signed a memorandum of understanding with the Mushkegowuk Council on behalf of nine communities.</li> <li>• Launched a feasibility assessment.</li> </ul>

<p><b>Eastern James Bay</b></p> <p>Region 14 – James Bay (unrepresented region)</p>	<p>Cree Nation Government, Government of Nunavut and Government of Quebec</p>	<ul style="list-style-type: none"> <li>Continued work on the feasibility assessment.</li> <li>Progress in 2021–22 was delayed due to the COVID-19 global pandemic impacting and delaying community engagement.</li> </ul>
<p><b>Western James Bay</b></p> <p>Region 14 – James Bay (unrepresented region)</p>	<p>Mushkegowuk Council, the Government of Ontario</p>	<ul style="list-style-type: none"> <li>Launched a feasibility assessment</li> </ul>
<p><b>Northern Labrador Coast</b></p> <p>Region 16 – Labrador Shelf (unrepresented region)</p>	<p>Nunatsiavut Government, Government of Newfoundland and Labrador and Makivik Corporation</p>	<ul style="list-style-type: none"> <li>Signed a memorandum of understanding with the Nunatsiavut Government to explore the feasibility of establishing an Indigenous Protected Area under the <i>Canada National Marine Conservation Areas Act</i>.</li> <li>Held progress meetings with provincial government and Makivik Corporation.</li> <li>Held information-gathering workshops for the feasibility assessment.</li> <li>Community engagement sessions were planned but delayed due to COVID-19 and weather conditions.</li> </ul>
<p><b>South Coast Fjords of Newfoundland</b></p> <p>Region 21 – Laurentian Channel (unrepresented region)</p>	<p>Government of Newfoundland and Labrador, local First Nations and communities</p>	<ul style="list-style-type: none"> <li>Began negotiations toward feasibility assessments with local Indigenous groups and Government of Newfoundland and Labrador, with the aim to sign a memorandum of understanding by the end of 2022.</li> </ul>
<p><b>Îles de la Madeleine</b></p> <p>Region 20 – Magdalen Shallows (unrepresented region)</p>	<p>Government of Quebec, First Nations and local communities</p>	<ul style="list-style-type: none"> <li>Continued work with the Government of Quebec, a local advisory committee, and Fisheries and Oceans Canada to address issues related to the implementation of the new Federal Marine Protected Area Standards.</li> <li>Advanced work on the feasibility assessment.</li> </ul>

Departmental Result Indicator	Target	Date to Achieve Target	2021–22 Actual Results
Percentage of national park ecosystems where ecological integrity is maintained or improved	At least 92%	March 2023	79%

An ecosystem has ecological integrity when:

- it has the living and non-living species 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.

Parks Canada takes its mandate to protect ecological integrity very seriously. It 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.

Monitoring results indicate that large-scale threats, such as climate change and invasive species, as well as local stressors, such as water pollution, are affecting ecosystems. Due to the scale of stressors such as climate change and invasive species, Parks Canada adjusted the target date for this indicator in its 2022–23 Departmental Plan to March 2025.

However, improvements in some ecosystems are also being observed. Six ecosystems that were declining in 2020–21 stabilized in 2021–22. Thirteen ecosystems that were stable are now improving. These improvements can be attributed, at least in part, to management actions for protecting species at risk and ecosystem restoration.

Work continues to improve the data collection approaches for this indicator. The monitoring program was improved in 2021–22, by adding and improving ecological integrity measures, and through improved use of different ways of knowing, (i.e., western science and Indigenous Knowledge). In some cases, improved monitoring provides information that changes our understanding of the condition and trend of an ecosystem. In Thousand Islands National Park, additional measures were assessed in the freshwater ecosystem that changed the condition of the ecosystem from fair to good in 2021. Other times, new information reveals new stressors. For example, the assessment of glaciers in Auyuittuq National Park was improved through the collaboration of Inuit partners to include traditional knowledge systems alongside western science approaches. This work revealed that the trend was declining.

High-quality ecological monitoring provided information that helped prioritize funding for ecological restoration projects to those ecosystems where it was needed most. In 2021–22, more than 70 restoration projects were underway in Parks Canada-administered places. These projects are designed to contribute to maintaining and improving ecological integrity. In 16 of these cases, monitoring results already demonstrate measurable progress; five projects may have contributed to halting declines or maintaining stable conditions and 11 projects may have contributed to improved ecological integrity. For example, increasing ecological integrity in the freshwater ecosystem in La Mauricie National Park is likely due to the removal of old dams leading to improved aquatic connectivity.

#### *Protecting and recovering species at risk*

Protecting and recovering the species within an ecosystem is an important contributor to improving ecological integrity. Under the *Species at Risk Act* (SARA), Parks Canada is responsible for the protection and recovery of listed species found in national parks, national marine conservation areas, and national historic sites. During this reporting period, Parks Canada completed significant work related to its species at risk responsibilities, including:

- Reaching 70% completion of the recovery measures identified in SARA action plans, significantly surpassing the target of 50% by 2023.

- Publishing eight multi-species action plan implementation reports on [the Species at Risk Registry](#)<sup>iii</sup> detailing significant achievements in species recovery for Parks Canada over the last 5 years;
- Advancing the implementation of 23 multi-species action plans that include recovery measures for more than 250 species of conservation concern, including over 202 SARA-listed species;
- Publishing the Recovery Strategy and Action Plan for the Black-tailed Prairie Dog and management plans for the Nahanni Aster and the Mormon Metalmark prairie population; and,
- Providing legally-protected critical habitat for four species at risk in five places administered by Parks Canada.

These activities also support Parks Canada’s commitments in its [2020 to 2023 Departmental Sustainable Development Strategy](#)<sup>iv</sup> under the theme of maintaining healthy wildlife populations. Information on Parks Canada’s Species at Risk work related to specific species can be found on the [Species at Risk Public Registry](#).<sup>v</sup>

#### **Delivering Enhanced Conservation Action**

In 2021–22, Parks Canada invested more than \$25 million in conservation projects that contributed to improving ecological integrity in Parks Canada administered places through its Conservation and Restoration Program (CoRe). These investments support innovative and collaborative approaches to conservation projects to enhance the ecological integrity of national parks, ecological sustainability of national marine conservation areas, and the recovery of species at risk.

The CoRe program is a catalyst for conservation innovation. For example, one project in Parks Canada’s Lake Louise, Yoho and Kootenay Field Unit piloted a novel approach to incubating fish eggs before release into restored habitat at remote sites. A mobile incubation trailer followed by in-stream incubation of eggs reduces mortality and allows fry to imprint on their birth streams. This year, the Saving Threatened Trout project reintroduced over 300 Westslope Cutthroat Trout and incubated another 16,000 eggs for release.

#### *Preventing, detecting, responding to, controlling and managing invasive alien species*

Invasive alien species occur in almost every Parks Canada protected area from southern to boreal regions and affect the management of those heritage protected places in many ways. Some invasive alien species are significant threats to ecological integrity of national parks, species at risk, or both. Infestations can also create safety hazards as well as risks to assets and cultural values or impact visitor experiences, such as the mountain pine beetle in Jasper National Park. Ecological restoration projects are implemented across the Parks Canada network of protected heritage places to recover ecosystems and species that have been impacted by invasive alien species. Key activities in 2021–22 include:

- Partnering with 10 different First Nations to remove 1200 hyper-abundant cormorants, deer, moose, bison and over 100,000 urchins in seven national parks to help kelp, Carolinian and boreal forests regenerate;
- Investing in 17 projects in Parks Canada places that reduced the impacts of invasive species, which are the most widespread threat to ecological integrity and species at risk. For example, invasive forest insects such as Hemlock Woolly Adelgid kill thousands of

trees each year, which endangers old forest-dependent species and visitor safety. Last year, Kejimikujik National Park and National Historic Site protected 479 of their biggest hemlock trees and planted 1500 native trees in areas where hemlocks are in decline.

#### **Collaborating to control invasive smallmouth bass in Riding Mountain National Park**

At Riding Mountain National Park, Parks Canada began a project in collaboration with Keeseekoowenin Ojibway First Nation to research and control smallmouth bass, an invasive species in Clear Lake that competes with local fish for resources.

In June 2021, Parks Canada’s resource conservation staff and Keeseekoowenin Ojibway First Nation conducted collaborative fisheries work on Clear Lake. This work aimed to gather information about the smallmouth bass invasion and monitor the health of fish populations in Clear Lake.

A total of 354 smallmouth bass were removed from Clear Lake during the 2021 operating season, most of which were juveniles.

#### *Building knowledge of coastal and marine ecosystems*

In 2021–22, Parks Canada completed consultations with other federal departments and key Indigenous organizations towards an updated National Marine Conservation Area (NMCA) Policy and Directive. With the updated policy and new tools, Parks Canada will be better placed to understand—and report on—the state of national marine conservation areas, to manage these areas effectively and to contribute to ocean and Great Lakes conservation.

This year Parks Canada also continued work to develop a national monitoring framework that requires each site to have a suite of indicators to monitor the state of ecosystems and ecologically sustainable use of NMCAs. A draft Standard for monitoring and reporting on ecological sustainability in NMCAs has been developed. Existing NMCAs are implementing monitoring programs, and indicators were included in the [2021 State of Canada’s Natural and Cultural Heritage Places](#) report.<sup>vi</sup>

#### *Working with partners in conservation*

Collaborating and partnering with provinces, territories, Indigenous peoples, local jurisdictions, and the private and non-profit sectors is an essential element of Parks Canada’s work to enhance foundational knowledge of species, habitats, and ecosystems. In 2021–22, Parks Canada:

- Increased science capacity both within Parks Canada and in partner organizations through the delivery of in-depth training on the use of environmental DNA (eDNA) and un-crewed aerial vehicle (drones);
- Continued to collaborate with Fisheries and Oceans Canada, Environment and Climate Change Canada, the Canadian Parks and Wilderness Society, Indigenous partners, the Government of British Columbia, and other partners and stakeholders in preparations for the Fifth International Marine Protected Areas Congress (IMPAC5), the global flagship gathering, now set to be held February 3–9, 2023, in Vancouver;
- Launched the #ParksCanadaConservation communications campaign, to share and amplify engaging stories that demonstrate Parks Canada’s leadership in ecosystem science, conservation and restoration, and adaptation to and mitigation of climate change. These

stories are shared through Parks Canada’s various communication channels both nationally and locally;

- Developed guidance to support science and research collaborations with external organizations such as academia and non-governmental organizations to help achieve conservation objectives both within and adjacent to Parks Canada administered places. This includes a focus on Open Science practices and includes tools to support the sharing of information with external parties; and,
- Continued to support the Pan-Canadian Parks and Protected Areas Research Network, including supporting the delivery of the second Research Summit, held virtually from February 22 to 25, 2022. This network builds on the platform of the Canadian Parks Collective for Innovation and Leadership (CPCIL) and connects researchers, independent professionals, and practitioners from parks and protected areas.

#### **Collaborating to protect the Bluenose-West caribou herd**

Parks Canada works with the Government of the Northwest Territories, and local Indigenous communities to conduct monitoring of the Bluenose-West Caribou herd, fulfilling the commitment made in the establishment of Tuktut Nogait National Park. This caribou herd is significant to the local Indigenous communities’ traditional way of life and has been in decline in recent years. The Tuktut Nogait National Park encompasses most of the core calving and post-calving grounds of the Bluenose-West Caribou herd.

To support this work, Parks Canada and its partners carry out aerial population surveys and meet with knowledge holders and local wildlife management boards. This integrated approach and strong spirit of collaboration help to integrate science-based and traditional knowledge to better understand and manage this important caribou herd.

#### *Supporting landscape-scale conservation*

In 2021–22 Parks Canada continued to modernize conservation programs by integrating science, Indigenous leadership, climate-smart conservation, and landscape-scale conservation in the effective management of Parks Canada administered places. Key contributing activities undertaken during this reporting cycle included:

- Initiating new work on ecological connectivity, working with partners to advance connectivity conservation, mapping and monitoring connectivity, and developing strategies to address challenges. As of 2021–22, Parks Canada has undertaken 34 new connectivity initiatives;
- Undertaking conservation planning projects in collaboration with partners to advance shared conservation priorities in broader landscapes. As of 2021–22, Parks Canada has undertaken 16 integrated conservation planning initiatives;
- Modernizing the approach to multi-species action planning at Parks Canada to better incorporate climate change adaptation, ecological connectivity, and Indigenous conservation strategies;
- Collaborating with the Nature Conservancy of Canada (NCC) and Action Chelsea for Respect of the Environment to support land acquisitions adjacent to La Mauricie National Park and the National Capital Commission-administered Gatineau Park, respectively. These land acquisitions, funded through the [National Program for Ecological Corridors](#),<sup>vii</sup> will

contribute to the improvement of the ecological connectivity of both regions and provide valuable learning opportunities for program development;

- Holding workshops on draft national criteria for ecological corridors with a variety of partners and stakeholders, including experts, regional conservation partners, Indigenous partners, and provinces and territories; and,
- Continuing to monitor and assess the condition of ecosystems in national parks (for example, forests, tundra, wetlands, or freshwater), helping to inform management decisions that help maintain or improve ecological integrity.

### *Enhancing wildlife resilience*

Parks Canada’s work to maintain and improve ecological integrity includes work to support the natural processes that support ecosystem health, including wildfire management and prescribed fires. In support of this work, some key actions in 2021–22 included:

- Receiving, through Budget 2021, an additional \$52.5 million over five years to enhance wildfire preparedness in Canada’s national parks;
- Staffing additional fire management personnel, procuring necessary firefighting equipment, and increasing risk reduction activities;
- Increasing wildfire risk reduction activities such as mechanical vegetation removal to reduce wildfire risks to people, infrastructure, and assets. During this year, 24 wildfire risk reduction projects were completed in 14 national parks and national park reserves and two national historic sites;
- Deploying 180 team members in support of five provinces and territories, including 143 team members who assisted with the devastating summer 2021 British Columbia wildfires. As the only federal organization that manages and responds to wildfires and that has trained and equipped staff with similar roles and capabilities as provincial or territorial wildfire agencies, Parks Canada is proud to work to support these efforts;
- Undertaking 14 prescribed fire projects in eight national parks. These projects help meet both ecological integrity and wildfire risk reduction objectives;
- Promoting FireSmart Canada programs that further reduced risk to visitors and neighboring communities;
- Successfully delivering 12 wildfire-related emergency response and Incident Command System courses to over 100 Parks Canada employees, in spite of COVID-19 pandemic limitations, which reduced risk by improving Parks Canada’s ability to respond to wildfire emergencies; and,
- Working towards a more diverse and inclusive workplace within the wildfire management program, in support of objectives established by Parks Canada and the Canadian Interagency Forest Fire Centre, including by establishing a Wildfire Management Diversity and Inclusion Working Group.

**Promoting access to green space, cultural, and natural heritage**

In 2021–22, Parks Canada continued to support the International Union for Conservation and Nature’s #NatureForAll initiative. #NatureFor All inspires a love of nature, with the knowledge that the more that people experience and care for nature, the more they will want to work to conserve it.

Highlights from 2021–22 include:

- Developing a four-year strategic plan and new #NatureForAll resources, including an urban nature report, and a guide to forest bathing in urban environments;
- Creating new regional leadership communities, including one in Canada;
- Sharing individual stories of connecting with nature, including the #NatureForAll People of Parks Campaign, on Parks Canada’s social media channels and website;
- Developing the Nature Storybook Toolkit, a guide to easily tell and share stories through video, to inspire a love of nature and actions to protect it, using just a cellphone; and,
- Continuing to support the #NatureForAll Discovery Zone, which now has more than 530 resources that help people connect with and learn about nature, including 37 links to Parks Canada resources.

This work aligns with Parks Canada’s conservation and visitation activities and supports Departmental Result 3: People connect to and experience Canada’s natural and cultural heritage in ways that are meaningful to them, below, as well as its commitments toward Connecting Canadians to Nature in its [2020 to 2023 Departmental Sustainable Development Strategy](#).<sup>viii</sup>

Departmental Result Indicator	Target	Date to Achieve Target	2021–22 Actual Results
Number of natural heritage places managed cooperatively with Indigenous peoples	At least 27	March 2022	22

Parks Canada recognizes the historic and ongoing responsibilities of Indigenous peoples in the stewardship of the natural heritage of their ancestral territories and homelands. To this end, Parks Canada has been working to advance cooperative management arrangements with Indigenous peoples at the heritage places it administers. As of March 31, 2022, the number of natural heritage places with cooperative management structures where Indigenous peoples participated in decision-making was 22. This result reflects that one agreement for a cooperative management arrangement in Gulf Islands National Park Reserve expired during the reporting period.

Throughout 2021–22, Parks Canada and Indigenous nations continued to work together to negotiate agreements, including during national park and national marine conservation area establishment discussions, to create new or enhance existing cooperative management structures at Parks Canada-administered places. The results of these ongoing negotiations are anticipated for the 2022–23 reporting year and beyond.

**Supporting Indigenous conservation leadership**

In support of the creation of new national parks, during 2021–22 Parks Canada provided \$200,000 in funding and supporting capacity to acquire equipment and provide training for a pilot Guardian program as part of the protected area establishment process in the proposed national park reserves at Pituamkek on Prince Edward Island and South Okanagan-Similkameen in British Columbia, as well as for Nahanni National Park Reserve in the Northwest Territories.

Parks Canada also continued discussions with Indigenous governments and communities in several provinces and territories, including about how national park designations may align with their interests in establishing Indigenous Protected and Conserved Areas.

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

Departmental Result Indicator	Target	Date to Achieve Target	2021–22 Actual Results
Number of places, people and events of importance to Canadians that are formally recognized	3,831	March 2022	3,862

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.

In 2021-22, Parks Canada exceeded its target for total designations, with 3,862.



*Supporting cultural heritage designation*

To support the many designation programs within its responsibility, this year Parks Canada:

- Evaluated the heritage value of 150 federally-owned buildings. The Minister designated 19 buildings as Recognized federal heritage buildings;
- Completed work with 11 Government of Canada departments through the Subcommittee of Federal Heritage Buildings in reviewing the approach to designating federal heritage buildings. The recommended improvements have been incorporated into new evaluation criteria. Parks Canada has consulted with other Government of Canada department officials to explain how the new evaluation criteria will assist them in meeting Government of Canada priorities for federal heritage;
- Worked to support the transition towards the implementation of the new Treasury Board *Directive on the Management of Real Property* which was published and came into effect on May 13, 2021, replacing a several Treasury Board instruments, including the

*Policy on Management of Real Property (2006)*. The new directive contains revised and additional requirements for the protection of federal heritage properties;

- Continued to organize plaque unveiling ceremonies, install, and maintain commemorative plaques during the reporting period. However, the uncertainties of the COVID-19 pandemic continued to have an impact on Parks Canada’s ability to hold in-person plaque-unveiling ceremonies. Despite this challenge, eight plaque unveilings were conducted in 2021–22, an increase of five from 2020–21. Three ceremonies were held virtually and five ceremonies were held in person; and,
- Prompted to innovate by the challenges of the COVID-19 pandemic, explored alternative approaches to commemorating national historic designations. This year, commemorations were promoted through Parks Canada digital communications, including via social media channels, including weekly Instagram stories, an expansion of website content, and live streams of commemoration events.

#### **The “Plaque Pod” pilot project**

Commemorative plaques play an important role in communicating the reasons for designations of national significance to Canadians. Historic Sites and Monuments Board (HSMBC) plaques have been put up since the start of the HSMBC’s more than 100-year history but in earlier years the locations of these were not always formally recorded. Parks Canada has been working to ensure it has a complete inventory so that these plaques can be maintained and can continue to communicate key messages.

In summer 2021, through the Government of Canada Youth Employment Skills Strategy Program, a team of six students was hired by Parks Canada to locate and assess the state of commemorative plaques at heritage places in the Atlantic Region and to make improvements based on their assessment.

As a result of this pilot project, the student team confirmed and recorded the location and state of 259 commemorative plaques. Thanks to this work, Parks Canada refurbished 30 plaques, moved or installed five plaques, and created a report on lessons learned to support the expansion of this project in 2022.

#### *Promoting diversity and inclusion in commemorations*

The Government of Canada, through the Historic Sites and Monuments Board of Canada (HSMBC), helps connect Canadians with their shared history. Each designation under the National Program of Historical Commemoration makes a unique contribution to the tapestry of stories that make up our past and collectively contribute to our identity.

Parks Canada is 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\*](#).<sup>ix</sup> Implementing the framework also contributes to Parks Canada priorities for cultural heritage protection to engage 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 the contribution of Indigenous peoples to Canada’s history. In support of this work, in 2021–22 Parks Canada:

- Supported the revision of the required qualifications for HSMBC members to promote a larger pool of applicants with diverse backgrounds and experiences;

- Targeted outreach to encourage Indigenous candidates to apply for vacancies on the HSMBC and generate better awareness of vacancies amongst potential Indigenous applicants. As a result of these efforts, in June 2021 the Government of Canada announced the appointment of Ms. Rae Mombourquette as the Yukon representative for the HSMBC. Ms. Mombourquette, a Tlingit/Acadian citizen of the Kwanlin Dün First Nation, is an Indigenous researcher specializing in Yukon First Nations heritage co-management and Yukon First Nations Self-Government Final Agreement Chapter 13 Heritage implementation and has over 12 years of experience working in the Yukon heritage field; and,
- Continued to support the HSMBC’s work to address controversy and conflict stemming from existing commemorations. To date, more than 200 designations requiring review have been identified. There are currently 50 reviews of designation in progress in line with the annex of the *Framework for History and Commemoration*, which outlines the HSMBC and Parks Canada’s approach to reviewing existing national historic designations and provides a basis to address concerns about existing designations and plaque texts.

#### **Inclusive Commemorations Initiative**

In 2021, Parks Canada launched the Inclusive Commemorations Initiative, an engagement project designed to foster public discussions about diversity and inclusion in the National Program of Historical Commemoration. This project aims to engage racialized communities to identify opportunities for commemoration and to encourage nominations in the priority theme of diversity.

From January to March 2022, Parks Canada held a series of five virtual engagement sessions with participants from racialized communities across Canada. The fifty-seven participants at these sessions included community leaders and cultural heritage professionals who were noted knowledge holders in their communities’ histories. Ideas for new nominations were generated as a result of discussions in the sessions.

The Inclusive Commemorations Initiative is one of several important steps that Parks Canada is taking to highlight the diverse narratives that shape the country’s past and support the Government of Canada’s objectives of diversity and inclusion.

#### *Advancing reconciliation with Indigenous peoples*

Parks Canada’s commemoration programs contribute to the Government of Canada’s commitment to reconciliation with First Nations, Inuit, and Métis peoples in Canada. In particular, these programs play a key role in carrying out several of the Truth and Reconciliation Commission’s [calls-to-action 79 and 80, related to commemoration](#).<sup>x</sup> Work this year in support of this commitment included:

- Continuing to work with residential school Survivor communities that are interested in nominating or have already nominated a former residential school site for consideration as a national historic site;
- Reviewing existing national historic designations that have a residential school component;
- Providing financial support for an Atlantic regional gathering of survivors and descendants of the former Shubenacadie Indian Residential School in October 2021. The

gathering was preceded by the unveiling of three multilingual Historic Sites and Monuments Board of Canada plaques at the site of the former residential school;

- Signing a multi-year contribution agreement with the National Centre for Truth and Reconciliation at the University of Manitoba to fund additional community-level gatherings and commemorative markers. Applicants may apply directly to the National Centre for Truth and Reconciliation to access this funding;
- Supporting the designation of the Former Muscowequan Indian Residential School a national historic site. This site, located on the reserve lands of Muskowekwan First Nation in Treaty 4, in southeastern Saskatchewan, was nominated for designation by Muskowekwan First Nation. Parks Canada and Muskowekwan First Nation worked collaboratively to identify the historic values of this former residential school, and co-developed the report on the history of the school and the experiences of students for the Historic Sites and Monuments Board of Canada; and,
- Supported nearly 40 projects at more than 40 sites and collaborated with more than 60 Indigenous communities since 2018 through the Stories of Canada program. Stories of Canada is currently supporting 25 multi-component capacity-building projects, including oral history, traditional skills workshops, and travelling exhibits.

#### **Telling the story of the nēhiyaw at Battle of Cut Knife Hill National Historic Site**

Parks Canada worked closely with Poundmaker Cree Nation to co-develop seven interpretive panels that tell the story of the nēhiyaw (Cree) people and the history of the May 2, 1885 Battle of Cut Knife Hill—known in nehiyawak (Plains Cree) as literally “the day that went wrong”—from a nēhiyaw perspective.

The trilingual panels are written in nehiyawak, French, and English and are affixed with QR codes linking to primary sources that add rich detail and context. Battle of Cut Knife Hill National Historic Site’s history is intertwined with that of Fort Battleford National Historic Site; cross-promoting these sites provides visitors with a fulsome history of the area.

At Fort Battleford National Historic Site, copies of the new panels are available as booklets with directions to Cut Knife Hill; Poundmaker Cree Nation is distributing the booklets to build awareness of the battle and the Nation’s heritage.

#### *Promoting and conserving world heritage*

In 2021–22, Parks Canada’s engagement in international activities continued to be affected by the COVID-19 pandemic, but the options for participating virtually in some activities enabled broader participation. In 2021–22 Parks Canada:

- Attended the 2021 World Heritage Committee meeting. After postponing the annual meeting in 2020, the 2021 World Heritage Committee meeting was held completely virtually for the first time. Canada’s delegation was comprised of representatives from Parks Canada and Canada’s Embassy at UNESCO;
- Continued to support the nomination of Tr’ondëk-Klondike (Yukon) as a world heritage site through a multi-phased evaluation in 2021. This work will continue until this place is considered by the World Heritage Committee at its 2022 meeting. Parks Canada submitted an additional nomination to the World Heritage Centre for Anticosti (Quebec)

in February 2022. It is expected to be considered by the World Heritage Committee meeting in 2023;

- Provide support to sites on the Tentative List of World Heritage Sites in Canada for preparation of nominations to the World Heritage List in the future. Specifically, the team provided support to Wanuskewin in Saskatchewan and the Heart’s Content Cable Station in Newfoundland and Labrador, which are both in the early stages of planning work on their respective World Heritage nominations;
- Continued to support the protection of Wood Buffalo National Park World Heritage Site. This world heritage site was on the World Heritage Committee’s 2021 agenda. In February 2022, Parks Canada submitted a State of Conservation Report for Wood Buffalo National Park, at the request of the Committee. Parks Canada also continued to lead Canada’s responses to recommendations and requests by the Committee regarding this site, including preparation for an upcoming high-level reactive monitoring mission to the park in August 2022; and,
- Officially launched the Parks Canada International Strategy, which will help guide Parks Canada’s engagement in international activities over the next five years (2021 to 2026). The new strategy aims to provide clarity on priority-setting, decision-making, and coordination of international activities across Parks Canada.

Departmental Result Indicator	Target	Date to Achieve Target	2021–22 Actual Results
Percentage of historical and archaeological collection, cultural landscapes and archaeological sites in Parks Canada’s care that are safeguarded	At least 90%	March 2024	68%

Parks Canada maintains cultural resources through conservation work at national historic sites, national parks, and national marine conservation areas it administers, 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.

In 2021–22, due to ongoing challenges related to the COVID-19 pandemic that have had an impact on travel and carrying out in-person work on cultural heritage, there was no change in the result for the percentage of the historical and archaeological collection, cultural landscapes and archaeological sites in Parks Canada’s care that are safeguarded. Timelines for some of the planned work that will contribute to this result have been changed, including the construction schedule for the Parks Canada’s new collections and curatorial facility, and the target date for this indicator was moved to March 2026 in Parks Canada’s 2022–23 Departmental Plan. Parks Canada is on track to meeting this target date.

#### *Conserving cultural heritage*

The COVID-19 pandemic had an impact on Parks Canada’s ability to carry out many of its cultural heritage conservation activities that are completed in person at heritage places, such as archaeological work and collections management. Despite this, cultural resource management

and conservation work continued to contribute to safeguarding cultural resources and making gains in cultural heritage conservation. In 2021–22, Parks Canada’s cultural heritage experts contributed to more than 500 projects at heritage places across the country. This year Parks Canada:

- Continued work on the construction of the future Parks Canada Collections and Curatorial Centre in Gatineau, Quebec. This facility, which will consolidate and safeguard the historical and archaeological collections from the six existing facilities, will contribute significantly to this indicator. Its operations will also be net zero carbon and contribute to the Government of Canada’s greening government targets;
- Increased in-person working capacity under COVID-19 pandemic guidelines at Parks Canada’s current collections and curatorial facilities. This enabled more heritage conservation experts to handle the collection and related collections records, in support of work to move the historical and archaeological objects to the new collections facility;
- Advanced work on federal legislation to provide for the transparent and inclusive designation framework for places, persons, and events of national historic significance or national interest, and for the sustainable protection of over 300 federally-owned historic places, based on the principles of inclusivity, transparency and sustainability;
- Engaged with 40 Indigenous and modern treaty organizations to support work in response to the Truth and Reconciliation Commission’s Call to Action 79. These sessions focused on advancing a potential legislative proposal as well as Parks Canada’s internal cultural heritage policies. The objectives of this broad engagement effort were to gather input that will also help renew policies to ensure that they respect Indigenous heritage perspectives, protocols, values, and practices. Parks Canada received input from Indigenous community members, elected and traditional leaders, and Elders;
- Provided support for the protection of cultural resources by performing over 300 cultural resource impact assessments to identify and mitigate potential impacts of activities on the heritage value of cultural resources and the commemorative integrity of national historic sites across the country;
- Worked to foster positive relationships with Indigenous nations through collaboration on cultural resource impact assessments, access to collections, and safeguarding of cultural resources at heritage places across the country;
- Implemented Parks Canada’s Cultural Resource Management Information System (CRMIS). This database is an improved inventory system for the archaeological and historical objects and cultural heritage sites under the administration of Parks Canada. This year, Phase 1 of the data migration was completed, resulting in the successful migration of the Artifact Information System, which contained all data related to historic objects. The archaeological databases will be migrated in 2022-23. CRMIS will increase the accessibility and accuracy of archaeological site data and contribute to safeguarding these cultural resources;
- Completed cultural resource risk assessments for Fort St. James National Historic Site, Bellevue House National Historic Site, Banff Park Museum, as well as for the Quebec City and Ottawa collections facilities that house more than 60% of the national collection under Parks Canada’s care;

- Continued implementation of integrated pest management protocols at all collection storage facilities; and,
- Published and distributed new hazardous objects guidelines and initiated a review of the risk assessment program.

#### **National Reserve Collection Review**

This year Parks Canada implemented the review strategy and divestment methodology developed in 2020–21 to undertake its review of the national reserve collection. Much of the national reserve collection was acquired to support furnishing and visitor experience programming but has never been exhibited.

Curatorial staff completed a targeted review of the national reserve collection to identify duplicate and hazardous objects, as well as objects surplus to Parks Canada’s needs or posing significant management challenges.

Through research and evaluation, approximately 5,000 antiques and 900 reproductions from the national reserve collection have been recommended for divestment by Parks Canada’s curators. Important historical artifacts identified for divestment will only be transferred to appropriate heritage institutions, including national or regional museums and similar repositories.

#### *Working with partners in heritage conservation*

To support Parks Canada’s heritage places in the conservation of built heritage, Parks Canada works to improve and expand the data it holds on its cultural heritage resources, as well as to support other organizations in managing their own cultural heritage. In 2021–22 Parks Canada:

- Developed learning tools for applying greening government considerations in heritage conservation, in collaboration with the National Research Council. As part of this work, Parks Canada analyzed its portfolio of national historic sites to better understand the make-up of the existing buildings and how it could develop a strategic approach to greening built heritage;
- Worked to develop a methodology for undertaking universal accessibility upgrades at heritage sites; and,
- Began analysis of a potential cultural heritage data strategy to measure the economic, social-cultural, environmental, and well-being impacts of the cultural heritage places and assets administered by Parks Canada. This work is supported by an ad hoc advisory committee with representatives from different jurisdictions and cultural heritage organizations. This work helps to better inform policy options for improved heritage conservation.

### Adapting cultural resource management to the threats of climate change

Tracking threats due to climate change and prioritizing ways to mitigate any potential impacts on the heritage places managed by Parks Canada is crucial to safeguarding them for future generations.

Parks Canada is working to adapt its cultural heritage management approaches to respond to the threats of a changing climate. In 2021–22, some activities in support of this adaptation included:

- Conducting condition monitoring projects to assess the current state of selected archaeological sites. This allows Parks Canada’s archaeologists to track changes over time. This year, Parks Canada monitored conditions at L’Île aux Noix at Fort Lennox National Historic Site and Terra Nova, Kouchibouguac, and Thousand Islands national parks.
- Delivering custom-made archaeological programs in response to the effects of extreme weather events, such as the archaeological response to the Kenow Wildfire in Waterton National Park and the SGang Gwaay Living Landscapes Conservation and Restoration project.

### Providing leadership in heritage conservation

In addition to its work to manage the cultural heritage resources in its care, Parks Canada plays a key leadership role in the management of cultural heritage resources and provides guidance, funding, and other services to custodians of cultural heritage in Canada. During this year, Parks Canada:

- Continued to respond to requests from multiple federal departments for advice and recommendations, completing 96 reviews of intervention at federal heritage buildings across the country. These reviews included the high-profile rehabilitation of the Centre Block, a classified federal heritage building within the Parliament Hill Complex;
- Delivered multiple training modules to over 90 participants from federal heritage building custodian departments on the FHBRO program, intervention reviews, and Federal Heritage Buildings Committee member training sessions;
- Supported 19 nationally recognized heritage places not administered by the federal government with contribution funding for conservation, preparatory assistance, or preservation projects through the [National Cost-Sharing Program for Heritage Places](#).<sup>xi</sup>
- Developed and launched an open access course, *Introduction to the Standards and Guidelines for the Conservation of Historic Places in Canada*,<sup>xii</sup> in collaboration with the Royal Architectural Institute of Canada. This course is offered in English and French and is free to everyone. More than 600 people had already taken this course within the first six months after its launch in fall 2021; and,
- Provided support for Athabasca University to develop content in preparation for organizing and hosting the 2022 International Centre for the Study of the Preservation and Restoration of Cultural Property International Summer School on Communication and Teaching Skills in Conservation and Science in St. Albert, Alberta. This international training program will facilitate learning about heritage conservation through a Canadian lens, including Indigenous cultural teaching components. This will be the first time this world-renowned workshop series will be held in North America.

### Collaborating through the Federal-Provincial-Territorial Cultural Heritage Table

As part of its work to broaden engagement with key stakeholders in the culture and heritage community, Parks Canada participates at the Federal-Provincial-Territorial Cultural Heritage (FPTCH) Table.

In line with the 2021 to 2026 FPTCH Strategic Plan, Parks Canada has continued an ongoing dialogue at the FPTCH Table on priority issues that reflect areas of common interest with federal, provincial, and territorial partners, such as:

- improving the collection of heritage data;
- enhancing training and awareness of the *Standards and Guidelines for the Conservation of Historic Places*; and,
- sharing updates on the National Cost Sharing Program for Heritage Places.

Parks Canada also engaged with provinces and territories on the development of [Bill C-23 \(Historic Places of Canada Act\)](#).<sup>xiii</sup>

Departmental Result Indicator	Target	Date to Achieve Target	2021–22 Actual Results
Number of cultural heritage places managed cooperatively with Indigenous peoples	At least 6	March 2022	5

Parks Canada recognizes the historic and ongoing responsibilities of Indigenous peoples in the stewardship of the cultural heritage of their ancestral territories and homelands. Parks Canada has been working to advance cooperative management arrangements with Indigenous peoples at the cultural heritage places it administers.

Throughout 2021–22, Parks Canada and Indigenous partners continued to work together to negotiate agreements, including as part of cultural heritage area establishment discussions, which will create new or enhance existing cooperative management structures at Parks Canada-administered places. The results of these ongoing negotiations are anticipated for the 2022–23 reporting year and beyond.

### Indigenous engagement through negotiation

Negotiations with Indigenous nations play an important part in reaching consensus on the exercising of Aboriginal Rights and other Indigenous interests in places administered by Parks Canada, including meaningful roles in decision-making, access to land and resources, and protection and presentation of cultural heritage.

Parks Canada's participation in rights-based negotiations has approximately doubled since 2015. Parks Canada now participates at 66 negotiating tables.

Parks Canada is part of leading rights implementation processes in Atlantic Canada, with nine ongoing negotiations with Mi'kmaq and Wolastoquey nations in Nova Scotia, New Brunswick, Prince Edward Island, and Quebec.

Departmental Result Indicator	Target	Date to Achieve Target	2021–22 Actual Results
Percentage of built heritage assets in good or fair condition	At least 49%	March 2022	58%

In 2021–22, Parks Canada continued to deliver on the most significant infrastructure program in its 111-year history. Major investments of funds through the Federal Infrastructure Program and various federal budgets since 2014 have contributed to improvements in the condition of Parks Canada’s built heritage assets. Through these infrastructure investments, Parks Canada is protecting and conserving national treasures.

During this reporting period, 21 heritage assets, with a replacement value of \$171M, were improved from poor or very poor condition. As a result, 58% of Parks Canada’s built heritage assets overall were in good or fair condition as of March 2022. Major capital projects focused on assets that are highly valued by Canadians have made it possible to achieve this result, exceeding Parks Canada’s planned March 2022 target of 49%.

The following are examples of work carried out in 2021–22 that has improved the condition of built heritage assets:

- completion of phase 1 restoration work to address the long-term structural stability of the tower at the Carleton Martello Tower National Historic Site;
- stabilization and refurbishment of four heritage buildings at Bar U Ranch National Historic Site: The Implement Shed, Slaughter House, Studhorse Barn, and Workhorse Barn;
- stabilization of the tower at Fort Mississauga National Historic Site;
- rehabilitation of the historic stone wall at Lower Fort Garry National Historic Site; and,
- correction of structural issues of the *HMCS Haida* vessel at HMCS Haida National Historic Site.

Looking forward, Parks Canada is developing a long-term plan for managing and sustaining its built heritage and contemporary infrastructure with a view to securing long-term capital funding. By establishing a long-term, predictable source of funding, Parks Canada will be better positioned to effectively manage heritage, tourism, waterway, and highway assets and support program and service delivery over the longer term.

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	2021–22 Actual Results
Number of visitors experiencing Parks Canada places	At least 23.7 million	March 2022	21.6 million

The COVID-19 pandemic continued for a second operating year. The pandemic led to changes in Parks Canada operations focused on minimizing health and safety risks. It also influenced Canadians’ travel and recreation choices and impacted international travel to Canada.

Combined visitation to national historic sites, national parks, and national marine conservation areas in 2021–22 was 21.6 million visits, 9% lower than the target of 23.7 million. Visitation to national parks was 14.6 million, down 5% from the baseline of 15.4 million, while visitation to national historic sites was 7.0 million, down 25% from the baseline of 9.3 million.

While visitation in 2021–22 was lower than in pre-pandemic years, 2021–22 was a very busy year. Visitation increased 27% compared to 2020–21, with national park visitation increasing by 24% and national historic site visitation up a remarkable 32%. These increases suggest that thousands of Canadians who may have never visited a national historic site or national park before chose to spend their recreational time or vacations with Parks Canada in 2021–22. Another important development in 2021–22 was the popularity of camping at national parks and national historic sites. Parks Canada set a record of 516,000 camping nights in 2021–22 and welcomed millions of Canadians to campgrounds across the country.

#### *Adapting visitor services in response to COVID-19*

Parks Canada continuously adapted the delivery of visitor services to the changing context of the COVID-19 pandemic throughout 2021–22. Parks Canada strove to make the health and wellness benefits offered by natural spaces in national parks and national historic sites available to all Canadians. These settings offered an important outlet from the challenges of the pandemic and provided safe places for recreation, vacations, and for friends and families to connect. Highlights of Parks Canada’s work this year include:

- Delivering services to visitors in the face of multiple waves of the COVID-19 pandemic and ongoing evolution in public health guidance and measures. Parks Canada maintained public access to national heritage places throughout the year, although some modifications to visitor services and visitor experiences were necessary to minimize health and safety risks to visitors and employees. In fact, Parks Canada was able to open and operate many locations in 2021–22 that had been closed to visitation for public health reasons in the previous fiscal year;
- Welcoming international visitors back to national historic sites, national parks, and national marine conservation areas. Travel to Canada from the United States resumed in

August 2021 and this was widened to include other countries in September 2021; in 2021, international visits to Canada were approximately 14% of 2019 levels. As a result, the number of international visitors to Parks Canada destinations was modest in 2021–22 and dramatically lower than in previous years. Nonetheless, Parks Canada received visitors from every American state during the year as well as from nearly 60 other countries; and,

- Supported local and regional tourism in communities across Canada. Parks Canada’s efforts to maintain access to natural areas in national historic sites, national parks, and marine conservation areas not only provided an invaluable outlet for Canadians during the second year of the COVID-19 pandemic, but also provided an important boost to local and regional tourism, helping the industry most impacted by the pandemic begin to recover from an unprecedented downturn in travel and hospitality in 2020.

### *Connecting Canadians to nature*

Parks Canada team members continued engaging with Canadians to inspire and keep heritage places in their hearts and minds as they considered places to enjoy a vacation, a relaxation day, or time with the family as the pandemic continued. Natural spaces, including national historic sites and national parks, continued to be a refuge for millions of Canadians as the pandemic continued.

Proactive marketing and communication efforts were in place to manage expectations and to influence safe and respectful visitor behaviour as health and safety measures changed regionally. Promotional activities continued to help mitigate visitation pressures at popular destinations and to promote alternative destinations, where travel was permissible.



### National Urban Parks System

Parks Canada leads the Government of Canada’s newly-launched [National Urban Parks program](#).<sup>xiv</sup> This program aims to create a network of national urban parks in collaboration with local authorities, Indigenous groups, and stakeholders. National urban parks will protect biodiversity, promote positive health and well-being, support reconciliation with Indigenous peoples, and connect Canadians with nature.

In 2021–22, Parks Canada:

- Signed six statements of collaboration with key partners to explore proposed candidate national urban park sites in Victoria, Edmonton, Saskatoon, Winnipeg, Windsor, and Halifax. Discussions are also ongoing with the City of Montréal;
- Continued or initiated five pre-feasibility assessments for candidate national urban park sites in Victoria, Edmonton, Saskatoon, Windsor, and Halifax. Pre-feasibility is anticipated to be completed in Saskatoon, Windsor, and Halifax in 2022–23, with planning work to follow immediately; and,
- Committed to contribution agreements to fund studies and research, provide capacity funding to recipients—including to support nation-to-nation participation by Indigenous partners and foster equitable and diverse participation in the national urban parks program—and support program delivery across the country.

Departmental Result Indicator	Target	Date to Achieve Target	2021–22 Actual Results
Percentage of Canadians that support the protection and presentation of Parks Canada places	At least 78%	March 2022	92%

In 2021–22, 92% of Canadians supported Parks Canada’s mandate, far exceeding the target of 78%. Support was 93% among young adults aged 18 to 34, and 91% among Canadian residents born elsewhere in the world. Support for Parks Canada’s mandate was also high in Canada’s three largest cities – Toronto (92%), Montreal (93%), and Vancouver (93%). Maintaining high levels of support during turbulent times is a testament to Parks Canada’s ongoing efforts to engage and connect with Canadians in diverse and meaningful ways.

In-person connections at events and through community outreach programming were significantly curtailed in 2021–22 to respect public health requirements and to minimize health and safety risks to employees and Canadians. Parks Canada’s outreach teams adapted to these circumstances by delivering digital outreach programming and modifying community-based outreach activities to align with public health requirements. Highlights of Parks Canada’s outreach work this year included:

- Delivering a wide variety of digital engagement activities, including online workshops and videos for Parks Canada’s popular Learn to Camp program. Digital outreach shared stories of science, biodiversity, conservation programming, and Indigenous leadership in conservation;

- Bringing nature and history to Canadians in their communities and homes through innovative digital experiences with third parties, which resulted in 185,000 outreach connections in classrooms across Canada, including École en réseau (85 000 contacts); Cross-Canada Virtual Road Trip (65 000 contacts); and Learning for a Sustainable Future (35 000 contacts);
- Using digital platforms to share stories of Canada’s history with Canadians and the world and in particular explored Canadian history from multiple perspectives. Several heritage designations were announced and profiled, sharing the stories of people and events in Black history, Indigenous history, and the history of equity-deserving groups in Canada;
- Fostering volunteering opportunities at Parks Canada places. The number of Canadians who demonstrated their support for the protection and presentation of these places by volunteering recovered in 2021–22 as public health measures allowed for more volunteer opportunities. Approximately 5,050 people volunteered their time (over 32,000 hours) to assist in conservation activities such as citizen science and species monitoring, to support trail maintenance, and to enhance living history programs with costumed animation and historical re-enactment;
- Continuing to collaborate with Destination Canada and the travel industry on initiatives to support the tourism sector and worked with Expedia for the first time to showcase the awe and wonder of Canada’s national parks and national historic sites; and,
- Offered story ideas to travel media outlets, writers, social media influencers, bloggers, and podcast hosts on conservation, heritage, and recreation issues. This work resulted in 1,742 unique articles (2,612 syndicated articles), an increase over previous years. Stories were published in a range of publications, including Canadian Geographic, National Parks Traveler, Explore Magazine, Vacay, the Globe and Mail, the Toronto Star, Reader’s Digest Canada, Post Media outlets, Québecor Média publications (Journal de Montréal, Espaces Magazine), La Presse and Capital Média (La Tribune, Le Soleil, La Voix de l’Est, Progrès-dimanche, Le Nouvelliste, Le Droit, Le Quotidien).

#### **Learn to Camp**

During the COVID-19 pandemic, Parks Canada adapted the delivery of Learn to Camp to mitigate public health and safety risks. Parks Canada developed an array of digital products and adapted in-person programming to meet local and regional public health requirements.

In 2021–22, Learn to Camp was delivered in multiple formats and engaged Canadians to learn how to safely enjoy the outdoors, whether in their backyards, at community events adapted to minimize health and safety risks, or even virtually, via Parks Canada’s website. This multi-mode delivery allowed the program to reach 45,000 Canadians in 2021–22.

Parks Canada also planned and prepared for a return to in-person delivery for spring and summer 2022 with the goal of expanding the reach of Learn to Camp to 100,000 participants.

Departmental Result Indicator	Target	Date to Achieve Target	2021–22 Actual Results
Number of places where Indigenous peoples use lands and waters according to their traditional and modern practices	Between 32 and 42	March 2025	36

Parks Canada recognizes the important and ongoing roles and responsibilities of Indigenous peoples as stewards of the heritage places it administers, and is committed to facilitating their use of these lands, waters, and ice for traditional and modern cultural practices. Most—if not all—of the natural and cultural places administered by Parks Canada have been traditionally used by Indigenous peoples long before Canada became a country

As of March 2022, there were 36 places administered by Parks Canada where Indigenous peoples use lands, waters, and ice according to their traditional and modern practices. Supporting Indigenous peoples' connections to traditional territories contributes to repairing connections that, in many instances, were severed when heritage places were created. Parks Canada and Indigenous partners continue to work towards finalizing agreements that will facilitate Indigenous peoples' use of land, waters, and ice at protected heritage places across Canada.

Supporting Indigenous conservation initiatives
<p>Parks Canada received \$61.7 million in Budget 2021 to advance Indigenous Guardians Programs, Indigenous community-led programs that may operate (in whole or part) at Parks Canada administered places. These programs are co-developed with Indigenous partners and supported financially by Parks Canada. This funding supported three existing Guardians initiatives in 2021–22, with several additional initiatives in the design phase.</p> <p>These Indigenous guardian programs play an important role in promoting intergenerational knowledge sharing and provide support for healthy and resilient communities by fostering land-based activities. Advancing Indigenous leadership in conservation is key to achieving ambitious conservation targets, including establishing Indigenous protected and conserved areas, advancing reconciliation, and mitigating the impacts of climate change by helping to restore healthy ecosystems.</p>

Departmental Result Indicator	Target	Date to Achieve Target	2021–22 Actual Results
Percentage of contemporary assets in good or fair condition	At least 74%	March 2022	74%

As with heritage assets, temporary funding through the Federal Infrastructure Program and various federal budgets since 2014 has contributed to improvements to the condition of contemporary assets in Parks Canada's portfolio as part of the most significant infrastructure program in its 111-year history. Investments in contemporary visitor infrastructure – such as trails, visitor centres, and campgrounds, as well as highways and bridges – ensure the quality

and reliability of visitor facilities and continue to allow Canadians to connect with the cultural and natural heritage places administered by Parks Canada.

During this reporting period, 79 contemporary assets, with a replacement value of \$513M, were improved from very poor or poor condition. The overall percentage of contemporary assets in good or fair condition met the target of 74% this year, meeting Parks Canada’s March 2022 target.

The following are examples of work carried out in 2021–22 that has improved the condition of contemporary assets:

- rehabilitation of infrastructure and facilities of the Cameron Lake Day Use Area at Waterton Lakes National Park;
- construction of a new maintenance facility at Fundy National Park, consolidating all maintenance activities in one building;
- rehabilitation of facilities and upgrade of utilities at Whistler’s Campground in Jasper National Park;
- replacement of the Dick's Brook Bridge with a new two-lane bridge at Gros Morne National Park;
- completion of the ʔapsčiiik ʔašii (pronounced ups-cheek ta-shee) multi-use trail, a 25 kilometres trail that traverses the Pacific Rim National Park Reserve;
- rehabilitation of roadways including Kootenay Parkway (Highway 93 South) at Kootenay National Park and Riding Mountain Parkway (Highway 10) at Riding Mountain National Park; and,
- rehabilitation of The Chambly Jetty at Chambly Canal National Historic Site.

Parks Canada is developing a long-term plan for managing and sustaining its built heritage and contemporary infrastructure with a view to securing long-term capital funding. By establishing a long-term, predictable source of funding, Parks Canada will be better positioned to effectively manage heritage, tourism, waterway, and highway assets and support program and service delivery over the longer term.

**Gros Morne National Park campground and day use area recapitalization**

Throughout 2021–22 work continued on the recapitalization of three campground and day use areas in Gros Morne National Park, which is projected to be completed in October 2022. Upgrades being made throughout the campgrounds and day-use area will improve service delivery to visitors while being more inclusive and diverse.

Recapitalization work at these campgrounds is just one example of Parks Canada’s work to support increased accessibility and inclusion—including creating inclusive washroom and shower facilities—and diversifying accommodation offerings to better serve a wider range of Canadian and international visitors to the places managed by Parks Canada.

## Gender-Based Analysis Plus

As an operating agency of the Government of Canada, Parks Canada seeks to adopt an inclusive lens when developing policies and implementing programs to continuously improve its services to Canadians. Parks Canada strives to make inclusion and accessibility fundamental principles in the development and delivery of its visitor services and experiences by eliminating barriers to the use and enjoyment of national historic sites, national parks, and national marine conservation areas.

During 2021–22, Parks Canada continued advancing Gender-Based Analysis Plus (GBA Plus) commitments across the organization.

## Training

In 2021–22, Parks Canada made the course *Introduction to GBA Plus* mandatory for its executives and managers. Parks Canada also encourages employees across the organization to complete this course so they are better able to support the implementation of GBA Plus in the development, implementation, and monitoring of Parks Canada’s policies, programs and initiatives.

## Evaluation

In 2021–22, Parks Canada applied a GBA Plus lens to the evaluation of its General Class Contribution Program (GCCP). This evaluation sought to examine how this program’s processes impact different recipient groups, including Indigenous governments and organizations. The final report, which will outline findings and recommendations, will be published in 2022–23. It will support Parks Canada in its efforts to identify GBA Plus data gaps and further develop inclusive and equitable processes under the GCCP across Parks Canada.

## Capacity Building

Raising awareness of best practices is critical for successful GBA Plus implementation across Parks Canada. In 2021–22, Parks Canada’s GBA Plus team organized numerous events to bring awareness about GBA Plus best practices both within and outside the organization. For example, a guest speaker from the Montreal Science Centre presented how the organization integrated GBA Plus considerations in the development of their [Mini Mondo<sup>xv</sup>](#) exhibit, with the overarching goal to create an inclusive experience that is representative of many diverse families.

This year Parks Canada also continued to promote the suite of strengthened GBA Plus guidance tools (e.g. a step-by-step guide, compendium, and quick reference guide) developed by the Department of Women and Gender Equality through several virtual presentations.

## **GBA Plus Projects**

In 2021–22 Parks Canada undertook two major GBA Plus pilot projects:

### **Gender and intersectional consideration analysis of the Province House National Historic Site Exhibit**

Province House National Historic Site in Charlottetown, Prince Edward Island is currently undergoing extensive conservation work. The final phase of the conservation project involves the development of new interpretive exhibits.

Guided by Parks Canada’s *Framework for History and Commemoration*,<sup>xvi</sup> the team at Province House National Historic Site prioritized engagement with Indigenous, marginalized, and racialized communities in the development of the site’s new exhibit content and design.

During the concept phase of the exhibit development, Parks Canada hosted focus groups and held individual interviews to engage with and seek feedback about the exhibit themes and stories. The resulting report presented rich, thoughtful, and very useful information which inspired the team to reconsider some aspects of the project. For example, Parks Canada immediately followed a recommendation to establish Black and Indigenous people and people of colour writer’s group to collaborate on writing the text of the exhibit.

Further GBA Plus analysis of the exhibit content and exhibit design and an evaluation after installation will assist Parks Canada in making thoughtful evidence-based decisions in the development of the Province House National Historic Site exhibits. This analysis will help to ensure that multiple perspectives are reflected in the stories that will be shared at the site, that those stories represent diverse experiences appropriately, and that all visitors are engaged and inspired by the experience.

Following the completion of this project, Parks Canada will create a GBA Plus case study to internally share the lessons learned from this project and support future exhibit planning and implementation.

### **Gender and intersectional consideration analysis of the National Uniform Program.**

Thousands of Parks Canada employees wear a uniform so they can be easily identified by visitors and clients. Through its National Uniform Program, Parks Canada seeks to support workplace attire and personal presentation that does not restrict gender expression and allows all team members to experience a feeling of belonging while being identifiable to the public.

To meet the needs of as many team members as possible, during this reporting cycle Parks Canada completed a gender and intersectional analysis of its National Uniform Program, focusing on four key priority areas:

The general offer: access to items, concerns related to fit and sizing, and an exploration of equity concerns relating to gendered and cultural items;

The procurement process: experiences of employees when ordering uniform items and requesting accommodations to explore and address any barriers in these processes;

the wearing of pins: exploration of pins for celebrations and commemorations (e.g., Pride, Orange Shirt Day, Year of Indigenous Languages, etc.) and those created to inform the public (e.g., bilingualism, years of service, specialty training, etc.); and,

governance and decision-making: processes for decision-making and how best to include diverse employees in the processes of developing policy, standards, and uniform offerings

The analysis consisted of three phases. Phase 1 involved information-gathering, including a review of internal documents and meetings between Parks Canada Uniform staff and GBA Plus staff. Phase 2 included a mixed method approach to stakeholder engagement with consultations with equity-deserving staff groups, network leads, and the national uniform committee, as well as a Parks Canada-wide survey to explore and identify strengths and barriers experienced by diverse uniform wearers in their interactions with the National Uniform Program. In Phase 3 a final report was created with recommendations on each of the four key priority areas. An action plan will be developed to support the conclusions outlined in the report.

#### **Progress Pride at Parks Canada**

In 2021, the first Progress Pride pedestrian crossing at a place administered by Parks Canada was installed at Kejimikujik National Park and National Historic Site.

The eleven colours of this crossing, adopted from the Progress Pride Flag, show support for all members of Two-spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and beyond (2SLGBTQIA+) communities. The Progress Pride Flag also incorporates the light blue, pink, and white of the Transgender Pride Flag, as well as brown and black to represent marginalized 2SLGBTQIA+ communities of colour, community members living with HIV/AIDS, and those lost to the disease.

This crossing, which connects Ukme'k Trail to the Mersey Trail within Kejimikujik National Park and National Historic Site, is a visible symbol of welcome to diverse Canadians, letting them know that everyone is welcome to come in and find their place.

#### **Restorative Justice in National Heritage Places**

Restorative justice is an approach to justice that seeks to repair harm by providing an opportunity for those harmed and those who take responsibility for the harm to communicate about and address their needs in the aftermath of a crime. (Federal-Provincial-Territorial Ministers Responsible for Justice and Public Safety – Principles and Guidelines for Restorative Practice in the Criminal Matters, 2018).

In 2021–22, Parks Canada worked with external restorative justice practitioners and consultants to develop and deliver restorative justice training for park wardens to support Parks Canada's mandate. The objective of this training was to increase park wardens' awareness and understanding of Indigenous Justice Programs, and how to identify where and how restorative justice can best be applied. Each member of the management team and all of 81 park wardens attended a virtual full-day training session that was facilitated by an Indigenous restorative justice practitioner and a professor in criminology.

## United Nations 2030 Agenda for Sustainable Development and the 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).<sup>xvii</sup> Through its activities in 2021–22, Parks Canada contributed 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, including through delivering on the most significant infrastructure investment program in Parks Canada's 111-year history. Internationally, Parks Canada continues to act as principal federal representative in work with key multilateral organizations, including financial support through annual contribution agreements.

In 2021-22, Parks Canada also worked in conjunction with Canadian Heritage and Canada Council for the Arts to contribute \$4.8 million Canadian to UNESCO's Heritage Emergency Fund to help protect Ukraine's cultural and heritage sites.

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 as well as support for these places, such as through its [free admission program for youth 17 and younger](#),<sup>xviii</sup> the Learn to Camp program and through its participation in the [International Union for the Conservation of Nature's #NatureForAll program](#).<sup>xix</sup> The new [Natural Urban Parks program](#)<sup>xx</sup> will also support this target by supporting access to green space for all Canadians by providing high-quality access to nature near where they live, work, learn, and play. More information on Parks Canada's activities in support of this target can be found under the first two indicators in Departmental Result 3, above.

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

As a manager for national historic sites, national parks, and national marine conservation areas across the country, many of which are susceptible to growing impacts of climate change, the effects of climate change on these places are a significant concern for Parks Canada. 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**

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**mitigation, adaptation, impact reduction, and early warning.** For example, during this reporting cycle, Parks Canada conducted condition monitoring projects to assess the current state of selected archaeological sites so that their condition could be monitored to assess the impacts of climate change. As well, through its significant annual infrastructure investments in its heritage and contemporary infrastructure, Parks Canada incorporates not only climate change considerations in the choice of types of materials, construction techniques, and approaches, but also applies greening techniques to ensure sustainable operations that contribute to a low-carbon government.

More information on Parks Canada’s specific contributions to this UN SDG can be found in its [2021–22 progress report on the 2020 to 2023 Departmental Sustainable Development Strategy<sup>xxi</sup>](#) under the Greening Government section.

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**—and continues to play a crucial role in the updated commitment to protect 25% of Canada’s oceans by 2025 and 30% by 2030. This year, Parks Canada continued to make progress toward the 2025 target through its work to establish new national marine conservation areas in unrepresented areas, such as the Southern Strait of Georgia and the Eastern James Bay.

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. Parks Canada’s is undertaking condition assessments of marine ecosystems and use for operational marine and coastal protected areas. This work supports and informs adaptive management and advances knowledge of coastal and marine areas. Ecological sustainability monitoring is an essential element of effective management for the protected coastal and marine areas and will enhance our understanding and inform management actions to support sustainability.

More information on Parks Canada’s establishment and management of national marine conservation areas can be found under Departmental Result 1, above, and in the 2021 report on the [State of Canada’s Natural and Cultural Heritage Places<sup>xxii</sup>](#).

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

This goal is directly and inextricably related to Parks Canada’s mandate. Through its work to establish and manage national parks, national park reserves, and freshwater national marine conservation areas 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 2021–22, Parks Canada made significant progress toward establishing two new national park reserves. In established protected areas, Parks Canada also contributes to this target through its efforts to maintain and improve ecological integrity and by increasing its understanding of park ecosystems through monitoring, conservation, restoration, and mitigation activities. In 2021–22 Parks Canada invested more than \$25 million into conservation projects in Parks Canada’s administered places.

Parks Canada’s work toward Target 15.4 also contributes to Canada’s efforts on **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.** Parks Canada plays an important role in the *implementation of the Species at Risk Act*. Parks Canada’s actions to protect species, their residences and critical habitat, and to develop and implement action plans that are designed to maintain or improve their conservation status. This work supports the maintenance of Canada’s biodiversity and in working to halt and reverse the loss of biodiversity. For example, in 2021–22 Parks Canada protected black-tailed prairie dogs, a species at risk, from Sylvatic plague through a vaccination and flea control program in Grasslands National Park. Parks Canada also continues to monitor the ecological integrity of park ecosystems, restore impaired ecosystems, and recover species at risk on a priority basis through the its Conservation and Restoration program and other park-based initiatives.

More details about Parks Canada’s work that contributes to this goal can be found under Departmental Result 1, above. Additional information on Parks Canada’s efforts related to species at risk during this year can also be [found in the most recent Species at Risk Act Annual Report to Parliament](#).<sup>xxiii</sup>

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 continues to develop contribution agreements to improve the capacity of Indigenous communities to be fully engaged in consultations and feasibility assessments. These agreements with Indigenous peoples also provide support for the integration of Indigenous science, the sharing of their traditional knowledge, and the continuation of traditional cultural practices. Through relationships built during a workshop held in 2020–21, an Indigenous Advisory Group for the Conservation and Restoration program has been established. Through working with Indigenous partners in this advisory group, Parks Canada will enhance foundational knowledge of species, habitats, and ecosystems.

Parks Canada also collaborates with urban centers across the country in the pursuit of improving access to green space for Canadians. In 2021–22, six Statements of Collaboration

were signed to explore proposed candidate national urban park sites in Victoria, Edmonton, Saskatoon, Winnipeg, Windsor, and Halifax.

Parks Canada’s international collaboration efforts support ***Target—17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.*** During this year, Parks Canada hosted a virtual workshop in collaboration with Environment and Climate Change Canada to exchange information with Latin American partners. This workshop, attended by more than 90 participants from seven countries,<sup>1</sup> fostered knowledge sharing on promoting ecotourism and provided an opportunity for regional collaboration and networking.

During 2021–22, Parks Canada also worked to enhance the implementation of bilateral and multilateral agreements. As part of this work, it began the development of a workplan under the 2019 Memorandum of Understanding (MOU) between Parks Canada and Mexico’s parks agency, Comisión Nacional de Áreas Naturales Protegidas. This workplan focuses on collaborating on four themes: climate change; habitat and species conservation; marine and coastal resources; and education and awareness-building

Parks Canada has also been working to develop an MOU with the Museum of Denmark and advanced work under existing MOUs with Connemara National Park in Ireland and New South Wales National Parks and Wildlife Service in Australia.

More information on Parks Canada’s contribution to the United Nations SDGs and targets can be found in its [2021–22 progress report on the 2020 to 2023 Departmental Sustainable Development Strategy](#).<sup>xxiv</sup>

## Experimentation

The COVID-19 pandemic has brought unprecedented change to the lives of every Canadian. As an operating agency of the Government of Canada that provides services directly to Canadians and Canada’s largest tourism operator, Parks Canada continues to face unique challenges related to the COVID-19 pandemic. These challenges are compounded by Parks Canada’s many complex responsibilities associated with operating a network of heritage places in 13 provinces and territories that are tied to hundreds of communities, businesses, and infrastructure.

Building on work done in recent years to respond to the challenges of the COVID-19 pandemic, in 2021–22 Parks Canada continued to collaborate with other parks organizations and adapt its operations to keep staff, visitors, and Canadians safe, while looking for new ways to deliver its services in the context of the pandemic and as the tourism sector begins to recover.

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<sup>1</sup> Canada, Chile, Costa Rica, Ecuador, Honduras, Mexico, and Panama.

Because of the nature of Parks Canada’s operations, informal experimentation is a necessary part of its regular business. In 2022–23, 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 is working on building a culture of experimentation and innovation across its regions and organizational structure.

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

#### **The Evidence Framework: assessing existing evidence for specific conservation strategies**

In 2021–22, Parks Canada developed and tested the Evidence Framework to improve the use of evidence for conservation decision-making in national parks. This framework provides a systematic approach to asking critical questions, exploring their underlying assumptions, and assessing the evidence base to evaluate a proposed conservation strategy. It also identifies gaps in knowledge to inform monitoring and future research.

During the testing phase, the framework helped support decision-making by some national parks, such as captive breeding of Southern Mountain Caribou. Once testing is complete, the approach will be integrated into existing decision-making frameworks. It is expected that this framework will also facilitate better cooperation between researchers and decision-makers to make conservation more effective and efficient.

#### **Applying eDNA methods to increase scientific knowledge and capacity**

In 2021–22, Parks Canada made significant gains in supporting increased science knowledge and capacity both within Parks Canada and in partner organizations including other government departments, academic partners, and researchers. Parks Canada led the development and delivery of training programs and tools to support the use of environmental DNA (eDNA), organismal DNA that can be found in the environment that can be sampled and monitored using new molecular methods. Parks Canada also piloted the use of un-crewed aerial vehicles (drones) to increase the tools available to ecological monitoring practitioners engaged in research activities in the protected heritage places it administers.

A series of virtual training sessions and webinars were developed and delivered, engaging scientists and protected areas managers from across the country. An in-depth series of modules on eDNA was developed and will support protected areas managers in understanding and applying eDNA methods. Best practices on using un-crewed aerial vehicles for research purposes were also developed in collaboration with Environment and Climate Change Canada, and shared widely across both organizations.

#### **eDNA methods in action**

In Prince Albert National Park, Lake Trout numbers have been declining. Using eDNA technologies, researchers collected sediment cores from lakes with endemic and historic Lake Trout populations. The samples are being tested for trout DNA and dates using radioisotope dating. This will help the park understand the historic presence, population, and timeline of Lake Trout in local lakes. It can also be used to better understand changes that have occurred in the fish population, and inform future management actions.

#### **Automating ecosystem services estimates**

Parks Canada developed a method to estimate the value of ecosystem services in national parks between 2017 and 2020. It involves a benefits transfer approach, employing federal satellite data of land cover, ecosystem service values from the scientific literature with applicability to the Canadian environmental context, and public indicators of environmental conditions to derive estimates of potential and net value of ecosystem services across Canada’s system of national parks. The analysis is complex and can take weeks to update manually when new satellite data is released. Parks Canada’s social and ecological science teams worked together to find an automated solution. Parks Canada’s GIS specialists automated the data capture from multiple sources and automated all the data conversions and calculations through R code and automated map production so the analysis can be conveyed visually.

#### **Administering digital visitor surveys**

Parks Canada undertakes random intercept visitor surveys across its network for performance measurement and attendance studies. To date, these surveys have been self-administered paper surveys with high response rates and a low margin of error.

To accommodate both health and safety concerns during the ongoing pandemic, accommodate shifting consumer demands, and the Government of Canada’s greening government and digital-first priorities, Parks Canada piloted the use of QR codes in 2021 as an alternative to paper surveys at select locations. This pilot will continue in the 2022–23 operating season before rolling it out more broadly. To ensure inclusion, visitors are given the option of a paper survey (to complete and mail back/drop off) or a card that has an URL and a QR code to scan (to be completed later). Shortcode text options (e.g., text “park” to 12345) are also being researched for 2023, providing multiple options for visitors to participate in a critical performance program.

#### **Integrating visitor trend data in dashboards**

Parks Canada uses several business intelligence analytic programs to inform its operations. These programs yield rich information, but are often available as separate products and not as a one-stop information dashboard.

In 2021–22, Parks Canada started to collect key market information from across sources (e.g., visitation, camping, market draw) and integrate this in a single dashboard that is searchable by national historic site or national park, providing Parks Canada’s managers with critical insights and indicators on one page. A prototype was developed in early 2022 and will be modified as data becomes available.

## Managing Visitation through Public Transportation Approaches

Parks Canada offers visitor shuttles at several of its places to help manage visitor access to popular natural areas. For example, a visitor shuttle service in the popular Lake Louise area of Banff National Park since 2013. Since then, demand has driven the growth of these shuttle programs and the shuttles are now an essential component of the overall visitor access strategies. In 2019, shuttle ridership in Lake Louise was over 545,000 and shuttles saw long lineups in the middle of the day. At Lake O’Hara in Yoho National Park, shuttles were on a first-come, first-served phone reservation system for decades. Parks Canada recognized the need to improve the experience of visitors using these services and spread the demand more evenly across the day.

For the 2021 season, and building upon past initiatives to manage periods of high visitation, such as parking reservations at Bruce Peninsula National Park, Parks Canada added the Lake Louise and Lake O’Hara shuttles to its [National Reservation System](#)<sup>xxv</sup> through two different approaches. For Lake Louise, visitors could plan ahead, reserve their seats in advance, and guarantee themselves access to both Lake Louise and Moraine Lake under the same booking. For Lake O’Hara, a random draw was done for visitors to get a reservation for the day bus. Applications to the draw open over a set period of time, rather than relying on first-come, first-served, to make access more equitable.

In both cases, the approach allowed visitors to leave their vehicle behind, hop on a shuttle bus without any wait, and skip the headache of full parking lots. The pivot to a reservation-based shuttle service helped to improve the visitor experience accessing these busy destinations by providing a convenient and predictable tool to plan ahead. For Parks Canada, it also proved to be an extremely useful tool to space visitors out throughout the day.

The 2021 season saw 37,440 shuttle reservations made for Lake Louise through the National Reservation System. At Lake O’Hara, the lottery system provided predictability to visitors so they could plan around their reservation. Based on this successful pilot season, these shuttle reservation approaches have both been retained for the 2022 season.

Placing the shuttles on the National Reservation System allowed Parks Canada to gather important data on shuttle use trends—such as average party size, rider origin, booking date, and age group—to support future planning and tailor the offer to fit visitor needs and expectations. While it built off past projects to manage visitor access, such as parking and day-use reservations, lessons learned during this shuttle pilot have wider application potential and have been shared within Parks Canada and with partners.

## Getting On Board with Bats

The mature forests and caves in Fundy National Park are high-quality habitat for endangered resident bat species. Since the devastating impacts of white-nose syndrome, a disease spread by an invasive fungus, few bats had been observed in the park.

In 2020, Fundy National Park began to get more reports of bat sightings from park staff and park visitors than we had received in years. Intrigued by all the activity, ultrasonic acoustic bat monitors were installed around the Headquarters area of the park to listen in. This monitoring captured the sounds of a variety of New Brunswick bats throughout the later summer and fall of 2020. Acoustic monitoring was used to detect at-risk bat species throughout the park. All three species of endangered bats were detected and previously unknown roosting locations and foraging ‘hot spots’ were identified. The project resulted in improved protection for endangered bats in Fundy National Park and established new research collaborations.

To build upon these monitoring efforts, in 2021 Parks Canada undertook a more intensive study of bats in the park. This study included deploying recorders on several buildings and analysis of the recordings helped determine which park buildings were likely to house bats, then were followed up with emergence surveys at dusk to confirm. By identifying buildings that function as bat habitats, Parks Canada can use this information to ensure protection for the animals by proactively mitigating potential impacts during building use, renovation, and demolition.

To complement this work, in 2021 Parks Canada also launched a new citizen science project, [Backcountry with Bats](#).<sup>xxvi</sup> This new program allowed backcountry campers—a group selected because they spend time in more remote and forested areas of the park than Parks Canada staff spend the majority of their time in—to sign out a device that detects and records bat calls using their smartphone using a free app. This app—kind of like Shazam, but for identifying bats—records calls from bats flying overhead and identifies the most likely species in real time.

This program not only provided data from remote backcountry areas, but also likely generated enthusiasm for the stewardship of natural places among visitors who participated. The pilot program was a success and will be continued for the 2022–23 camping season. The lessons learned will be used to inform similar projects in other places, both at places managed by Parks Canada and those managed by conservation partners.

Over 30 youth from the local Elsipogtog First Nation were also engaged in this project and monitored for bats while on field trips to the park. They completed workshops with Parks Canada staff to build bat houses, then constructed and installed one in their own community.

## Key risks

For 2021–22, Parks Canada identified six key risks in relation to its core responsibility that could impact delivery of programs and services and undertook mitigation strategies to minimize the overall impact. These risks and associated actions in 2021–22 are described in the table below.

Key Risk	Actions in 2021–22
<p><b>Environmental forces adaptation and response</b></p> <p>Due to the magnitude and rapid pace of environmental changes, including climate change, there is a risk that the integrity of ecosystems, cultural resources and infrastructure cannot be maintained or improved which may lead to Parks Canada being unable to deliver its mandate.</p>	<p>During this year Parks Canada:</p> <ul style="list-style-type: none"> <li>• Continued to assess climate change risks, understand impacts, and identify feasible and effective measures for adaptation at places it administers;</li> <li>• Developed resources and tools to support adaptation planning, and adjusted policies and programs in diverse areas of work, including work to develop a national monitoring framework that requires each site to have a suite of indicators to monitor the state of ecosystems and ecologically sustainable use of National Marine Conservation Areas;</li> <li>• Developed guidance to support science and research collaborations with external organizations such as academia and non-governmental organizations to help achieve conservation objectives both within and adjacent to Parks Canada administered places;</li> <li>• Canada invested more than \$25 million in conservation projects that contributed to improving ecological integrity in Parks Canada administered places through its Conservation and Restoration Program (CoRe);</li> <li>• Initiated new work on ecological connectivity, working with partners to advance connectivity conservation, mapping and monitoring connectivity and developing strategies to address challenges, with 34 new connectivity initiatives undertaken as of this March 2022;</li> <li>• Continued to review emergency management and provide Parks Canada personnel with ongoing emergency management and response training;</li> <li>• Continue to implement measures to protect contemporary and built heritage assets, such as using more resilient designs and construction materials; and,</li> <li>• Launched the #ParksCanadaConservation communications campaign, to share and amplify engaging stories that demonstrate</li> </ul>

Key Risk	Actions in 2021–22
	Parks Canada’s leadership in ecosystem science, conservation and restoration, and in adaptation to and mitigation of climate change.
<p><b>Relationships with Indigenous peoples</b> If Parks Canada does not allocate the necessary time, effort and investment to build and maintain relationships with Indigenous peoples, there is a risk that the Agency may not be able to fulfill its obligations and deliver on its programs and services, which may result in damaged reputation, increased litigation and challenges meeting conservation targets.</p>	<p>During this year Parks Canada:</p> <ul style="list-style-type: none"> <li>• Continued to advanced projects, agreements and mechanisms that facilitate Indigenous uses of traditional lands, waters and ice;</li> <li>• Advanced policy and programs that support a comprehensive approach to Indigenous stewardship;</li> <li>• Supported the revision of the required qualifications for Historic Sites and Monuments Board of Canada (HSMBC) members to promote diversity and targeted outreach to Indigenous candidates, resulting in the appointment of an Indigenous person as the Yukon representative on the HSMBC;</li> <li>• Supported collaborative decision-making with Indigenous partners by increasing cooperative management and other partnership and advisory structures;</li> <li>• Worked with Indigenous peoples to review existing designations and increase the number of Indigenous nominations under the National Program of Historical Commemoration, including through the launch of the Inclusive Commemorations Initiative;</li> <li>• Addressed barriers preventing meaningful Indigenous collaboration and engagement, including internally through a series of consultations with Indigenous employees to co-develop strategies to address issues raised in an internal survey for Indigenous Employees, resulting in a collaborative workplan;</li> <li>• Worked with Indigenous partners to bridge Indigenous and science-based knowledge in the approach to conservation and research, including partnering with 10 different First Nations to remove 1200 hyper abundant cormorants, deer, moose, bison and over 100,000 urchins in seven national parks to help kelp, Carolinian and boreal forests regenerate;</li> <li>• Strengthened its acquisition approaches to encourage procurement from Indigenous businesses, surpassing the Government of Canada’s 5% target in the first year of the commitment;</li> </ul>

Key Risk	Actions in 2021–22
	<ul style="list-style-type: none"> <li>• Worked with Indigenous communities to incorporate 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;</li> <li>• Hosted Indigenous events, supported Indigenous visitor experience product development, and provided venues for Indigenous nations and people to share their stories, in their own voices, and offer unique opportunities in support of reconciliation; and,</li> <li>• Worked with Indigenous governments to support their role in decision-making regarding the establishment process (e.g. feasibility assessment).</li> </ul>
<p><b>Built asset condition and long-term sustainability</b> Due to aging infrastructure, inadequate level of recapitalization and maintenance, climate change and inflationary impacts, there is a risk that Parks Canada will not be able to maintain a sustainable asset portfolio which may result in compromised public safety, loss of irreplaceable cultural heritage, and damage to the Agency’s reputation.</p>	<p>During this year Parks Canada:</p> <ul style="list-style-type: none"> <li>• Invested existing, time-limited capital asset funding to support improvements to the overall condition of its built heritage and contemporary assets. This year, Parks Canada met the planned 74% target for contemporary assets in good or fair condition and surpassed the 49% target for heritage assets, with 58% of these assets now in fair or good condition;</li> <li>• Improved 21 heritage assets, with a replacement value of \$171 million from poor or very poor condition;</li> <li>• Completed a Real Property Portfolio Strategy to support its goals for the long-term sustainability of its assets, setting strategic goals for the portfolio and responding to key recommendations from Treasury Board Secretariat’s Horizontal Fixed Asset Review;</li> <li>• Continued to maintain and update Parks Canada’s asset management information system to ensure that it has complete data on the number and current condition of its heritage properties.</li> </ul>
<p><b>Competitive position</b> If the Agency does not respond to changing socio-economic conditions and other market influences, there is a risk that Parks Canada’s programs and services may not meet the expectations of Canadians which may lead to a decrease in Agency relevance as measured by a decrease in tourism market share and visitation.</p>	<p>During this year Parks Canada:</p> <ul style="list-style-type: none"> <li>• Reached nationally identified markets and audiences to diversify and build visitation and to enhance public awareness and support, seeing the highest level of support for its mandate (92%) since tracking began;</li> <li>• Developed national outreach and marketing efforts in a digital first context, introducing an online version of Parks Canada’s popular</li> </ul>

Key Risk	Actions in 2021–22
	<p>Learn to Camp program and sharing stories of science, biodiversity, conservation programming and Indigenous leadership in conservation;</p> <ul style="list-style-type: none"> <li>• Managed visitation levels so they are sustainable and ensure quality visitor experiences, including growth where appropriate, and redistribution of visitation geographically and temporally;</li> <li>• Continued to collaborate with Destination Canada and the travel industry on initiatives to support the tourism sector and worked with Expedia for the first time to showcase the awe and wonder of Canada’s national parks and national historic sites; and,</li> <li>• Undertook proactive marketing and communication efforts to manage expectations and to influence safe and respectful visitor behaviour as health and safety measures changed regionally in the context of the COVID-19 pandemic.</li> </ul>
<p><b>Business innovation</b> If the Agency does not modernize its corporate and internal services, there is a risk that Parks Canada may not have the capacity, business processes and tools to effectively and efficiently support service delivery and meet government management accountability expectations.</p>	<p>During this year, Parks Canada:</p> <ul style="list-style-type: none"> <li>• Commenced work to renew its Departmental Results Framework based on a longer term strategic direction that sets the foundation for evidence-based decision-making, resource allocation and reallocation;</li> <li>• Increased its performance and analytics capacity, including benchmarking against like departments, to support evidence-based decision making and to demonstrate results to Canadians;</li> <li>• Continued work to develop and implement a robust data strategy to support effective planning, performance measurement, and decision-making;</li> <li>• Updated its program inventory with GBA Plus collection plans;</li> <li>• Develop and implemented a renewed approach to business planning that integrates business, finance and human resources planning, monitoring and performance to support evidence-based decision making and to demonstrate results to Canadians;</li> <li>• Continued to make improvements to its financial management structures to better align its resources with its program needs and be in a stronger position to respond to evolving changes in its operating environment; and,</li> <li>• Completed a Real Property Portfolio Strategy to support its goals for the long-term</li> </ul>

Key Risk	Actions in 2021–22
<p><b>Workforce, equity, accessibility, inclusion and diversity, and well-being</b></p> <p>If the Agency fails to foster an inclusive and barrier-free work environment that reflects Canada’s diverse population, there is a risk that it may no longer be an employer of choice and will lack the perspective needed to serve all Canadians, which may result in impacts on programs and services, and damage the Agency’s reputation.</p>	<p>sustainability of its assets, setting strategic goals for the portfolio and responding to key recommendations from Treasury Board Secretariat’s Horizontal Fixed Asset Review</p> <p>During this year, Parks Canada:</p> <p><b>Equity:</b></p> <ul style="list-style-type: none"> <li>• Continued to provide employees with training, information, affiliation and learning opportunities by promoting organizations groups such as Pride at Work, LiveWorkPlay and Federal Black Employee Caucus.</li> <li>• Ensured readiness to comply with the <i>Pay Equity Act</i> by advancing planning and implementation of a work plan.</li> </ul> <p><b>Accessibility:</b></p> <ul style="list-style-type: none"> <li>• Completed consultations with employees with disabilities to highlight the lived-experiences of employees with disabilities and gaps in relation to the five objectives in the Accessibility Strategy for the Public Service of Canada.</li> <li>• Offered education and training to equip hiring managers with the knowledge and tools needed to raise awareness of the benefits of a diverse and inclusive workplace.</li> <li>• Reviewed internal processes, programs and services to identify, remove and prevent accessibility barriers;</li> <li>• Created a vibrant and engaged employees with disabilities network and accessibility community; and,</li> <li>• Produced an action plan that facilitates effective integration and continued support in the workplace.</li> </ul> <p><b>Diversity and inclusion:</b></p> <ul style="list-style-type: none"> <li>• Completed an employment systems review of its human resources management policies, programs and practices, and created a report on the findings, providing insights into barriers to employment, development and promotion of members designated equity groups;</li> <li>• Implemented a renewed structure for Champion and Employee networks that will support and help foster a diversity and inclusion culture; and,</li> <li>• Advanced work on a Diversity and Inclusion Action Plan.</li> </ul> <p><b>Workplace:</b></p>

Key Risk	Actions in 2021–22
	<ul style="list-style-type: none"> <li>• Developed and launched a dedicated intranet page on wellness to support employees and their family members with the daily challenges associated with the impacts of COVID-19 on their psychological well-being;</li> <li>• Implemented a revised zero tolerance harassment and violence policy;</li> <li>• Developed a Workplace Wellness Strategy to promote the resources and tools available to all employees to support a psychologically healthy and safe workplace;</li> <li>• Implemented the Public Service Performance Management System for Parks Canada employees; and,</li> <li>• Continued to update and implement a renewed suite of procedures, guidance, protocols in response to the COVID-19 pandemic</li> </ul>

## Results achieved

The following table shows, for *Protecting and presenting Canada’s natural and cultural heritage*, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Canada’s natural heritage is protected for present and future generations	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%

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
	Percentage of national park ecosystems where ecological integrity is maintained or improved	At least 92%	March 2023	86%	82%	79%
	Number of natural heritage places managed cooperatively with Indigenous Peoples*	At least 27	March 2022	n/a	23	22
Canada’s cultural heritage is protected for present and future generations	Number of places, people and events of importance to Canadians that are formally recognized	3,831	March 2022	3,826	3,822	3,862
	Percentage of historical and archaeological collection, cultural landscapes and archaeological sites in Parks Canada’s care that are safeguarded	At least 90%	March 2024	68%	68%	68%
	Number of cultural heritage places managed cooperatively with Indigenous peoples*	At least 6	March 2022	n/a	5	5

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
	Percentage of built heritage assets in good or fair condition*	At least 49%	March 2022	n/a	54%	58%
People connect to and experience Canada's natural and cultural heritage in ways that are meaningful to them	Number of visitors experiencing Parks Canada places	At least 23.7 million	March 2022	24.9M	17.0M	21.6M
	Percentage of Canadians that support the protection and presentation of Parks Canada places	At least 78%	March 2022	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 74%	March 2022	n/a	75%	74%

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

Financial, human resources and performance information for Parks Canada's Program Inventory is available in [GC InfoBase](#).<sup>xxvii</sup>

### Budgetary financial resources (dollars)

The following table shows, for *Protecting and presenting Canada's natural and cultural heritage*, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
1,015,272,311	1,015,272,311	1,439,818,623	1,027,492,694	12,220,383

Actual spending was \$12.2 million (or 1.2%) higher than planned spending primarily due to additional appropriations received after the planning exercise mainly related to the Youth Employment and Skills Strategy, Enhanced Nature Legacy, Wildfire, Wood Bison, Wood Buffalo National Park World Heritage Site Action Plan, Canada's new marine conservation targets as well as Wrecks of *HMS Erebus* and *HMS Terror* National Historic Site. This increase is offset by funding that is moved to future years, mainly for the Budget 2019 measure Supporting Capital Assets in Parks Canada's places as well as funding for the establishment and expansion of national parks, national marine conservation areas and national historic sites.

Financial, human resources and performance information for Parks Canada's Program Inventory is available in [GC InfoBase](#).<sup>xxviii</sup>

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
4,378	4,833	455

Parks Canada's actual Full Time Equivalents (FTEs) were 455 FTE (or 10.4%) higher than planned FTEs primarily due to additional students hired upon the receipt of additional funds for the Youth Employment and Skills Strategy.

Financial, human resources and performance information for Parks Canada's Program Inventory is available in [GC InfoBase](#).<sup>xxix</sup>



## Internal services

### Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refer to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

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

### Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
113,836,418	113,836,418	143,016,782	136,466,001	22,629,583

Actual spending was \$22.6 million (or 19.9%) higher than planned spending primarily due to additional funding carried over from the previous fiscal year and new appropriations received after the planning exercise mainly related to the Youth Employment and Skills Strategy, Enhanced Nature Legacy, and Wildfire. The variance is also due to internal reallocation to address funding pressures and priorities in areas such as Human Resources Services, Financial Management, Information Management, and Information Technology.

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources Parks Canada needed to carry out its internal services for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
915	1,023	108

Parks Canada’s actual full-time equivalents (FTEs) was 108 FTEs, 11.7% higher than planned. This increase was primarily due to additional funding carried over from the fiscal year 2020–21, as well as new appropriations received after the planning exercise and internal reallocations.

## Results

### Acquisition Management Services

#### Supporting Indigenous businesses through procurement opportunities

Parks Canada is committed to supporting the Government of Canada’s implementation of Article 21 of the UN Declaration on the Rights of Indigenous Peoples to provide economic opportunities to Indigenous businesses and communities. In August 2021, the Government of Canada announced that 5% of the total value of contracts for each federal department and agency, including Parks Canada, are to be held by Indigenous businesses. This requirement is being phased in over 3 years, beginning in 2021–22.

In support of this target, Parks Canada continued to enhance and deliver guidance and training to promote more diverse contracting practices, including incorporating Indigenous procurement considerations into Parks Canada contracting activities. Functional procurement experts at Parks Canada participated in government-wide working groups on social procurement initiatives, including accessibility and Indigenous procurement.

Parks Canada procurement experts also participated in outreach sessions with Indigenous suppliers. These outreach sessions provided an opportunity for two-way exchanges of information. Parks Canada was able to share information with Indigenous businesses on Parks Canada procurement trends and requirements, while Indigenous business provide Parks Canada with information on the availability of those commodities within the Indigenous supplier market.

As a result of these initiatives, Parks Canada was able to exceed the Government of Canada’s 5% Indigenous procurement target in 2021–22, the first year of the requirement.

#### Supporting economic opportunities for Indigenous businesses and communities

In 2021, Parks Canada issued 470 contracts, valued at more than \$17 million in total to Indigenous suppliers, representing more than 5% of the total value of all its contracts.

Parks Canada also indirectly contributed another \$289K to Indigenous businesses and individuals through Indigenous participation components and Indigenous benefit plans clauses—such as training, scholarships and subcontracts—in its contracts.

Through its transfer payments (grants and contributions) programs, Parks Canada contributed over \$24 million to Indigenous recipients through 102 agreements issued in 2021–22, in addition to transfer payments to support projects delivered by non-Indigenous recipients that benefit Indigenous peoples.

## **Financial Management Services**

In 2021–22, Parks Canada continued to make improvements to its financial management structures to better align its resources with its program needs and be in a stronger position to respond to evolving changes in its operating environment.

### **Transitioning to a one-year appropriation**

This year, Parks Canada completed its transition from a multi-year appropriation to a one (single) year appropriation, bringing its financial planning timelines in line with most other Government of Canada departments and agencies. Activities were focused on corporate financial changes and change management plans to raise internal awareness of this transition, including updates to the resource and budget management processes and improvement of financial planning. Progress was also made on the development of a new forecasting tool that is expected to launch in 2022–23.

### **Renewing processes to support long-term asset sustainability**

Parks Canada also advanced its efforts to ensure the long-term sustainability of its assets portfolio through a renewal of financial management approaches, including a transition to an accrual budgeting regime. In support of this, Parks Canada's work in 2021–22 focused on key supporting work for capital planning, including a data, policy and business process review, internal communications and engagement to prepare for the transition and work on digital systems.

## **Human Resources Management Services**

### **Fostering a high-performing, diverse and inclusive workforce**

As a highly operational organization, Parks Canada's workforce is its strength. Parks Canada is strongly committed to promoting diversity and inclusion in its workplaces. Work in this area has been a renewed focus in recent years. During this reporting period, Parks Canada undertook many initiatives to progress toward a culture of inclusion, increased workforce diversity, and enhanced policies and programs to support workplace equity.

In 2021–22, Parks Canada completed an Employment Systems Review of its human resources management policies, programs, and practices, and created a report on the findings. This report provides critical insights into barriers to employment, development, and promotion of members of the four designated employment equity groups: Indigenous peoples, visible minorities (including Black people and other people of colour), persons with disabilities, and women. To support the Government of Canada-wide priority of equity, diversity, and inclusion, this review also included input from Parks Canada employees in the 2SLGBTQIA+ community. Specific actions have been identified to address the under-representation of these designated employment equity groups, including targeted recruitment initiatives, improved self-identification tools, tailored development, and retention approaches, as well as promoting culture change within Parks Canada to create inclusive, positive, and safe workspaces.

#### Equity Champions Networks at Parks Canada

Parks Canada’s equity co-champion and employee networks, led by members of Parks Canada’s senior management team, provide a mechanism for ongoing dialogue with Parks Canada employees on issues of equity, diversity, and inclusion.

In 2021–22, Parks Canada’s Co-Champions for Indigenous Employees led a series of consultations with Indigenous employees to co-develop strategies to address issues raised in an internal survey for Indigenous Employees. Out of this work came a collaborative workplan that provides concrete strategies for improving Indigenous recruitment, providing better support for Indigenous peoples to improve Indigenous employee retention and development, and supporting cultural competency and awareness among all Parks Canada employees.

In 2021–22, Parks Canada completed consultations with employees with disabilities. The What We Heard Report summarizing these consultations highlights the lived experiences of employees with disabilities. It also identifies gaps in meeting the five objectives of the [Accessibility Strategy for the Public Service of Canada](#).<sup>xxx</sup> The results of the What We Heard Report and the employment systems review carried out this year serve as the roadmap for Parks Canada to eliminate barriers to inclusion, diversity, equity, and accessibility. The engagement of employees with disabilities in the development and implementation of Parks Canada’s strategy follows the spirit of “nothing about us without us,” one of the four guiding principles of the Accessibility Strategy for the Public Service of Canada.

The *Pay Equity Act*, which came into force in August 2021, requires that federal employers develop a pay equity plan within three years to ensure men and women doing work of equal value receive equal pay. In support of this work, in 2021–22, Parks Canada created a team dedicated to the development of Parks Canada’s pay equity plan and this team began the foundational work toward meeting the legislated deadline.

#### Optimizing a safe, healthy and respectful workplace

Parks Canada remains committed to building a safe and harassment-free work environment, supportive of workplace health, wellness, and the promotion of civility and respect. The COVID-19 pandemic continued to have an impact on Parks Canada in 2021–22 and required adaptability and resilience in the face of a difficult and evolving reality. At national historic sites, national parks, and national marine conservation areas across the country, Parks Canada team members continued to provide service directly to Canadians while others were required to perform their work remotely. In all of these cases, the health, safety, and wellness of all Parks Canada team members were of critical importance.

To support this work, Parks Canada continued to update and implement a renewed suite of procedures, guidance, and protocols in response to the COVID-19 pandemic. This included regular communications on a dedicated internal COVID-19 page to ensure managers and employees had timely and accurate information aligned with evolving reporting requirements and measures recommended by Health Canada, the Public Health Agency of Canada and the Treasury Board Secretariat. This dedicated space also included tools, resources, and services to help Parks Canada adapt to the challenges of working remotely, including information on performing ergonomic assessments virtually.

The importance of employee mental health, particularly important in such challenging times, remained an area of focus. This year, Parks Canada developed and launched a dedicated intranet page on wellness to support employees and their family members with the daily challenges associated with the impacts of COVID-19 on their psychological well-being. An area of focus was providing employees with mental health publications and activities throughout the year, including workshops offered to reduce and manage stress related to the pandemic, with 22 workshops delivered to approximately 700 employees in total.

With its operational mandate administering national historic sites, national parks, and national marine conservation areas across the country, Parks Canada employees are sometimes faced with challenging circumstances, including responding to natural disasters and to difficult interactions with visitors. To support employees in these situations, Parks Canada enhanced its serious incident reporting process to ensure that it included explicit references to available mental health services, the importance of timely post-event conversations, and the identification of potential psychological risk factors in response to serious incidents, injuries, and/or fatalities.

Parks Canada also implemented a new Workplace Harassment and Violence Prevention Policy, as required by Bill C-65, which amended the Canada Labour Code to centralize provisions related to preventing and reporting harassment and violence in federally-regulated workplaces. This new policy is supported by mandatory training for employees, supervisors, and managers, and for designated recipients and harassment and violence specialists, as well as guidelines, procedures, tools, and other resources on a central intranet page.

In 2021–22, Parks Canada contracted for the completion of a five-year review of its human resources management regime, as required under the *Parks Canada Agency Act*. Covering the period from 2015 to 2020, this review assessed whether Parks Canada's human resources regime is aligned with the values and operating principles that govern sound management of human resources, resulting in a report with a series of recommendations. Beginning in 2022–23, Parks Canada will develop and begin implementing an action plan to address these recommendations.

#### Ensuring accurate and timely compensation

Parks Canada remains committed to ensuring that team members are being paid correctly and on time via the Government of Canada's Phoenix pay system. To support this commitment, Parks Canada continued to collaborate with Public Services and Procurement Canada during this year. Internally, work on several corporate initiatives, such as the review of the timekeeping function, contributed to stabilizing pay administration, reducing the occurrence of pay issues, and improving the timeliness of their resolution, especially during Parks Canada's peak operating season from May to October.

## Information Management and Information Technology Services

Collaborating openly and digitally with partners and Canadians and enabling Parks Canada with a mobile workforce

In addition to supporting mobile and collaborative tools for virtual workplaces, in 2021–22 Parks Canada released a Mobile Law Enforcement application after the pilot and testing phases in 2019-20 and 2020–21. This "digital multitool" helps park wardens be more effective, efficient, and flexible, allowing them to complete paperwork from where they are in the field, rather than requiring they be at a desk in an office. This streamlined and integrated tool can scan images, take photos and audio notes, and securely send data to Parks Canada's Incident and Event Management System. It also interfaces with a mobile compliance reporting tool so other Parks Canada team members can refer incidents to park wardens for follow-up. This application helps Parks Canada provide efficient services while improving the safety of our employees and visitors.

### Connecting with Canadians using Open Data

Parks Canada supports the Government of Canada's priority for Open Data. In 2021–22, Parks Canada continued investments in Open Government to advance the development of an integrated Open Government implementation plan for natural resource conservation. To support research and knowledge-sharing, Parks Canada continues to maintain and make updates to natural resource conservation records, with approximately 88 datasets and eight maps added during the past year. Notable updates during this reporting period included an update to the human-wildlife coexistence incidents records, with a substantial addition of legacy incident records from several national parks, extending their availability back to 2010.

### Using technology to continuously improve

With national heritage places across the country, often in rural areas, maintaining network connectivity can be a challenge for some Parks Canada locations. This year, Parks Canada continued work to increase bandwidth at a variety of park and office sites to provide team members and visitors with an enhanced digital experience. Working with Shared Services Canada, Parks Canada upgraded network connectivity at 16 of its locations resulting in increased access to Government of Canada and Parks Canada software and collaboration tools for 970 staff members.

#### **Bringing Sable Island closer to the mainland**

Sable Island National Park Reserve, a windswept island of sand famous for its wild horses roaming freely, is one of Canada's furthest offshore islands, 175 kilometres off the coast of Nova Scotia and accessible only by air and sea. To say that it is difficult for Parks Canada employees to stay connected to the mainland here is an understatement, but a connection is important for both staff and visitor safety.

In 2021–22, Parks Canada experimented with Starlink, a company providing internet service via satellite, to provide internet service to this remote national park reserve. As a result of this initiative, Parks Canada team members located on Sable Island are now able to work more efficiently and communicate more reliably with the rest of Parks Canada, visitors, and emergency officials.

### Enabling a virtual work environment during the global pandemic

Parks Canada’s expansion of collaboration tools to support employee productivity continued with the release of the Microsoft Teams communications suite. Parks Canada team members now have modern and integrated email, chat, and video conferencing capabilities. This release has laid the foundation for the adoption of future collaboration tools—such as Microsoft’s SharePoint Online and OneDrive—to improve information management and seamless collaboration between distributed teams. Preparation began for the broader rollout of SharePoint with the implementation of a pilot and a migration to a more recent version of SharePoint.

As Parks Canada moves to a hybrid work environment, team members require different tools to ensure a smooth transition and continued operations while following COVID guidelines. One of the tools Parks Canada has implemented is an office space booking system that allows team members to book space that meets their needs before their arrival.

### **Management and Oversight Services**

#### Integrating business planning

To support robust, effective, and efficient program delivery to Canadians and support Government of Canada priorities, Parks Canada is implementing integrated business planning through a gradual, phased-in approach. In 2021–22, a national integrated business planning exercise was undertaken and plans were presented to senior management for consideration and comment. This work laid the groundwork for an expanded approach in 2023-24 that will further integrate business and financial planning and provide a framework for cascading priorities, focusing efforts on results and aligning resources to priorities to provide predictable resourcing to operating units.

#### Improving performance measurement

Parks Canada also made advances in performance measurement during 2021–22. Parks Canada’s Performance Measurement and Evaluation Committee approved the project plan presented by the Head of Performance Measurement to begin the renewal of Parks Canada’s Departmental Results Framework and to update its Program Inventory. Work on this project also began, with the goal of an updated Framework and Program Inventory to take effect on April 1, 2024.

In 2021–22, Parks Canada also updated the Performance Information Profiles for its five existing programs with GBA Plus data collection plans. All future Performance Information Profiles developed for new Programs will contain data collection plans, with the ability to monitor and report on the impacts of the program on diverse groups of people, where possible.

## **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).

### **Supporting long-term asset sustainability**

Approved in 2021, Parks Canada's first Real Property Portfolio Strategy supports its goals for the long-term sustainability of its assets, setting strategic goals for the portfolio, and integrating Government of Canada and Parks Canada priorities for protecting Canada's built cultural heritage, reducing Parks Canada's carbon footprint, increasing the accessibility and inclusiveness of assets and sites, and enhancing climate change resilience, while maintaining assets in a range of acceptable conditions. The strategy also responds to key recommendations from Treasury Board Secretariat's Horizontal Fixed Asset Review and will support a portfolio strategy approach to Parks Canada's long-term asset management plans.

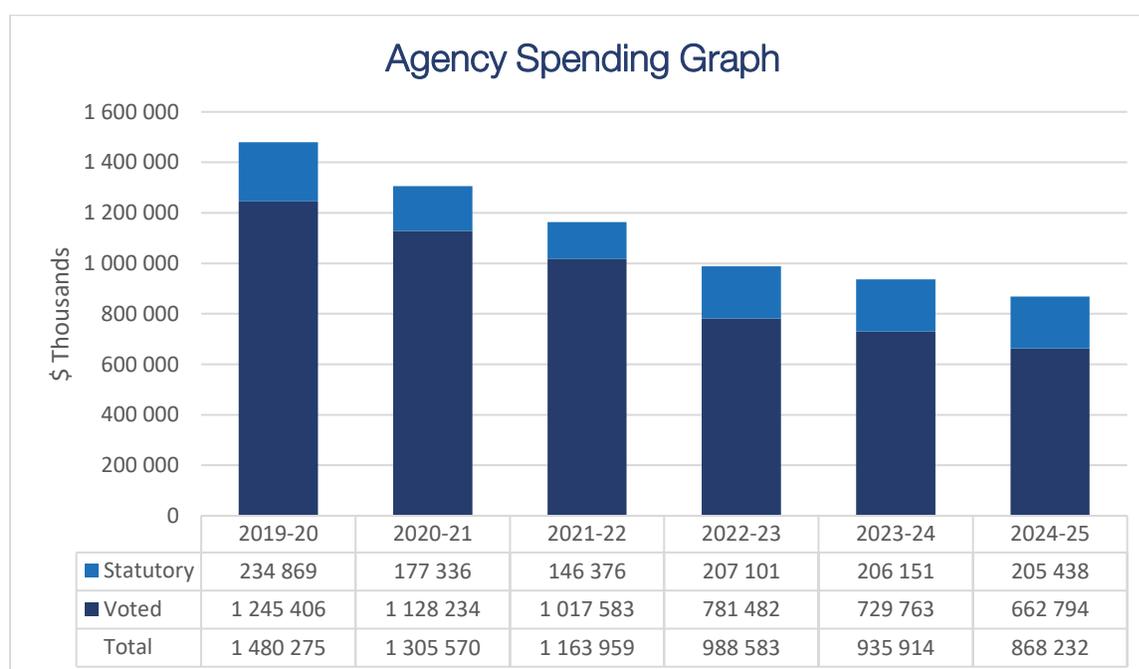
Parks Canada's asset management information system continues to be updated regularly with data on the number, condition, and cost of Parks Canada's assets, including its heritage properties. This data supports investment decisions and portfolio analysis, as well as requests for long-term, predictable asset funding.

## Spending and human resources

### Spending

#### Spending 2019–20 to 2024–25

The following graph presents planned (voted and statutory spending) over time. For the period from 2019-20 to 2021-22, spending represents expenditures as reported in the Public Accounts of Canada. For the period from 2022-23 to 2023-25, the planned spending reflects approved funding by Treasury Board to support Parks Canada’s Core Responsibility and Internal Services.



The significant decrease in planned spending in 2022–23 and the following years is primarily due to the ending of the time-limited infrastructure funding. This funding up to 2022–23 represents a total investment of approximately \$4.2 billion to support infrastructure work in Parks Canada places and to ensure safe, high-quality experiences for visitors by improving heritage, visitor, waterway, and highway assets located within national historic sites, national parks, and national marine conservation areas. Parks Canada continues its efforts to ensure the long-term financial sustainability of its asset portfolio.

#### Budgetary performance summary for core responsibility and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated to Parks Canada’s core responsibility and for internal services.

Core responsibility and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Protecting and presenting Canada's natural and cultural heritage	1,015,272,311	1,015,272,311	887,028,950	833,122,836	1,439,818,623	1,358,136,356	1,171,403,186	1,027,492,694
Internal services	113,836,418	113,836,418	101,554,355	102,791,435	143,016,782	122,138,301	134,166,731	136,466,001
<b>Total</b>	<b>1,129,108,729</b>	<b>1,129,108,729</b>	<b>988,583,305</b>	<b>935,914,271</b>	<b>1,582,835,405</b>	<b>1,480,274,657</b>	<b>1,305,569,917</b>	<b>1,163,958,695</b>

The planned spending of \$1,015.3 million represents Parks Canada's 2021–22 Main Estimates and reflects approved funding by Treasury Board to support its programs. The actual spending of \$1,027.5 million reflects Parks Canada's expenditures as reported in the 2021–22 Public Accounts.

The increase in authorities available for use over the 2021–22 Main Estimates is primarily due to unspent funds from 2020–21 that were transferred to 2021–22 and the additional appropriations (funding) received after the planning exercise. This additional funding was mainly related to the Youth Employment and Skills Strategy, Enhanced Nature Legacy, Wildfire, Wood Bison, Wood Buffalo National Park World Heritage Site Action Plan, Canada's new marine conservation targets as well as Wrecks of *HMS Erebus* and *HMS Terror* National Historic Site.

Actual spending was \$12.2M (or 1.2%) higher than planned spending primarily due to additional funding mentioned above offset by funding that is moved to future years, mainly for the Budget 2019 measure Supporting Capital Assets in Parks Canada's places as well as funding for the establishment and expansion of National Parks, National Marine Conservation Areas and National Historic Sites.

The significant decrease in planned spending in 2022–23 and 2023–24 is primarily due to the ending of the time-limited infrastructure funding. This funding up to 2022–23 represents a total investment of approximately \$4.2 billion to support infrastructure work in Parks Canada places and to ensure safe, high-quality experiences for visitors by improving heritage, visitor, waterway, and highway assets located within national historic sites, national parks, and national marine conservation areas. Parks Canada continues its efforts to ensure the long-term financial sustainability of its asset portfolio.

Planned results information for 2021–22 is provided in [Parks Canada's Future-Oriented Statement of Operations and Notes 2021–22](#).<sup>xxxix</sup>

## Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to Parks Canada’s core responsibility and to internal services.

### Human resources summary for core responsibility and internal services

Core responsibility and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Protecting and presenting Canada’s natural and cultural heritage	4,656	4,417	4,378	4,833	4,190	3,985
Internal services	935	762	915	1,023	743	716
<b>Total</b>	<b>5,591</b>	<b>5,179</b>	<b>5,293</b>	<b>5,856</b>	<b>4,933</b>	<b>4,701</b>

Parks Canada’s planned full-time equivalents (FTEs) reflect approved funding by the Treasury Board to support Parks Canada's programs. In 2021–22, Parks Canada had 5,856 FTEs, which is 563 FTEs or 10.6% higher than planned. The variance in FTEs is primarily due to additional employees hired upon additional funds received for the Youth Employment and Skills Strategy, additional funding carried over from the previous fiscal year, and new appropriations received after the planning exercise, as well as internal reallocation.

The decrease in planned FTEs in 2022–23 is primarily due to the ending of the time-limited infrastructure funding.

## Expenditures by vote

For information on Parks Canada’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#).<sup>xxxix</sup>

## Government of Canada spending and activities

Information on the alignment of Parks Canada’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).<sup>xxxix</sup>

## Financial statements and financial statements highlights

### Financial statements

Parks Canada's financial statements (unaudited) for the year ended March 31, 2022, are available on [Parks Canada's website](#).<sup>xxxiv</sup>

### Financial statement highlights

#### Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	976,517,000	1,131,044,000	1,052,090,000	154,527,000	78,954,000
Total revenues	150,000,000	155,627,000	105,653,000	5,627,000	49,974,000
<b>Net cost of operations before government funding and transfers</b>	<b>826,517,000</b>	<b>975,417,000</b>	<b>946,437,000</b>	<b>148,900,000</b>	<b>28,980,000</b>

### Expenses

Actual expenses were \$154.5 million higher than planned, primarily due to the additional funding received after the planning exercise was completed, including those related to the Youth Employment and Skills Strategy, additional funding received through the Government of Canada's Enhanced Nature Legacy initiative to support the conservation of Canada's lands and freshwater, the protection of species, the advancement of Indigenous reconciliation, increased access to nature, and wildfire and flood resilience.

Actual year-over-year expenses increased by \$79.0 million over planned expenses, primarily due to the easing of COVID-19 restrictions and the resumption of pre-COVID-19 levels of operations, which increased of operational expenses. Furthermore, there was an increase in transfer payments for the Youth Employment and Skills Strategy, Enhanced Nature Legacy initiative, Tallurutiup Imanga National Marine Conservation Area Inuit Impact and Benefit Agreement, and funding to UNESCO to support the protection of at-risk cultural and heritage sites, including those in Ukraine.

### Revenues

Actual revenues were \$5.6 million higher than planned, primarily due to the easing of COVID restrictions and the increased interest in travel and outdoor activities, leading to higher revenue than anticipated.

Revenues in 2021–22 increased by \$50.0 million over 2020–21, primarily due to the easing of COVID-19 pandemic restrictions and the positive impacts it had on increased visitation. In addition, 2020–21 revenues were impacted by the suspension and availability of visitor services at all national historic sites and national parks from March 19 to June 1, 2020 in response to the COVID-19 pandemic, resulting in lower visitation and lower revenue.

### Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	305,018,000	318,511,000	(13,493,000)
Total net financial asset	177,433,000	191,104,000	(13,671,000)
<b>Departmental net debt</b>	<b>127,585,000</b>	<b>127,407,000</b>	<b>178,000</b>
Total non-financial assets	4,747,165,000	4,691,665,000	55,500,000
<b>Departmental net financial position</b>	<b>4,619,580,000</b>	<b>4,564,258,000</b>	<b>55,322,000</b>

The net debt is calculated as the difference between total liabilities and total net financial assets. It represents liabilities for which Parks Canada will require future appropriations. Parks Canada's net debt increased by \$0.2 million, which resulted from the following factors:

- A decrease in accounts payable and accrued liabilities due to the ratification of the collective agreement in 2020–21; and,
- An increase in deferred revenue due to Parks Canada's camping reservation system opening on January 1st in 2022 (instead of April 1st as it did in 2021). This earlier opening meant that revenue for reservations for dates in the 2022–23 fiscal year was received in 2021–22.

High interest in the reopening of Whistlers, the largest campground in Jasper National Park and the increased demand for outdoor activities and travel when COVID-19 pandemic restrictions were eased also contributed to the increased deferred revenue caused by the earlier reservation system opening date.

The net financial position is calculated as the difference between net debt and total non-financial assets and consists mainly of tangible capital assets, such as roads and bridges, equipment, land, and buildings. The increase of \$55.3 million over 2020–21 is largely due to the acquisition of tangible capital assets to support infrastructure work in Parks Canada places and to ensure safe, high-quality experiences for visitors by improving heritage, visitor, waterway, and highway assets located within national historic sites, national parks, and national marine conservation.

The 2021–22 planned results information is provided in Parks Canada's [Future-Oriented Statement of Operations and Notes 2021–22](#).<sup>xxxv</sup>

## Corporate information

### Organizational profile

**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\*](#)<sup>xxxvi</sup>
- [\*Canada National Parks Act\*](#)<sup>xxxvii</sup>
- [\*Rouge National Urban Park Act\*](#)<sup>xxxviii</sup>
- [\*Historic Sites and Monuments Act\*](#)<sup>xxxix</sup>
- [\*Canada National Marine Conservation Areas Act\*](#)<sup>xl</sup>
- [\*Saguenay-St. Lawrence Marine Park Act\*](#)<sup>xli</sup>
- [\*Historic Canal Regulations\*](#)<sup>xlii</sup> pursuant to the [\*Department of Transport Act\*](#)<sup>xliii</sup>
- [\*Heritage Railway Stations Protection Act\*](#)<sup>xliv</sup>
- [\*Heritage Lighthouse Protection Act\*](#)<sup>xlv</sup>
- [\*Species at Risk Act\*](#)<sup>xlvi</sup>

**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](#).<sup>xlvii</sup>

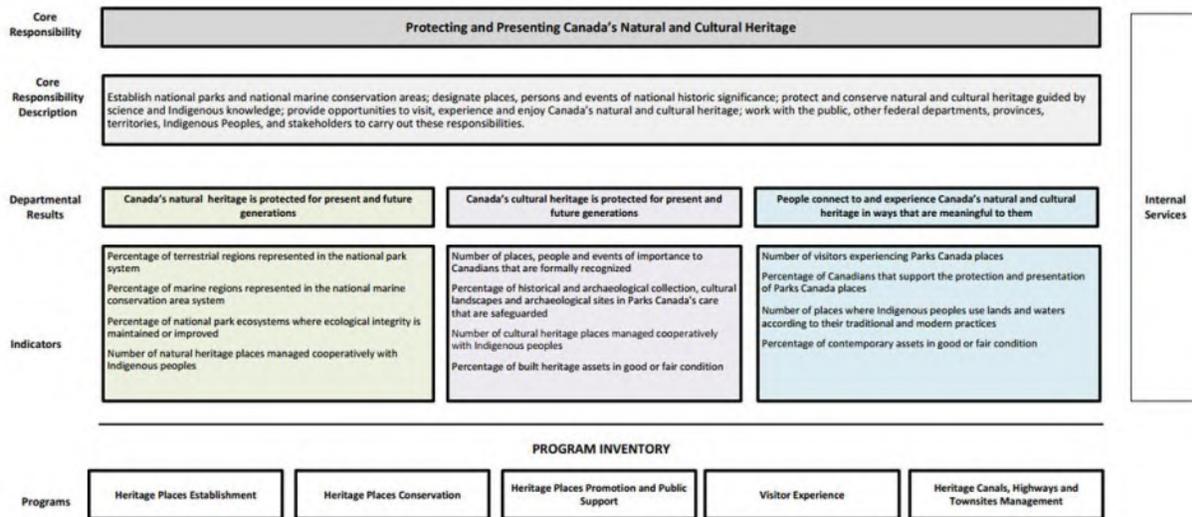
For more information on the department's organizational mandate letter commitments, see the [Minister's mandate letter](#).<sup>xlviii</sup>

### Operating context

Information on the operating context is available on [Parks Canada's website](#).<sup>xlix</sup>

## Reporting framework

Parks Canada’s Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.



## Supporting information on the program inventory

Financial, human resources and performance information for Parks Canada’s Program Inventory is available in [GC InfoBase](#).<sup>1</sup>

## Supplementary information tables

The following supplementary information tables are available on [Parks Canada’s website](#):<sup>li</sup>

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ Response to parliamentary committees and external audits

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>lii</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## Organizational contact information

### **Parks Canada National Office**

30 Victoria Street  
Gatineau, Quebec  
Canada  
J8X 0B3

### **General Inquiries**

888-773-8888

### **General Inquiries (International)**

819-420-9486

### **Teletypewriter (TTY)**

866-787-6221

**Website:** <https://www.parkscanada.gc.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 report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

### **departmental priority** (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

### **departmental result** (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. 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 quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

### **Departmental Results Report** (*rapport sur les résultats ministériels*)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **experimentation** (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

**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; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**government-wide priorities** (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

**horizontal initiative** (*initiative horizontale*)

An initiative where 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.

**performance indicator** (*indicateur de rendement*)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting** (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**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 to the expected result.

**planned spending** (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department and focus on a specific set of outputs, outcomes or service levels.

**program inventory** (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (*résultat*)

A 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.

## Endnotes

- i National Parks System Plan, <https://www.pc.gc.ca/en/pn-np/plan>
- ii National Marine Conservation Area System, <https://www.pc.gc.ca/en/amnc-nmca/plan>
- iii Species at Risk Public Registry: Action Plans, <https://www.canada.ca/en/environment-climate-change/services/species-risk-public-registry/action-plans.html>
- iv Parks Canada Agency Departmental Sustainable Development Strategy 2020 to 2023 , <https://www.pc.gc.ca/en/agence-agency/bib-lib/plans/docs2i/durable-sustainable-2020-2023>
- v Species at Risk Public Registry: Document Search, <https://species-registry.canada.ca/index-en.html#/documents?sortBy=documentTypeSort&sortDirection=asc&pageSize=10&keywords=Parcs%20Canada>
- vi State of Canada's Natural and Cultural Heritage Places 2021, <https://www.pc.gc.ca/en/docs/pc/rpts/elnhc-scnhp/2021>
- vii National Program for Ecological Corridors, <https://www.pc.gc.ca/en/nature/science/conservation/corridors-ecologiques-ecological-corridors>
- viii Parks Canada Agency Departmental Sustainable Development Strategy 2020 to 2023 , <https://www.pc.gc.ca/en/agence-agency/bib-lib/plans/docs2i/durable-sustainable-2020-2023>
- ix Framework for History and Commemoration: The National Historic Sites System Plan, <https://www.pc.gc.ca/en/lhn-nhs/plan/cadre-framework>
- x Truth and Reconciliation Commission's Calls to Action 79 to 83: Commemoration, <https://www.rcaanc-cirnac.gc.ca/eng/1524505403680/1557513866487>
- xi National cost-sharing program for heritage places, <https://www.pc.gc.ca/en/culture/clmhc-hsmbc/ppf-csp>
- xii 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>
- xiii Bill C-23 (*Historic Places of Canada Act*), <https://www.parl.ca/legisinfo/en/bill/44-1/c-23#:~:text=Bill%20C%2D23%20enacts%20the,value%20of%20the%20designated%20places.>
- xiv National Urban Parks, <https://www.pc.gc.ca/en/pun-nup>
- xv Experience Diversity, Inclusion and Endless Exploration At Mini Mondo, <https://www.clc-sic.ca/newsroom/experience-diversity-inclusion-and-endless-exploration-mini-mondo>
- xvi *Framework for History and Commemoration*, <https://www.pc.gc.ca/en/lhn-nhs/plan/cadre-framework>
- xvii United Nations Department of Economic and Social Affairs – Sustainable Development, <https://sdgs.un.org/goals>
- xviii Passes, permits and fees - Free admission for youth 17 and under, <https://www.pc.gc.ca/en/voyage-travel/admission/jeunes-youth>
- xix Science and conservation - #NatureForAll, <https://www.pc.gc.ca/en/nature/science/impliquez-involved/nature-pour-tous-nature-for-all>,
- xx Natural Urban Parks Program, <https://www.pc.gc.ca/en/pun-nup>
- xxi Departmental Sustainable Development Strategy Report, 2021-2022, <https://www.pc.gc.ca/en/agence-agency/bib-lib/plans/docs2i/durable-sustainable-2020-2023/rapport-2021-2022-report>
- xxii State of Canada's Natural and Cultural Heritage Places, <https://www.pc.gc.ca/en/docs/pc/rpts/elnhc-scnhp/2021>
- xxiii Species at Risk Act Annual Report, <https://species-registry.canada.ca/index-en.html#/documents/1090>
- xxiv Departmental Sustainable Development Strategy Report, 2021-2022, <https://www.pc.gc.ca/en/agence-agency/bib-lib/plans/docs2i/durable-sustainable-2020-2023/rapport-2021-2022-report>

- xxv Parks Canada Reservation Service, <https://reservation.pc.gc.ca/Home.aspx?gccf=true>
- xxvi Fundy National Park: Backcountry with Bats, <https://www.pc.gc.ca/en/pn-np/nb/fundy/nature/conservation/chauvessouris-camping-bats>
- xxvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxx Accessibility Strategy for the Public Service of Canada, <https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/accessibility-public-service/accessibility-strategy-public-service-toc.html>.
- xxxi Future-Oriented Statement of Operations and Notes 2021–22, <https://www.pc.gc.ca/en/agence-agency/dp-pd/ef-fs/2021-2022-prospectif-future>
- xxxii Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xxxiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxiv Financial Statements, <https://www.pc.gc.ca/en/agence-agency/dp-pd/ef-fs/2021-2022dpr>
- xxxv Future-Oriented Statement of Operations and Notes 2021–22, <https://www.pc.gc.ca/en/agence-agency/dp-pd/ef-fs/2021-2022-prospectif-future>
- xxxvi *Parks Canada Agency Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-0.4/>
- xxxvii *Canada National Parks Act*, <https://laws-lois.justice.gc.ca/eng/acts/N-14.01/>
- xxxviii *Rouge National Urban Park Act*, [https://laws-lois.justice.gc.ca/eng/annualstatutes/2015\\_10/page-1.html](https://laws-lois.justice.gc.ca/eng/annualstatutes/2015_10/page-1.html)
- xxxix *Historic Sites and Monuments Act*, <https://laws-lois.justice.gc.ca/eng/acts/H-4/>
- xl *Canada National Marine Conservation Areas Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-7.3/index.html>
- xli *Saguenay-St. Lawrence Marine Park Act*, <https://laws-lois.justice.gc.ca/eng/acts/S-1.3/index.html>
- xlii *Historic Canal Regulations*, <https://laws.justice.gc.ca/eng/regulations/SOR-93-220/index.html>
- xliii *Department of Transport Act*, <https://laws-lois.justice.gc.ca/eng/acts/T-18/>
- xliv *Heritage Railway Stations Protection Act*, <https://laws-lois.justice.gc.ca/eng/acts/H-3.5/>
- xlv *Heritage Lighthouse Protection Act*, <https://laws-lois.justice.gc.ca/eng/acts/H-3.4/>
- xlvi *Species at Risk Act*, <https://laws-lois.justice.gc.ca/eng/acts/S-15.3/>
- xlvii Supplementary Information, <https://www.pc.gc.ca/en/docs/pc/rpts/rmr-dpr/03312022/03312022-tab>
- xlviii Mandate Letters, <http://pm.gc.ca/eng/mandate-letters>
- xliv Operating Context, <https://www.pc.gc.ca/en/docs/pc/rpts/rmr-dpr/03312022/03312022-tab>
- l GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- li Supplementary Information, <https://www.pc.gc.ca/en/docs/pc/rpts/rmr-dpr/03312022/03312022-tab>
- lii Report on Federal Tax Expenditures, <https://www.canada.ca/en/departmentfinance/services/publications/federal-tax-expenditures.html>