

Strategic Framework

December 2010





Further information is available at
www.parks-parcs.ca

Global Treasures – Global Responsibilities

As the second largest country in the world, Canada possesses rich and diverse natural resources, both on land and at sea. Canada's vast Arctic is a global treasure. This 3.5 million km² area represents 25% of the world's remaining original forests, making it one of the largest intact ecosystems on the planet. It provides breeding grounds for more than 26 million ducks and waterfowl, as well as more than 30% of the North American bird population. Significant populations of caribou, wolves, and bears inhabit the boreal. Canada has the longest coastline of any country in the world. Reflecting a broad diversity of marine ecosystems and species, our oceans teem with life. Canada also has access to 20% of the world's freshwater resources.

As one of the few countries in the world able to maintain large, relatively unfragmented ecosystems containing functioning natural processes, Canada has a global responsibility to protect and conserve these exceptional places. National, provincial and territorial parks and protected areas are the fundamental means of doing this.

At the same time, protected areas play an important role in our more fragmented southern and coastal landscapes by acting as core areas where biodiversity is concentrated, complemented by a range of other conservation and stewardship tools.

There are well over 100,000 protected areas in the world. Together they cover one-eighth of the land mass of the earth, an area equivalent to China and India put together. They represent the most important investment that humanity has made in the protection of nature. And they are also vital to human well-being and to our future. As the world faces environmental change at a speed and on a scale not previously experienced in human history, these places provide us with some degree of stability and security.

They act as places of refuge for our biological resources, in some cases, even as last resorts for saving them from extinction. They serve as reservoirs of resources and as laboratories for science and research, to establish baselines and to understand the behaviour of natural ecosystems. And they serve as sources of inspiration for what people and nature can really achieve by supporting and nurturing each other, in some cases by maintaining a separateness between them.

*Asbok Khosla, IUCN President
50 Years of Working on Protected Areas
IUCN, 2010*



The World Commission on Protected Areas (WCPA) of the International Union for Conservation of Nature (IUCN) defines a protected area as "A clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values."

References to "parks and protected areas" throughout this document refer to national, provincial and territorial parks and other areas designated for the conservation of nature under federal, provincial and territorial law including national wildlife areas, migratory bird sanctuaries, national marine conservation areas, RAMSAR sites, ecological reserves, wilderness areas, wildlife and forest reserves.

Parks and protected areas have significant personal, societal and commercial value. They provide important ecological services, supplying clean air and water, sequestering carbon and protecting key habitat for species-at-risk. They can play a vital role in buffering the effects of climate changes. They can increase ecological resilience, provide protection against the physical impacts of extreme weather and help species and communities adapt to changing conditions thereby preserving natural capital - fully functioning and productive forest, grassland, tundra and ocean ecosystems.

Parks are one of the most widely recognized forms of conservation in Canada and globally. They support tourism, provide sustainable employment and generate economic activity, often in rural and remote areas of Canada. Education and visitor experience programs, associated with park systems, communicate environmental messages and demonstrate conservation and stewardship, providing a foundation for nurturing a conservation ethic within society, now and into the future. Parks contribute to our health and well-being, providing opportunities for outdoor recreational experiences and supporting active and healthy lifestyles.

Canada's parks and protected areas celebrate the beauty of our country and contribute to our sense of identity and place. The unparalleled opportunities that they offer to enjoy, learn about and experience the wonders of the natural world attract visitors from both Canada and the rest of the world.



Federal, Provincial and Territorial Governments Working Together

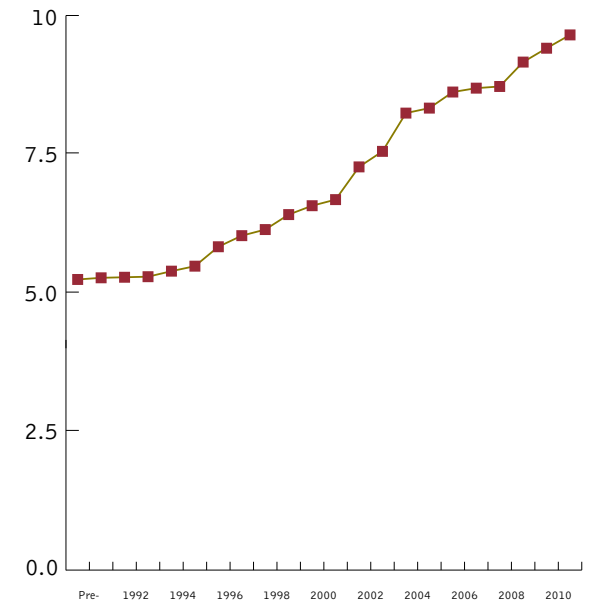
In Canada, nature conservation is a shared responsibility. Federal, provincial and territorial governments have made significant strides, in establishing and managing parks and protected areas, in collaboration with aboriginal governments, environmental non-governmental organizations and local communities. Land trusts and conservancies, in many jurisdictions, are enabling conservation of private lands.

Since 1962, federal, provincial and territorial governments have collaborated through the Canadian Parks Council to promote excellence in parks and protected areas management, to advance park and protected areas values and interests and to encourage cooperation and mutual support among member agencies.

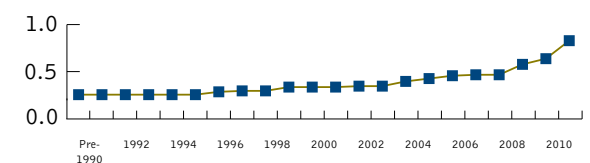
As of 2010, Canada's terrestrial protected areas comprised 97,581,602 ha or 9.65% of its land while marine protected areas comprised 0.83% of Canada's marine territory. Overall protected areas have grown by more than 80% since 1990, as governments have worked to achieve protected areas goals. Canada's park and protected areas agencies collaborate with Environment Canada and the Canadian Council on Ecological Areas to maintain an up to date inventory of parks and protected areas in the Conservation Areas Reporting and Tracking System (CARTS). Individuals, organizations and businesses across the country use this information. CARTS data are used to generate one of four Canadian Environmental Sustainability Indicators (CESI) and are also used to provide regular updates to the World Database on Protected Areas.

Federal, provincial and territorial park organizations also contribute to the work of the Oceans Task Group, the Biodiversity Steering Group and other inter-agency coordinating committees on wildlife, species-at-risk and habitat management issues.

Percent of land area protected



Percent of marine territory protected

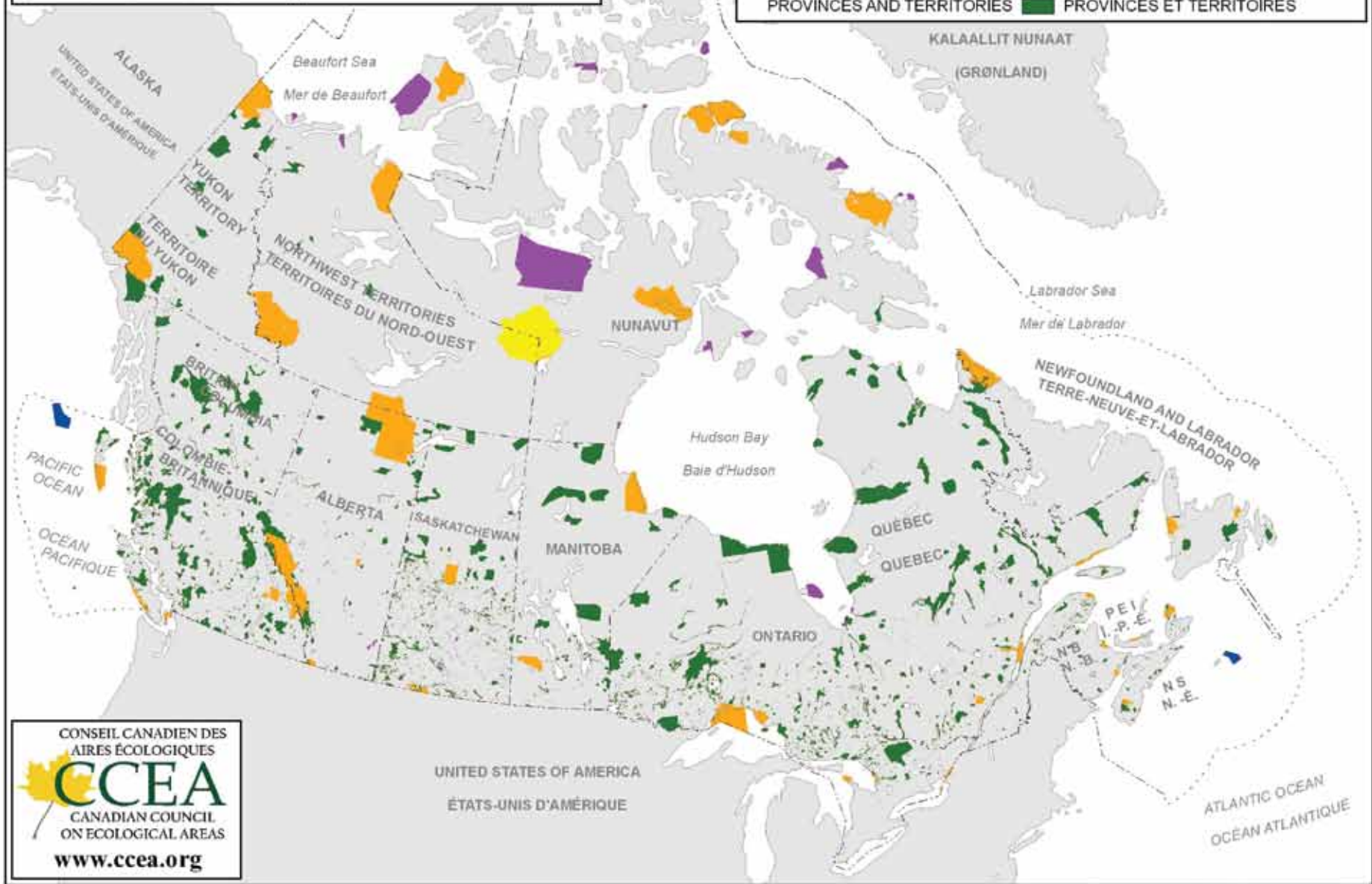


CANADA'S PROTECTED AREAS NETWORK RÉSEAU DES AIRES PROTÉGÉES DU CANADA

Source / Source
Conservation Areas Reporting and Tracking System (CARTS) - July 30 2010
Système de rapport et de suivi pour les aires de conservation (SRSA) - juillet 30 2010



LEGEND	LÉGENDE
PARKS CANADA AGENCY	AGENCE DE PARCS CANADA
ENVIRONMENT CANADA	ENVIRONNEMENT CANADA
FISHERIES AND OCEANS CANADA	PÊCHES ET OCÉANS CANADA
INDIAN AND NORTHERN AFFAIRS CANADA	MINISTÈRE DES AFFAIRES INDIENNES ET DU NORD CANADIEN
PROVINCES AND TERRITORIES	PROVINCES ET TERRITOIRES



CONSEIL CANADIEN DES AIRES ÉCOLOGIQUES
CCEA
CANADIAN COUNCIL ON ECOLOGICAL AREAS
www.ccea.org

Source: Conservation Areas Reporting and Tracking System (CARTS), the authoritative data base of Canada's Terrestrial and Marine Protected Areas (July 30, 2010)
Current CARTS reports and google earth KML can be found at http://www.ccea.org/en_carts.html

Mission

The Canadian Parks Council exists to provide a Canada-wide forum for information sharing and collaborative action on parks and protected areas among federal, provincial and territorial governments that:

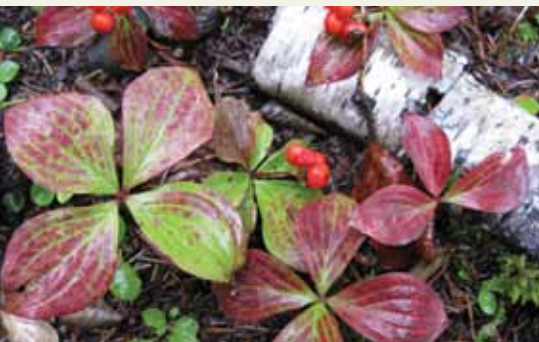
- promotes excellence in parks and protected areas establishment, planning and management;
- advances parks and protected areas values and interests; and
- facilitates co-operation between member agencies on matters of shared responsibility and concern.

Forum for information sharing and collective action

Ministers responsible for parks meet periodically to provide overall direction to Deputy Ministers and the Council. The Council meets face-to-face, once per year (usually in conjunction with the Canadian Heritage Rivers Board) and periodically by teleconference. An Executive Committee oversees the Council's activities and convenes monthly, by teleconference.

The secretariat that administers the operation of the council and helps to advance its work, is funded by an administrative levy approved by the member jurisdictions. Project levies are collected to fund some initiatives, while other activities, such as the Park System Leadership Course are managed on a cost-recovery basis.

The Council is a working council. Staff of member jurisdictions chair and participate on working groups and project teams that undertake research, prepare reports and coordinate initiatives.





Canada's involvement in various international conventions, programs and organizations, such as:

- The International Union for the Conservation of Nature (IUCN) and its World Commission on Protected Areas (WCPA);
- the Convention on Biological Diversity (CBD) and its Program of Work on Protected Areas; and
- United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage Convention and Biosphere Reserves Program

is facilitated by the Council. Federal lead agencies are provided with ready access to information and advice when preparing national reports and developing Canadian positions.

The CPC contributes to national and international reporting and, in particular, works with Environment Canada and the Canadian Council on Ecological Areas to provide up-to-date data to the Conservation Areas Reporting and Tracking System (CARTS).

The CPC liaises with government bodies, non-governmental organizations (NGO's) and academics with an interest in aspects of parks and protected areas, such as tourism, recreation, conservation, environmental education, land-use planning and rural and northern economic development. For more than 15 years Canada's park agencies have maintained an MOU with the National Association of State Park Directors that enables participation in surveys, provides access to training, promotes the sharing of research and exchange of best practices and provides associate membership and the ability to attend each other's annual meetings.

Shared Interests

The Canadian Parks Council's strategic priorities are based on the shared interests of its member organizations. While not of equal priority to each jurisdiction, these shared interests are:

■ Stewardship

Conserving, restoring and enhancing ecological and cultural resources and maintaining biological diversity in representative, significant and formally protected areas of land and water.

■ Engagement

Ensuring that parks are welcoming and inclusive places, that they continue to have a place in the hearts and minds of all Canadians, that the personal and societal benefits of parks are well understood and that there is broad-based support for and commitment to them.

■ Sustainable Use

Encouraging public use, consistent with the protection of natural and cultural resources, while optimizing the long-term economic, environmental, social and cultural benefits of parks and protected areas.

■ Effective Management

Establishing, planning, managing and operating parks and protected areas, efficiently and effectively.



Stewardship

Strategic Direction: Stewardship



Council members share a high-priority commitment to maintaining ecological integrity in parks and protected areas in order to conserve biodiversity and natural capital. Among the many threats to ecosystem health are habitat fragmentation, invasive alien and hyperabundant species, the effects of air and water pollution and activities on adjacent lands. Park agencies are increasingly taking steps to monitor, restore and enhance degraded ecosystems. Parks and protected areas have an important role to play in monitoring, mitigating and adapting to climate changes and other threats.

The conservation activities of member jurisdictions generally include completing parks and protected areas systems (including, for some jurisdictions, marine protected areas); conserving, restoring and enhancing ecological and associated cultural resources within parks and protected areas; and furthering the integration of protected areas values in land use planning.

The Council will advance the conservation efforts of member agencies by:

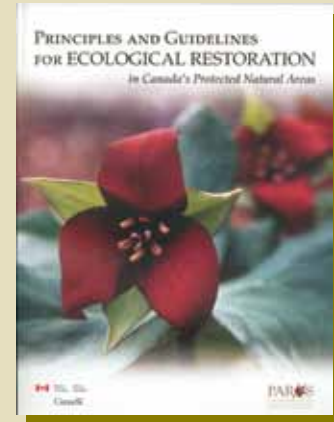
- fostering networking and the exchange of information and best practices;
- facilitating joint research;
- encouraging ecological connectivity between parks and adjacent lands, including transboundary areas, and advancing the principles and practices of integrated land use planning to meet conservation and socio-economic goals within a larger ecosystem context; and
- maintaining connections with national stakeholders and relevant interest groups (e.g. Canadian Biosphere Reserve Association, Canadian Council on Ecological Areas, Society for Ecological Restoration International, etc.).

Selected Accomplishments

- Principles and Guidelines for Ecological Restoration (2008)
- Protected Areas in the Broader Landscape — Case Studies (2004)

The CPC facilitated input by federal, provincial and territorial park agencies to:

- Fourth National Report to the Convention on Biological Diversity Protected Areas Annex (2009)
- Ecosystem Status and Trends Report (2009)
- Canadian Protected Areas Status Report 2000 – 2005 (2006)



Developed by a multidisciplinary group of Canadian and international experts and endorsed by parks ministers, in 2007, this document sets out principles for ecological restoration that are ecologically effective, methodologically efficient and socially and culturally engaging. This approach enables parks and protected areas to safeguard ecological integrity while providing opportunities for people to connect with these special places.

The IUCN/WCPA is developing Principles and Guidelines for Ecological Restoration of protected areas based on the Canadian approach.

www.parks-parcs.ca/english/cpc/principles/php





Ensuring that parks are welcoming and inclusive places and that they continue to have a place in the hearts and minds of Canadians, is a key priority for CPC members. Canada's population is shifting, more of us live in cities, more of us are recent immigrants, we are aging, we are tending to be less active, fewer of us are participating in outdoor recreation and significant numbers of us have disabilities. Park agencies are reaching out in an effort to understand the needs and expectations of both visitors and non-visitors to ensure that programs, services and facilities are accessible and relevant. Through interpretation and education programs, and personal exploration, Canadians are being provided meaningful opportunities to appreciate and understand the natural and cultural heritage values and the personal and societal benefits of parks and protected areas.

First Nations, Inuit and Métis have specific interests in parks and protected areas and park organizations have increasingly found common ground with aboriginal people in order to create and cooperatively manage these places.

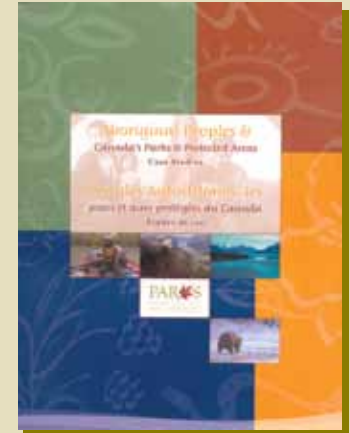
The CPC will further park agency efforts to engage Canadians in the work of establishing, managing and operating parks and protected areas by:

- facilitating joint research and initiatives designed to create a culture of inclusion and accessibility within park organizations;
- advancing understanding of the ecological, social, economic and personal benefits of parks and protected areas;
- promoting public awareness and understanding of Canada's provincial, territorial and national parks and the natural and cultural heritage they protect; and
- working with aboriginal peoples in support of parks and protected areas establishment, planning and management activities.

Selected Accomplishments

- Report on Best Practices in Youth Engagement (2009)
- Aboriginal Peoples and Canada's Parks and Protected Areas: Case Studies (2008)
- Forum: First Nations People and Parks, Haines Junction Yukon (2008)
- Report on the Economic Impact of Canada's National, Provincial and Territorial Parks (2005)
- Total Benefits Framework and Valuation Pilot Projects (2002)

Aboriginal Peoples and Canada's Parks and Protected Areas: Case Studies



This compendium of 25 case studies, endorsed by Canada's parks ministers in 2008, profiles innovative collaborations between aboriginal people, communities and governments and park organizations in diverse aspects of park and protected areas establishment, planning, management and operations.

These case studies are being used to inform dialogues, between park agencies and aboriginal people, aimed at furthering joint efforts to conserve natural and cultural heritage and share in the environmental, social, cultural, educational and economic benefits of parks and protected areas.

<http://www.parks-parcs.ca/english/cpc/aboriginal.php>



Sustainable Use

Strategic Direction: Sustainable Use

Sustainable Tourism

“Sustainable tourism actively fosters appreciation and stewardship of the natural, cultural and historic resources and special places by local residents, the tourism industry, governments and visitors. It is tourism which is viable over the long term because it results in a net benefit for the social, economic, natural and cultural environments of the area in which it takes place.”

Source: Sustainable Tourism Accord, Parks Canada Agency and the Tourism Industry Association of Canada.

Many of Canada’s parks and protected areas are iconic places, central to our identity and epitomizing Canada in the eyes of visitors. They are a very significant resource around which much of Canada’s outdoor tourism and recreation activity is based. Park-related tourism is of local, regional and national importance.

While there is interest in optimizing economic benefits from parks-related tourism, park agencies and stakeholders recognize that park-related tourism must be advanced in a sustainable manner; that supports conservation of natural and cultural resources and enhances social welfare and economic prosperity.

The Council will support sustainable parks and protected areas-related tourism by:

- enhancing understanding of the challenges and opportunities faced by national, provincial and territorial park agencies with respect to offering appropriate outdoor recreation opportunities and developing facilities and services in parks;
- identifying and sharing sustainable tourism best-practices and case studies; and strengthening relationships with key tourism groups such as the Canadian Tourism Commission (CTC), the Tourism Industry Association of Canada (TIAC) Aboriginal Tourism Canada, Leave No Trace Canada, the Canadian Ecotourism Society and others, to enhance the sustainability of parks-related tourism in Canada.



Selected Accomplishments

- Healthy by Nature discussion paper and national message framework highlighting the contributions of parks and protected areas to physical and mental well-being, vibrant communities and a healthy environment (2007)
- Report on the Status of Park Infrastructure – Tourism Industry Association of Canada (TIAC) Tourism Infrastructure Forum (2003)
- Best Practices in Natural Heritage Collaborations: Parks and Outdoor Tourism Operators (report developed in collaboration with Canadian Tourism Commission's Outdoor Tourism Product Innovation and Enhancement Committee) (2000)



Parks have an essential role to play in preserving, maintaining and promoting population health as well as a healthy environment.

Encouraging Canadians to spend more time engaging in healthful outdoor pursuits in parks will support improved physical and emotional well-being while providing opportunities for them to better understand the important connections between healthy ecosystems, healthy people and a cohesive, vibrant and healthy society.

Park agencies throughout Canada have a tremendous opportunity – individually and collectively – to reposition parks in the hearts and minds of Canadians.

- Parks for your health
- Parks for your family
- Parks for your soul
- Parks for your community
- Parks for the environment

www.parks-parcs.ca/english/cpc/healthy.php



Effective Management

Strategic Direction: Effective Management



The dramatic expansion of parks and protected areas systems, heightened public expectations and the fiscal challenges being faced by governments require parks and protected areas agencies to make continuous improvement in the efficient and effective use of resources.

The Council supports and facilitates efficient and effective establishment, planning, management and operation of parks and protected areas by its member jurisdictions in a number of ways.

- Exchanging information about parks and protected areas management with a particular focus on such things as:
 - legislation and policy;
 - governance models and accountability;
 - fees and revenue development;
 - environmental stewardship principles and practices;
 - visitor management and outdoor recreation activities;
 - infrastructure design and renewal;
 - heritage interpretation, education and outreach;
 - communications and marketing;
 - social, demographic and cultural trends; and
 - staff development and succession planning.
- Promoting contemporary conservation and social science theory and practice in parks and protected areas management by:
 - undertaking research and sharing the research of others;
 - documenting and sharing best practices; and
 - hosting workshops, meetings and conferences.
- Investing in the next generation of park system leaders by:
 - coordinating the annual Parks System Leadership Course;
 - encouraging inter-agency access to training and development opportunities; and
 - recognizing excellence through a program of annual merit awards.

Selected Accomplishments

- Review of CPC Awards program categories, criteria and selection process (2009)
- Delivery of Park System Leadership Course, yearly, since 2005
- Needs analysis, review and design of Park System Leadership Course (2004)

Park System Leadership Course



First offered in 2005, the Park System Leadership Course builds on a long-standing commitment, by park agencies, to learning. This course brings current and future leaders, of park and protected area systems, together to learn from one another and from other experts.

The course is built around a problem-based learning challenge posed by the hosting CPC member park organization(s). It is designed to enhance skills in integrative thinking and decision-making, in complex environments.

International candidates join the course in years when funding for this is secured.



APPENDIX: Work Plan Priorities and Opportunities

Strategic Direction	Priorities	Opportunities
<p data-bbox="155 451 321 488">Stewardship</p> <p data-bbox="138 1382 338 1409">Updated August 2010</p>	<ul data-bbox="420 451 1123 1417" style="list-style-type: none"><li data-bbox="420 451 1123 527">■ Developing an ecological restoration best practices on-line database – in collaboration with Parks Canada Agency.<li data-bbox="420 581 1123 820">■ Contributing to achievement of Canada’s commitments under the Convention on Biological Diversity - Program of Work on Protected Areas - including status reporting, enhancing park and protected areas management capacity and completing systems of parks and protected areas (terrestrial and marine).<li data-bbox="420 878 1123 1036">■ Supporting the work of federal agencies (e.g. Parks Canada and Canadian Wildlife Service) articulating contributions of parks and protected areas to biological diversity within a Biodiversity Outcomes Framework for Canada.<li data-bbox="420 1094 1123 1252">■ Enhancing national reporting on parks and protected areas via the Conservation Areas Reporting and Tracking System (CARTS), including incorporation of reporting on marine protected areas.<li data-bbox="420 1310 1123 1417">■ Furthering understanding and communication of the role of parks and protected areas in monitoring, mitigating and adapting to climate change.	<ul data-bbox="1184 451 1896 820" style="list-style-type: none"><li data-bbox="1184 451 1896 609">■ Reviewing management effectiveness in Canada’s parks and protected areas networks (one of the commitments in the Protected Areas Program of Work under the Convention on Biological Diversity).<li data-bbox="1184 667 1896 743">■ Following up on items in the Protected Areas Status Report (e.g. Scoping of Private Conservancies and Land Trusts).<li data-bbox="1184 802 1896 820">■ Advancing progress on Marine Protected Areas.

Strategic Direction	Priorities	Opportunities
<p data-bbox="247 451 420 488">Engagement</p> <p data-bbox="233 1382 434 1409">Updated August 2010</p>	<ul style="list-style-type: none"> <li data-bbox="512 451 1213 651">■ Involving young people in developing a toolkit to support park agency efforts to connect youth with natural heritage and outdoor recreational opportunities; build leadership skills to enable youth to engage others and foster the next generation of environmental stewards and park employees. <li data-bbox="512 708 1226 862">■ Enhancing the functionality of the Economic Impact Model for Parks (EIMP) and producing the second national report on the <i>Economic Impact of Canada's National, Provincial and Territorial Parks</i>. <li data-bbox="512 919 1220 992">■ Celebrating of Canada's Parks Day on the third Saturday in July, each year. 	<ul style="list-style-type: none"> <li data-bbox="1276 451 1961 565">■ Addressing inclusion of marginalized groups (e.g. seniors, new Canadians, urban residents and persons with disabilities). <li data-bbox="1276 621 1976 821">■ Collaborating with others, such as the Canadian Parks and Recreation Association and the Public Health Agency of Canada on research and collective action related to the health benefits of contact with nature and outdoor physical activity. <li data-bbox="1276 878 1944 992">■ Building on Aboriginal People & Parks Case Studies by sharing experience amongst jurisdictions and facilitating dialogue with aboriginal people. <li data-bbox="1276 1049 2003 1162">■ Advancing research and public appreciation of the societal and personal benefits of parks and protected areas in addition to the commercial/economic benefits.

Strategic Direction

Priorities

Opportunities

Sustainable Use

- Convening a working group to assess challenges and opportunities to enhance sustainable tourism in parks and protected areas.

- Developing sustainable tourism best-practices and case studies.
- Exploring shared interests and opportunities for collaboration with Canadian Tourism Commission, Tourism Industry Association of Canada and Aboriginal Tourism Canada and others.
- Adopting Parks Canada Agency / Canadian Tourism Commission / Tourism Industry Association of Canada Sustainable Tourism Accord.
- Advancing “Leave No Trace” standards/training in collaboration with LNT Canada.
- Developing guidelines for greening of visitor facilities and services in support of park infrastructure renewal.
- Researching emerging trends in recreational activities and assessment of appropriate visitor activities.

Updated August 2010

Strategic Direction	Priorities	Opportunities
<p data-bbox="247 451 422 521">Effective Management</p> <p data-bbox="233 1382 436 1406">Updated August 2010</p>	<ul style="list-style-type: none"> <li data-bbox="512 451 1115 480">■ Delivering yearly Park System Leadership course. <li data-bbox="512 537 1045 566">■ Redesigning Annual Information Exchange. <li data-bbox="512 623 1199 691">■ Advancing MOU with National Association of State Park Directors. <li data-bbox="512 748 1234 816">■ Enhancing CPC website and community of practice for park professionals. <li data-bbox="512 873 905 902">■ Presenting CPC Merit Awards. 	<ul style="list-style-type: none"> <li data-bbox="1276 451 1976 651">■ Collaborating with Science and Management of Protected Areas Association (SAMPAA), various park research fora and Canadian Council on Ecological Areas (CCEA) to host periodic parks and protected areas conferences and workshops. <li data-bbox="1276 708 1913 776">■ Exploring development of Western and Eastern Park Operations Training programs. <li data-bbox="1276 833 1976 943">■ Promoting the application of best practices in monitoring, evaluating and reporting on the achievement of park and protected area objectives.

Photo Credits

Cover:

Row 1 (l to r) – Vuntut National Park of Canada, Yukon (Parks Canada Agency); Kejimikujik National Park of Canada, Nova Scotia (Parks Canada Agency); Kananaskis Country (Alberta Tourism, Parks and Recreation)

Row 2 (l to r) – Goldstream Provincial Park (British Columbia Parks); Witless Bay Ecological Reserve (Newfoundland & Labrador Parks and Natural Areas); Main River Waterway Provincial Park (Newfoundland & Labrador Parks and Natural Areas)

Row 3 (l to r) – Bunchberry (Manitoba Parks); Youth volunteers (Alberta Tourism, Parks and Recreation); Tombstone Territorial Park (Yukon Parks)

Inside Cover:

Row 1 (l to r) – Dinosaur Provincial Park (Alberta Tourism, Parks and Recreation); Dinosaur Provincial Park (Alberta Tourism, Parks and Recreation); Terra Nova National Park of Canada, Newfoundland (Parks Canada Agency)

Row 2 (l to r) – Smugglers Cove Provincial Park, (Nova Scotia Parks & Recreation); Cypress Hills Interprovincial Park (Saskatchewan Parks); Canoeing (Ontario Parks)

Row 3 (l to r) – Parc national de la Gaspésie (Quebec Parks) S. Deschenes; Buffalo Pound Provincial Park (Saskatchewan Parks); Qamotik (Nunavut Parks and Special Places)

Page 1 (*l to r*) – prev. ident.; prev. ident.; Pisew Falls Provincial Park (Manitoba Parks)

Page 2 – Family outdoors (British Columbia Parks)

Page 5 – all previously identified

Page 6 – Directors' meetings (CPC)

Page 7 (*l to r*) – Kluane National Park and Reserve of Canada, Yukon (Parks Canada Agency); prev. ident.; Gros Morne National Park of Canada, Newfoundland (Parks Canada Agency)

Page 8 (*upper*) – Aquatic Research (Parks Quebec) M. Dupuis (*lower*) – Sirmilik National Park of Canada, Nunavut (Parks Canada Agency)

Page 9 (*l to r*) – Gros Morne National Park of Canada (CPC); Kootenay National Park of Canada, British Columbia (Parks Canada Agency)

Page 10 – Kananaskis Country (Alberta Tourism, Parks and Recreation)

Page 11 – Bronte Creek Provincial Park (Ontario Parks); Kluane National Park and Reserve of Canada, Yukon (CPC)

Page 12 – prev. ident.

Page 13 (*l to r*) – prev. ident.; Mount Carleton Provincial Park (New Brunswick Tourism & Parks)

Page 14 – Gulf Islands National Park Reserve of Canada, British Columbia (Parks Canada Agency)

Page 15 (*l to r*) – Park System Leadership Course (CPC); Awards Presentation (CPC); Dinosaur Provincial Park (Alberta, Tourism Parks and Recreation); Park System Leadership Course (CPC)

