



Kouchibouguac

National Park of Canada

Management Plan

2010



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Kouchibouguac

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Foreword



Canada's national historic sites, national parks and national marine conservation areas offer Canadians from coast to coast to coast unique opportunities to experience and understand our wonderful country. They are places of learning, recreation and inspiration where Canadians can connect with our past and appreciate the natural, cultural and social forces that shaped Canada.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of these places offers Canadians and visitors several experiential opportunities to enjoy Canada's historic and natural heritage. These places of beauty, wonder and learning are valued by Canadians—they are part of our past, our present and our future.

Our Government's goal is to ensure that Canadians form a lasting connection to this heritage and that our protected places are enjoyed in ways that leave them unimpaired for present and future generations.

We see a future in which these special places will further Canadians' appreciation, understanding and enjoyment of Canada, the economic well-being of communities, and the vitality of our society.

Our Government's vision is to build a culture of heritage conservation in Canada by offering Canadians exceptional opportunities to experience our natural and cultural heritage.

These values form the foundation of the new management plan for Kouchibouguac National Park of Canada. I offer my appreciation to the many thoughtful Canadians who helped to develop this plan, particularly to our dedicated team from Parks Canada, and to all those local organizations and individuals who have demonstrated their good will, hard work, spirit of co-operation and extraordinary sense of stewardship.

In this same spirit of partnership and responsibility, I am pleased to approve the Kouchibouguac National Park of Canada Management Plan.

A handwritten signature in black ink, appearing to be 'Jim Prentice', written in a cursive style.

Jim Prentice
Minister of the Environment

Recommendations

Recommended by:



Alan Latourelle
Chief Executive Officer
Parks Canada



Robert Sheldon
Field Unit Superintendent
Northern New Brunswick Field Unit
Parks Canada

Executive Summary

This management plan for Kouchibouguac National Park of Canada (KNPC) provides strategic direction for achieving Parks Canada's mandate, namely: protection of ecological and cultural resources; the facilitation of meaningful visitor experiences; and fostering public appreciation and understanding of protected heritage places managed by Parks Canada. The plan was developed with partner, stakeholder, staff, visitor, and public involvement. It will be the primary public accountability document for the park and provides Parks Canada staff with a framework for decision making.

The management plan includes:

- A vision for the future;
- Four key strategies, which will guide the direction of the park over the next fifteen years;
- An area management approach, which provides strategic direction for the Cap Saint-Louis and Loggicroft wharves;
- A zoning plan that classifies land and water areas according to their need for protection;
- A description of the proposed Declared Wilderness Area, which will provide an additional degree of regulatory protection to a large portion of the park;
- A summary of administration and operations including the park's environmental stewardship strategy;
- A summary of the Strategic Environmental Assessment (SEA) conducted for this management plan; and
- An implementation strategy that summarizes the key planned actions.

Following is a description of the four key strategies. These strategies provide concrete direction for addressing the major issues and opportunities facing the park and focus efforts and resources towards achieving the vision.

Key Strategy 1:

Supporting the Vitality of Kouchibouguac

This key strategy focuses on maintaining the ecological integrity of KNPC and enhancing opportunities for visitors and Canadians to learn about the park's ecosystems and participate in their protection. Through active management, public outreach education, and visitor participation, KNPC will strive to improve coastal ecological integrity during the first five-year cycle of this plan. In addition, work to begin restoring a representative Acadian forest will commence within the 15 year life of this plan. Actions that will contribute to this strategy include establishing a voluntary program to buy back in-park commercial fishing licences; developing a captive rearing program for the piping plover; monitoring the ecological changes caused by sea-level rise on the park's ecosystems; developing objectives and targets for the restoration of a representative Acadian forest; and creating opportunities for the public and visitors to discover the natural resources of the park and engage in park monitoring, protection, and restoration work.

Key Strategy 2:

Inspiring the Discovery of Kouchibouguac: Raising KNPC's Profile and Evolving with Visitor Needs and Trends

This strategy involves visitor experience opportunities and public outreach education centred on the enjoyment and discovery of Kouchibouguac National Park. It focuses on Parks Canada's efforts to better understand the needs and expectations of visitors and improve services and programs accordingly. It also sets a course for repositioning the park's image and raising its profile so that Canadians and visitors increasingly recognize and are drawn to come and experience the park's unique attributes, particularly its dynamic coast, rich cultural heritage, and its soft-adventure,

family-oriented experience opportunities. Actions that will contribute to the success of this strategy include using internal and external social science research and information to determine the needs and expectations of current and potential visitors; repositioning the park's image; developing promotion and working closely with tourism partners to increase visitation; updating the park website (including pre-trip planning and opportunities for virtual discovery of the park); redeveloping the Visitor Centre reception area, main exhibit, and film; and upgrading the park camping offer to meet changing visitor needs.

**Key Strategy 3:
Through Engagement and Partnering,
Honour the Park's History and Cultural
Heritage**

The cultural heritage of the Mi'kmaq, Acadians, and English-speaking people of the region is one of the most distinguishing characteristics of KNPC. This strategy focuses on honouring the lives of the former park residents¹ and enhancing opportunities for visitors and public outreach education audiences to experience the park's rich cultural heritage.

Kouchibouguac National Park is at a critical turning point in its history. The expropriation of the homes and lands of people living in what became the park left a legacy of mistrust and strained relationships between Parks Canada and many of the former park residents. However, over time, and especially in recent years, much work has been done to recognize and heal the past. This management plan sets a course towards a new era of honouring the park's history, while moving forward in a spirit of mutual cooperation and respect.

Actions that will help achieve this strategy include the development of an exhibit on the history of the former Acadian and English-speaking park residents; encouraging events that celebrate local cultural heritage; working closely with the Mi'kmaq to ensure Mi'kmaq

cultural heritage and traditional knowledge are appropriately incorporated into research and visitor experience opportunities; and producing a Cultural Resource Value Statement (that ensures the inclusion of local knowledge and Aboriginal Traditional Knowledge) to define the value of cultural resources and guide management practices.

**Key Strategy 4:
Stronger Relationships, Stronger Park,
Stronger Region**

This strategy expands upon the work of Key Strategy 3 by providing a plan for strengthening community-level support for and engagement with KNPC and fostering a greater spirit of regional-level cooperation. Parks Canada will work to increase the park's relevance to local people and the Mi'kmaq, particularly by encouraging and facilitating their use and enjoyment of the park and by continuing to find meaningful ways to reach out to the youth of these communities. Emphasis will be placed on involving local people and the Mi'kmaq in the facilitation of visitor experience and in the protection of natural and cultural heritage. Parks Canada will also continue to work with its neighbours in support of regional sustainable tourism and the environmental, social, and economic health of the region.

Actions that will help achieve this strategy include furthering the development and delivery of school programs; developing a welcome node at the northern entrance of the park near the community of Pointe-Sapin; working with partners to restore the local Atlantic salmon population; and encouraging local people and the Mi'kmaq in the development of tourism offers that complement visitor experiences at the park, including working cooperatively with Aboriginal people to develop a "Circle Tour" of Maritime and Gaspé national parks and other tourist attractions with significant Aboriginal themes.

¹ Throughout this plan, "former park residents" refers to the individuals and families expropriated from the park and the others who lived in the park but had left before the expropriation.

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1.0 Introduction



Chris Reardon

1.1 PURPOSE OF THE MANAGEMENT PLAN

Parks Canada is responsible for protecting and presenting Canada's network of national parks, national marine conservation areas, and the national historic sites it administers, for this and future generations. Parks Canada's mandate, which underpins all management planning, consists of three elements: protecting heritage resources, facilitating opportunities for visitor experience, and promoting public appreciation and understanding.

The *Canada National Parks Act* (2000) and the *Parks Canada Agency Act* (1998) require Parks Canada to produce a management plan for each national park. The purpose

of a management plan is to develop clear direction for the management and operations of a park for a 10 to 15 year period. These plans reflect the legislation and policies of the Agency, and are developed with public consultation. Management plans are approved by the Minister and are tabled in Parliament.

Public involvement is essential to the management planning process. A management plan is a key instrument for ensuring that Parks Canada delivers on its commitments to the people of Canada. The process of management planning allows Aboriginal communities, stakeholders, partners, local residents, and the public to have an effective voice in shaping the future direction of a national park.

A Management Plan for Kouchibouguac National Park of Canada

This is the second management plan for Kouchibouguac National Park of Canada (KNPC), replacing the *Kouchibouguac National Park Management Plan* that was approved and tabled in Parliament in 1993. Many of the priorities in the 1993 plan have been addressed and many changes have occurred that affect the management and operation of the park. This management plan provides renewed direction for park management and provides Parks Canada staff with a framework for decision-making. It will guide the development of the Northern New Brunswick Field Unit Business Plan and the park work-planning processes.

This management plan will provide strategic direction for KNPC for the next 10 to 15 years, and will be reviewed every five years to ensure that it remains relevant. All of the commitments outlined in this plan are achievable within the existing financial capacity of the field unit.

1.2 LEGISLATIVE AND POLICY BASIS FOR MANAGEMENT PLANNING

A common legislative and policy context influences the management of all protected heritage areas owned and/or administered by Parks Canada.

Various statutes provide legislative support for achieving the Parks Canada mandate. The 1998 *Parks Canada Agency Act* established Parks Canada as a separate agency. The *Canada National Parks Act*, enacted in 2000, modernized the Agency's historic role, but also continued the legislative tradition of dedicating national parks to the people of Canada for their benefit, education and enjoyment, charging the Agency to ensure that they are maintained and made use of so as to leave them unimpaired for the enjoyment of future generations. This Act also affirms the maintenance or restoration of ecological integrity as the first priority when considering all aspects of the management of national parks.

The Parks Canada *Guiding Principles and Operational Policies* (1994) provides the broad policy basis for management planning. The *Guide to Management Planning* (2008)

outlines Parks Canada's principles of management planning and provides direction on how to prepare a management plan according to the Agency's integrated delivery of the mandate.

Parks Canada is working to strengthen and deepen its relationships with Aboriginal peoples in and around national parks. Parks Canada acknowledges that the Mi'kmaq and the Walostokyik have asserted Aboriginal Title throughout the Province of New Brunswick. Parks Canada will engage in discussions with Mi'kmaq and Walostokyik concerning its policies which relate to the protection and enhancement of Aboriginal Peoples' rights and traditions. Parks Canada also has a policy in place regarding access by Aboriginal peoples to lands owned and administered by the Agency.

1.3 PLANNING ACCORDING TO THE INTEGRATED DELIVERY OF PARKS CANADA'S MANDATE

Parks Canada's Mandate

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

Parks Canada's mandate comprises three mutually supportive areas that are delivered in an integrated fashion:

Protection of Heritage Resources

In national parks, protection includes all those activities related to the protection of cultural and natural resources and natural processes.

Facilitating Opportunities for Meaningful Visitor Experience

Visitor experience is defined as the sum total of a visitor's personal interaction with protected heritage places and people, an interaction that awakens the senses, affects the emotions, stimulates the mind, and helps the visitor create a sense of attachment and connection to these places.

Fostering Public Appreciation and Understanding

Parks Canada aims to reach Canadians at home, at leisure, at school and in their communities through communication and education opportunities designed to increase awareness, understanding, and appreciation of the significance of Parks Canada's heritage places and the importance of protecting and presenting them. Parks Canada also seeks to broaden its base of support by engaging its stakeholders and partners, and encouraging shared leadership through active participation in the development and implementation of the Agency's future direction.

What is Integration?

The mandate describes *what* Parks Canada does. Integration describes *how* that mandate is delivered. Integrated management planning requires that solutions for all aspects of the mandate are carried out concurrently, and results in improvements to each aspect in a mutually supportive manner. Integration means looking at issues holistically: that is, planning for visitor experience entails also planning for protection; making decisions about protection means also considering actions for visitor experience and public appreciation and understanding and vice versa.

This management plan for Kouchibouguac National Park of Canada reflects Parks Canada's integrated approach to planning by treating each mandate area as mutually supportive, particularly through the park vision, which expresses the long-term desired state for the park, and the key strategies, which set priorities for future management of the park.

1.4 REGIONAL CONTEXT AND GEOGRAPHIC LOCATION

Kouchibouguac National Park of Canada (KNPC) is situated along the Northumberland Strait on New Brunswick's central eastern shore just opposite the northern tip of Prince Edward Island (PEI). Encompassing an area of 238 km², the park protects and presents a spectacular and dynamic coastal landscape that includes sandy barrier islands, estuarine

lagoons and tidal rivers, salt marshes, forests, peat bogs, and small freshwater rivers, streams, and lakes (map 1).

Kouchibouguac is located in Kent County, approximately 100 kilometres north of the city of Moncton. To the east of the park lies the Northumberland Strait and to the south, north, and west is a rural and forested landscape. KNPC lies within Mi'kma'ki, the traditional territory of the Mi'kmaq, with the Mi'kmaq communities of Elsipogtog (Big Cove), L'nui Menikuk (Indian Island), Eel Ground, Metepenagiag (Red Bank), Esgenoôpetitj (Burnt Church), and Buctouche (Tjipôgtôtjg) in close proximity to the park. Bordering the park is the town of Saint-Louis-de-Kent and the villages of Pointe-Sapin and Kouchibouguac. The surrounding area also includes the towns of Richibucto, Bouctouche, and Rexton, as well as the villages of Saint-Ignace, Rogersville, Aldouane, Acadieville, Richibucto Village, and Saint-Charles. Together, these communities are home to approximately 25 000 Acadian, English-speaking, and Mi'kmaq people, most of whom engage in fishing, farming, forestry, and the tourism sector.

1.5 THE MANAGEMENT PLAN REVIEW PROCESS AND PUBLIC CONSULTATION

This management plan was developed by a management planning team and has involved an extensive public consultation process. The management planning process included a review of the 1993 plan, extensive issue analysis, and careful consideration of the results of social and scientific research.

Public consultation for the management planning process is one aspect of Parks Canada's ongoing engagement and communication with stakeholders and the public. Consultation methods included newsletters that were distributed throughout the region and made available to the Canadian public through the park website, multi-stakeholder sessions, a dedicated email address and phone line, an open house, and information tables at the local Cooperatives (member-owned stores), where local residents could talk directly with members of the planning team.

Local First Nations communities and the New Brunswick Aboriginal Peoples Council (NBAPC) were also engaged in the planning process through informal information meetings, at which time the draft proposals for the plan were presented and any issues or concerns were discussed. During 2009, the Mi'kmaq and Wolostokyik of New Brunswick were formally consulted on the management plan.

All of the ideas, comments, and feedback received through the public consultation process were carefully considered by the planning team. Many valuable operational considerations have been implemented but not necessarily included in this strategic document. All of the key themes communicated by partners, visitors, and other stakeholders have been incorporated in the plan. Parks Canada is committed to further involving interested parties during the implementation of this plan.



2.0 Kouchibouguac: A Place of National and Regional Significance



Ron Garnett

Kouchibouguac National Park of Canada was established through a federal-provincial process that was initiated in 1969 and was formally scheduled under what is now the *Canada National Parks Act* in 1979. Along with Prince Edward Island National Park, KNPC was established to ensure the protection and presentation of a nationally significant area representative of the Maritime Plain Natural Region, one of thirty-nine terrestrial national park natural regions of Canada in the national parks system.

KNPC provides excellent representation of the Maritime Plain Natural Region, which is characterized by a flat-to-undulating landscape of low elevation, underlain by relatively soft sandstone, conglomerate, and shale. Sandy beaches, barrier dune islands, and shifting sand dunes are common along the coastal margins. The ecosystems of the park support a variety of plant and animal species, including

seven species at risk listed under the federal *Species at Risk Act* (2003), as noted in Appendix 3.

At KNPC visitors and Canadians have opportunities to enjoy, appreciate, and understand the park's dynamic coastal landscape, terrestrial, and aquatic ecosystems, and rich cultural resources. Canadians unable to visit the park in person, discover the park at home, at leisure, at school and in their communities through school programs, via the web, and through other public outreach education activities. Visitors and Canadians may also learn about Parks Canada's goals and objectives, Canada's system of national parks, and discover the natural region that Kouchibouguac protects.

At KNPC, Parks Canada protects a variety of cultural resources reflecting the long, rich history of use and occupation by the Mi'kmaq, as well as Acadian, Scottish, Irish, and English

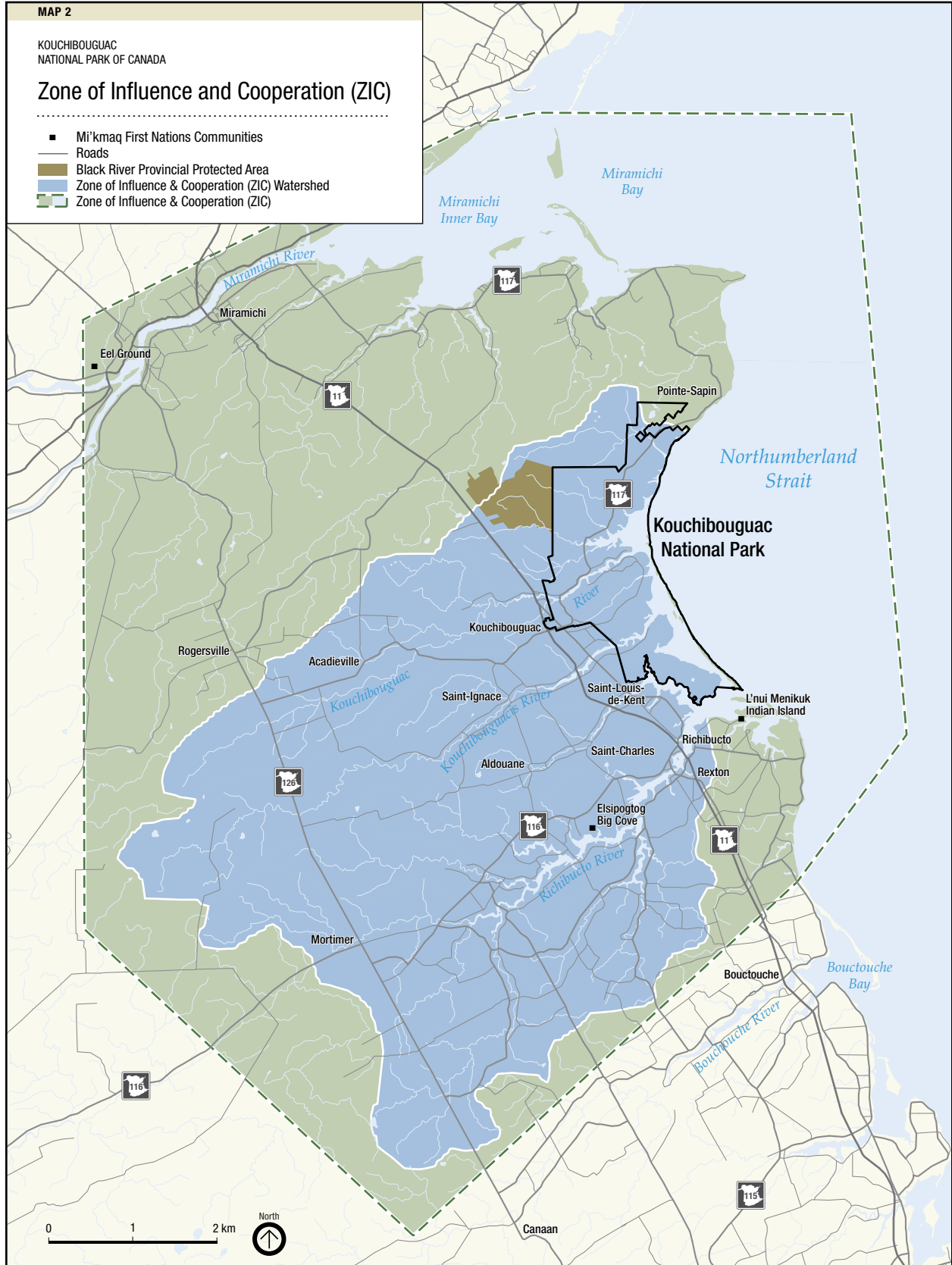
settlers whose legacy has shaped this land. Moreover, the park is committed to honouring and commemorating the history of the people whose homes were expropriated at the time of park creation (map 3).

KNPC plays an important role as a benchmark for scientific research and the monitoring of natural ecosystems and processes such as coastal dynamics. KNPC also benefits from the integration of scientific knowledge with Aboriginal Traditional Knowledge (ATK) in park research and management. In partnership with the Mi'kmaq, Parks Canada will enhance support of ATK and endeavour to become a benchmark for ATK in the region.

The Zone of Influence and Cooperation

KNPC is also essential to the conservation of regional biodiversity. The park is part of a larger area known as the Zone of Influence and Cooperation (ZIC) (map 2) which encompasses small coastal and inland communities, forests, rivers, lagoons, bogs, and several heritage places, including a provincially protected area immediately adjacent to the park.² The concept of the ZIC recognizes that land use and ecosystem vitality outside the park affects the health of the park's ecosystems, and that, conversely, the health of the park is critical to regional biodiversity. Parks Canada is a leader in environmental stewardship and works with local people, the province, and other partners to support and influence the environmental health of the region. The concept of the ZIC extends beyond environmental cooperation, however. It is a flexible concept designed to embrace the importance of cooperating with neighbours in support of the regional sustainable tourism sector and the social and economic health of the region.

² After the Tabling of this plan, Parks Canada will review the boundaries of the ZIC in consultation with the Mi'kmaq and other partners and stakeholders.



3.0 Planning Context and Current Park Situation



A Mi'kmaq man and his son prepare to check their trap line (1943). Theresa May Simon



Former park residents - Manie Poor and Fidel Maillet - taking a minute for a photograph during haying (1945-50). Clementine Arsenault

3.1 PARK HISTORY

The Mi'kmaq and Kouchibouguac National Park

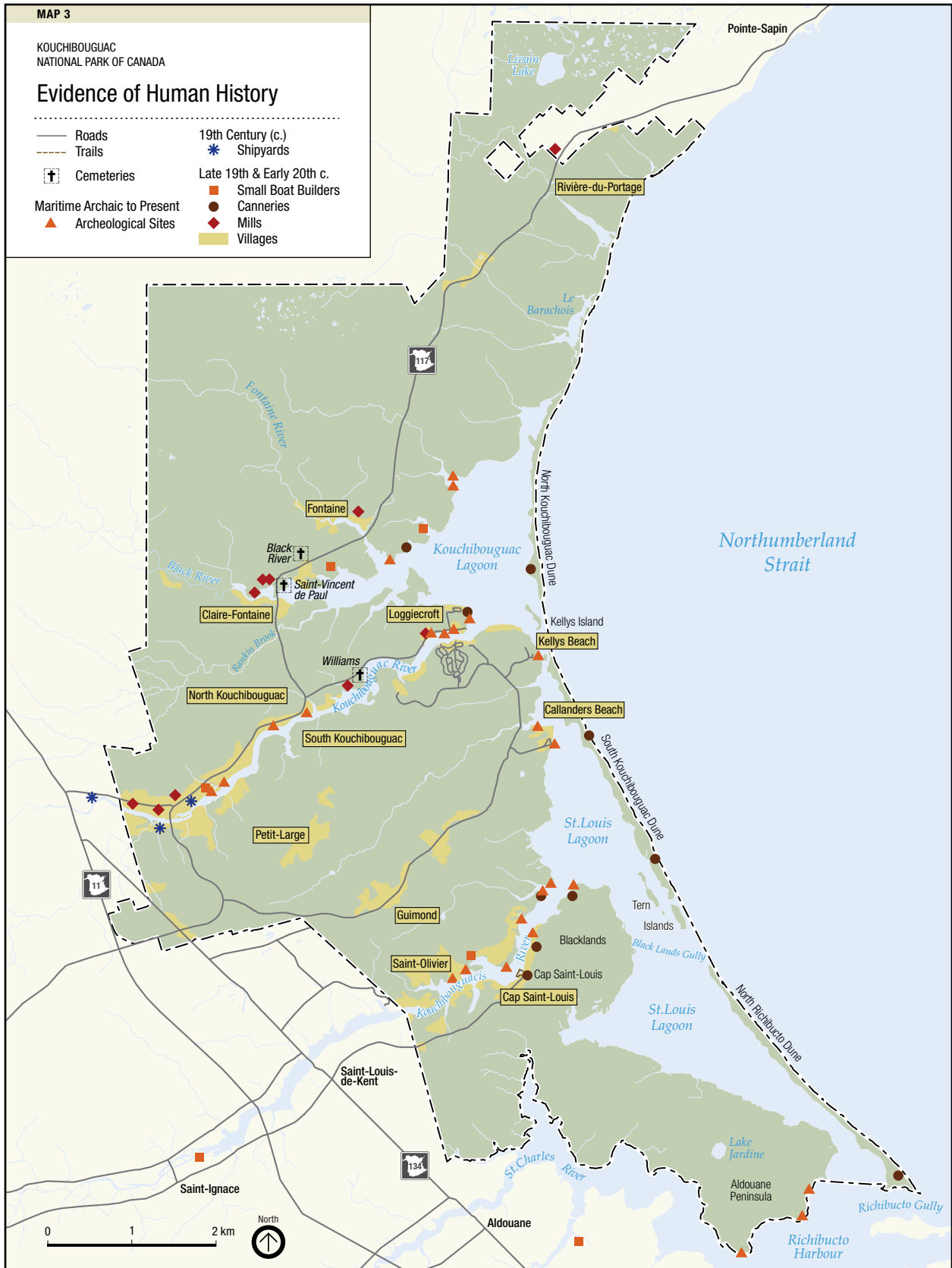
Prior to park creation in 1969, the area that is now Kouchibouguac National Park of Canada had a long and rich history. The Mi'kmaq have centuries-old spiritual and cultural connections with KNPC. The name Kouchibouguac is of Mi'kmaq origin and means “river of the long tides.”

The earliest archaeological evidence of Aboriginal peoples inhabiting and harvesting the natural resources in KNPC dates back approximately 4000 years (DeGrâce, 1984). There are 26 known Aboriginal archaeological sites in the park, spanning from the Maritime Archaic period to the park's establishment in the late 1960s (see map 3).

KNPC lies within Mi'kma'ki, the traditional hunting and gathering territory of the Mi'kmaq. Since time immemorial, the Mi'kmaq have relied on the abundant seasonal marine and land resources for their survival; the sea alone provided over ninety percent of their annual foodstuffs. Indeed, the respectful use of the resources (natural life) was and continues to be the foundation for the Mi'kmaq life-style, social order, and economy (NCNS, 1994).

Due to the existence of sophisticated trading networks that had developed over millennia, the first Europeans to arrive in the area that is now Kouchibouguac found willing trading partners in the Mi'kmaq. Over the succeeding centuries, Mi'kmaq territory, especially the rich coastline, was gradually overtaken by European settlements and intense competition for the region's resources. European diseases were particularly devastating for the Mi'kmaq; within one hundred years of contact, seventy-five percent of the population was gone, along with much knowledge and history (Whitehead, 1983). By the 1800s, the Mi'kmaq were left with mostly small “reserves” set aside for them, which had few resources.

Against incredible odds, the Mi'kmaq have maintained their cultural traditions, while adapting to the modern world. Many still speak the Mi'kmaq language, which is also being taught to the children. More opportunities than ever are available to the youth. Today, the Mi'kmaq maintain strong cultural connections to Kouchibouguac National Park. Mi'kmaq interpreters at KNPC carry on the tradition of educating and inspiring through the oral histories and wisdom of the Elders as passed down through generations.



European Settlers and the Former Park Residents

While French explorers visited and settled parts of New Brunswick beginning in the early 1600s, permanent European settlement in the area, that would become Kouchibouguac National Park of Canada, began only in the late 1700s (DeGrâce, 1984).

The Kouchibouguac River became home to the United Empire Loyalists, who were joined by Scottish, Irish, English, and Prussian immigrants as they developed thriving settlements. Acadians from the Memramcook area settled along the Kouchibouguacis River. Soon, more Acadian families from other areas in New Brunswick and from Gaspésie were attracted to the area. By 1806, all major river estuaries from Escuminac Point to Cape Tormentine were settled (DeGrâce, 1984). Strong links between the Mi'kmaq and the Acadians, dating back to the arrival of the first European settlers, supported the establishment and survival of these early Acadian communities. The English-speaking settlers in the area also benefited from a close relationship with neighbouring Mi'kmaq communities, as was the case elsewhere in the Maritimes.

While the European settlers were involved in shipbuilding, logging, and fishing, agriculture was an important part of subsistence livelihood for most families. Immediately prior to the establishment of the park, there were approximately 1200 people representing 228 households that comprised seven villages or settlements in what is now KNPC: Cap-Saint-Louis, Claire-Fontaine, Fontaine, Guimond Village, Kouchibouguac (includes North and South Kouchibouguac, Callanders, Kellys, Petit-Large, Loggiecroft), Rivière-du-Portage, and Saint-Olivier (map 3). The most populous of these settlements were Fontaine and Claire-Fontaine, which had their own parish church.

Following the creation of the park most former residents settled in surrounding communities. Some of the former residents continue to fish commercially in the park, while others have become important members of the park's dedicated staff. Over the past couple of years, interested members of these former communities have worked with Parks Canada to develop ways of interpreting their story.

The Special Inquiry on Kouchibouguac National Park

In 1980, the Minister of the Environment for Canada and the Premier of the Province of New Brunswick established *The Special Inquiry on Kouchibouguac National Park* to examine the social and economic impact that the establishment of the park had on former residents of the park and on the general area.

Following the 1981 publication of *The Report of the Special Inquiry on Kouchibouguac National Park* (La Forest – Roy Report), a joint federal-provincial *Responses to the Recommendations of the Special Inquiry on Kouchibouguac National Park* was published. This document continues to define the government commitments arising from the Special Inquiry. Commitments with the most significant implications for the park are related to:

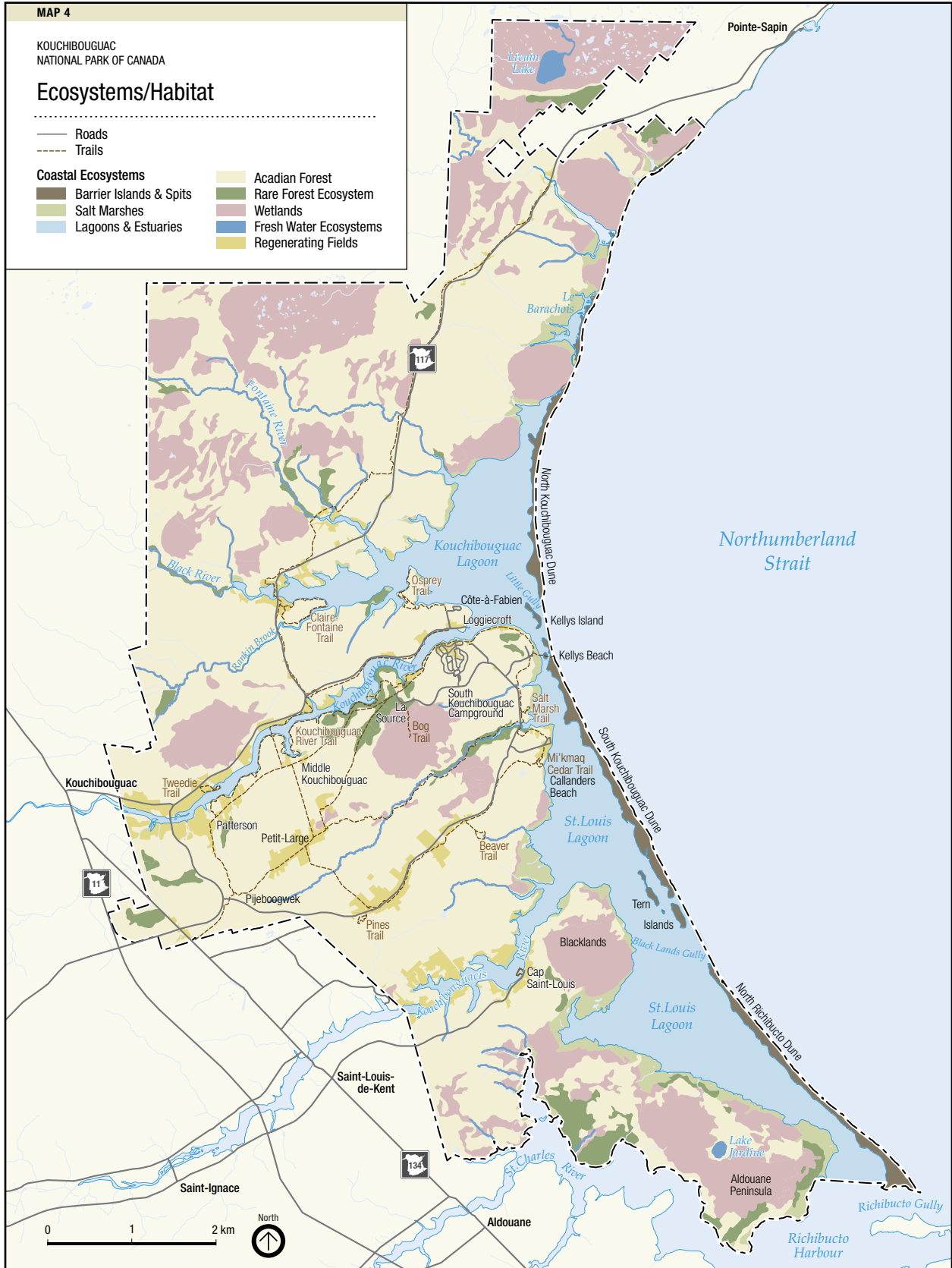
- The continuation of traditional commercial and recreational fishing/harvesting of soft-shelled clams, eel, gaspereau, and smelt;
- Maintenance of two commercial fishing wharves and access roads, and dredging of the estuary channel to permit passage of fishing boats;
- Employment opportunities in the park for former residents; and
- Recognition and interpretation of the human history of the park.

Parks Canada continues to operate within the spirit of these commitments and is dedicated to honouring the history of those expropriated from their homes at the time of park creation.

3.2 BIOPHYSICAL CONTEXT

Kouchibouguac National Park consists of four principal ecosystem types: coastal systems, consisting of sand dunes, estuaries, and salt marshes; wetlands, consisting of bogs, and fens; freshwater ecosystems, consisting of small rivers, lakes, freshwater marshes and swamps, and ponds; and forest ecosystems (map 4).

Perhaps the most striking feature of the park is its sand dune system, which sits on a broken series of barrier islands extending over 25 kilometres. The dune system shelters the





A photograph that shows the interactions between coastal ecosystems in Kouchibouguac National Park, including salt marshes, estuaries, and sand dunes. Barrett & MacKay

estuarine lagoons and salt marshes, forming a dynamic coastal environment greatly influenced by the presence of the Gulf of St. Lawrence. The dune system is intensively dynamic – changing with rising sea levels, storms, and the long-shore transport of sands.

Sloping gently to the coast, KNPC is generally flat with small knolls separating river basins. The park’s large rivers, the Kouchibouguac and the Kouchibouguacis, depending upon tides, can be influenced by marine waters along their entire length within the park. Salt marshes fringe much of the low-lying protected shoreline of the estuarine lagoon system and provide important habitat for many aquatic species.

Freshwater in rivers, streams, and lakes occupies a small portion of the surface area of the park. Only the smallest streams have drainage basins entirely within the boundaries of the park. Most rivers, like the Kouchibouguac and Kouchibouguacis, also drain lands outside park boundaries. As a result, the park’s water quality is highly subject to land and water use decisions made outside the park.

Peat lands in raised ombrotrophic bogs and fens cover nearly a quarter of the park. Some bogs occupy areas of less than one hectare, while others exceed 500 hectares.

Kouchibouguac’s forests constitute well over half of the park. Much of this forest is regenerating from land clearing associated with the lumbering, shipbuilding, and farming practices of the past. As forest succession

proceeds, representation of native forest types is expected to improve. Native forest types found in this region are part of the Acadian Forest biome, and include coniferous, hardwood, and mixed wood forest types. In addition, the park contains significant stands of rare forest vegetation, as shown on map 4.

3.3 SPECIAL CHARACTERISTICS OF KNPC FOR VISITOR EXPERIENCE

Kouchibouguac National Park is popular for its sandy beaches and warm coastal waters, and is ideal for swimming and spending a summer’s day at the beach. Tranquil lagoons and tidal rivers, protected by sand dunes, provide ideal conditions for kayaking and canoeing. Kouchibouguac’s flat terrain and gentle waters provide family-oriented and soft-adventure opportunities for people of many ages and abilities. Kouchibouguac is also a special place for wildlife viewing, with opportunities to witness colonies of grey and harbour seals, the largest tern colony in Canada, and a vast array of terrestrial and aquatic wildlife.

Kouchibouguac National Park provides numerous opportunities for adults and children to discover its special coastal ecology, including hands-on programs where visitors learn about lagoon life, a puppet theatre, and voyageur canoe outings. Another special feature of Kouchibouguac is that it provides opportunities for recreational clam harvesting.

KNPC is recognized as one of the best biking and cross-country skiing destinations in Atlantic Canada, offering 60 kilometres of biking trails, 28 kilometres of walking trails, and 22 kilometres of groomed classical and skate skiing trails in winter (maps 10 and 11). For those wanting more adventurous opportunities, KNPC now also offers a popular single-track mountain biking trail and a winter rustic shelter.

One of the most special aspects of Kouchibouguac National Park is its history and rich cultural heritage. The stories of the Mi'kmaq and Acadian and English-speaking settlers and their relationship to the land and sea are ever-present for visitors to experience, such as through campfire programs and Aboriginal wigwam gatherings.



Children showing their clams after a harvest. Chris Reardon

3.4 THE STATE OF THE PARK

3.4.1 The State of Ecological Integrity

What is Ecological Integrity?

The *Canada National Parks Act* (2000) states that the maintenance or restoration of ecological integrity shall be the first priority of the Minister when considering all aspects of the management of parks. An area has ecological integrity if it has all of the native plants and animals that would normally be expected to live in that region, if their populations are healthy and likely to survive into the future, and if the landscape they live in continues to be shaped by the natural processes (such as fire, flooding, and predation) that would normally occur there.

This management plan review program commenced prior to the requirement to complete a State of the Park Report (SOPR). Therefore, as agreed with the National Parks Directorate, the approved Ecological Integrity Statement (EIS) (Parks Canada, 2004) for KNPC has been integrated in this management plan in lieu of a SOPR. The 2004 EIS is based upon more than 10 years of research, monitoring, and reporting, and provides an overview of the state of ecological integrity at KNPC. The assessments of the EIS are considered sound but preliminary. In 2008, Parks Canada implemented a National Ecological Integrity monitoring program that is strengthening the Agency's ability to report on the state of ecological integrity of each of its National Parks. KNPC's ecological monitoring program (see Appendix 2) has helped inform analysis in this plan and will be communicated more fully in a State of the Park Report that will be prepared on a five-year cycle.

The preliminary assessment indicates that the park ecosystems are relatively healthy; however, it is clear that some components are affected by a variety of stresses. Of the four ecosystems in the park – forests, wetlands, coastal, and freshwater – the coastal and freshwater ecosystems are under the greatest stress and their condition is declining.

Research demonstrates that the park's estuaries are currently exposed to high levels of stress, primarily from commercial fishing, unauthorized activities, and sea-level rise. Of particular concern to the estuarine and freshwater ecosystems is the sharp decline of several critical species, such as Atlantic salmon and soft-shelled clams. The park's dune system and salt marshes, although relatively healthy, are being impacted by all-terrain vehicles and the effects of sea-level rise. The freshwater system is being degraded by loss of spawning grounds due to sedimentation, increases in water temperature, and pollution from external sources.

Both the coastal and freshwater ecosystems are impacted by the health of the adjacent terrestrial ecosystems, including forests and wetlands. At present, terrestrial ecosystems are considered to be in good and stable condition but further research is required to verify their condition. Controlling ATV use has improved the condition of some wetlands. Of concern is the impact of invasive species, land use and habitat fragmentation beyond park boundaries, and in-park forest composition. Historic forest exploitation modified the composition of the park's forest, as well as the fire system dynamic, with significant consequences.

3.4.2 Key Ecosystem Stressors

Commercial Fishing, the Wharves, and Off-Road Motorized Vehicles

Many of the stressors affecting the park's ecological integrity arise from complex issues, some of which are linked to the Government of Canada's *Responses to the Recommendations of the Special Inquiry*, such as in-park commercial fishing, the two fishing wharves in the park, and off-road motorized vehicle use. These issues are key challenges for KNPC but also present opportunities for relationship building, the integration of local ecological knowledge into park management, and, in some cases, opportunities for unique visitor experiences. The fisheries and off-road motorized vehicles are discussed in the Key Issues, Challenges, and Opportunities section (3.5) and strategies for addressing them can be found in Key Strategy 1 (Section 5.1, Objectives 1.1 and 1.4). The wharves are addressed in the Area Management Approach (Section 6.0).

Sea-level Rise

Ongoing sea-level rise, due to both natural and anthropogenic causes, will continue to affect the coastal environment of the park, as well as the park's infrastructure, in the coming years and decades. This stressor cannot be alleviated by park action, but the park is closely monitoring its effects and will continue to do so with interested groups and partners. Sea-level rise is now being taken into account in park management decisions (see Section 5.1, Objective 1.3).

Exotic Invasive Species

Exotic invasive plants have been identified as a considerable threat to the park's ecological integrity (Mazerolle, 2006). Exotic invasive plants impact the park's ecosystems through pressures such as out-competing native species for soil and water resources. In 2006, 25 exotic invasive plant species were found established within the park's boundaries. Seven of these species were classified as priorities due to their elevated ability to invade undisturbed natural areas. In addition, four high priority species (considered the most invasive and able to seriously compromise natural ecosystems) were detected just outside the park's boundaries. The strategy for addressing invasive species can be found in Key Strategy 1 (Section 5.1, Objective 1.5).

Unauthorized Activities

Unauthorized fishing and hunting is impacting the ecological integrity of KNPC (Parks Canada, 2004). Targets are mostly fish (Atlantic salmon, striped bass, trout, and American eel), waterfowl (geese and ducks), mammals (moose, white-tailed deer, red fox, and snowshoe hare) and shellfish (oysters, soft-shell clams and blue mussels). This problem is expected to be alleviated by changes in where off-road vehicles (ORVs) are allowed (see section 3.5), the phase-out of night-time boating (see Section 5.1, Objective 1.4), and the implementation of Parks Canada's new law enforcement program, which focuses on prevention.

Land Use and Habitat Fragmentation

Habitat fragmentation in the greater park region is being caused by new roads, forest operations, peat harvesting, and the expansion of residential developments in former agricultural landscapes. Cleared areas often become dominated by conifer trees, replacing mixed Acadian forest remnants and generating modified habitats. However, in recent years, the effects of fragmentation have been reduced due to the establishment of a provincial conservation area adjacent to the park and the implementation of the provincial peatland management plan, which prohibits the exploitation of 19 bogs adjacent to the park.

3.4.3 Species of Conservation Concern

KNPC supports a rich diversity of plants and animals, including several species at risk that require a high level of protection. Currently seven species that occur within the park have been accorded legal protection under the federal *Species at Risk Act* (SARA). An additional eight species have been assessed by the province of New Brunswick and/or the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) as either endangered, threatened, or of special concern, but have not been listed under SARA. Through the Atlantic Canada Conservation Data Centre, Parks Canada has conducted detailed assessments for all species of conservation concern at KNPC.

Parks Canada has prioritized three species of conservation concern in KNPC for recovery activities during the first planning cycle: the piping plover, the Gulf of St. Lawrence beach pinweed, and the Gulf of St. Lawrence aster. Environment Canada serves as the lead agency on recovery of these species while Parks Canada is a participant agency. These species have been prioritized as significant numbers of these species are either regularly or historically occurring in the park and planned management activities have a strong potential to stabilize or increase in-park populations.

There are other species that occur in the park that need to be better understood to be effectively protected, such as the American eel, which has been assessed by COSEWIC as a species of special concern. The American eel is critical to the health of aquatic ecosystems

in the park and greater park region and is of immense cultural significance to Aboriginal people. Parks Canada and other federal departments are working closely with the Aboriginal people of Atlantic Canada to utilize western science and Aboriginal Traditional Knowledge (ATK) to collect baseline information on American eel populations and to educate and engage Canadians about this important species at risk program.

For more information on species at risk and other species of importance within the park, see Appendix 3.

3.4.4 The State of Cultural Resource Management

Cultural resource management includes the protection and care of cultural resources, as well as the promotion of public understanding, appreciation, and enjoyment relative to these resources. A *cultural resource* is a human work or place that gives evidence of human activity or has spiritual or cultural meaning, and which has been determined to have historic value.

KNPC protects a number of cultural resources including an Aboriginal burial ground, two Acadian cemeteries, the Williams Cemetery (a Roman Catholic Cemetery in which Loyalists from the United States and immigrants from Scotland, Ireland, and Prussia are buried), shipbuilding sites, and 26 known archaeological sites. These sites contain evidence of Aboriginal use and occupation and European settlement and industry, including shipbuilding, lumbering, fishing, and fish processing (map 4). Although a preliminary inventory of the park's cultural resources has been undertaken, considerable work is required to finish the inventory and properly assess the value and condition of the park's cultural resources.

In recent years, the importance of protecting and presenting the cultural resources associated with the communities of the former park residents has become increasingly apparent. Preliminary consultation sessions for this management plan review were the catalyst for the formation of a former park residents' committee, which met several times with park representatives offering advice on this subject. Although this ad hoc committee was dissolved in 2009, Parks Canada has recently formally established the Former Residents Advisory

Committee of Kouchibouguac National Park. The committee will be especially important during the first five-year planning cycle as Parks Canada develops an exhibit that will present the history of the former park communities. Parks Canada also works closely with local Mi'kmaq communities to ensure the protection and presentation of Mi'kmaq cultural resources and will continue to do so as the park moves forward with the evaluation and management of its cultural resources.

3.4.5 The State of Visitor Experience

Parks Canada facilitates meaningful visitor experiences so that visitors have the opportunity to create a personal sense of connection to the heritage places visited. Connection to place is a concept that expresses the emotional, intellectual, and spiritual attachment Canadians and visitors feel towards Parks Canada's natural and cultural heritage places. The concept reflects the relevance and importance of protected heritage places to Canadians. At KNPC, Parks Canada works to foster connection to place by facilitating meaningful opportunities for visitors to enjoy, learn, and discover. The park provides pre-trip information, offers a menu of programs and activities for visitors to choose from during their stay, and presents a unique heritage attraction supported by facilities and services (maps 10 and 11).



A family overlooking the Bog Trail. Barrett & MacKay

The Park Audience

Between 2002 and 2008, KNPC had an average annual visitation rate of 220 000 individuals. Visitation was relatively stable but declining over this period and in 2008/09 visitation dropped to approximately 147,000 visitors.

In order to address recent visitation trends, Parks Canada is working to better understand the demographics and motivations of existing and potential park visitors.

The vast majority of visitors to KNPC are from Canada (84%), with about 6% coming from the U.S.A., and 10% from other countries. Approximately 20% of Canadian visitors are from New Brunswick, with an additional 12% from the region (within 80 km) and the remainder from other provinces, especially Quebec. About half of the park's visitors are Francophone and the other half Anglophone. The average party size at KNPC is 3.6 people and the average visitor age is 48. About 47% are adult-only groups and 34% are groups with children. The majority of people who come to the park are repeat visitors (71%) (Parks Canada, 2005).

The park has had fairly consistent types of user groups over the past several decades, including day users (the largest group, some 80%), winter users (primarily cross-country skiers), campers, cyclists, commercial fishers, picnickers, walkers, and school groups (Parks Canada, 2009a).

The Visitor Experience Cycle

The state of visitor experience at KNPC will be described briefly here through the lens of the visitor experience cycle. It draws on the results of feedback from public and stakeholder consultation and social science research. The visitor experience cycle consists of seven stages:

Wishing

A visit to Kouchibouguac National Park begins when someone becomes aware of and wants to experience the park. Parks Canada needs to understand the potential visitor and promote awareness of opportunities for visitor experiences. Although Parks Canada has a solid understanding of tourism trends that affect KNPC and the motivations and expectations of the visitors who currently come to the park,

there is currently insufficient research and analysis on potential visitors and their needs and interests (Parks Canada, 2008b, Parks Canada, 2009a).

Planning

Potential visitors must have access to quality pre-trip information through a variety of sources to help them plan a visit that best meets their interests, needs, and expectations. KNPC is doing moderately well in this area: inquiries are responded to rapidly and effectively, and the Visitor Guide, which is sent to many potential visitors, is informative and up-to-date (Parks Canada, 2005; Parks Canada, 2008b). Although the park website contains the necessary information for planning and enjoying a visit through the year, this information is not always up-to-date nor is it inspiring (Parks Canada, 2009a).

Traveling

Way-finding needs to be as straight forward and clear as possible for visitors travelling to the park. While highway signage leading up to the park is quite good, highway signage further afield could be improved (Parks Canada, 2008b; Parks Canada 2009a).

Arriving

When visitors arrive at KNPC, they should be welcomed and oriented to the park, and receive information on opportunities for discovery, learning, and enjoyment. KNPC is doing well in some aspects of this stage of the visitor experience cycle; however, overall improvement is needed (Parks Canada, 2005; Parks Canada, 2008; Parks Canada, 2009a). There is currently no information offered to visitors entering the park from the north end and the park's welcome and orientation signs are out of date. The welcome and orientation area in the Visitor Centre, which was constructed over 25 years ago, also needs to be renewed to better meet the needs and expectations of today's visitors.

Visiting

Existing social science research measures visitor satisfaction and indicates that the vast majority of visitors to KNPC are satisfied with their visit (88%) and that winter visitors are

particularly satisfied (98%) (Parks Canada, 2005; Parks Canada, 2007).

Visitors to KNPC are also satisfied with the interpretation activities in which they participate (92%) (Parks Canada, 2005). However, most of the park's interpretive and way-finding assets, such as self-guided interpretation panels, trail-head signs, and kiosks at main gathering areas, are over 20 years old and provide insufficient information on visitor safety and opportunities to discover the park (Parks Canada, 2009a). Park stakeholders and visitors have also clearly expressed that the Visitor Centre exhibits and film need to be updated, particularly as they currently do not convey the human history or cultural heritage of the park.

The park's facilities and services are deemed to be satisfactory by park visitors (93% in 2005). Existing infrastructure (including roads, buildings, and other assets) is adequate and meets health and safety requirements; however, most assets are aging and require high levels of maintenance and upgrades.

KNPC currently offers, at two locations, approximately 300 un-serviced campsites, 92 of which have been added to the park since the 1993 management plan. There are 46 electrical sites, 3 backcountry sites, as well as opportunities for group camping and camping on the North Richibucto Dune (see map 10). Although there has been a decline in front-country camping in recent years, demand for a different kind of camping experience has increased. Through consultation and surveys, visitors and stakeholders have clearly indicated that KNPC needs to enhance and upgrade camping facilities, requesting additional electrical campsites, three-way hook-ups, and additional washroom and shelter facilities.

The activities offered at KNPC all receive high satisfaction ratings with visitors, including the category of visit as a recreational experience. It is notable that beach use at the park has declined since 1993, while the use of the year-round multi-purpose trail system, which has been enhanced in recent years to include a mountain-bike trail and winter lodging for skiers, has increased considerably.

Departing and Remembering

When departing, visitors ideally feel that they have had an enjoyable and memorable visit

and upon returning home, recall and share the stories of their visit. Although there is no research to date that assesses KNPC's performance in terms of these final two stages of the visitor experience cycle, preliminary analysis suggests that the park is doing relatively well in this area (Parks Canada, 2008b).

3.4.6 The State of Public Outreach Education and External Communications

Parks Canada facilitates opportunities for Canadians to discover and learn about Kouchibouguac National Park and develop a personal sense of connection to the park through programs delivered in local schools, publications, the park website, and other media. Public outreach education programs and external communications also promote understanding and appreciation of the national significance of the park and the Agency's system of heritage places.

KNPC's public outreach education program focuses on local youth, including Mi'kmaq youth, as well as educators, and extends as far as the greater Moncton area. Parks Canada reaches approximately 6000 students on a yearly basis through programs conducted at 30 to 40 schools and through field trips at the park. The long-term goal of the program – to encourage students to become stewards of the park and the natural and cultural heritage of the region – is also being achieved. Many of the students who participate in KNPC's outreach programs visit the park with their friends and families and participate in heritage presentation programs. Some have also become park volunteers, helping with the spring owl survey, water quality monitoring programs, and other programs. There are insufficient resources to meet current demand for the outreach education program.

Parks Canada also delivers outreach programming for local adults and Aboriginal people. KNPC facilitates the engagement of youth and adults in research, monitoring, and restoration work, both within the park and in the Zone of Influence and Cooperation (ZIC). These experiential learning opportunities – often called “citizen science” – build understanding of natural heritage, offer memorable experiences, and foster a strong stewardship ethic. In addition, these experiences promote

cross-cultural sharing, as in many cases local First Nations work hand-in-hand with the park and non-Aboriginal stewardship groups.

KNPC also reaches out to local communities and targeted audiences throughout the province of New Brunswick by producing and circulating newsletters (sometimes in conjunction with other parks and sites). These newsletters reach approximately 4,000 people per year, addressing a variety of topics including seasonal events, natural and cultural heritage, and opportunities for people to participate in citizen science activities.

The staff of KNPC reach out to Canadians in the surrounding region, and throughout the Maritimes and when possible throughout Canada, by participating in relevant community events, trade fairs (typically those in Moncton, Québec, and Montréal), and conferences.

The KNPC website is another key tool utilized to reach out to Canadians by providing information on the park. The website does not, however, provide varied learning opportunities for different types of web users. KNPC is beginning to reach out to Canadians via new media.

3.4.7 The State of Stakeholder and Partner Engagement

As a result of ongoing collaboration, open communications, and the provision of opportunities for meaningful involvement in park initiatives, KNPC enjoys support from many stakeholders and partners, including First Nations, the scientific community, fishers, businesses, and others in local communities.

The Mi'kmaq

Kouchibouguac National Park is part of the traditional territory of the Mi'kmaq and a place of special significance to many Mi'kmaq communities, particularly those that are in close proximity to the park, such as Elsipogtog (Big Cove) and L'nui Menikuk (Indian Island) First Nations. Many people from these communities continue to engage in traditional use and subsistence/ceremonial harvesting activities within the park, including harvesting eels, clams, sweet grass, and traditional plants.

KNPC has a positive and growing relationship with the Mi'kmaq of New Brunswick. In 2000, Elsipogtog First Nation and Parks Canada entered into a Memorandum of

Understanding (MOU) in order to foster communication and encourage collaboration on initiatives of mutual interest. The MOU was renewed in 2009. Although contact with L'nui Menikuk (Indian Island) was previously intermittent, in recent years Parks Canada has been strengthening ties with this First Nation and engaging in more consistent dialogue.

Over the last several years, park initiatives have benefited from significant First Nations involvement, especially with regard to research and restoration programs. As of 2010, KNPC partners with local First Nations on four ecological integrity projects. Parks Canada's approach to working with Aboriginal partners is to integrate western scientific knowledge with Aboriginal Traditional Knowledge (ATK) by working with ATK advisors and, when appropriate, with Elders. Many ecological integrity projects focus on resources of cultural importance to the Mi'kmaq and are often led by local First Nations, with Parks Canada offering in-kind support, such as the salmon restoration project on the Kouchibouguacis River.

Parks Canada also works closely with the Mi'kmaq to offer visitors rich cultural experiences and to convey Mi'kmaq traditional knowledge of the park and region. As of 2009, six visitor programs offered opportunities for visitors to discover and learn about Mi'kmaq cultural heritage, including the park wigwam gathering, medicinal walks, the campfire program, and the outdoor theatre. These programs are very well received by visitors. In 2006, the wigwam gathering received the highest level of visitor satisfaction (99% satisfaction rating) of all the interpretation programs offered at the park. Aboriginal history and culture are also highlighted in public outreach education programming, particularly the programming delivered to youth in the region.

The park has also been enriched by the employment of Aboriginal staff, including an Aboriginal interpreter and resource conservation employees.

The Former Park Residents, Local People, and AMICA

The immediate years following the creation of Kouchibouguac National Park were very difficult for the former park residents, who had to rebuild their lives in new communities

surrounding the park. At that time, KNPC experienced limited support from local people, and, in many cases, resentment from former park residents. Although the legacy of the hardships caused by the creation of the park has certainly endured, over time, relationships between Parks Canada and the former park residents have gradually improved. In recent years especially, much work has been done to recognize and heal the past, and to consciously move forward into a new era of cooperation and respect.

One of the greatest successes in rebuilding this relationship has been the “retrouvailles” (gatherings) of the former park residents held in the park for three summers in a row (2007 through 2009). Approximately 600 people – former park residents, their friends and family, park staff and other members of the local community – attended the 2009 event. Former park residents and park staff are now working together to honour and commemorate the history of the former park residents and to weave local history and culture into the very fabric of Kouchibouguac.

Parks Canada works closely with local people on resource conservation initiatives in the park and the Zone of Influence and Cooperation (ZIC). Local people have been integral to at least three successful projects, including a clam monitoring program undertaken with commercial fishers, salmon restoration work, and water quality monitoring.

Local people are also the core of *AMICA*, the park's very active cooperating association, which helps promote and preserve KNPC's natural and cultural heritage. In 2009, *AMICA* was engaged in at least nine projects or activities, providing tremendous support to the park, visitors, and local people. These projects and activities include the operation of the park gift shop, the sale of firewood at the campgrounds, the coordination of a park photo contest, and involvement in the former park residents' reunions.

Other Stakeholders and Partners

The academic community is an important partner for KNPC. Scientists, students, and researchers from Canada and abroad contribute to current understanding of the park's native biodiversity and ecological processes.

Social scientists, historians, archaeologists and other academics also contribute to the state of knowledge of many important aspects of the park and the greater park region.

KNPC also benefits from the input and feedback from non-governmental organizations (NGOs), including provincial and national environmental NGOs, historical and cultural associations, and outdoor clubs. Important governmental partners include the province of New Brunswick, particularly the Department of Natural Resources, municipal governments, and the federal Department of Fisheries and Oceans.

KNPC also works closely with local businesses, in-park businesses, and tourism associations to facilitate meaningful visitor experiences and to support sustainable tourism in the greater park region. As of 2010, KNPC has at least four active partnerships with provincial, regional, and cultural tourism associations and five partnerships with regional and provincial outdoor clubs and councils.

3.5 KEY ISSUES, CHALLENGES, AND OPPORTUNITIES

3.5.1 Kouchibouguac Positioning

For many years the name “Kouchibouguac” has been primarily associated with the story of expropriation. Although much work is being done to recognize and heal the past, further work is required to improve the park’s image. Through improved relationships, meaningful partnerships, effective communications, and strategic marketing exercises, there is great potential for the name Kouchibouguac to be associated with the park’s unique attributes, particularly its cultural heritage, pristine coastal landscape, and the soft-adventure, family-oriented experience opportunities it offers. Kouchibouguac will be repositioned under the umbrella of the refreshed Parks Canada Agency brand.

3.5.2 Commercial Fisheries

As a result of the *Special Inquiry on Kouchibouguac National Park*, the federal government committed to allow former park residents who were bona fide fishers at the time of park creation to continue traditional commercial fishing activities for eel, smelt, gaspereau, and soft-shelled clams in park waters. The intention of the commitment was to allow former park residents who relied upon fishing for their livelihood a reasonable amount of time to transition towards other livelihoods. Parks Canada continues to honour this commitment and will continue to do so until all existing commercial fishers retire.³

Although the commercial fishers strive to be responsible stewards of the marine environment, research and monitoring indicates that commercial fishing negatively impacts the park’s coastal and freshwater ecosystems through such unintended results as by-catch. In recent years, the park has been emphasizing working cooperatively with commercial fishers to learn from their knowledge and to foster a greater spirit of community-based stewardship.

It is Parks Canada’s objective to reduce the impact of the commercial fisheries on coastal and freshwater ecological integrity, as outlined in Key Strategy 1, Objective 1. Where possible, and when fishers are interested, Parks Canada will accelerate the retirement of remaining commercial fishing licences through voluntary buy-outs. The reduction of commercial fishing in the park is expected to bring measurable benefits to the coastal and freshwater ecosystems, improve the quality of the traditional fishery, and serve to enhance visitor experience opportunities by increasing the resources available to the recreational fishery.

3.5.3 Motorboats and Off-Road Motorized Vehicles (ORVs)

KNPC allows motorized boating in the park for authorized commercial fishing activities as well as for recreational purposes in particular zones. This management plan allows for the continuation of motorized boating, while recognizing the need to mitigate impacts on wildlife, sensitive natural resources (such as eel-grass

³ The commercial clam fishery is regulated and managed by Parks Canada. The fin fishery (gaspereau, smelt, eel) is subject to Department of Fisheries and Oceans (DFO) regulations, while the park monitors the fin fishery for compliance and by-catch levels.

beds), the natural character of the park's rivers, estuaries and lagoons, visitor experience, and public safety. Opportunities to reduce impacts of motorized boating include containing night-time boating within established navigation channels, and utilizing outreach and education to encourage non-motorized boating and greater boater responsibility.

The use of off-road motorized vehicles (ORVs) is also authorized in the park under certain circumstances. This has been the case since park establishment, in order to uphold the Government of Canada's commitment to allow commercial smelt fishing in the park. (Smelt fishing occurs during the winter months on the frozen tidal waters of the park which fishers access by ATV and trucks.) ORV use has also been authorized along access routes to provincial crown and private land, and on corridor links to a provincial ATV trail network. Over the years, however, the use of non-authorized ORVs has increased in the park, causing significant damage to the park ecosystems, including wetlands, dunes, and sensitive coastal habitat, and species at risk, such as the St. Lawrence aster and the piping plover.

Parks Canada has taken a concerted approach to address this issue by working cooperatively with snowmobile and ATV clubs. Through discussions Parks Canada and the clubs have reached a consensus on where vehicle use will be permitted. This agreement has reduced the length of vehicle trails in the park from over 25 to 5 kilometres. Remaining trails are located where environmental impacts are limited.

There are now four types of authorized ORV use in the park:

- Use stemming from the Government of Canada's commitment to allow commercial smelt fishing in the park;
- Operational use and for public safety by park staff;
- Transportation/recreation use by the public, which is limited to corridor links to the provincial ATV trail network and use of certain park boundary lines; and
- Access routes to provincial crown land and private land.

All other trails are being discontinued and ORVs will no longer be permitted along the highway 117 corridor or on frozen rivers and lagoons (except for use by bona fide fishers when fishing). Parks Canada continues to work with the clubs in the implementation of this plan and has received limited negative reaction from ORV users.

3.5.4 Employment Opportunities

An employment commitment to the former park residents has existed since the park's inception and was reconfirmed by the *Responses to the Recommendations of the Special Inquiry on Kouchibouguac National Park* (1981) and the 1993 Management Plan. Since 1993 Parks Canada has continued to meet this commitment, allocating over 70% of the park budget to salaries. Parks Canada remains committed to giving consideration to former park residents for employment and training when appropriate opportunities arise. However, as employees retire, the number of positions will be reduced to achieve a better balance of salary and capital expenditures. Nonetheless, Parks Canada will continue to provide employment opportunities to local people, as well as Aboriginal people, both through direct employment and by increasing career opportunities by serving as a gateway to the federal public service.

3.5.5 The North Richibucto Dune

The North Richibucto Dune is an area utilized for day-use activities and overnight camping, despite the lack of services. There is also one traditional Mi'kmaq campsite on the dune that is still being used today, although with decreasing frequency. Visitors are mostly local residents who access the dunes by boat and are seeking a coastal wilderness experience in an area where no fees are collected. Limited monitoring of the area suggests that the visitors strive to adhere to the 'leave no trace' principle of wilderness camping. Nonetheless, there has been some degradation of the dunes and more extensive monitoring is required to assess public safety risks and environmental impacts while continuing to provide a unique visitor experience.

4.0 Vision



Barrett & MacKay

Kouchibouguac National Park of Canada protects and inspires discovery of a spectacular and dynamic coastal landscape and the heritage of three vibrant Atlantic coastal cultures – Mi'kmaq, Acadian, and English-speaking. Barrier islands of sandy rolling dunes and beaches stretch as far as the eye can see. Sheltered lagoons, fed by robust clean rivers, are brimming with seals, waterfowl, fish, and other wildlife. Visitors enjoy swimming, paddling, learning, and playing in a serene, biologically diverse, and protected coastal paradise. The heart of Kouchibouguac – its coastal and aquatic ecosystems – is healthy and thriving and representation of the park's native forest types is improving.

Kouchibouguac's four seasons provide opportunities for children, adults, and seniors from many walks of life to discover the park's natural wonders and rich cultural heritage whether walking, bicycling, or skiing the park's forested trails, digging for clams, listening to local legends, snow-shoeing to a cozy winterized cabin, or simply walking barefoot along the beach. Visitors marvel as they witness

the one of the largest tern colonies in North America, delight in contributing to the conservation of the piping plover and other species at risk, and feel a strong sense of connection to the park.

Kouchibouguac is a sacred place for the Mi'kmaq, who experience the park in ways that support their contemporary culture and society. Strong relationships with former park residents and local people ensure community-level support for the park. The heritage of the people whose cultures were born of the bounty of this land and these waters, and the history of those who lived in the park not so long ago are ever-present for visitors to discover. Traditional, local, and scientific knowledge help maintain and improve the integrity of the park's diverse and changing ecosystems. Kouchibouguac is the epicentre of regional cooperation, sustainable tourism, learning, and leadership. The park's passionate and skilled staff works closely with fishers, local businesses, land managers, academics, educators, and tourism partners in support of the park and the environmental, economic, and social vitality of the region.

5.0 Key Strategies



Barrett & MacKay

Key strategies provide concrete direction for addressing the major issues facing the park and focus efforts and resources towards achieving the vision. The key strategies also address how the three mandate elements of protection, visitor experience, and public appreciation and understanding will be achieved in a mutually supportive manner. There are four key strategies:

- *Supporting the Vitality of Kouchibouguac*, which focuses on maintaining the overall ecological integrity of the park, striving to improve coastal ecological integrity, and enhancing opportunities for visitors and Canadians to learn about the park's ecosystems and participate in their protection.
- *Inspiring the Discovery of Kouchibouguac*, which involves visitor experience opportunities and public outreach education centred on the enjoyment and discovery of the park.
- *Through Engagement and Partnering, Honour the Park's History and Cultural Heritage*, which focuses on commemorating the history of the park, particularly the experience of the former park residents, and enhancing opportunities for visitors and Canadians to discover the park's cultural heritage.
- *Stronger Relationships, Stronger Park, Stronger Region*, which focuses on strengthening relationships with local people and the Mi'kmaq and working cooperatively in support of the park and the environmental, economic, and social health of the region.

Under each key strategy are a clear set of objectives designed to help achieve the strategy. Objectives, and their associated actions, are intended to produce results. Although some objectives will be achieved in the first five-year planning cycle, many are long-term objectives

that will be achieved within the 15-year life of the plan. Targets have been developed to facilitate measuring and reporting on progress in achieving the objectives. Effectiveness in achieving desired results will be assessed through the completion of a State of the Park Report at the end of the first five-year planning cycle (see Section 10.0 Monitoring and Reporting). At that time, objectives, actions, and targets will be adjusted as required, on the basis of what is achieved in the implementation process.

The key strategies focus on management approaches that affect the park as a whole. In addition, there are two areas in Kouchibouguac that merit a specific management approach – the Cap Saint-Louis and Loggiercree wharves. The area management approach, while distinct to the wharves, is also informed by the park's four key strategies.

5.1 Key Strategy 1: SUPPORTING THE VITALITY OF KOUCHIBOUGUAC

This strategy focuses on maintaining the overall ecological integrity of the park, striving to improve the ecological integrity of the coastal ecosystem, and enhancing opportunities for visitors and Canadians to learn about the park's ecosystems and participate in their protection. The ecological integrity of a national park is the foundation for unique, high quality visitor opportunities. Through memorable experiences that respect the protected nature of the park and that foster a connection to place, visitors are inspired to support and engage in protection efforts.



*Summer students helping to monitor the wood turtle.
Magali Fancoeur*

Description of the Strategy

Through active management, public outreach education, and visitor participation, KNPC will strive to improve coastal ecological integrity during the first five-year cycle of this plan. With the help of visitors, volunteers, local residents, and the Mi'kmaq, the park will reduce the impacts of the in-park commercial fishery on coastal and freshwater ecosystems, stabilize the piping plover population and other coastal species at risk, and reduce the use of motorized vehicles and their effects on coastal and freshwater ecosystems. The health of KNPC's coastal and freshwater ecosystems is essential to visitor experience opportunities – experiences that are often the foundation for visitors' support of and engagement in protection efforts.

This Key Strategy provides guidance to the Area Management Approach regarding the two wharves in the park. Parks Canada seeks to reduce the impacts of the wharves on ecological integrity and to increase visitor understanding of aquatic ecosystems and fishing traditions in the park.

KNPC's forests and wetlands are also critical to the park's vitality and visitor experience. Although relatively healthy, the park's forests have been significantly degraded and are suffering from the effects of fragmentation. While the park will be focusing on the coastal and freshwater systems during the first five-year planning cycle, work to begin restoring a representative Acadian forest and to assess interest in interpretation and outreach programs relative to this restoration will commence within the 15 year life of this plan.

Objective 1.1: To reduce the impacts of the commercial fisheries on the ecological integrity of the park's coastal and freshwater ecosystems.

Targets

- Clam population reaches 12 clams (minimum of 55 mm in size)/m² and 100 clams (any size)/m² by 2013.
- Evaluate actual state of finfish populations (establish baseline 2009). Populations of targeted and non-targeted finfish species increase by 10% by 2013.

- Establish level of by-catch (baseline 2009). By-catch of non-targeted finfish is reduced by 80% by 2013.

Actions

- Monitor soft-shell clams and other harvested resources and the impact of commercial and recreational fisheries on greater coastal ecological integrity, contributing to an updated ecological integrity database.
- In cooperation with interested groups, implement the Clam Management Plan and update the plan every 5 years.
- In cooperation with the Department of Fisheries and Oceans, ensure the phase-out of in-park commercial fishing licenses (granted to those identified in the Government of Canada's *Responses to the Recommendations of the Special Inquiry on Kouchibouguac National Park*) as fishers retire.
- Establish a voluntary program to buy back in-park commercial fishing licenses within the first five-year cycle of this plan.
- Reduce by-catch through the combination of education, scientific research, the voluntary buy-back program, and an enhanced prevention and enforcement program.
- Engage in an on-going dialogue with the Mi'kmaq and Walostokyik regarding the future of commercial fishing in the park.

Objective 1.2: To maintain, stabilize, or increase the populations of the piping plover, the St. Lawrence beach pinweed, and the St. Lawrence aster – those species for which planned management activities have a strong potential to stabilize or increase in-park populations (see Section 3.4.3).

Targets

- Piping plover fledgling rate reaches 1.65/pair by 2013.
- A park strategy for the maintenance and restoration of the St. Lawrence beach pinweed is developed by 2013.

Actions

- Develop a better understanding of the threats (predation) to the piping plover by expanding the remote-camera monitoring program and adapting current management techniques to mitigate these threats.
- In cooperation with partners, develop and implement a captive rearing program for the piping plover.
- Continue to monitor the St. Lawrence aster, protect its habitat, and conduct restoration work when needed.
- Develop a park-level strategy for the maintenance and restoration of the St. Lawrence beach pinweed.
- Continue to work with the Mi'kmaq to integrate Aboriginal Traditional Knowledge with western scientific knowledge in support of researching and recovering species at risk. (See also Objective 4.4 which addresses Parks Canada and Mi'kmaq cooperation in terms of research on the striped bass, the American eel, and local Atlantic salmon populations.)

Objective 1.3: To monitor and be responsive to the effects of sea-level rise on the park's coastal and freshwater ecosystems and infrastructure.

Target

- Complete the development of a monitoring program that measures the effect of sea-level rise on salt marshes by 2013.

Actions

- Work cooperatively with partners and interested organizations such as McGill University and the US Geological Survey, Elsipogtog and L'nui Menikuk (Indian Island) First Nations, and the North Shore Micmac District Council to monitor the ecological changes brought about by sea-level rise on the coastal and freshwater ecosystems.
- Adapt management of coastal species at risk based on knowledge gained through monitoring of sea-level rise.

- Ensure knowledge gained through monitoring of sea-level rise informs planning and decision-making regarding facilities, roads, and other infrastructure in order to minimize infrastructure-related impacts on coastal ecological integrity and visitor experience.

Objective 1.4: To reduce the use of off-road motorized vehicles (ORVs) (including ATVs and over-snow vehicles) and motorized boats in the park.

Target

- The area in which off-road vehicles and motorized boats travel in the park decreases by 2014.

Actions

- Continue to work with off-road vehicle clubs (over-snow and ATV) and other stakeholders to build understanding and appreciation of the impacts of motorized boats and off-road motorized vehicles on park ecology.
- Reduce unauthorized off-road vehicle use in the park through prevention and enforcement.
- Contain night-time boating in park waters within established navigation channels.
- Discontinue winter use of the over-snow trails along the 117 highway corridor and ORV travel on the frozen rivers and lagoons (except use by bonafide fishers when fishing).
- Encourage non-motorized boating in the park and greater boater responsibility and safety through education and outreach.

Objective 1.5: To monitor for exotic invasive species, prevent their introduction in the park whenever possible, and eliminate or contain established exotic invasive species that pose a threat to park ecosystems.

Targets

- The Invasive Plant Index (IPI) for trails, roadways, and campgrounds in the park does not increase (2009 baseline).
- The number of occurrences of high-priority invasive plant species (categories 3 and 4) does not increase over the next five years (2009 baseline).

Actions

- Implement the Invasive Plant Index (IPI) monitoring program in the park's forest ecosystem.
- Detect and respond rapidly to new exotic invasive species deemed a threat to the forest ecosystem under the Invasive Plant Index (IPI).
- Utilize the freshwater and coastal monitoring protocols to monitor for aquatic exotic invasive species.
- Contain or eliminate established exotic invasive species that pose a threat to terrestrial or aquatic ecosystems.
- Work with the province and other partners on the regional strategy on exotic invasive species.
- Expand public outreach education and information for visitors relative to exotic invasive species.

Objective 1.6: To work towards the maintenance and/or restoration of ecological processes in the park's forest ecosystem.

Targets

- Objectives and targets for the restoration of a representative Acadian forest are developed by 2015.
- The park fire management plan is completed by 2010 and implemented by 2012.

Actions

- Establish permanent sampling plots and carry out forest monitoring protocols.
- Research white pine regeneration and eastern hemlock decline.
- Develop objectives and targets for the restoration of a representative Acadian forest.
- Develop and begin implementing a jack pine reduction plan.
- Complete and implement the fire management plan (that directs the park to diminish the risk associated with fire, and, as much as possible, utilize fire as a natural ecosystem process) and facilitate Mi'kmaq involvement in fire management.

- Continue to work with partners, particularly the New Brunswick Department of Natural Resources, to support the maintenance or improvement of forest ecosystem connectivity between the park and the outside landscape.
- Work with the Mi'kmaq to integrate traditional knowledge with western scientific knowledge in terms of forest ecosystem research and to support Mi'kmaq involvement in forest management.

Objective 1.7: To increase visitor and public awareness of the park's monitoring, protection, and restoration work, provide enhanced opportunities for visitors and volunteers to contribute to these efforts, and ensure that citizen science, interpretation, and outreach programs in these areas meet the needs and interests of visitors and outreach audiences.

Targets

- Increase public/volunteer involvement in monitoring, protection and restoration efforts (measured by number of volunteers and volunteer hours).
- Increase the number of opportunities for visitors and Canadians to learn about and engage in the stewardship of species at risk in the park (baseline 2008).

Actions

- Conduct social science research to determine visitor and audience interests relative to the park's monitoring, protection, and restoration efforts. Prioritize actions below accordingly. Assess visitor response to new and existing visitor and public outreach education programs in this area and adjust accordingly.
- Continue to work cooperatively with Kejimikujik and Prince Edward Island national parks, and other partners, including local piping plover guardian groups, to support visitor and community interest and involvement in the stewardship of the piping plover.

- In response to visitors' interest in wildlife habitat at KNPC⁴, enhance and expand learning and awareness opportunities for visitors and outreach audiences in terms of the species at risk in KNPC, including increasing species at risk interpretive programming and providing, in the Visitor Centre and on the web, live camera footage of piping plover nests.
- Engage Canadians with the fascinating life history of the American eel by providing learning opportunities for visitors and outreach audiences regarding this species (see information on American eel research with the Aboriginal people of Atlantic Canada in section 3.4.3).
- Assess visitor and audience interest in learning opportunities relative to forest restoration projects. Develop opportunities accordingly.
- Facilitate opportunities for visitors to learn about the park's monitoring, protection and restoration efforts in the renewed Visitor Centre exhibit and film (see Objective 2.3).
- In cooperation with fishers, neighbouring communities, and the Mi'kmaq, explore ways to enhance visitor experience opportunities relative to recreational clam harvesting, such as featuring local and traditional knowledge with respect to this activity. (This action will be possible only once commercial harvesting has been dramatically reduced.)
- Where appropriate, work with the Mi'kmaq to develop visitor experience and public outreach education opportunities regarding Aboriginal Traditional Knowledge and Mi'kmaq contributions to monitoring, protection, and restoration.
- See also relevant actions in Objectives 2.2, 2.3, 3.2, and 4.4.

⁴ In a 2006 survey, 83% of surveyed visitors expressed interest in learning about wildlife habitat.

**5.2 Key Strategy 2:
INSPIRING THE DISCOVERY OF
KOUCHIBOUGUAC: RAISING KNPC'S
PROFILE, AND EVOLVING WITH VISITORS'
NEEDS AND TRENDS**

This strategy involves visitor experience opportunities and public outreach education centred on the enjoyment and discovery of Kouchibouguac National Park. It focuses on facilitating visitor experience as defined by the needs, expectations, and interests of current and potential visitors and effectively marketing to these audiences. By enhancing the visitor experience offer and improving public outreach education and external communication programs, Canadians and visitors will increasingly recognize and want to visit Kouchibouguac National Park for its unique attributes, particularly its dynamic coast, rich cultural heritage, and its soft-adventure, family-oriented experience opportunities.



A family exploring the dunes and watching the seals on a voyageur canoe outing. Chris Reardon

Description of the Strategy

Through focused research and analysis, Parks Canada will better understand KNPC's current and potential markets. The park will keep the programs, activities, and services that continue to meet visitors' needs and expectations, while enhancing them and/or developing new products and services in accordance with Parks Canada's conservation mandate and in response to changing visitor trends. Based on the results of current social science research and visitor feedback, beach use,

camping, canoeing and kayaking, and walking/biking/skiing on the multi-use trail system will remain the focus of recreational opportunities. However, Parks Canada will update programs, infrastructure, and assets according to changing visitor trends, particularly the front-country camping offer, the Visitor Centre reception, exhibits, and film, and interpretation assets. KNPC will also put greater emphasis on providing quality services, activities, and programs throughout the year.

Through a repositioning process, marketing, public outreach education, and external communications, Kouchibouguac will become better known amongst Canadians. The park will no longer be associated primarily with the story of expropriation but will be celebrated for its pristine coastal environment, its history and rich cultural heritage, and as a place for soft-adventure and family-oriented activities. The enhanced visitor offer, combined with innovative marketing and external communications, will increase visitation amongst target groups, particularly local residents, people from the Maritimes (NB, NS, PEI) and Quebec, and urban Canadians (particularly from Moncton).

This Key Strategy applies to the Area Management Approach in that the development of visitor opportunities at the park's wharves will be guided by sound understanding of the needs and interests of the park's current and potential visitors.

Objective 2.1: To better understand current and potential markets, effectively promote the park to priority markets, and increase visitation among these groups.

Targets

- Visitation among target markets increases (visitors within 80 km of the park, from the Maritimes, Quebec, and Moncton) (baseline: 2009 Point of Sale Program information).
- 161,776 visitors for 2010/11 and 169,874 for 2011/12, followed by an increase of at least 2% per year until 2015.

Actions

- Using existing internal and external research and information confirm current and potential target markets and analyze their needs and expectations, with assistance from Parks Canada social scientists. In particular, enhance demographic understanding of visitors, by developing a psychographic approach to better understand visitors' motivations and interests.
- Using social science (including the 2010 VIP)⁵ and input from public consultation processes (including annual implementation reporting), analyze levels of satisfaction and connection, determine gaps, and enhance the visitor experience offer to address these gaps.
- Update KNPC's Visitor Experience Concept (VEC) during the first management plan cycle.
- Enhance promotion and partnership initiatives, particularly cooperative efforts with tourism partners, to increase visitation, focusing on target markets.

Objective 2.2: To enhance opportunities for park visitors to discover, enjoy, and connect with the park by updating interpretive and way-finding assets and key visitor facilities.

Targets

- The national target that 85% of visitors surveyed consider KNPC meaningful to them is met or exceeded.
- The national target that 85% of visitors enjoyed their visit is met or exceeded.
- The national target that 60% of visitors at surveyed locations consider they learned about the park is met or exceeded.
- Visitor satisfaction with the Visitor Centre exhibit increases (baseline: 2005 VIP).
- Overall visitor satisfaction with facilities increases (baseline: 2005 VIP).

Actions

- By 2011, redesign and replace the park-wide orientation/way-finding program, including all trail-head signs and the kiosks at main gathering areas to provide up-to-date information and to facilitate opportunities for enjoyment and discovery of the natural and cultural heritage of the park.
- Develop an unstaffed welcome node at the northern entrance of the park to improve orientation and the "arriving" phase for visitors entering from this direction, and to foster a stronger connection with the community of Pointe Sapin (also cited in Objective 2.3).
- Social science research (the 2005 VIP survey and input from visitors and stakeholders during management plan consultations) helped determine what visitors want to learn and how/when they want to learn it (particularly in relation to the history and cultural heritage of the park), as well as the kinds of enjoyment opportunities visitors seek relative to welcoming and orientation. In response to this research, by 2011, renew the welcome and orientation area in the Visitor Centre and develop new exhibits.
- In response to above-mentioned social science research, by 2011, update the Visitor Centre theatre's technical delivery system and produce a new film.
- By 2011, relocate and renew the park's gift shop.
- Update the self-guided trail interpretation panels so that they contribute to visitors' safe and enjoyable discovery of the park.
- Regularly update the park website to improve the quality and user-friendliness of pre-trip visitor experience information.
- Examine opportunities to facilitate visitor experiences in the northern section of the park.

⁵ Visitor Information Program (survey).

Objective 2.3: To improve the camping offer, within the park's financial and infrastructural capacity, to meet the needs of current and potential visitors.

Targets

- The number of site nights increases (baseline: 2009 site nights).
- Visitor satisfaction with campsites increases (baseline: 2005 VIP).
- The visitor "value for camping fee" rating improves (baseline: 2005 VIP).

Actions

- Upgrade the front-country campgrounds by improving facilities, including expanding the number of electricity hook-ups at the South Kouchibouguac Campground (from 40 to over 100) and upgrading facilities (washrooms, showers, etc.) at the Côte à Fabien Campground by 2011.
- Determine the feasibility of expanding alternative camping opportunities, including seasonal camping.
- Provide further opportunities for amusement and recreation directly within the campgrounds, particularly for children and youth.
- Provide wireless Internet access within the campgrounds by 2011.

Objective 2.4: To build on KNPC's success in facilitating year-round visitor experiences by being responsive to visitors' needs and striving towards a high standard of services, activities, and interpretive programming throughout the year.

Targets

- Visitor satisfaction during the winter season is maintained (baseline: 2007 Winter Visitor Study).
- The national target that 85% of visitors enjoyed their visit is met or exceeded.

Actions

- Ensure that the unique attributes of the park during the fall, winter, and spring, as well as activities and programs offered during these times, are featured in marketing and external communications.

- Based on social science and input from consultation processes, further develop, test and evaluate interpretation and other visitor experience opportunities for the non-peak seasons to meet the changing needs and interests of visitors.
- Promote the park's designation as a Dark Sky Preserve and develop opportunities for visitors and local residents to understand and appreciate the dark sky, its importance to the natural environment, and its role in local folklore. Ensure the designation as a Dark Sky Preserve is promoted in the Maritime and Gaspé Circle Tour (see Objective 4.6).
- By 2011, redesign and replace the orientation/way-finding program, where needed, in relation to winter visitor use.

Objective 2.5: To enhance KNPC's public outreach education and external communications program so that more Canadians recognize and celebrate Kouchibouguac for its unique attributes and have increased opportunities to discover and connect to the park.

Targets

- The number of media stories that address the park increases.
- The number of hits to the KNPC website increases.

Actions

- By 2015, refresh Kouchibouguac's image within the updated Parks Canada brand.
- Refresh and consistently update the KNPC website to facilitate inspiring discovery of the park for Canadians at home, at leisure, and at school.
- Develop external communications and external relations materials based on the park's refreshed image, such as a newsletter that highlights existing and new visitor experiences.
- In cooperation with the Western Quebec Field Unit, develop public outreach education and external communication initiatives that increase the park's profile in Montréal.

- Enhance public outreach education initiatives and programs for the Mi'kmaq and local people, as outlined in detail in Key Strategy 4.

**5.3 Key Strategy 3:
 THROUGH ENGAGEMENT AND PARTNERING,
 HONOUR THE PARK'S HISTORY AND CULTURAL
 HERITAGE**

In response to feedback from the former park residents, local people, and the Mi'kmaq, Parks Canada will work cooperatively with these groups to honour the park's history and cultural heritage. Park visitors will have opportunities to experience the rich heritage and stewardship of this distinctive landscape that enabled the creation of the park. By honouring the past, the future will be built upon mutual trust and respect.



The 2008 "retrouvailles" (gathering) of the former park residents in the park. Lisa Vautour



A Mi'kmaq interpreter, Marilyn Simon-Ingram, sharing stories and traditional drumming with children in the park. Brian Townsend

Description of the Strategy

The cultural heritage of the Mi'kmaq and Acadian and English-speaking settlers is one of the most distinguishing characteristics of KNPC. It is also one of the aspects of the park most appreciated by visitors.⁶ Although cultural heritage is already a significant aspect of interpretive programming in the park, this strategy sets a course to honour the history of the former park residents and to more fully integrate cultural heritage into visitor experience and public outreach education activities.

This strategy is about telling the park's stories and celebrating the people so closely linked to this land and these waters; the people who have adapted to and thrived in this natural environment and who continue to be stewards of the park and the surrounding region. This strategy hinges on cooperation. To effectively honour the past, Parks Canada will work closely with former park residents, local people, and the Mi'kmaq to ensure the inclusion of local and Aboriginal knowledge and perspectives in the telling of the park's stories. Visitor experiences will be greatly enriched by opportunities to be immersed in these traditions.

Parks Canada will also work closely with local people, the Mi'kmaq, and other partners and stakeholders to ensure that the resources associated with the park's cultural heritage are protected and the visitors have opportunities to discover and experience these resources and understand their value. Particular attention will be paid to the protection of archaeological and culturally sensitive sites.

This Key Strategy provides guidance to the Area Management Approach in that visitor experience opportunities that are closely linked to the cultural heritage of the park, particularly heritage associated with fishing, will be developed at Loggicroft wharf.

⁶ In the 2006 VIP, Acadian culture and Aboriginal heritage were among the top four interpretation topics for visitors surveyed.

Objective 3.1: To strengthen relationships and collaborative efforts in order to honour and commemorate the park's Mi'kmaq, Acadian, and English-speaking peoples' history and cultural heritage.

Target

- Increase the number of events, physical infrastructure (such as commemorative structures, signs, and interpretation panels), and programs that honour and commemorate the park's history and cultural heritage.

Actions

- In cooperation with the former park residents, develop opportunities to effectively honour their history, such as through a commemorative exhibit to be completed by 2011.
- Continue to work closely with the Mi'kmaq to ensure that Mi'kmaq cultural heritage and traditional knowledge is appropriately incorporated into research, visitor experience, and educational programming.
- In partnership with communities and cultural groups, encourage events in the park that celebrate the cultural heritage of the park and the area, such as the "retrouvailles" (gatherings) of the former park residents, and Aboriginal pow-wows.

Objective 3.2: To facilitate diverse and authentic opportunities for visitors and public outreach education audiences to personally connect with, enjoy, and learn about the park's cultural heritage.

Targets

- The corporate performance expectation that 60% of visitors at surveyed locations consider they learned about the heritage of the location is met or exceeded.
- At least one public outreach education initiative that features the park's history and cultural heritage is developed by 2011.

Actions

- In cooperation with fishers, neighbouring communities, and the Mi'kmaq, explore approaches to enhance visitor experience opportunities relative to recreational clam harvesting, such as featuring local and traditional knowledge in this activity (also cited in Objective 1.7).
- Ensure marketing and outreach strategies emphasize the cultural heritage opportunities offered by Parks Canada and its partners to visitors (current and anticipated) and outreach audiences.
- Ensure that that the new Visitor Centre exhibit and film, as well as new interpretation panels, facilitate enhanced opportunities for visitors to enjoy and discover the park's history and cultural heritage.

Objective 3.3: To ensure that the data and knowledge required from all perspectives is gathered as a foundation to working with partners to protect and present the culture and history of the park.

Target

- Complete the inventory and evaluation of the park's cultural resources and improve their management and monitoring by 2015.

Actions

- Complete and maintain the inventory of the park's cultural resources by 2013.
- Ensuring the inclusion of local knowledge and Aboriginal Traditional Knowledge and working with partners and stakeholders, produce a Cultural Resource Value Statement (CRVS) to define the value of cultural resources in the park and guide management practices by 2015. (Given that local knowledge and Aboriginal Traditional Knowledge evolve over time, update the CRVS as required.)
- Integrate the results of the CRVS into a cultural resource monitoring and management framework and/or directly into the next planning cycle by 2015.
- As part of the cultural resource monitoring and management framework, develop criteria for and identify Culturally Sensitive Sites (CSS).

- Continue to protect and preserve the active cemetery located along Highway 117 in accordance with the Parks Canada *Human Remains, Cemeteries and Burial Grounds Management Directive* and continue to allow former park residents and their children to be buried there.

**5.4 Key Strategy 4:
 STRONGER RELATIONSHIPS, STRONGER PARK,
 STRONGER REGION**

Parks Canada will work to strengthen relationships with local people and the Mi'kmaq to ensure that the park is relevant to their communities, and to strengthen community-level support for and engagement in park protection and presentation. Parks Canada is committed to working cooperatively with its neighbours in support of the park and the environmental, economic, and social health of the region.



Community members, students, and staff doing annual tern nest count on the Tern Islands in the park. Nicole Daigle

Description of the Strategy

Although KNPC has accomplished a great deal in terms of working cooperatively with local communities and the Mi'kmaq, Parks Canada seeks to strengthen community-level support for and engagement with the park and to foster a greater spirit of regional-level cooperation. Central to this strategy will be working to increase the park's relevance to local people. The work of Key Strategy Three – honouring the park's history and cultural heritage – will likely go a long way towards achieving this goal. Strategy Four takes this work a step

further by encouraging and facilitating use and enjoyment of the park by local communities and the Mi'kmaq and by continuing to find meaningful ways to reach out to the youth of these communities. Emphasis will also be placed on working with local people and the Mi'kmaq in monitoring, protection, and restoration efforts in the park and in the Zone of Influence and Cooperation. The park will also work with these communities to ensure its ongoing and meaningful contribution to the social and economic needs of the region, particularly by working with partners in support of regional sustainable tourism.

This Key Strategy provides guidance to the Area Management Approach by stressing that maintaining and strengthening relationships with local fishers who utilize the wharves is critical to building community-level support for the park and ensuring local-level involvement in the protection and stewardship of the park's resources.

Objective 4.1: To continue building trusting and respectful relationships with local people and work to increase their sense of connection to and engagement with the park and support for the park and Parks Canada.

Targets

- Visitation from local people increases (baseline: 2009 Point of Sale Program information).
- Increase the park presence in the local communities (number of times park staff visit schools, attend community events, conduct heritage presentation programming outside the park, provide presentations, etc.).

Actions

- Develop a strategy to enhance local peoples' opportunities to engage with and contribute to the park that meets their needs and interests.
- Encourage visitation and use of the park by local people, particularly by being as innovative as possible regarding entrance fees, and continuing to facilitate events and activities that are relevant to local people.
- Consult local people on Parks Canada's fee structure and effectively communicate how fees are being reinvested in the park.

- Based on feedback from educators and the results of social science research, further the development and delivery of school programs, and work in innovative ways to foster a sense of pride and stewardship for the park among local youth.
- In response to feedback from stakeholder consultation, develop an unstaffed welcome node at the northern entrance of the park to improve orientation and the “arriving” phase for visitors entering from this direction and to foster a stronger connection with the community of Pointe Sapin (also cited in Objective 2.3).
- Continue to participate in community events and initiatives.
- See actions related to local people in Objectives 1.7, 2.1, 3.1, 3.2, 3.3, 4.3, 4.4, and 4.6.
- Work closely with each First Nation to ensure that Kouchibouguac remains relevant to their contemporary culture and society and to facilitate their use of the park.
- Further the development and delivery of school programs that are culturally relevant to the Mi’kmaq (as defined by the Aboriginal communities) and that work to foster a stronger sense of connection between the Mi’kmaq and the park.
- Implement a park policy that the Mi’kmaq receive any wildlife of cultural importance that are killed in the park, such as bears killed on the park highway.
- See also actions related to the Mi’kmaq in Objectives 1.2, 1.3, 1.6, 1.7, 2.5, 3.1, 3.2, 3.3, 4.3, 4.4, 4.5, and 4.6.

Objective 4.2: To continue building trusting and respectful relationships with the Mi’kmaq and facilitate their use of and engagement with the park according to the specific needs and interests of each First Nation.

Targets

- Increase the number of park visits to local First Nations’ schools.
- Meet with Elsipogtog and L’nui Menikuk (Indian Island) First Nations at least once per year for annual implementation reporting.

Actions

- Continue to meet with Elsipogtog and L’nui Menikuk (Indian Island) First Nations according to the needs and interests of each First Nation, including exploring with the First Nations the possibility of establishing a permanent First Nations advisory committee for New Brunswick and developing a Memorandum of Understanding that includes both Elsipogtog and L’nui Menikuk (Indian Island) First Nations.

Objective 4.3: To continue to play a vital role in the economic and social health of the region.

Target

- An Economic Impact Statement prepared by 2015 demonstrates that the park’s contribution to the local economy is the same or greater than in 2004 (the date of the last Economic Impact Statement).

Actions

- Increase cooperation and integration with the regional tourism sector, including promoting local businesses, and participating in community tourism events and initiatives.
- Continue to provide employment opportunities to local people and Aboriginal people, both through direct employment and by increasing career opportunities by serving as a gateway to the federal public service.
- Encourage and work with local people and the Mi’kmaq in the development of tourism offers or other economic development opportunities that are associated with or complement the park’s offer.

Objective 4.4: To work cooperatively with local residents, the Mi'kmaq, and other partners and stakeholders in the Zone of Influence and Cooperation (ZIC) – integrating Aboriginal Traditional Knowledge (ATK), local knowledge, and western scientific knowledge – in an effort to strengthen relationships, contribute to the maintenance/improvement of the ecological integrity of the park, and support environmental efforts in the region.

Targets

- The Atlantic salmon populations in the Richibucto and Kouchibouguac Rivers are restored to 24 parrs/100m² by 2013.
- Collect baseline information on the American eel by 2013.
- Participation in the protection of the piping plover increases in the ZIC (measured in volunteer numbers and volunteer hours).
- Maintain or increase the number of ecological integrity projects in the ZIC (for which Parks Canada is either the lead or supporting agency).

Actions

- Work in cooperation with adjacent landowners, the Mi'kmaq, and other partners to support the conservation of species at risk in the ZIC. In particular, promote the engagement of local people in the recovery of the piping plover in the park and region.
- Together with Elsipogtog First Nation and the Friends of the Kouchibouguac River, work to restore the local Atlantic salmon population using Aboriginal Traditional Knowledge (ATK), local knowledge, and western science (focusing on the populations in the Richibucto and Kouchibouguac rivers during the first planning cycle and thereafter on the Kouchibouguac River population).
- Work with Elsipogtog First Nation and other partners to collect baseline information on the American eel using both ATK and western science.
- Continue to develop and maintain partnerships with the Mi'kmaq and local river and watershed associations to strive to improve water quality in the park and the regional watersheds.

- Together with Elsipogtog First Nation and the Department of Fisheries and Oceans, utilize both ATK and western science to research the effects of commercial fishing on the striped bass in the ZIC.
- Continue to work with partners, particularly the New Brunswick Department of Natural Resources, to support the maintenance or improvement of forest ecosystem connectivity between the park and the outside landscape (Note: This action is also listed in Objective 1.6).
- In cooperation with Elsipogtog and L'nui Menikuk (Indian Island) First Nations and the Friends of Kouchibouguac River, develop meaningful and hands-on experience opportunities with regard to river monitoring and salmon restoration projects that build awareness of aquatic ecosystems and connections between local cultures.

Objective 4.5: To work cooperatively with the Mi'kmaq and Walostokyik, including heritage stakeholders outside the ZIC – integrating Aboriginal traditional networks, commerce, and social and political structures – to promote cultural awareness, regional Aboriginal tourism, and interconnectivity of Aboriginal people along the Atlantic seaboard.

Target

- A brochure promoting the “Circle Tour” is produced by March 31, 2012.

Actions

- Continue to work in co-operation with Metepenagiag Heritage Park at both the park and the Field Unit level to increase awareness and appreciation of the site and to improve visitor experience opportunities.
- Develop a staff exchange program between the Metepenagiag Heritage Park and Kouchibouguac National Park.

- Parks Canada, led by the Northern New Brunswick Field Unit, will work co-operatively with Aboriginal people to develop a “Circle Tour” of tourist attractions with significant Aboriginal themes. These would include national parks, national historic sites, the Metepenagiag Heritage Park, and other culturally related tourist attractions offered by First Nations.

Objective 4.6: To increase the park’s knowledge of the environmental impacts associated with coastal wilderness experiences on the North Richibucto Dune and to further the spirit of responsible stewardship amongst the dune users.

Target

- Introduce a monitoring program by 2013 that assesses the environmental impacts of use on the North Richibucto Dune.

Actions

- Monitor the environmental impacts associated with visitor/local use of the North Richibucto Dune through observation and visitor surveys, and share the results with stakeholders, local communities, and the local Mi’kmaq.
- Implement minimal mitigation measures, as per the results of monitoring.
- If monitoring results point to the need for greater stewardship and/or rehabilitation of the dunes, work cooperatively with dune users to achieve this goal.
- Communicate ecological integrity and cultural resource messages related to the North Richibucto Dune to the public and the dune users.

6.0 Area Management Approach: The Loggiecroft and Cap Saint-Louis Wharves



The Cap Saint-Louis Wharf. Parks Canada

STRATEGIC DIRECTION FOR THE AREA:
Parks Canada supports the Loggiecroft and Cap Saint-Louis wharves as staging bases for designated commercial fishing activities and safe, enjoyable, and educational visitor experiences while ensuring the park's ecological integrity.

6.1 HISTORY AND CONTEXT

There are two operating commercial fishing wharves located within Kouchibouguac National Park: Cap Saint-Louis, which is located in the estuary of the Kouchibouguac River in the southern section of the park, and Loggiecroft, located at the mouth of the Kouchibouguac River, in the centre of the park. The legal boundaries established for both wharves are shown in maps 5 and 6.

These wharves have been in use by local fishermen since the early twentieth century.

The 1969 agreement between Canada and New Brunswick for the creation of the park provided for the continued use and maintenance of the Cap Saint-Louis wharf. It was expected that berthing for the former park residents (who engaged in inshore commercial fishing activities) would be concentrated there. It was also expected that the wharf facilities at other locations within the park, including Loggiecroft, would be phased out; however, some fishers strongly objected to having all fishers concentrated at the Cap Saint-Louis wharf. Therefore, in the 1981 *Responses to the Recommendations of the Special Inquiry on Kouchibouguac National Park*, the Government of Canada committed to maintaining commercial fishing wharves at Loggiecroft for the use of local fishers as well as visitors and to ensuring that the facilities be maintained at their 1981 capacity.

The wharves are currently managed by Harbour Authorities by lease from the

Department of Fisheries and Oceans (DFO) and through a business licence issued by Parks Canada. There is also a Memorandum of Understanding (MOU) between DFO and Parks Canada, most recently updated in 2009, which outlines the responsibilities of each organization relative to the wharves. The MOU stipulates that DFO is responsible for the administration of the wharves and the costs associated with their maintenance and capital improvements (up to the standards of similar harbours in the Gulf Region administered by the DFO Small Craft Harbours Branch) while Parks Canada is responsible for the costs of those aspects or portions of developments, construction, maintenance, and management that exceed Small Craft Harbours standards. All parties agree to work together cooperatively.

As of 2009, there were 51 licensed commercial fishers docking boats at Cap Saint-Louis wharf and 55 at Loggicroft wharf. In recent years, the Cap Saint-Louis wharf has also been providing recreational docking services for approximately 20 to 30 pleasure boats.

There are limited visitor experience opportunities at the wharves, but current uses include non-motorized and motorized recreational boat launching, informal interaction with fishers, walking, and sight-seeing. The Cap Saint-Louis wharf is located a considerable distance from the hub of visitor activity in the centre of the park. Visitors at Cap Saint-Louis are primarily local people who utilize the wharf area for boat launching, picnicking, and walking.

6.2 WHARF MANAGEMENT PLANS

In 2005, Parks Canada developed, in consultation with the two Harbour Authorities, draft wharf area management plans for Loggicroft and Cap Saint-Louis. These draft plans provided detailed descriptions of the history, vision, objectives, and proposed action plans relative to the wharves. This Area Management Approach summarizes the draft wharf plans and provides integrated direction for the wharves relative to Parks Canada's mandate. Once this management plan is approved, it will replace the draft wharf plans and guide

management and decision-making relative to the wharves in KNPC.

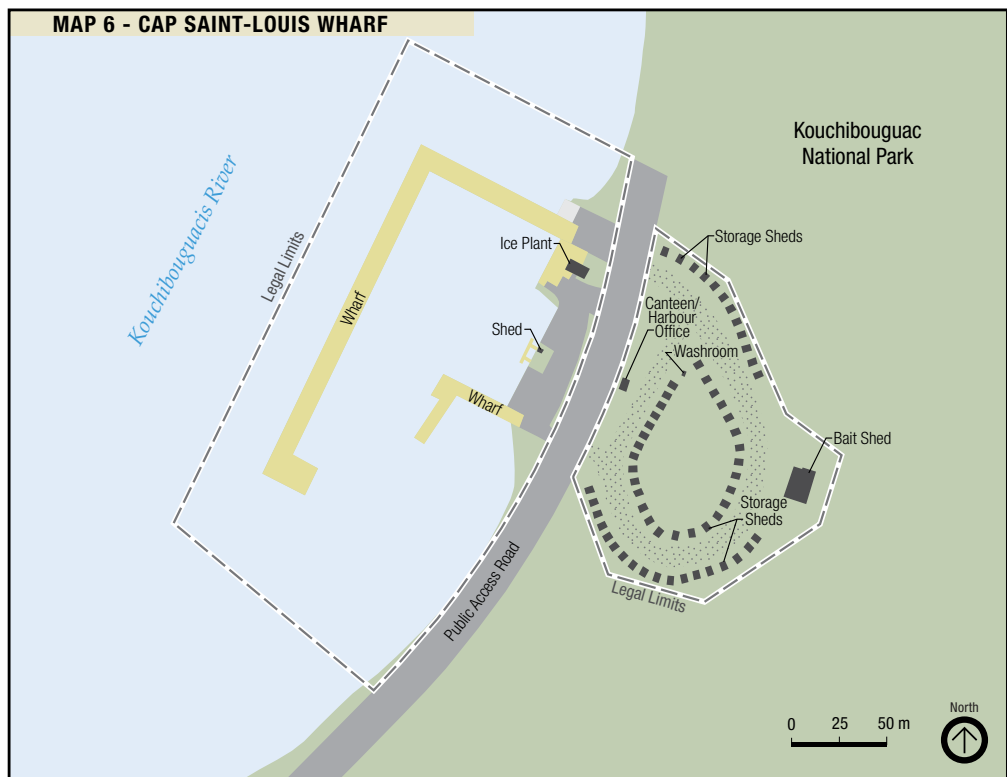
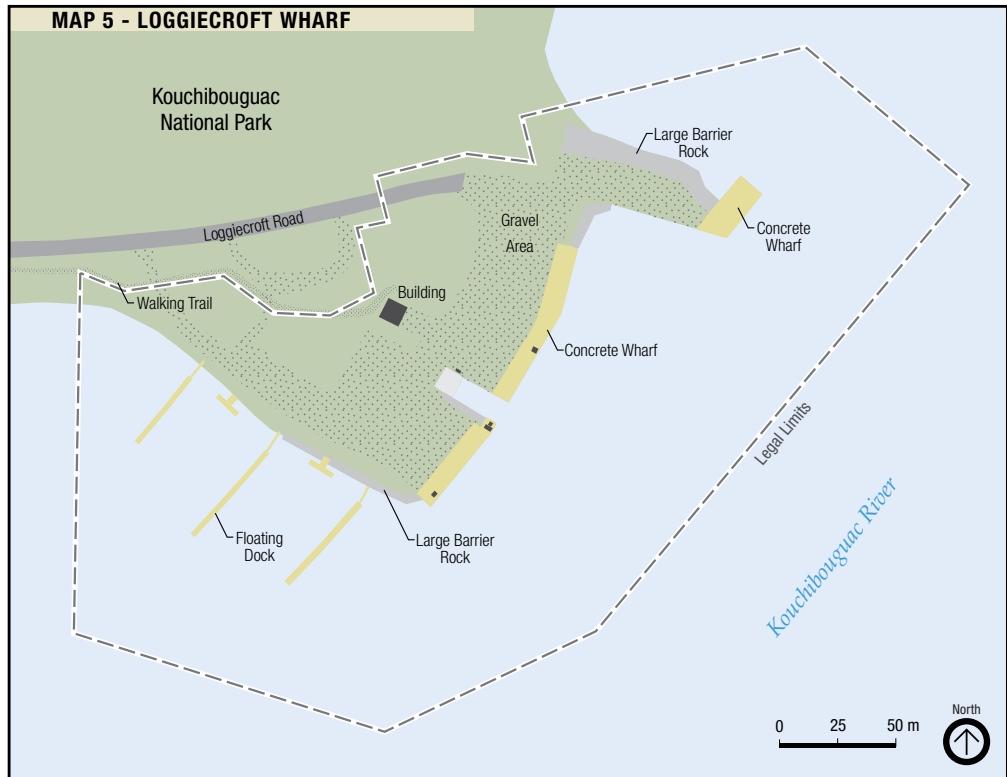
6.3 CHALLENGES AND OPPORTUNITIES

The wharves provide both challenges and opportunities related to realizing the park vision as well as its four key strategies. Firstly, support of the wharves is essential to the park's ongoing commitment to operate within the spirit of the Government of Canada *Responses to the Recommendations of the Special Inquiry on Kouchibouguac National Park*. It is also essential to strengthening relationships with local people and to contributing to the economic and social health of the region. However, there are challenges associated with the wharves; the greatest of which is their impacts on the park's coastal and freshwater ecological integrity. Issues of particular concern include the disposal of dredged material from the wharf area, the cumulative impact of fuel and oil leakages and the disposal of plastic bags and other garbage on the coastal ecosystems, aquatic invasive species, and river-bank erosion caused by access to crafts moored along the shorelines.

Another related challenge is that the use of the wharves has diverged considerably from the federal responses to the recommendations of the special inquiry. In particular, the wharves have not been maintained at the early 1980s capacity. At Cap Saint-Louis the number of registered inshore fishing boats has more than doubled over the last two decades.

In addition, the intent of the responses to the recommendations of the special inquiry was that the wharves would support local commercial fishing, but Cap Saint-Louis has also become a popular overnight berthing place for recreational boats, contributing to many cumulative environmental impacts, including increased sewage and hydrocarbon pollution, accelerated erosion along shorelines, and additional noise and odour that affects the experience of other park visitors. Another challenge that may affect the wharves during the cycle of this plan is rising sea levels. This is addressed in Key Strategy 1, Objective 1.3.

Despite these challenges, Cap Saint-Louis and Loggicroft wharves present several



opportunities that support the park's vision and key strategies, particularly in terms of building relationships with local communities and facilitating unique visitor experience and public education opportunities. Maintaining and strengthening relationships with local fishers is critical to the strategy of building community-level support for the park and ensuring local-level involvement in the protection and stewardship of resources. Further, the wharves and the history of commercial fishing in the park are among the main attributes of KNPC that set the park apart from other protected areas. Thus, the wharves present a unique opportunity to facilitate, in collaboration with local people, visitor experiences and learning opportunities that feature the park's natural and cultural heritage, particularly fishing activities and lifestyles. A major day-use area will not be developed, as proposed in the 1993 management plan, but the focus will be on interpretation and experience opportunities.

6.4 OBJECTIVES

Objective 1: To support the Loggicroft and Cap Saint-Louis wharves as staging bases for designated commercial fishing activities while ensuring the park's ecological integrity, in accordance with the Government of Canada's responses to the special inquiry report and in cooperation with commercial fishers, the Harbour Authorities, and the Department of Fisheries and Oceans.

Targets

- The two wharves continue to function as staging bases for designated commercial fishing activities.
- Mooring outside of the designated lease areas is discontinued by 2013.
- The current lease area of the wharves (baseline 2009) is not exceeded.

Actions

- Establish berthing areas for scows used for in-park commercial fishing in order to eliminate boat launching from the shorelines and restore coast-line riparian zones by 2011.
- Uphold the federal responses to the special inquiry by working with DFO and the Harbour Authorities to ensure the current lease area of the wharves is not exceeded; however, park management will remain open to accommodating facility adjustments to support future needs.
- Work with fishers, DFO, and Harbour Authorities to build awareness of commercial fishing 'best practices', with emphasis on fuel and oil management, disposal of plastic bags and other garbage, aquatic invasive species, and riverbank erosion.
- Utilize an adaptive management approach in the implementation of the Containment Cell Concept Plan and manage the dredging file using CEAA screening process.

Objective 2: To support the use of the Loggicroft and Cap Saint-Louis wharves as launching areas for authorized motorized and non-motorized day-use boating activities.

Target

- Overnight berthing of recreational boats is phased out by 2015.

Actions

- Support improvements to day-use launching areas for authorized motorized recreational boating activities (thereby providing an alternate source of revenue for the Harbour Authorities) while upholding the responses to the recommendations of the special inquiry by working to phase out overnight berthing of recreational boats.
- Provide alternative non-motorized boat access to the shore at Cap Saint-Louis downstream of the commercial-fishing docks.
- Encourage non-motorized boating in the park and greater boater responsibility and safety through education and outreach.

Objective 3:

To facilitate opportunities for visitors to discover the natural and cultural heritage associated with the local commercial fisheries at Loggicroft wharf, and develop basic visitor facilities for local people at the Cap Saint-Louis wharf.

Target

- Facilitate visitor experiences and learning opportunities at Loggicroft Wharf by 2013.

Actions

- In cooperation with fishers, Harbour Authorities, and DFO, facilitate opportunities at the Loggicroft wharf for visitors to experience and learn about contemporary and historical fishing activities and lifestyles, as well as natural heritage issues related to the fisheries, as per the recommendations of the Visitor Experience Concept report and based on social science data.
- Support the development of economic/business opportunities initiated by local fishers and the Mi'kmaq relative to visitor experience.
- Install basic visitor facilities at Cap Saint-Louis wharf to improve visitor experiences for local people, such as picnic tables, benches, and dry toilets.

7.0 Through Highway

Highway 117 traverses KNPC from its central sector to the northern boundary. It serves as a commuting route for the community of Pointe-Sapin and supports two major industries: peat moss harvesting and commercial fishing. Highway 117, including up to 150 metres in perpendicular width off its centre line, is zoned as Zone IV (Outdoor Recreation), which allows for motorized vehicles (see Section 8.0). The highway received its last major recapitalization in 1993, which addressed an urgent need for upgrading at the time. This recapitalization was deemed a temporary fix that was expected to last five years.

The highway is inspected and evaluated every two years by Public Works and Government Services Canada (PWGSC). In 2007, PWGSC reported that 100 percent of the highway was in very poor condition and recommended major rehabilitation within two years. Five bridges exist along Highway 117, all of which are at least 30 years old. The bridges received detailed inspections in 2006, which revealed that rehabilitations and upgrades are necessary to extend their serviceable life. Funding for the rehabilitation of the highway is not internal to the Field Unit. Parks Canada will continue to inspect and maintain the highway to acceptable standards, and, to the extent possible, extend the life of the highway until major rehabilitation funds become available.

Parks Canada developed a salt management plan for KNPC in 2009 that addresses commuter safety and environmental concerns relative to the use of road salt on the highway and other roads in the park.

Objective

To provide a safe highway that is open to through traffic and to minimize its environmental impact.

Target

- Highway 117 is open year round (its condition does not result in a closure of the highway).

Actions

- Rehabilitate the bridges on Highway 117 by 2011 to ensure they continue to serve their purpose in a safe manner and to extend their serviceable life.
- Continue to inspect and maintain Highway 117 until major rehabilitation funds become available.
- Implement the 2009 salt management plan and update as required.

Monitoring, assessing, and reporting

- Continue to regularly monitor and inspect Highway 117, including its bridges, and produce the applicable yearly reports.

8.0 Zoning and Declared Wilderness Area

Zoning is an important management tool that helps support the park vision and management objectives by classifying land and water areas according to their ecosystem and cultural resource protection requirements and their capability to provide opportunities for visitor experiences. The zoning system has five categories, which are described in Parks Canada's *Guiding Principles and Operational Policies* (Parks Canada, 1994) and in the following section of this management plan. (Note that Zone V Park Services applies to communities in existing national parks and does not apply to KNPC.)

Zoning plans are based on the best available natural and cultural resource information and are reviewed, with public consultation, as part of each management plan review process. During this management plan review, small changes were made to the zoning plan (map 7). The following areas have been changed from Zone III to Zone II to better conserve them in a wilderness state while still allowing for visitor experiences that are compatible with their wilderness character:

- The area south of the Parkway as far as the Callanders Road to the Kouchibouguac River, and the land south of the Kouchibouguac River to the Cap Saint-Louis Road;
- A small strip of land north of and adjacent to the Portage River extending to Highway 117, which was formerly the location of a fishing wharf; and
- Small parcels of land south of the Loggicroft Road and on the north shore of the Kouchibouguac River.

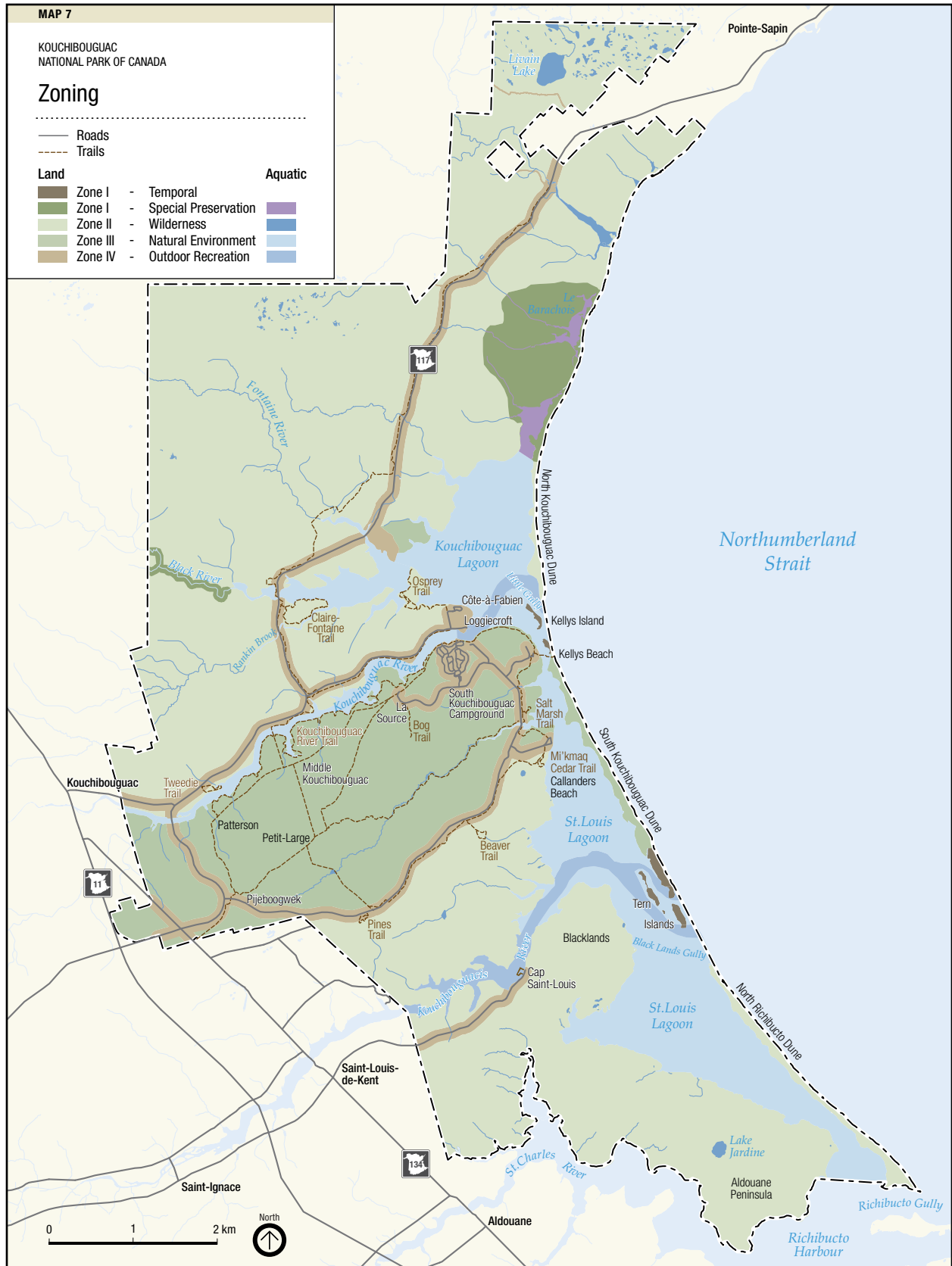
The area of land north of the Fontaine River and east of Highway 117 will remain as Zones III and IV to accommodate a road used by commercial fishers to access Côte-à-Mélème, but will be changed to Zone II once all in-park commercial fishers retire.

A portion of the park has also been identified for designation as a wilderness area in accordance with Section 14 of the *Canada National Parks Act*. The designated wilderness area and the zoning categories used in Kouchibouguac National Park of Canada are described below.

8.1 ZONE I – SPECIAL PRESERVATION

Zone I is the most protective category in the Parks Canada zoning system. This zone is applied to areas which deserve special preservation because they contain or support unique, threatened, or endangered natural or cultural features, or are among the best examples of the features that represent the Maritime Plain Natural Region. Within Zone I areas, preservation is the primary management concern. Motorized access and circulation is not permitted and visitor access is strictly controlled.

The most significant Zone I area in KNPC is the Barachois Sector, located along the park's northern coast. The Barachois forms an extraordinary isolated microcosm of all the habitats, resources, and natural processes of the park and has experienced very few human pressures. Its uniqueness is underscored by the absence of such representative ecosystems in Prince Edward Island National Park. The Black River Valley (excluding the water and riverbed of the Black River) is also Zone I. This area combines a concentration of rare and significant forest communities and plants with an exceptional diversity of fungi. The park also has a few small areas that are designated as Temporal Zone I, meaning they are designated zone I during certain times of the year. The Tern Islands, Kelly's Island, and the southern and northern tips of the South Kouchibouguac Dune are Temporal Zone I areas during the piping plover breeding season and are Zone III the remainder of the year.



A sacred Aboriginal burial area in the southern half of the park has been designated as Zone I to accord it the highest level of protection. This area is not shown on the zoning map out of respect for the wishes of local Aboriginal communities.

8.2 ZONE II - WILDERNESS

Zone II designation provides a high level of protection for large areas that provide good representation of the natural region and will be conserved in a wilderness state. Perpetuation of native ecosystems and ecological processes is the key management goal. Zone II areas offer opportunities for visitors to experience the park's ecosystems first hand in ways that require few, if any, rudimentary services and facilities. Motorized access and circulation is not permitted.

Well over half of Kouchibouguac National Park is designated Zone II. Most of the northern sector of the park is Zone II, including the small lakes, rivers and other freshwater in the northern sector (excluding the Black River) and the Portage River estuary. Zone II also includes most of the southern sector of the park (south of the Parkway) including the rivers and freshwater in this area but excluding the Cap Saint-Louis Road (Zone IV). The North Richibucto and the North Kouchibouguac dunes are also Zone II.

8.3 ZONE III – NATURAL ENVIRONMENT

Zone III designation is given to areas that are managed as natural environments and that provide opportunities for visitors to experience the park through outdoor recreation activities requiring minimal services and facilities of a rustic nature. While motorized access may be allowed, it is controlled.

The primary Zone III area at KNPC is the central sector, which is bounded by the Parkway, the Kouchibouguac River, and the park's western boundary. Zone III areas also include the Kouchibouguac and Saint-Louis lagoons, the Kouchibouguac River (upstream from the Loggicroft wharf), the Black River, the Black River estuary, and a small

area north of the Fontaine River. The South Kouchibouguac Dune is also Zone III; however, the southern and northern tips of this dune are Temporal Zone I during the piping plover breeding season.

8.4 ZONE IV – OUTDOOR RECREATION

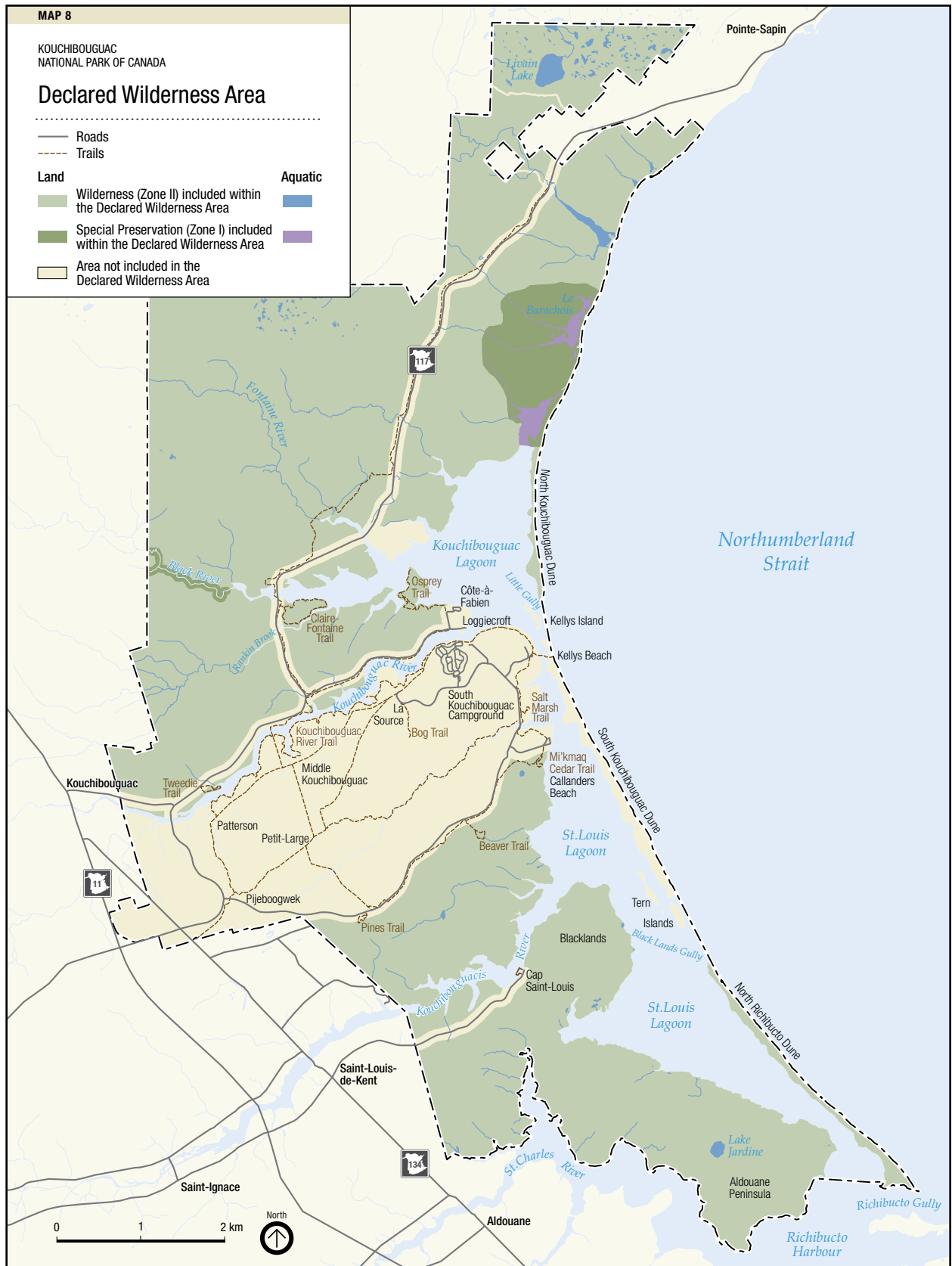
Zone IV designation is given to small areas that are capable of accommodating a broad range of opportunities for education and outdoor recreation, including the major facilities and infrastructure required for visitor experience. Direct access by motorized vehicles is permitted.

Zone IV areas include the administrative centre, the day-use areas, the campgrounds, the Loggicroft and Cap Saint-Louis wharves, Highway 117, all of the roads inside the park, the trail Abdo, the trail from Highway 117 to Daigle's land, the trail from Highway 117 to Loggie Pitt, and the northwest boundary of the park. Also included is an area immediately north of Fontaine River that provides access to Côte-à-Mélème. Aquatic Zone IV areas are the dredged navigation channels linking the wharves to the Northumberland Strait and upstream on the Kouchibouguac River from the Cap Saint-Louis wharf to the park boundary.

8.5 DECLARED WILDERNESS AREA

Any area of a national park that exists in a natural state or that is capable of returning to a natural state may be declared, by regulation, a wilderness area under section 14 of the *Canada National Parks Act*. Unlike the zoning plan, which is based on policy, a Declared Wilderness Area (DWA) is established in law, by regulation under the Act. Once established, no activity that would compromise the wilderness character of these areas can be authorized.

Parks Canada will work towards declaring a wilderness area for a significant portion of KNPC. The boundaries of the Declared Wilderness Area will generally be consistent with the boundaries of Zone I and II, which include the land and waters in the northern and southern sectors of the park, the Le Barachois Sector, the North Kouchibouguac



Dune, the North Richibucto Dune, and the Portage River estuary. Although the Black River Valley, which is Zone I, will be included in the DWA, the Black River will not be included as this river is designated Zone III to allow motorized access for commercial fishing.

This declaration will provide an additional degree of federal regulatory protection to a large portion of the park, while allowing the continuation of existing activities, such as walking, biking, and backcountry camping, and activities required for the purposes of park administration and public safety. Motorized access will not be permitted except for park administration and search and rescue purposes.

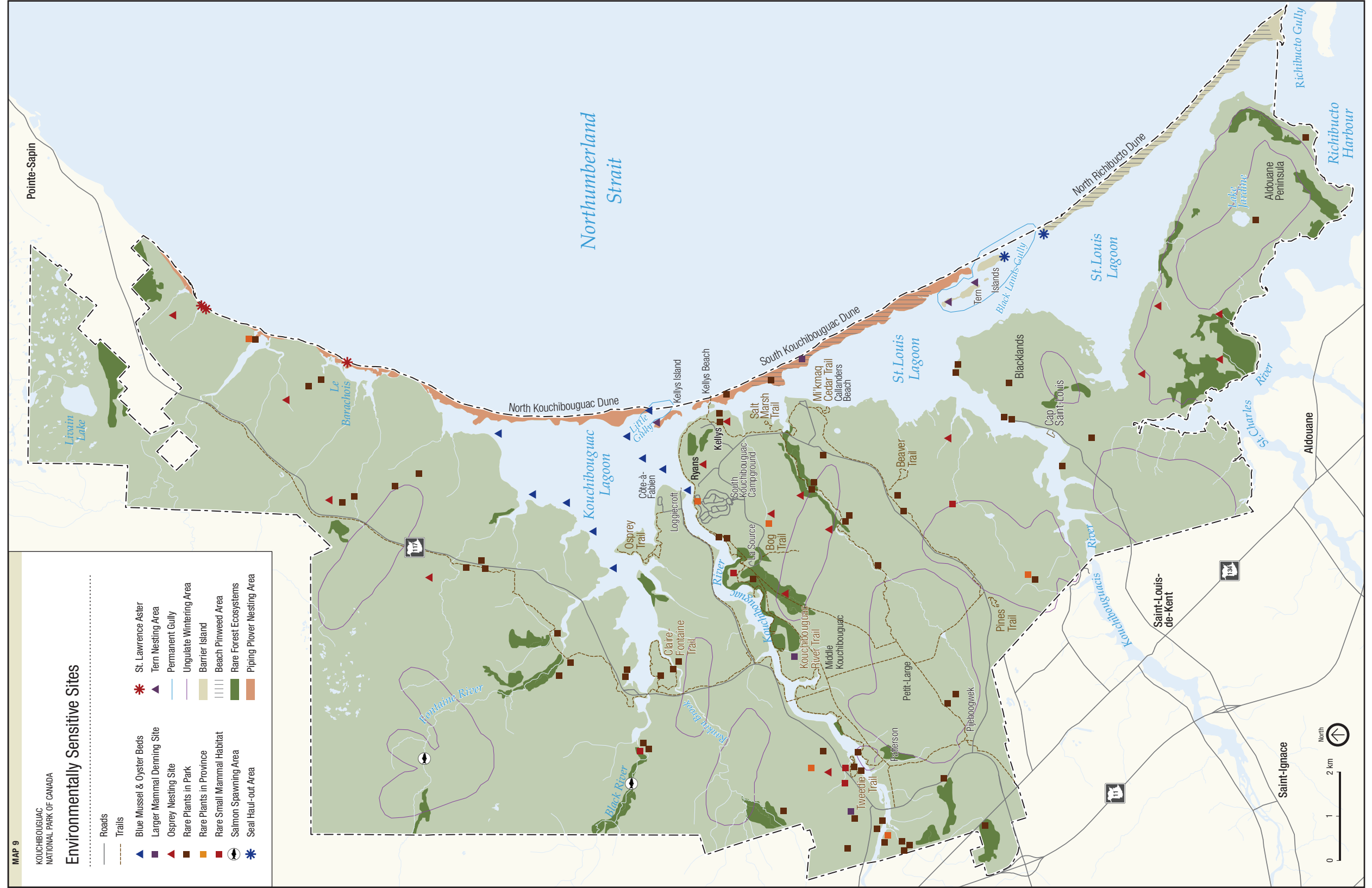
8.6 ENVIRONMENTALLY AND CULTURALLY SENSITIVE SITES

Areas that contain resources that are unique, rare, or especially vulnerable to disturbance and that require protection may be designated as Environmentally or Culturally Sensitive Sites. This designation is typically utilized when an area is either too small to be effectively designated as a discrete Zone I area or because a site may be variable from one year to the next, as with bird nesting locations. Recognition as an Environmentally or Culturally Sensitive Site ensures that the values for which a site has been designated are protected and accommodated in any park management decisions or actions. Low-impact visitor use may be permitted within environmentally and culturally sensitive sites; however, any such use will be carefully managed to ensure that it does not adversely affect the protected resources.

The areas designated as Environmentally Sensitive Sites at Kouchibouguac are identified on map 9. The criteria used to identify these sites include:

- Natural features, or habitat of species that are rare nationally, regionally or locally;
- Fragile ecosystem components that are sensitive to visitor use and/or development; and
- Habitat that is essential to a species for specific periods of its life cycle, such as denning, spawning, breeding, and overwintering areas.

To date, the park has not formally identified any Culturally Sensitive Sites but will carefully consider this issue when developing a cultural resource monitoring and management framework, which will occur during the first five-year cycle of this plan (see Key Strategy 3, Objective 3.3).



9.0 Administration and Operations



Barrett & MacKay

Kouchibouguac National Park of Canada is administered under the provisions of the *Canada National Parks Act* and Regulations, the *Parks Canada Agency Act* (1998), and in accordance with the *Parks Canada Guiding Principles and Operations Policies* (1994). Within this legislative and policy framework, Parks Canada strives to deliver the mandate of protection, visitor experience, and public outreach education while demonstrating effective and cost-efficient management of human and financial resources and sound environmental stewardship.

9.1 INFRASTRUCTURE

Although existing assets (including roads, buildings, and other infrastructure) are adequate and meet health and safety requirements, most assets are aging and are requiring

higher levels of maintenance, and, where necessary, upgrades or replacements. Parks Canada will maintain and install only those roads, buildings, and other infrastructure which are necessary to operate the park, protect natural and cultural resources, and facilitate safe and enjoyable visitor experiences. Health and safety requirements will continue to be satisfied and facilities maintained through regular maintenance programs. Park facilities and structures will continue to be integrated into the natural surroundings.

9.1.1 Visitor Facilities

Visitors and stakeholders have clearly directed the park management team to enhance and upgrade certain visitor facilities, particularly camping facilities. Parks Canada is able to meet some of these requests. These actions are outlined in Key Strategy 2, Objectives 2.2 and 2.3 of this plan.

In addition, the park will be upgrading its potable water systems by 2010 to meet Potable Water Guidelines and Standards for Parks Canada. This will include the extension of buildings at South Kouchibouguac campground to accommodate water treatment equipment.

9.1.2 Administration and Operation Facilities

There are no major changes planned for administration and operation facilities during the first five-year cycle of this management plan. However, in order to meet an expanding need for office space, the Resource Conservation Laboratory, currently located in the Administration Building, will be moved to the maintenance compound and the space it occupied will be renovated for park warden offices. In addition, buildings used for staff accommodation, located outside the park, will be sold.

9.2 ENVIRONMENTAL STEWARDSHIP STRATEGY

Parks Canada is committed to minimizing the aspects of its operations that have an actual or potential impact on the environment. The Agency is also committed to building support among visitors, stakeholders, staff, in-park businesses, and the Canadian public in the pursuit and achievement of this goal.

KNPC has made a number of environmental management improvements since the last management plan. The park has introduced a waste reduction and diversion plan, as well as green procurement practices, that have significantly reduced the amount of waste that gets sent to landfill. KNPC has also reduced staff travel by motorized vehicle, installed automatic heat controls, and taken other actions that have significantly reduced the amount of greenhouse gases (GHG) emitted from the park.

KNPC is working to be in accordance with the Parks Canada Environmental Management Directive (Parks Canada 2009b) and currently meets or exceeds most of the goals and targets outlined in this directive. There are, however, a few areas that require greater attention, primarily solid waste management, water conservation, green procurement, and the further reduction of GHG emissions. This

environmental stewardship strategy outlines actions for achieving results in the aspects of environmental management that require improvement.

Objective

To further reduce the environmental impacts of park buildings, asset base, internal operations and purchasing, and to encourage staff, visitors, and park business to share responsibility for environmental stewardship.

Targets

- 90% of solid waste is collected in wet/dry system by 2015.
- Achieve a 10% reduction in water usage by 2015.
- Reduce GHG emissions by 20% from 1998 levels by 2020.

Actions

Solid Waste Management

- Implement solid waste management program for all day-use areas by 2012.

Water Conservation

- As faucets, showerheads and other equipment associated with water use wear out, replace with more efficient equipment.

Green Procurement

- Increase the use of green products in operations and ensure that staff members who conduct purchasing are trained in the principles of green procurement.

Greenhouse Gas Emissions

- Incorporate energy efficient and cost-effective technologies when building and upgrading facilities and equipment (in accordance with the Parks Canada Green Building Directive (2007).
- Reduce the number of vehicles in the park fleet while meeting operational requirements.

Environmental Emergency Response Plan

- Produce an environmental emergency response plan by 2010.

Dark Skies

- Restore and protect the dark sky of the park through responsible lighting practices and adhere to the best practices and specifications for outdoor lighting at Parks Canada.

Encourage and Enable Staff

- Offer tools to staff to encourage and enable them to act in an environmentally responsible manner and support the Agency's goals.

Inform and Involve Visitors, Stakeholders, and the Public

- Provide educational materials on the KNPC website, at the Visitor Centre, and in the campgrounds that inform visitors and the public of environmental stewardship principles and initiatives in the park and how they can contribute.
- Engage partners and stakeholders in environmental management and ensure that all remain informed and have an opportunity to influence and become involved when appropriate.

10.0 Monitoring and Reporting

Management plans implement the direction set out in the Parks Canada Corporate Plan and use key strategies, objectives, and actions to deliver results. The management planning cycle incorporates monitoring and evaluation to assess progress. Annual implementation reports record performance in putting the management plan into action. State of the Park Reports provide an assessment of the park's condition and trends relative to the Agency's three mandate areas as well as the state of Aboriginal advisory relationships and the state of the land as viewed from the Aboriginal perspective. "State of" reports also assess performance in achieving desired results identified in the management plan. A State of the Park Report will form the basis for the KNPC five-year management plan review, and for determining major issues and challenges to be addressed in the next management planning cycle.

Parks Canada evaluates the condition and trends of ecological integrity through an ecological monitoring program. Assessments of biodiversity, processes, and stressors are being made for each ecosystem using a variety of biological, chemical, and physical measures (see Appendix 2). KNPC's ecological monitoring program is still maturing. By 2013, the park will have developed, implemented, and refined all of its ecological monitoring protocols. Additional targets that will measure the effectiveness of management actions relative to resource protection are included throughout the management plan.

Parks Canada is in the process of developing and implementing a structured monitoring program that measures the state of visitor experience. By utilizing visitor surveys, KNPC will develop baselines relative to corporate performance expectations in this area, such as the percentage of visitors who enjoyed their visit and the percentage who consider KNPC to be meaningful to them. Once baselines are

established, KNPC will strive to improve upon them and meet or exceed corporate targets. (Appendix 5 provides more information on how the management plan seeks to contribute to corporate performance expectations in each of the mandate areas.)

In addition to monitoring the state of visitor experience at the park, the park will monitor the effectiveness of its visitor experience activities and programs by reporting on the visitor experience targets set out in this plan. For example, KNPC will be renewing the park Visitor Centre by 2011 and has established a target to improve visitor satisfaction with the Visitor Centre. This will be assessed through the next VIP survey and/or through custom research. Several tools are utilized to monitor visitor experience; these include:

- The Visitor Information Program (VIP), which is a survey conducted at least every 5 years to assess broad indicators such as visitor enjoyment as well as visitor satisfaction levels with park facilities, services, and programs.
- Other custom surveys developed to measure specific elements of the visitor experience offer at KNPC, such as a winter visitor-use survey.
- Visitor statistics, including attendance statistics, can be used to infer trends in visitor experience. For example, repeat visitation suggests visitor satisfaction, while increases in the use of particular park products and services suggest a demand is being met.
- Direct feedback through visitor comments and public and stakeholder consultation exercises.
- The tracking of revenue generated from fees for programs or activities.

In addition to resource protection and facilitating visitor experience, another Parks Canada's priority is to build support for national protected heritage places, including

national parks, through increasing Canadians' awareness, appreciation and understanding of them. Parks Canada Agency is in the process of developing a national program that will measure Canadians' level of awareness and understanding of Parks Canada's administered places, and the level of stakeholder and partner engagement in their protection and presentation. KNPC is developing and implementing activities and programs to help achieve the national objectives and contribute to the national outcome.

The park will also measure the effectiveness of its activities and programs in reaching targeted Canadians, and in engaging its stakeholders and partners by reporting on the targets set out in this plan. These include targets that measure the expansion or enhancement of involvement opportunities. Custom research may be undertaken to assess the effectiveness of programs when feasible and cost effective. The effectiveness of public outreach education and is further assessed through:

- The use of feedback mechanisms that ensure that audience learning objectives are achieved and Parks Canada's goals are met.
- Continuing to keep detailed statistics tracking the number of people (among targeted audiences) reached through initiatives and evaluating trends for the future.
- Tracking the number of requests for services from educational institutions, other levels of government, non-government organizations, the private sector, and various partners and stakeholders.

KNPC continues to update the park spatial database to document the location and condition of the park's ecological and cultural resources, and visitor facilities.

11.0 Strategic Environmental Assessment

Parks Canada is responsible for assessing and mitigating the impact of its actions on ecosystems and cultural resources. The *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* requires an environmental assessment of all plans and policies submitted to the federal Cabinet or to a Minister for approval, including management plans for national parks.

Accordingly, a strategic assessment of the objectives, programs, and management actions outlined in the management plan was carried out. The objectives of the environmental assessment were:

- To ensure that the strategic directions, objectives, and specific proposals contained within the plan respect and support the ecological integrity goals and objectives for the national park;
- To assess the implications of various alternatives considered in the plan, to enhance positive environmental effects, and avoid or mitigate potential negative effects;
- To ensure that the plan adequately addresses the multiple stressors and concerns relating to the residual and cumulative effects; and
- To document the potential tradeoffs and implications, including both positive and adverse residual impacts of the overall plan.

The assessment included evaluation of cumulative environmental effects from all proposals. It also considered the full range of potential impacts on the natural and cultural resources of the national park, both from ongoing operations and from proposed projects.

Relevant federal environmental policies, including those of Parks Canada, were considered in a policy review. The proposed strategic directions outlined in the management plan are consistent with these policies. Implementation of the management direction and the specific actions that are proposed should result in progress towards greater ecological integrity for KNPC.

The environmental challenges facing the park are recognized in the direction and initiatives outlined in the plan. Opportunities for stakeholder and public review were provided throughout the planning process. Public views and comments, including environmental concerns, are reflected in the management plan.

The management plan proposes a few management actions that could result in some adverse environmental impacts. However, it is expected that these impacts can be mitigated once they are examined more closely during project-specific environmental assessments required under the *Canadian Environmental Assessment Act*. The following initiatives may be subject to project-specific environmental assessments:

- Active management of invasive species;
- Restoration activities;
- New recreational activities;
- Vegetation management, salt management, and highway improvements;
- Removal of decommissioned infrastructure;
- Recapitalization of park infrastructure;
- Dredging management; and
- Contaminated sites.

To protect and enhance ecological values, a strategic environmental assessment may also be required for the following sub-plans:

- Fire Management Plan;
- Species at Risk Recovery Strategies;
- Clam Management Plan;
- Jack Pine Reduction Plan;
- Salt Management Plan;
- Aquatic Management Plan; and
- Conservation and Management Plan of in situ Cultural Resources.

Collectively, the strategic direction and management actions outlined in the plan will contribute to an overall improvement in the ecological integrity of Kouchibouguac National Park of Canada.

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APPENDIX 1

Summary of Planned Actions: Implementation Strategy

Implementation of this management plan is the responsibility of the Northern New Brunswick Field Unit Superintendent. The management actions proposed in this management plan will be implemented through the Field Unit’s annual Sustainable Business Plan, which identifies the management plan actions that will be implemented annually, along with the costs and specific timing.

A summary of the priority planned actions is presented in the table below. The table does not include ongoing, routine management activities. Priorities have been assigned to

indicate which actions will proceed immediately (by 2011), which will be implemented during the first planning cycle (2010-2015), and which are assigned to the longer term. Some actions will be ongoing and thus implemented in more than one time period.

Reporting on progress will occur through the annual management plan implementation reports and within the State of the Park Report, after which the management plan will be reviewed. Both the State of the Park Report and the management plan review process will occur by 2015.

Heritage Resource Conservation	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
Natural Resources			
Establish a voluntary commercial fishery licence buy-back program.	•	•	
Reduce by-catch through education, research, the buy-back program and enhanced prevention and enforcement.	•	•	•
Expand remote camera monitoring of piping plover.	•	•	
Develop and implement a captive rearing program for the piping plover.	•	•	
Develop a strategy for the maintenance and restoration of the St. Lawrence beach pinweed.		•	
Reduce unauthorized off-road vehicle use in the park through prevention and enforcement.	•	•	•
Contain night-time boating in park waters within established navigation channels.	•	•	•
Discontinue winter use of the over-snow trails along the 117 Highway corridor and on the frozen rivers and lagoons (except use by bonafide fishers when fishing).	•	•	•
Develop objectives and targets for the restoration of a representative Acadian forest.		•	•
Complete and implement the fire management plan.	•	•	•

Heritage Resource Conservation	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
With partners, restore Atlantic salmon populations in the Richibucto and Kouchibouguacis rivers.	•	•	
With partners, collect baseline information on the American eel.	•	•	
With partners, research the effects of commercial fishing on the striped base in the ZIC.	•	•	
Monitor the environmental impacts of use of the North Richibucto Dune.		•	•
Establish berthing areas for scows used for in-park commercial fishing (to restore coast-line riparian zones).		•	
Cultural Resources			
Complete and maintain the inventory of the park's cultural resources.		•	
Ensuring the inclusion of local knowledge and Aboriginal Traditional Knowledge, produce a Cultural Resource Value Statement (CRVS).		•	
Develop a cultural resource monitoring and management framework and/or integrate the results of the CRVS directly into the next planning cycle.		•	

Visitor Experience	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
Market Research and Promotion			
Analyze needs and expectations of current and potential visitors.	•	•	•
Analyze levels of visitor satisfaction and connection, determine gaps, and enhance the visitor experience offer to address gaps.	•	•	•
Develop promotion and partnership initiatives to increase visitation.	•	•	•
Promote the park's designation as a 'Dark Sky Preserve'.	•	•	•
National Parks Interpretation			
Develop the exhibit on the former Acadian and English-speaking park residents.	•		
Enhance and expand learning and awareness opportunities for visitors and Canadians in terms of the park's species at risk.	•	•	
Renew the Visitor Centre exhibit.	•		

Visitor Experience	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
In cooperation with local Mi'kmaq and the Friends of Kouchibouguacis River, develop meaningful and hands-on experience opportunities with regard to river monitoring and salmon restoration projects that build awareness of aquatic ecosystems and connections between cultures.	•	•	
Provide learning opportunities for visitors and the public regarding the American eel.	•	•	
Develop a new Visitor Centre film.	•		
Assess visitor and audience interest in learning opportunities relative to forest restoration projects. Develop opportunities accordingly.		•	•
Update the self-guided trail interpretation panels.		•	•
Visitor Service Offer			
Renew the Visitor Centre.	•		
Redesign and replace the park-wide orientation/way-finding program.	•		
Upgrade the front-country campgrounds (electrical hook-ups, washrooms, showers).	•		
Provide wireless Internet access in the campgrounds.	•		
Continue to test, offer, and evaluate interpretation and other visitor experience opportunities for the non-peak seasons.		•	
Provide alternative non-motorized boat access to the shore at Cap Saint-Louis north of the commercial-fishing docks.	•		
Facilitate opportunities for visitor experience at the Loggiercraie wharf.		•	

Public Appreciation and Understanding	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
Outreach Education and External Communications			
Increase visitor and community involvement in the stewardship of the piping plover.	•	•	
Refresh the Kouchibouguac image.		•	
Facilitate learning opportunities for visitors and the public regarding the American eel.	•	•	
Refresh and consistently update the KNPC website to facilitate inspiring discovery of the park.	•	•	
Develop public outreach education and external communication initiatives that increase the park's profile in Montreal.		•	
Promote the park's designation as a Dark Sky Preserve and develop opportunities for visitors and local residents to understand and appreciate the dark sky.	•		
Further the development and delivery of school programs that incorporate both natural and cultural heritage themes and work to foster a sense of pride and stewardship for the park among local youth.	•	•	•
Further the development and delivery of school programs for the local Mi'kmaq that work to foster a sense of connection between local Mi'kmaq and the park.	•	•	•
Stakeholder and Partner Engagement			
In cooperation with the former park residents committee, develop opportunities to effectively commemorate the history of the former park residents.	•	•	
Work closely with the Mi'kmaq to ensure Mi'kmaq cultural heritage and traditional knowledge is appropriately incorporated into research, visitor experience, and educational programming.	•	•	•
In partnership with communities and cultural groups, encourage events in the park that celebrate the cultural heritage of the park and area.	•	•	•
Develop a strategy to enhance local peoples' opportunities to engage with and contribute to the park.	•		
Develop a welcome node at the northern entrance of the park (to strengthen relationships with the community of Pointe- Sapin).	•		
Continue to meet with Elsipogtog and L'nui Menikuk (Indian Island) First Nations according to the needs and interests of each First Nation.	•	•	•

Through Highway, and Administration and Operations	Immediate: 2010-2011	First Planning Cycle: 2010-2015	Longer Term: 2015-2020
Rehabilitate the bridges on Highway 117.	•		
Continue to inspect and maintain Highway 117.	•	•	•
Implement a solid waste management program for all day-use areas.		•	
Increase green procurement.	•	•	•
Incorporate energy-efficient and cost-effective technologies when building and upgrading facilities and equipment.	•	•	•
Produce an environmental emergency response plan.	•		

APPENDIX 2

Ecological Integrity Monitoring Program

EI Indicator	Project/measure	Components	Processes	Biodiversity	Stressor
Ecosystem					
Acadian forest	Trees/Shrubs dominance, growth and condition	Dominance, growth and condition of key species	•	•	
	Salamanders	Abundance		•	•
	Lichens	Air quality index-diversity		•	•
	Exotic Invasive	Invasive Plant Index			•
	Climate		•		
Freshwater (Aquatic)	Juvenile salmon productivity	Productivity/abundance	•		•
	Water Quality	Water Quality Index	•		•
	River otter	Density		•	•
	Benthic invertebrates	Diversity/abundance		•	•
Peatland	Bog vegetation, water quantity & quality	Vegetation diversity/abundance, water wells	•	•	
Coastal (sand dune and bird dynamics)	Barrier Islands dynamics	Erosion rate/habitat change	•		
	Red breasted merganser	Abundance/productivity	•	•	
	Common tern population	Abundance/productivity	•	•	
	Piping plover (SAR)	Abundance/productivity	•	•	•

El Indicator	Project/measure	Components	Processes	Biodiversity	Stressor
Ecosystem					
(estuaries)	Estuarine Index of Biotic Integrity (IBI)	Abundance/ diversity	•	•	•
	Soft-shell clam	Abundance/ productivity	•	•	•
(salt marshes)	Salt marsh productivity	Accretion and productivity above and below ground	•		

APPENDIX 3

Species of Conservation Concern

KNPC supports a rich diversity of plants and animals, including several species at risk that require a high level of protection. Currently seven species that occur within the park have been accorded legal protection under the federal *Species at Risk Act* (SARA) (Table 1). An additional eight species have been assessed by the province of New Brunswick and/or the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) as either endangered, threatened, or of special concern, but have not been listed under SARA (Table 2). Through the Atlantic Canada Conservation Data Centre, Parks Canada has conducted detailed assessments for all species of conservation concern at Kouchibouguac National Park (COSEWIC assessed, provincially listed, and COSEWIC candidate species).

Priority Species of Conservation Concern

Parks Canada has prioritized three species of conservation concern in KNPC for recovery activities during the first planning cycle: the piping plover, the Gulf of St. Lawrence beach pinweed, and the Gulf of St. Lawrence aster. Environment Canada serves as the lead agency on recovery of these species while Parks Canada is a participant agency. These species have been prioritized as significant numbers of these species are either regularly or historically occurring in the park, and planned management activities have a strong potential to stabilize or increase in-park populations

The piping plover, the St. Lawrence beach pinweed, and the St. Lawrence aster all rely on critical coastal habitat for their survival. The piping plover, a small shorebird that nests on the beaches of the park, is internationally endangered and is listed on Schedule 1 of SARA. Predation, human disturbance and habitat deterioration are the primary reasons for this species' decline. Parks Canada has been actively involved in monitoring and protecting the piping plover at KNPC for over two decades, including closing beaches and protecting nests with predator exclosures. In 2009 the park launched an ambitious five-year restoration program that relies on public engagement to aid in the species' recovery.

The Gulf of St. Lawrence aster is a small plant that grows in sheltered salt marshes and brackish areas. It is listed under SARA as threatened (Schedule 1). In 2000, the aster was found in two locations within the park; however, these plants were eradicated during a storm that occurred later that year (*Parks Canada, 2001*). Nonetheless, it is known that the plant still exists in the park in dormant form, as its seeds have been found in sediment. Parks Canada's efforts to protect the park population of the St. Lawrence aster focus on monitoring, habitat protection, and restoration, when needed.

The Gulf of St. Lawrence beach pinweed, assessed by COSEWIC in 2008 as being of special concern, is a unique variety of beach pinweed plant – a herbaceous perennial in the Cistaceae family. Although this plant is not currently listed under SARA, it is among Parks Canada’s highest protection priorities at KNPC as the largest population of this species is found in the park. KNPC actively monitors and protects this species and its habitat.

Other Species of Importance

There are other species that occur in the park that need to be better understood to be effectively protected. Chief among these are the striped bass and the American eel. Although neither species is legally protected under SARA, the striped bass has been assessed by COSEWIC as threatened, and the American eel has been assessed as a species of special concern. Both species are of immense cultural significance to Aboriginal people and both are important to the health of the aquatic ecosystems in the park and the greater park region.

Parks Canada, Elsipogtog First Nation, and the Department of Fisheries and Oceans are working together to utilize both Aboriginal Traditional Knowledge (ATK) and modern scientific knowledge to better understand the effects of commercial fishing on striped bass. A similar project has been launched, involving several Atlantic national parks and Aboriginal organizations, as well as the University of Moncton, to collect baseline information on American eel populations and to engage Canadians in this important species-at-risk program. Parks Canada has also conducted research on the wood turtle, a species of special concern under SARA, to ascertain the number of this species in the park and in the Zone of Influence and Cooperation and its primary threats.

In addition, Atlantic salmon is currently being assessed by COSEWIC and is of immense interest to the surrounding Aboriginal and non-aboriginal communities. The Atlantic salmon population of south-east New Brunswick has been declining since the 1980s. Parks Canada is partnering with Elsipogtog First Nation and the Friends of the Kouchibouguacis River to restore the Atlantic salmon populations in the rivers of the park and surrounding region.

There are also a number of birds (SARA listed and/or COSEWIC assessed) that occur within the park for which inventory and survey work is required, including the Canada warbler, the chimney swift, the common nighthawk, and the olive-sided flycatcher. Another important species in the park that has not been assessed by COSEWIC but is nonetheless of concern is the common tern. The park is host to one of the largest common tern colonies in North America. Like the piping plover, the common tern nests in very sensitive habitat that is susceptible to disturbance and requires a high level of protection.

SARA Listed Species at Risk Occurring in KNPC

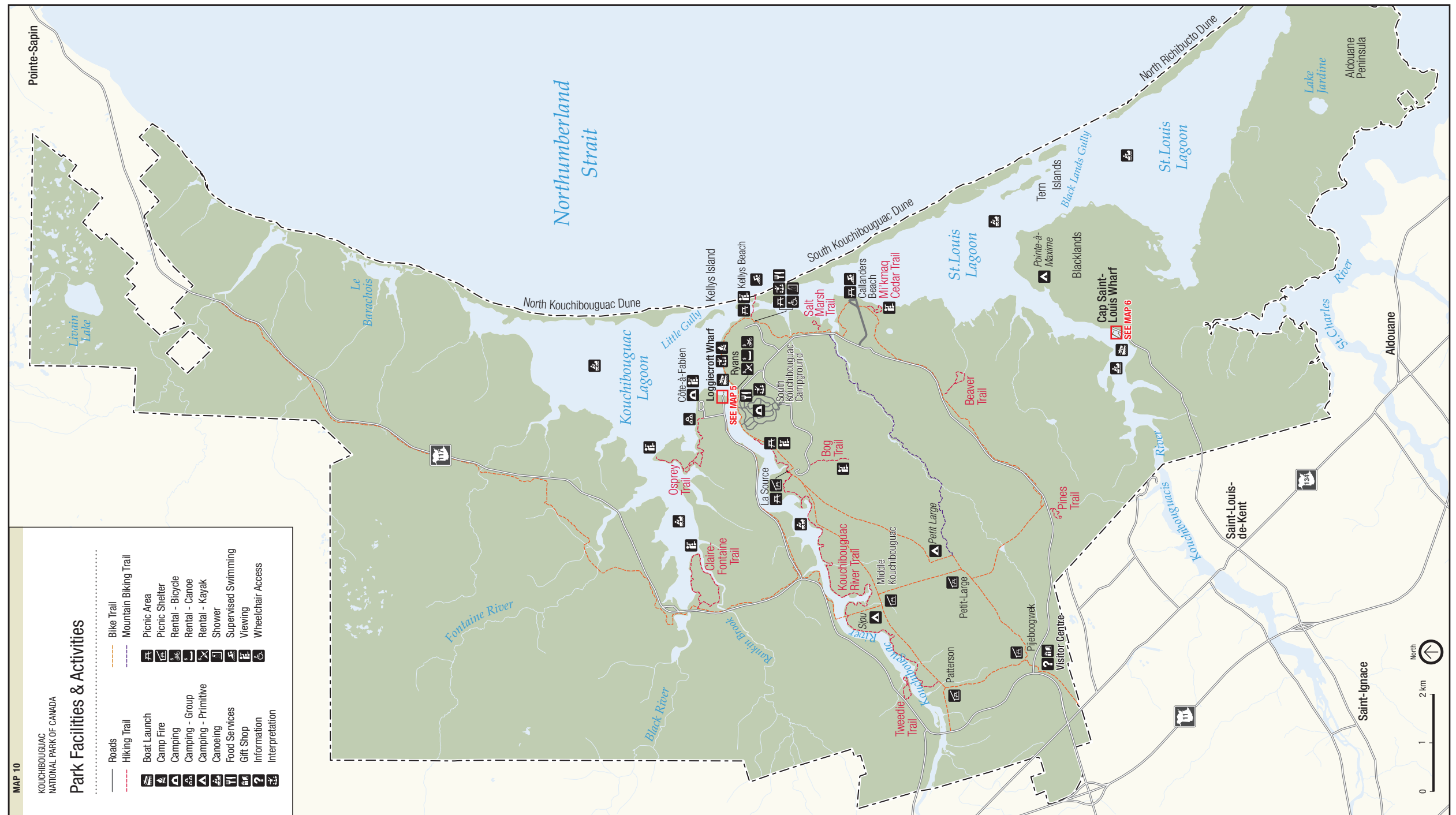
Common Name	Scientific Name	COSEWIC status	SARA Legal Status	NB SAR Status
Piping plover	<i>Charadrius melodus melodus</i>	Endangered (May 2001)	Endangered (Schedule 1)	Endangered
St. Lawrence aster	<i>Symphotrichum laurentianum</i>	Threatened (May 2004 – In a higher risk category)	Threatened (Schedule 1)	Endangered (1996)
Wood turtle	<i>Glyptemys insculpta</i>	Threatened (Nov 2007- In a higher risk category)	Special Concern (Schedule 3)	Endangered
Short-eared owl	<i>Asio flammeus</i>	Special Concern (April 1994 – New)	Special Concern (Schedule 3)	
Monarch butterfly	<i>Danaus plexippus</i>	Special Concern (Nov 2001)	Special Concern (Schedule 1)	
Barrow's goldeneye (eastern population)	<i>Bucephala islandica</i>	Special Concern (Nov 2000)	Special Concern (Schedule 1)	
Chimney swift	<i>Chaetura pelagica</i>	Threatened	Threatened (Schedule 1)	

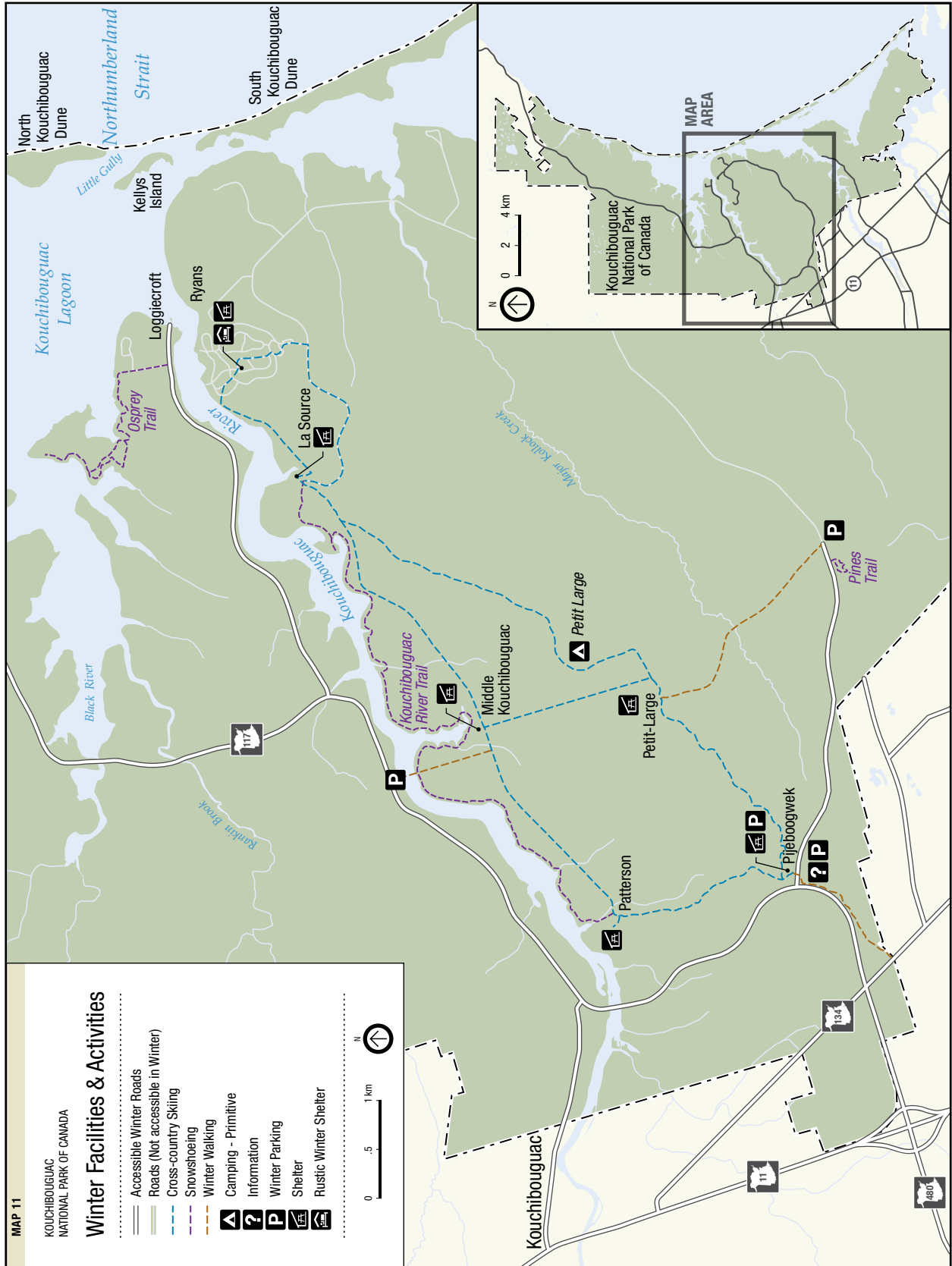
Other Species of Conservation Concern (COSEWIC Assessed and/or Provincially Listed)

Common Name	Scientific Name	COSEWIC status	SARA Legal Status	NB SAR Status
St. Lawrence beach pinweed	<i>Lechea maritima</i>	Special Concern (2008)	No status	
Striped bass (Southern Gulf of St. Lawrence population)	<i>Morone saxatilis</i>	Threatened (Nov 2004 – New)	No status (no schedule)	
American Eel	<i>Anguilla rostrata</i>	Special Concern (April 2006)	No status (no schedule)	
Southern twayblade	<i>Listera australis</i>	Not assessed	Not listed	Endangered
Common nighthawk	<i>Chordeiles minor</i>	Threatened (April 2007 – New)	No status (no schedule)	
Canada lynx	<i>Lynx Canadensis</i>	Not at Risk (May 2001)	Not listed	Regionally endangered
Olive-Sided flycatcher	<i>Contopus cooperi</i>	Threatened (2007)	No status	
Canada warbler	<i>Wilsonia canadensis</i>	Threatened	No status (No schedule)	

APPENDIX 4

Maps of Park Facilities and Activities





APPENDIX 5

How the KNPC Management Plan Supports the
 Parks Canada Agency Performance Management Framework

HERITAGE RESOURCES CONSERVATION

Expected Results	Performance Expectation	KNPC Objectives That Support Expected Results
Ecological Integrity		
<p>Management actions result in improvements to ecological integrity indicators in national parks.</p> <p>-----</p> <p>Ecosystem conservation is improved through active management.</p>	<p>26 national parks improve 1 ecological integrity indicator from March 2008 to March 2014.</p>	<ul style="list-style-type: none"> 1.1 Reducing impacts of commercial fisheries on ecological integrity. 1.2 Protecting species at risk. 1.3 Monitoring and being responsive to effects of sea-level rise. 1.4 Reducing the use of off-road vehicles and motorized boats. 1.5 Monitoring, eliminating, and containing invasive species. 1.6 Maintaining/restoring ecological processes in the forest ecosystem. 1.7 Increasing visitor and public awareness of and engagement in monitoring, protection, and restoration efforts. 4.1 Fostering local peoples' sense of connection to, engagement with, and support for the park. 4.2 Fostering Mi'kmaq use of and engagement with the park. 4.4 Working with partners and stakeholders in the ZIC to contribute to the maintenance/improvement of the ecological integrity of the park and support environmental efforts in the region. <p>Area Management Approach (AMA) 1: Supporting the wharves while ensuring the park's ecological integrity.</p> <p>AMA2: Supporting wharves as launching areas for boating activities (and phasing out overnight berthing of recreational boats).</p>
Cultural Resources		
<p>The condition of cultural resources administered by Parks Canada in national parks is maintained.</p>	<p>Maintain the condition of cultural resources administered by Parks Canada in 3 national parks by March 2014.</p>	<p>3.3 Protecting and presenting the culture and history of the park.</p>

VISITOR EXPERIENCE

Expected Results	Performance Expectation	KNPC Objectives That Support Expected Results
<p>Visitors at surveyed locations feel a sense of personal connection to the places visited.</p>	<p>On average, 85% of visitors at surveyed locations consider the place meaningful to them.</p> <p>-----</p> <p>On average 90% of visitors at surveyed locations are satisfied, and on average, 50% at surveyed locations are very satisfied, with their visit.</p>	<ul style="list-style-type: none"> 1.7 Increasing visitor and public awareness of and engagement in monitoring, protection, and restoration efforts. 2.1 Understanding current and potential markets; promotions; increasing visitation. 2.2 Enhancing opportunities for visitors to discover, enjoy, and connect with the park by updating interpretive and way-finding assets and key visitor facilities. 2.3 Improving the camping offer. 2.4 Providing a high standard of services, activities, and interpretive programming throughout the year. 3.1 Strengthening relationships and collaborative efforts to honour and commemorate the park's history and cultural heritage. 3.2 Facilitating opportunities for visitors and public outreach education audiences to connect with the park's cultural heritage. 3.3 Protecting and presenting the culture and history of the park. 4.1 Fostering local peoples' sense of connection to, engagement with, and support for the park. 4.2 Fostering Mi'kmaq use of and engagement with the park. 4.6 Increasing knowledge of impacts on the North Richibucto Dune and furthering the spirit of responsible stewardship amongst the dune users. <p>AMA3: Developing visitor experience opportunities at the wharves.</p>
Marketing and Promotion		
<p>Canadians visit Parks Canada administered places.</p>	<p>22.4 million visits at Parks Canada administered places by March 2012.</p>	<ul style="list-style-type: none"> 2.1 Understanding current and potential markets; promotions; increasing visitation. <p>All other objectives relative to improving visitor experiences and strengthening relationships with local people and the Mi'kmaq (see above).</p>

Expected Results	Performance Expectation	KNPC Objectives That Support Expected Results
National Parks Interpretation		
<p>Visitors at surveyed locations learned from experience and active participation.</p>	<p>On average, 60% of visitors at surveyed locations consider that they learned about the natural heritage of the place.</p>	<ul style="list-style-type: none"> 1.7 Increasing visitor and public awareness of and engagement in monitoring, protection, and restoration efforts. 2.2 Enhancing opportunities for visitors to discover, enjoy, and connect with the park by updating interpretive and way-finding assets and key visitor facilities. 2.4 Providing high standard of services, activities, and interpretive programming throughout the year. 4.1 Fostering local peoples' sense of connection to, engagement with, and support for the park. 4.2 Fostering Mi'kmaq use of and engagement with the park. <p>AMA3: Developing visitor experience opportunities at the wharves.</p>
National Parks Visitor Service Offer		
<p>Visitors at surveyed locations enjoyed their visit.</p>	<p>On average, 90% of visitors at surveyed locations enjoyed their visit.</p>	<ul style="list-style-type: none"> 1.7 Increasing visitor and public awareness of and engagement in monitoring, protection, and restoration efforts. 2.2 Enhancing opportunities for visitors to discover, enjoy, and connect with the park by updating interpretive and way-finding assets and key visitor facilities. 2.3 Improving the camping offer. 2.4 Providing high standard of services, activities, and interpretive programming throughout the year. 3.1 Strengthening relationships and collaborative efforts to honour and commemorate the park's history and cultural heritage. 3.2 Facilitating opportunities for visitors and public outreach education audiences to connect with the park's cultural heritage. 3.3 Protecting and presenting cultural resources. 4.5 Increasing knowledge of impacts on the North Richibucto Dune and furthering the spirit of responsible stewardship for dune users. <p>AMA3: Developing visitor experience opportunities at the wharves.</p>

PUBLIC APPRECIATION AND UNDERSTANDING

Expected Results	Performance Expectation	KNPC Objectives That Support Expected Results
Canadians appreciate the significance of heritage places administered by Parks Canada and support their protection and their presentation.	60% of Canadians appreciate the significance of heritage places administered by Parks Canada by March 2014. ----- 80% of Canadians support the protection and presentation of places administered by Parks Canada by 2014.	1.7 Increasing visitor and public awareness of and engagement in monitoring, protection, and restoration efforts. 2.5 Improving the park's public outreach education and external communications program. 4.1 Fostering local peoples' sense of connection to, engagement with, and support for the park. 4.2 Fostering Mi'kmaq use of and engagement with the park. 4.4 Working with partners and stakeholders in the ZIC to contribute to the maintenance/improvement of the ecological integrity of the park and support environmental efforts in the region.
Public Outreach Education and External Communications		
Canadians learn about the heritage of Parks Canada's administered places and understand that these places are protected and presented on their behalf.	Increase the % of Canadians that consider that they learned about the heritage of Parks Canada's administered places by 2014. ----- Increase the % of Canadians that understand that nationally significant places are protected and presented on their behalf by March 2014.	1.7 Increasing visitor and public awareness of and engagement in monitoring, protection, and restoration efforts. 2.5 Improving the park's public outreach education and external communications program. 3.2 Facilitating opportunities for visitors and public outreach education audiences to connect with the park's cultural heritage. 4.1 Fostering local peoples' sense of connection to, engagement with, and support for the park. 4.2 Fostering Mi'kmaq use of and engagement with the park. 4.4 Working with partners and stakeholders in the ZIC to contribute to the maintenance/improvement of the ecological integrity of the park and support environmental efforts in the region. 4.5 Increasing knowledge of impacts on the North Richibucto Dune and furthering the spirit of responsible stewardship for dune users.
Stakeholder and Partner Engagement		
Stakeholders and partners are engaged in the protection and presentation of Parks Canada's administered places.	Increase the % of stakeholders and partners that support the protection and presentation of Parks Canada's administered places by March 2014. ----- Increase the % of stakeholders and partners that feel that they have opportunities to influence and contribute to Parks Canada's activities by March 2014.	As above, plus: 4.3 Playing a vital role in the economic and social health of the region. AMA3: Developing visitor experience opportunities at the wharves.

APPENDIX 6

Glossary

Adaptive Management: A policy framework that recognizes biological uncertainty, while accepting the mandate to proceed on the basis of the best available scientific knowledge. An adaptive policy treats the program as a set of experiments designed to test and extend the scientific basis of management.

Area Management Approach:

An approach to ensure the integrated delivery of the Agency mandate in a specific geographic area. The area can be based on the complexity of issues; the size of the heritage place; the logical grouping of resources; the special attachment to the area by local residents or visitors; or simply lends itself to a distinct management approach.

AMICA: An association of friends who have given themselves the mission of promoting, to park visitors, the protection, preservation and interpretation of the natural and cultural resources of Kouchibouguac National Park of Canada.

Connection to Place: Reflects the relevance and importance of heritage places to Canadians. The concept expresses the emotional, intellectual, and spiritual attachment Canadians and visitors feel towards our natural and cultural heritage places.

COSEWIC: The Committee on the Status of Endangered Wildlife in Canada is a committee of experts that assesses and designates which wildlife species are in some danger of disappearing from Canada.

Cultural Landscape: Any geographical area that has been modified, influenced, or given special cultural meaning by people.

Cultural Resource: A human work or place that gives evidence of human activity or has spiritual or cultural meaning, and which has been determined to have historic value.

Cultural Resource Value Statement:

A strategic document that identifies cultural resources and values for places, other than national historic sites, which are under the responsibility of Parks Canada. It identifies historic and other heritage values and their character-defining elements (both tangible and intangible) associated with a national park or national marine conservation area as a whole, as well as the range of cultural resources that contribute to these values.

Culturally Sensitive Sites: Sites that warrant special management, due to the sensitive nature of the cultural resources found there. Guidelines for the protection and use of these sites may be required.

Cumulative Environmental Effects: The combined impact of human-caused stressors, that is greater than the sum of individual impacts due to their interaction.

Ecological Integrity: With respect to a park, a condition that is determined to be characteristic of its natural region and likely to persist, including abiotic components and the composition and abundance of native species and biological communities, rates of change and supporting processes.

Ecological Integrity Statement:

A document that provides an understanding of the state of the ecological integrity in a park and what needs to be done to maintain or restore it.

Ecosystem: An ecosystem is a community of organisms, including humans, and its non-living environment interacting with one another and intimately linked by a variety of biological, chemical, and physical processes. Ecosystems are often embedded within other, larger ecosystems.

Environmental Stewardship: Taking care of the land, air, water, plants, animals, and culture in such a way that they can be passed on to future generations.

Exotic Invasive Species: Introduced, non-indigenous species that can establish and proliferate within natural or semi-natural habitats, successfully competing with and displacing at least some of the native flora and fauna, impacting biodiversity and altering the natural structure and function of the ecosystem.

Field Unit: An administrative division developed by Parks Canada, combining the management and administration of one or more national park(s), national historic site(s), marine conservation area(s) or historic canal(s). There are 32 Field Units across Canada.

Indicator: A nationally or bio-regionally consistent summary reporting statement that provides a comprehensive synopsis of each component of the Agency's mandate. It is based on a combination of data, measures, and critical success factors that provide a clear message about current conditions and the change since the last measurement.

Invasive Plant Index: The Invasive Plant Index (IPI), developed by Darien Ure (Monitoring Ecologist, Kejimikujik National Park), is an index that effectively combines severity and abundance data into one simplified measure.

Key Strategy: Concrete expression of the vision statement that provides heritage place-wide direction. Must give a clear overview of how the protected heritage place will be managed and how the three mandate elements will be achieved in a mutually supportive manner.

Over-Snow Vehicle: A vehicle that is designed to be driven by any means other than muscular power; run on tracks, skis or both; and operate on snow or ice.

Restoration: The process of assisting the recovery of an ecosystem that has been degraded, damaged, or destroyed (Canadian Parks Council 2008: 8, 15).

SARA: The Species at Risk Act is a key federal government commitment to prevent wildlife species from becoming extinct and secure the necessary actions for their recovery. It provides for the legal protection of wildlife species and the conservation of their biological diversity.

Species at Risk: Extirpated, endangered, or threatened species or a species of special concern. "Extirpated species" means a species that no longer exists in the wild in Canada, but exists elsewhere in the wild. "Endangered species" means a wildlife species that is facing imminent extirpation or extinction. "Threatened species" means a wildlife species that is likely to become an endangered species if nothing is done to reverse the factors leading to its extirpation or extinction. "Species of special concern" means a wildlife species that may become a threatened or an endangered species because of a combination of biological characteristics and identified threats.

Stakeholder: A person or organization with an interest in Kouchibouguac National Park of Canada. Organizations may include both government and non-government organizations, commercial, and for profit and non-profit organizations.

State of the Park Report: This report provides a synopsis of the current condition of a national park, national historic site, or national marine conservation area, and assesses performance in meeting established

goals and objectives for indicators associated with the Agency's mandate. These reports are produced on a five-year cycle, and are the basis for the five-year management plan review.

Target: Established to facilitate measuring and reporting on progress in achieving results.

Vision Statement: A passionate, inspirational, unique, picture of the heritage place at its desired future. It must portray the integrated relationship between the mandate components and be prepared with the involvement of the public, Aboriginal communities, stakeholders, and partners.

APPENDIX 7

Acknowledgements

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