

2024

Fortress of Louisbourg

National Historic Site of Canada

Wolfe's Landing and Royal Battery
National Historic Sites of Canada

Management Plan

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FORTRESS OF LOUISBOURG NATIONAL HISTORIC SITE OF CANADA MANAGEMENT PLAN, 2024.

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Foreword



From coast to coast to coast, national historic sites, national parks and national marine conservation areas are a source of shared pride for Canadians. They reflect Canada's natural and cultural heritage and tell stories of who we are, including the historic and contemporary contributions of Indigenous peoples.

These cherished places are a priority for the Government of Canada. We are committed to protecting natural and cultural heritage, expanding the system of protected places, and contributing to the recovery of species at risk.

At the same time, we continue to offer new and innovative visitor and outreach programs and activities to ensure that more Canadians can experience these iconic destinations and learn about history, culture and the environment.

In collaboration with Indigenous communities and key partners, Parks Canada conserves and protects national historic sites and national parks; enables people to discover and connect with history and nature; and helps sustain the economic value of these places for local and regional communities.

This new management plan for Fortress of Louisbourg National Historic Site of Canada supports this vision.

Management plans are developed by a dedicated team at Parks Canada through extensive consultation and input from Indigenous partners, other partners and stakeholders, local communities, as well as visitors past and present. I would like to thank everyone who contributed to this plan for their commitment and spirit of cooperation.

As the Minister responsible for Parks Canada, I applaud this collaborative effort and I am pleased to approve the *Fortress of Louisbourg National Historic Site of Canada Management Plan*.

Steven Guilbeault

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

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Executive summary

Fortress of Louisbourg National Historic Site of Canada is located in Cape Breton, Nova Scotia. It is situated in the community of Louisbourg (population 1,000), about a half hour drive from Sydney and in the unceded¹ traditional Mi'kmaw territory of Mi'kma'ki. The national historic significance of Fortress of Louisbourg National Historic Site centres on the profound role of the site in the great Franco-British struggle for empire between 1713 and 1768. During this period, Louisbourg was the capital of the colony of Île-Royale and the most significant French fishing centre and commercial entrepot in North America. The site features approximately 30 reconstructed residential buildings and is a major tourism draw to the region. The site also has strong linkages to Mi'kmaw history and culture and is rich in the stories of colonial impacts on L'nu'k (Mi'kmaq for “the people”) particularly for the Mi'kmaq in Nova Scotia.

Two other national historic sites, located within the administrative boundary of the Fortress, are also addressed by this management plan: Wolfe's Landing National Historic Site of Canada and Royal Battery National Historic Site of Canada. Wolfe's Landing National Historic Site was the site of the successful British landing at Kennington Cove led by Brigadier General James Wolfe in 1758. Royal Battery National Historic Site, a significant defensive structure integral to defense of Louisbourg harbour, located on the harbour's north shore, played a significant role in both 1745 and 1758 sieges by the British.

This management plan sets a vision for the future of Fortress of Louisbourg, Wolfe's Landing and Royal Battery National Historic Sites, with strategies and objectives aimed at reaching that vision. As such, this plan is the main guide for the management of the sites, and an important accountability document for Indigenous peoples and Canadians as to how they will be managed. Four key strategies are identified in the plan to guide the work of managing the sites over the next ten years.

Key strategy 1: Ensuring relevance of the site to all peoples in Canada focuses on increasing relevance of the site, largely through increased outreach and promotion and an updated visitor experience offer.

Key strategy 2: Understanding and conserving cultural resources focuses on increasing understanding, and where possible, conservation of the cultural resources of the site.

Key strategy 3: A rising tide lifts all boats: Strengthening collaboration with partners focuses on objectives to build relationships with key partners for mutual benefit, especially the Mi'kmaq and local community partners.

Key strategy 4: Facing future risks to the site while maintaining the site's heritage character and thriving biodiversity focuses on conserving the natural and cultural resources at the site through increased understanding and environmental stewardship in the face of significant risks from climate change.

¹ i.e., the Mi'kmaq did not by treaty cede and surrender the lands of Fortress of Louisbourg

Espite'tk Kitmaqnn

Fortress Lluipu'lk Nenasik Msit tami Saqawey Maqmikew Kanata etek Unama'kik kiplno'lewa'kik Nova Scotia etek u't wutan Lluipu'k (1000 te'sijik mimajuinu'k), na'tami half hour etek Sipu kjian aqq ma'w L'nu'ey Mi'kma'kik². Wla Nenasik Msit tami Fortress Lluipu'lk maqmikew miawe'k ma'muni wjit etek great Franco-British metu'ek wjit msit weja'temkek 1713 aqq 1768. Wla tele'kek , Lluipu'lk na ikna'toqsip petqatmu'timk u't Île-Royale aqq suwel msit Wenujey ekwitamemk aqq natankuamk msit tami Oqwatnuk Mi'kma'kik America. Wla maqmikew etek na'tami 30 te'sikl ili'tasikl elseknikani'kekl aqq kisa'toq peji'ta'jik mimajuinu'k Unama'kik aqq Sipu . Wla na ma'q melkiknaq etek ta'n L'nu'k telo'ti'tij aqq a'tukwaqnn wesku'tasik telitpia'tisnik L'nu'k (Mi'kmaq wjit mimajuinu'k) L'nu'k tet wikultijik Kiplno'lewa'ki Nova Scotia.

Ta'pukl Lluipu'lk Nenasik Msit tami Saqawey Maqmikewl, etekl koqwaju ta'n etek Fortress, aqq ma'w kejitu'tij alsusulti'jik aqq wesku'tasik : Paqtism Oqwa'q Nenasik Msit tami Saqawey Maqmikewl Kanata aqq Royal Battery Nenasik Msit tami Saqawey Maqmikewl Kanata Paqtism Oqwa'q Nenasik Msit tami Saqawey Maqmikewl eymu'tisnik kelu'kw Britishke'wey Oqwa'q u't Kennington Cove ikana'toq Brigadier General Sa'ke'j Paqtism 1758-ek Royal Battery Nenasik Msit tami Saqawey Maqmikewl, na menaqa mtmo'taqn wjit Lluipu'lk etek koqwaju samqwaniktuke'l Oqwatnuk na'taqmtuk , eymu'tisnik kelu'kw wjit 1745 aqq 1758 matntimkek British'aq.

Wla ikna'lulk kisite'tmitij kisaptmi'tij wjit tel seawa'sik Fortress Lluipu'lk Paqtism Oqwa'q aqq Royal Battery Nenasik Msit tami Saqawey Maqmikewl, ma'w ketu tel-lukutijik klamn kisa'sitew . Aqq ma'w u't kisa'matultimk etek wjit tel-ikana'sik aqq aqano'tasik maqmikew, aqq ma'muni nuta'q keknu'a'taqn wjit L'nu'k aqq kanatakewa'q teli aqano'tasitew . Newkl etekl ketu'tla'taqatimkl ta'n kejitu'tij ki's wla kisa'matultimk ikana'lulk lukwaqn aqano'tasik wjit 10 kaqisipunkekl.

Aptisqeikn kisita'simk 1: Keknu'a'tujik mimajuinu'k Kanata wjit wla Nenasik Msit tami Saqawey Maqmikewl aqq siawi- lta'new.

Aptisqeikn kisita'simk 2: Nestasin aqq kelo'tasik L'nu'k telo'ti'tij aqq siawi nestasin wji kelo'tasin L'nu'ey wla Saqawey Maqmikew.

Aptisqeikn kisita'simk 3: Wenaqa'sik wta'n wenaqa'toql walipot: Melkiknewa'toq maw- lukutimk mtmo'taqn iloqaptasik.

Aptisqeikn kisita'simk 4: Iloqaptasik ikantuk koqowey kisi-amsela'sitew u't Saqawey Maqmikewl toqo siawi anko'tasik l'nu'ey aqq teli iloqaptasik wksitqamuk aqq siawi kelo'tasik l'nu'ey saqawey maqmikewiktuk siawi nestasin wksitqamukewel kjiatl etek pilua'sin telikiskek.

² i.e. Mu l'nu'k iknmuetutikl msit wetapeksulti'kl ankukamkewe'l maqmikek u't Fortress Lluipu'lk

Table of contents

Foreword	v
Recommendations	vii
Executive summary	ix
1.0 Introduction.....	1
2.0 Significance of Fortress of Louisbourg National Historic Site.....	1
3.0 Planning context.....	2
4.0 Development of the management plan.....	9
5.0 Vision	10
6.0 Key strategies	12
7.0 Summary of strategic environmental assessment.....	18

Maps

Map 1: Fortress of Louisbourg National Historic Site: Regional Setting	3
Map 2: Fortress of Louisbourg National Historic Site: Administered and Designated Place	4
Map 3: Fortress of Louisbourg National Historic Site: Visitor Services and Facilities	5
Map 4: Reconstructed Townsite	6
Map 5. Other Effective area-based Conservation Measure boundary and exclusions at Fortress of Louisbourg National Historic Site.	9

1.0 Introduction

Parks Canada administers one of the finest and most extensive systems of protected natural and historic places in the world. Parks Canada's mandate is to protect and present these places for the benefit and enjoyment of current and future generations. Future-oriented, strategic management of each national historic site, national park, national marine conservation area and heritage canal administered by Parks Canada supports its vision:

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

The *Parks Canada Agency Act* requires Parks Canada to prepare a management plan for national historic sites administered by Parks Canada. The *Fortress of Louisbourg National Historic Site of Canada Management Plan*, once approved by the Minister responsible for Parks Canada and tabled in Parliament, ensures Parks Canada's accountability to Canadians, outlining how historic site management will achieve measurable results in support of its mandate.

The Mi'kmaq are important partners in the stewardship of heritage places, with connections to the lands and waters since time immemorial. The Mi'kmaq, stakeholders, partners and the Canadian public were involved in the preparation of the management plan, helping to shape the future direction of Fortress of Louisbourg National Historic Site. The plan sets clear, strategic direction for the management and operation of the site by articulating a vision, key strategies and objectives. Parks Canada will report annually on progress toward achieving the plan objectives and will review the plan every ten years or sooner if required.

This plan is not an end in and of itself. Parks Canada will maintain an open dialogue on the implementation of the management plan, to ensure that it remains relevant and meaningful. The plan will serve as the focus for ongoing engagement and, where appropriate, consultation, on the management of Fortress of Louisbourg National Historic Site in years to come.

2.0 Significance of Fortress of Louisbourg National Historic Site

The national historic significance of Fortress of Louisbourg National Historic Site centres on the profound role of the site in the great Franco-British struggle for empire between 1713 and 1768. During this period, Louisbourg was the capital of the colony of Île-Royale and the most significant French fishing centre and commercial entrepot in North America. Further, it holds an important place in the history of enslavement in Canada and in the role of the Transatlantic Slave Trade in African peoples and their descendants in the colonization of Canada. In both 1745 and 1758, the colony and fortification were besieged and captured by the British. While the designation is derived from no single recommendation of the Historic Sites and Monuments Board of Canada, Fortress of Louisbourg National Historic Site was the focus of numerous Board discussions since the Board was created in 1919. In 1928, the Fortress officially became a national historic park, now known as a national historic site. A statement of commemorative intent was prepared drawing from various Historic Sites and Monuments Board of Canada meeting notes and is documented in the 1997 Commemorative Integrity Statement for the site. Situated within Mi'kma'ki, the site also has strong linkages to Mi'kmaw history and culture and is rich in the stories of colonial impacts on L'nu'k (Mi'kmaq for "the people") particularly for the Mi'kmaq in Nova Scotia.

Fortress of Louisbourg National Historic Site is the site of the largest historic reconstruction in North America; approximately 30 residential buildings were reconstructed to period design between 1964 and the 1980s, over one quarter of the original townsite. Most of the reconstructed buildings are designated as

“Recognized (21)” or “Classified (31)”³ federal heritage by the Federal Heritage Buildings Review Office. The site contains a vast assemblage of archaeological sites that include the remains of, most notably, 18th-century fortifications, buildings, siege works and shipwrecks in the harbour. Extensive excavations were carried out prior to and in support of the reconstruction.

Two other national historic sites, located within the administrative boundary of the Fortress, are also addressed by this management plan: Wolfe’s Landing National Historic Site and Royal Battery National Historic Site. Wolfe’s Landing National Historic Site, designated in 1929, was the site of the successful British landing at Kennington Cove led by Brigadier General James Wolfe in 1758. Royal Battery National Historic Site, a significant defensive structure integral to defense of Louisbourg harbour, located on the harbour’s north shore, was designated in 1952 for its significant role in both 1745 and 1758 sieges by the British.

3.0 Planning context

Location and Visitation

Fortress of Louisbourg National Historic Site is located in Cape Breton, also known as *Unama’ki* “land of fog” in the Mi’kmaw language. It is situated in the community of Louisbourg (population 1,000), about a half hour drive from Sydney and in the unceded⁴ traditional Mi’kmaw territory of Mi’kma’ki (Map 1). The site’s administrative boundary (Map 2) encompasses an area of 60 square kilometres, with 35 kilometres of coastline. The administered place includes historically expropriated private properties, mostly along the coastline and none within the reconstructed townsite (Map 3,4).

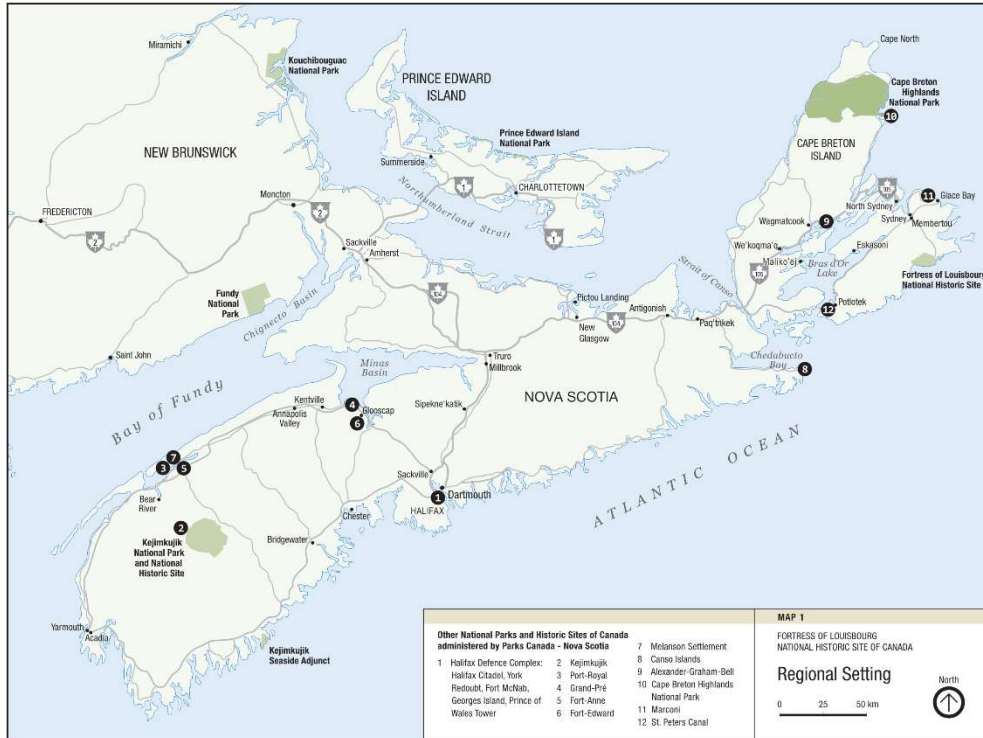
Significant to the local and regional economy, the site employs 160 people, most of whom are Louisbourg or Cape Breton residents. Fortress of Louisbourg National Historic Site is part of the modern community of Louisbourg, providing visitors the opportunity to experience life in the 18th century as well as a bustling modern fishing community steeped in its own history. The Parks Canada administered site provides various trails, green spaces and beaches outside of the reconstructed townsite that are important to the local community and tourism.

The reconstructed site is considered a major tourism draw within the region, receiving annual visitation of 85–95,000 prior to the onset of the COVID-19 pandemic and associated travel restrictions. At that time, visitors were largely adult groups from out of province visiting the site for the first time, with about 30 percent of visitors being from outside of Canada. During 2020, the site saw a drop in visitation of 84 percent from the year previous (to 13,500), due to COVID-19 travel restrictions. By 2022, visitation returned to 78,000 and reached almost 82,000 by 2023.

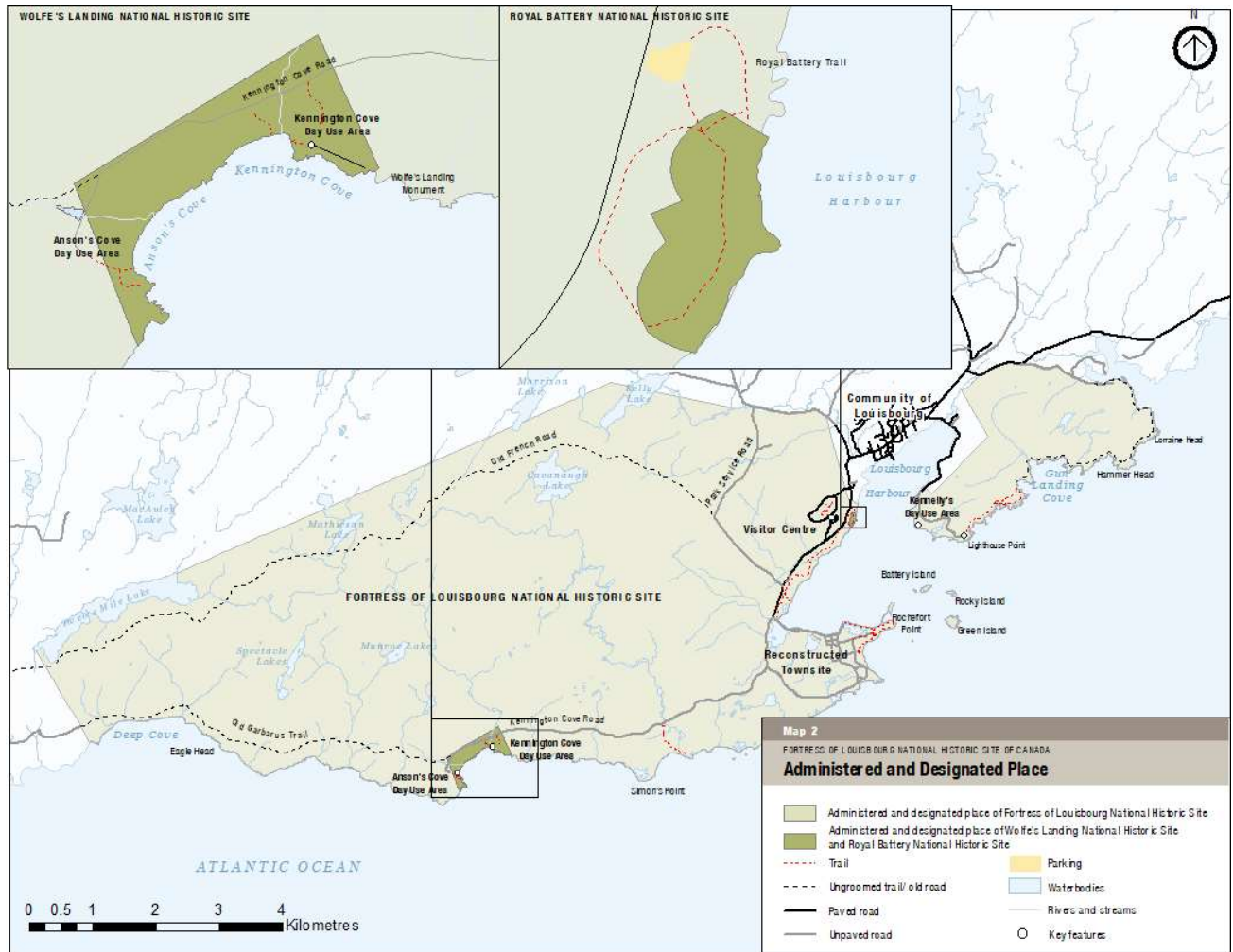
³ The Federal Heritage Buildings Review Office evaluates the heritage character of federal buildings as non-designated, “Recognized” or “Classified” in order of increasing score for heritage value based on historical associations, architecture and environment.

⁴ i.e., the Mi’kmaq did not by treaty cede and surrender the lands of Fortress of Louisbourg

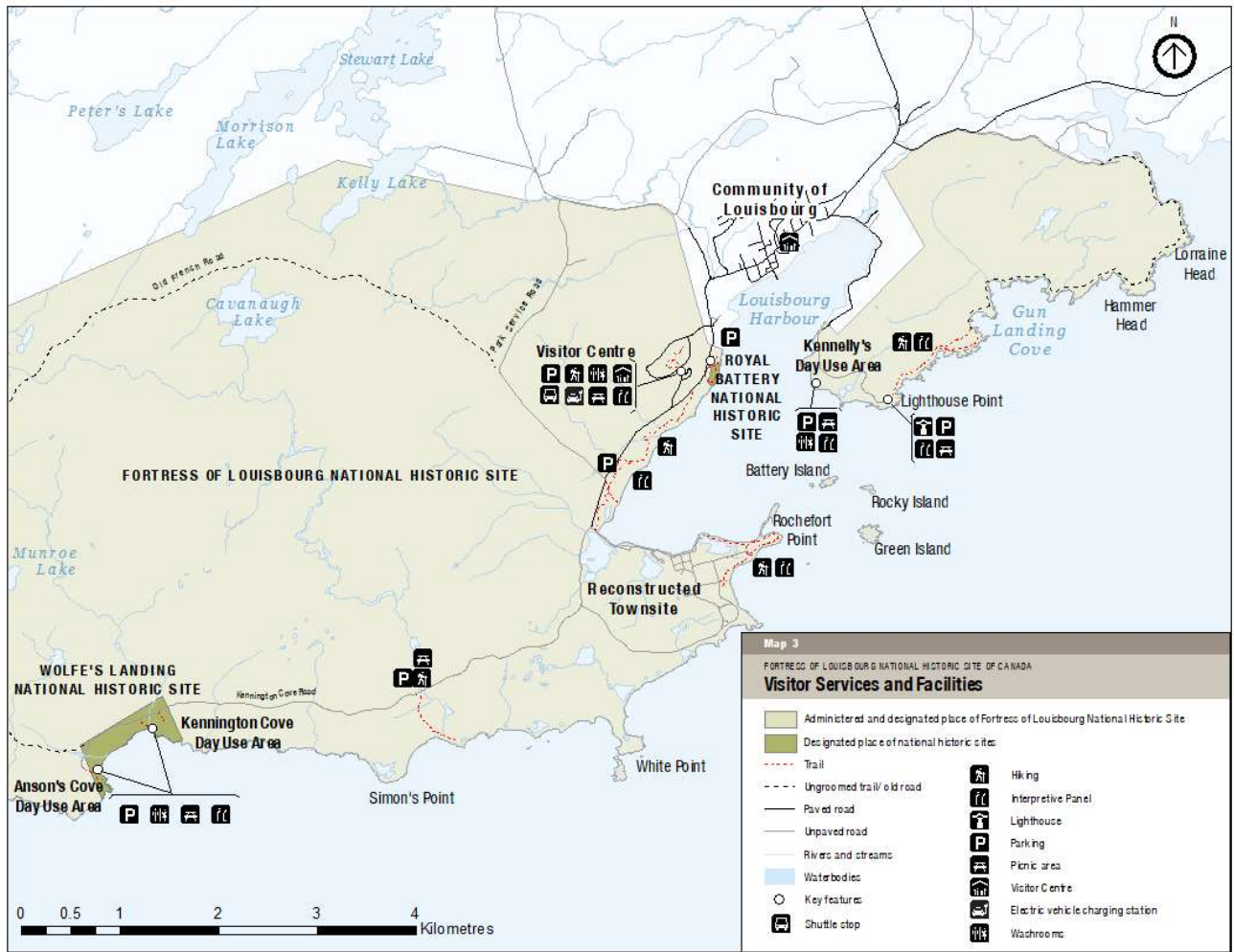
Map 1: Fortress of Louisbourg National Historic Site: Regional Setting

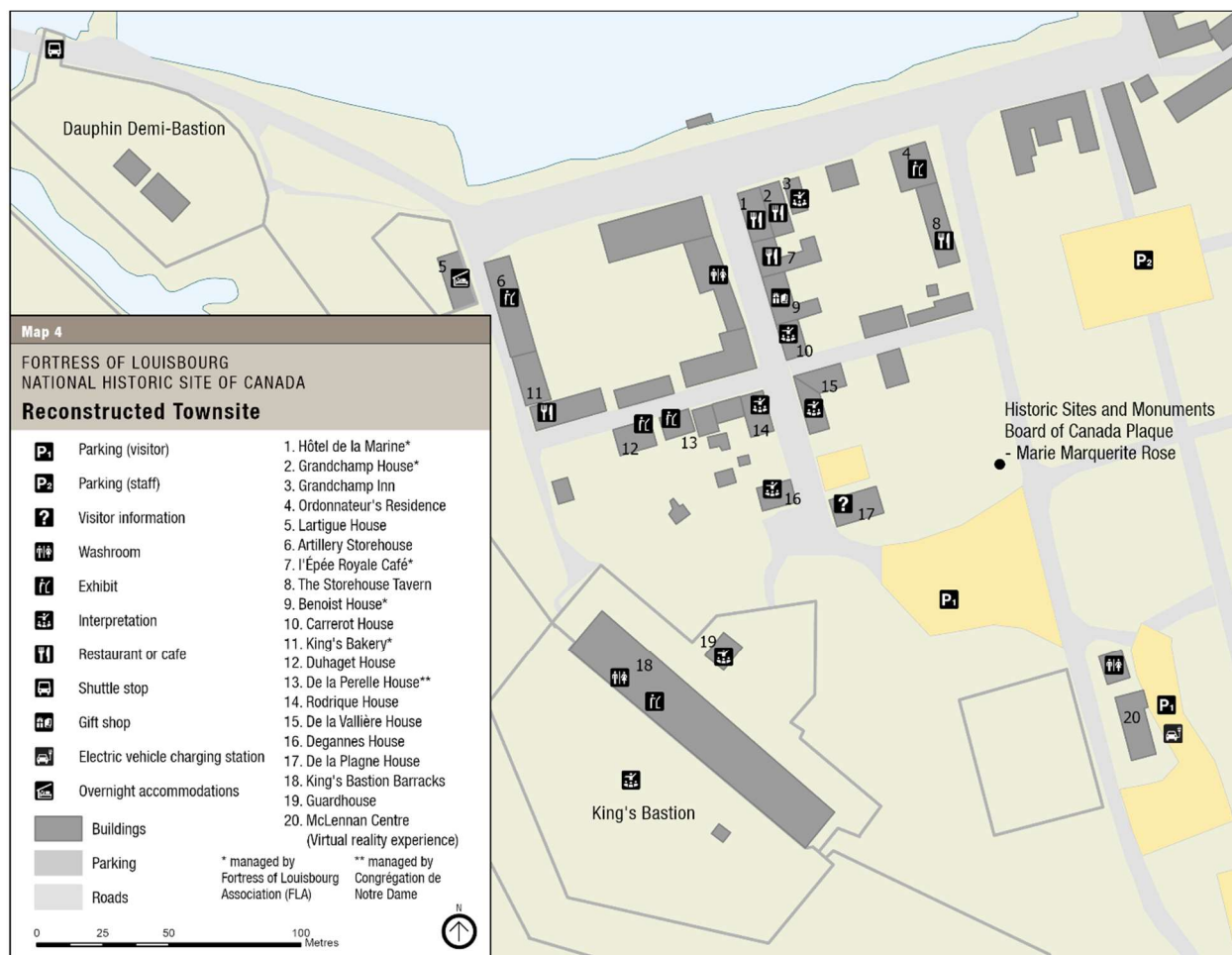


Map 2: Fortress of Louisbourg National Historic Site: Administered and Designated Place



Map 3: Fortress of Louisbourg National Historic Site: Visitor Services and Facilities



Map 4: Reconstructed Townsite⁵

Co-Management

Parks Canada has a strong and growing relationship with the Mi'kmaq in Nova Scotia regarding the interpretation and management of Fortress of Louisbourg. The aspiration is for continued development of this relationship, with Parks Canada and the Mi'kmaq in Nova Scotia cooperating and co-creating shared approaches to the management of Fortress of Louisbourg National Historic Site over the life of this plan and beyond. Several Mi'kmaq are employed at Fortress of Louisbourg, and there have been recent successful collaborative projects such as replica traditional 18th-century women's dress for interpretive staff, created by the Potlotek Women's Sewing Club; Mi'kmaq guidance on potential trail development and collection management; and orange shirt day workshops with Membertou Elders to facilitate discussions on the impacts of Residential schools. A key collaboration between Parks Canada and Kwilmu'kw Maw Klusuaqn Negotiation Office, the Nova Scotia Mi'kmaq Rights Initiative, is the "Collaborative Archaeology Process" where the Kwilmu'kw Maw Klusuaqn Negotiation Office and Parks Canada archaeologists work side by side on all aspects of archaeology at Fortress of Louisbourg. Parks Canada and the Mi'kmaq also work together through the Parks Canada-Mi'kmaq Unama'ki Advisory Committee on matters of interest to the Mi'kmaq including collaborative work and opportunities for economic benefit. This committee was developed under the Interim Arrangement with the Mi'kmaq in Nova Scotia. Established in 2012 and renewed in 2017, the Interim Arrangement describes the relationship between Parks Canada and the Mi'kmaq in Nova Scotia while Recognition and Implementation of Indigenous Rights and Self-Determination negotiations are ongoing. The Interim

⁵ Building management by external parties as of 2024.

Arrangement will be replaced once these negotiations are concluded. The management plan has been prepared in anticipation of this, in the spirit and intent of the rights implementation negotiations.

Visitor Experience

Parks Canada is responsible for visitor programming which includes guided and self-guided tours, costumed animation and demonstrations, special paid programs and experiences, interpretation, and exhibits in the reconstructed 18th century Fortress of Louisbourg. In addition to Mi'kmaw cultural programming developed in collaboration with the Mi'kmaq (see above) and delivered by Mi'kmaw Parks Canada staff at the Mi'kmaw Interpretive Centre, the site hosts exhibits and interpretation on the life of Marie Marguerite Rose (designated a national historic person as a key figure in the initial phase of Black enslavement in Canada and who stood out among emancipated enslaved people in New France) and other enslaved people, as well as events recognizing African diaspora people and Acadians in Nova Scotia.

Visitor services at Fortress of Louisbourg National Historic Site are offered in collaboration by both Parks Canada and the Fortress Louisbourg Association. The Association offers evening programs, events, children's programs and operates gift shops, dining options and the King's Bakery. Reduced visitation due to the COVID-19 pandemic has negatively impacted Fortress of Louisbourg Association's ability to operate.

Collections and Cultural Resources

Cultural resources and collections at the site (including archaeological sites, building and engineering works, cultural landscape and curatorial collections) are in "Fair" condition according to the last State of Site Assessment. The state of cultural objects stored on site has improved in recent years due to improved storage conditions. Coastal and underwater archaeological heritage is significantly at risk from climate change impacts (sea-level rise, storm surge, coastal erosion).

Built Assets and Recent Investments

Built assets at the site include the visitor centre, reconstructed townsite buildings (Map 4), day-use areas, trails, roadways, bridges and parking lots. The buildings are a combination of contemporary and Federal Heritage Buildings Review Office-designated buildings, in "Good" to "Fair" condition according to the State of Site Assessment. The state of assets has improved in recent years due to a \$20 million investment focused on asset improvement and two key climate change mitigation projects, the Quay wall and barrier beach renourishment projects. The Quay wall project involved raising, extending and re-cladding the protective seawall, and upgrades to buried infrastructure on the Quay Road to increase their durability to withstand higher water levels and stronger waves. Several measures to protect the barrier beach were introduced, including the addition of armor stone groynes which trap sediment and increase protection from future storm surge. In addition to the climate change projects, Route 22 was improved. With the purchase of a building in the modern town of Louisbourg, the administrative function moved to the modern town in 2023. Plans to relocate the visitor centre to the town are also underway, led by external stakeholders.

The Louisbourg Lighthouse

The Tower at Louisbourg (the lighthouse) is a recognized Federal Heritage Buildings Review Office (now the Federal Heritage Review Office) building within the administered and designated place of Fortress of Louisbourg National Historic Site at Lighthouse Point (Map 2,3). The building is the third to have been built on this site, the site of the first lighthouse in Canada. Fisheries and Oceans Canada is the custodian of the lighthouse and Parks Canada is the owner. Once planned repairs are completed by Fisheries and Oceans, custodial rights and duties will be transferred to Parks.

Climate Change

Climate change projections for the Fortress of Louisbourg National Historic Site are similar to those throughout Atlantic Canada. Coastal erosion, flooding, severe weather and rising sea levels are particular concerns for the site.

Recent research suggests climate change is contributing to more intense tropical cyclones with more extreme precipitation accumulations in the North Atlantic. Large and powerful storms can have significant impacts on the Fortress of Louisbourg. Hurricane Fiona, a large, powerful and destructive post-tropical cyclone with major hurricane-force winds, caused extensive damage to the site in September 2022. Numerous roofs, chimneys, windows, doors, gates and fences were damaged, and many trees downed across the designated place. Notably, the access road to the site in Louisbourg was washed out in a 120 metres (400 feet) section and the Lighthouse Trail was significantly impacted due to storm surge and wave action. Repairs will continue for several years.

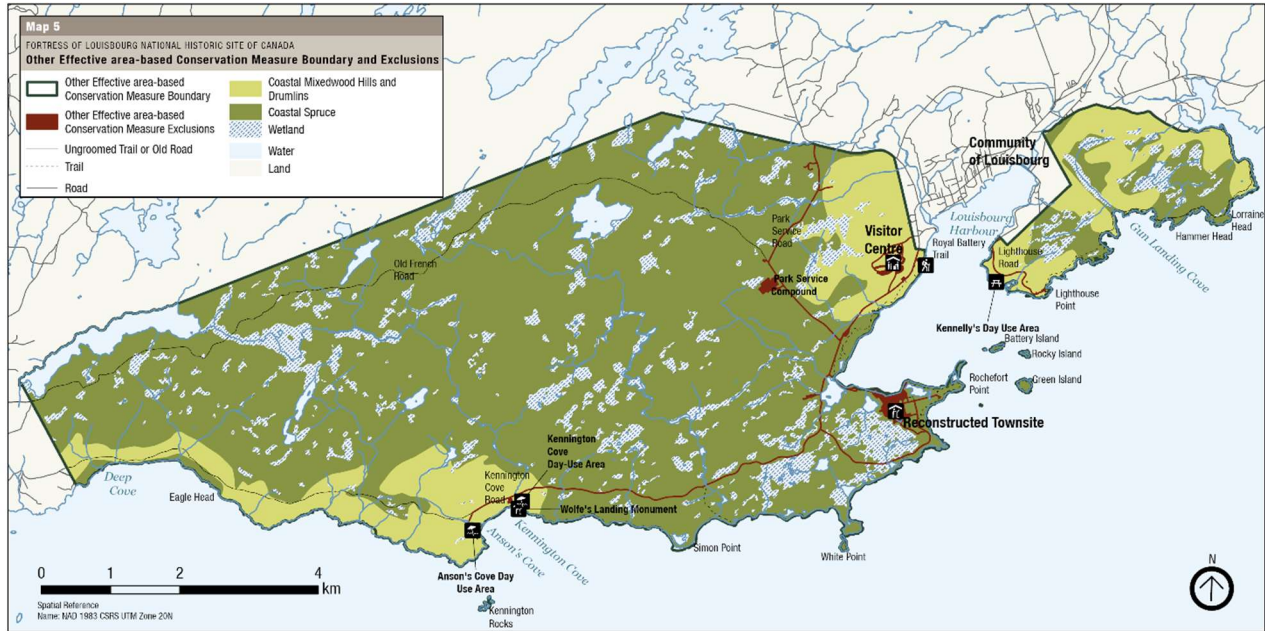
Other Effective Area-Based Conservation Measure

In collaboration with the Mi'kmaq and other organizations, as of 2022, Fortress of Louisbourg National Historic Site's contribution to biodiversity protection is recognized and maintained by meeting pan-Canadian conservation standards, specifically through recognition as an Other Effective area-based Conservation Measure (OECM) (Map 5).

An Other Effective area-based Conservation Measure (OECM) is defined by the Convention on Biological Diversity as, "a geographically defined area other than a protected area, which is governed and managed in ways that achieve positive and sustained long-term outcomes for the in-situ conservation of biodiversity, with associated ecosystem functions and services and where applicable, cultural, spiritual, socio-economic, and other locally relevant values." Other Effective area-based Conservation Measures contribute toward Canada's commitments to protect 30 percent of lands and waters by 2030. At the Fortress of Louisbourg site, 5,922 hectares (approximately 98.7 percent of the site) are recognized as an OECM.

Fortress of Louisbourg National Historic Site supports several federally listed species at risk including little brown myotis, Northern myotis, bank swallow, and barn swallow. The portion of the site that is recognized as an OECM is a mix of intact rocky coastline and headlands, coastal barrens, coniferous forest, and wetland ecosystems that support a full range of native species and ecological processes.

Map 5: Other Effective area-based Conservation Measure boundary and exclusions at Fortress of Louisbourg National Historic Site.



4.0 Development of the management plan

The draft management plan for Fortress of Louisbourg has been prepared in consultation with the Mi'kmaq in Nova Scotia, and with key stakeholders and site partners including the Fortress of Louisbourg Association, local communities, local and regional economic development organizations and interests, tourism operators and interests, conservation and environmental groups, academics and other interested members of the public. The plan was developed in the spirit and intent of the Recognition of Indigenous Rights and Self-Determination negotiations, with strong consideration given to key principles expressed by the Mi'kmaq. Parks Canada received input from the Kwilmu'kw Maw Klusuaqn Negotiation Office during the development of the draft plan.

The draft management plan was prepared following an initial period of public engagement during the spring of 2022 and ideas and reactions were solicited on a series of topics that led to the development of the key strategies and objectives of this plan.

A second phase of public and Mi'kmaq consultation was held in the spring of 2024 and where feasible, feedback from that consultation was used to inform the final management plan. A "What we Heard Report" can be found on the Fortress of Louisbourg National website.

5.0 Vision

In 15 to 20 years, Fortress of Louisbourg National Historic Site continues to be an iconic tourism destination on Cape Breton Island, drawing local, Canadian and international visitors, and contributing to regional economic prosperity and community development. Located in Unama'ki, a district of Mi'kma'ki, the site lies within the unceded traditional territory of the Mi'kmaq people and is the home place of the six remaining Unama'ki Mi'kmaw communities. The management of Fortress of Louisbourg is shared with the Mi'kmaq of Nova Scotia. Mi'kmaq of Unama'ki connect with the spiritual and physical ties to the place through greater presence and use of the site by Mi'kmaq.

The cultural landscape and landscape features, including Wolfe's Landing and Royal Battery National Historic Sites, the underwater cultural heritage in the harbour, the reconstructed townsite, and the archaeological heritage upon which it is built are shared with visitors. Where possible, measures are put in place to facilitate adaptation to the impacts of climate change on coastal resources. The site's substantial artifact collection is well managed in a sustainable fashion and accessible. Playing a significant role in Cape Breton's cultural heritage scene, Fortress of Louisbourg is internationally recognized as a centre of excellence for innovative storytelling, the preservation of traditional skills, education, and training.

While seamlessly immersing visitors in an authentic 18th century visitor experience, the site offers modern technologies and cutting-edge service that are responsive to changing circumstances and trends. Stories told at Fortress of Louisbourg with partners showcase a wide range of perspectives, engage, and resonate with visitors with diverse needs, abilities, social identities and backgrounds while deepening and expanding their understanding of the Fortress and the people who lived in and near it.

At the Fortress, the Mi'kmaq tell their history and contemporary stories in their own voices throughout the site. The Mi'kmaw Interpretative Centre at the Fortress continues to serve as a place for reconciliation where Mi'kmaq identify their own priorities and share their culture. Current-day visitors and staff at the site reflect a diversity of people just as there was in 18th century Louisbourg. All peoples in Canada support and connect with Fortress of Louisbourg, through outreach, promotion and partnering. Fortress of Louisbourg National Historic Site will be a place for reconciliation, Mi'kmaw mentorship and capacity building.

The site operates efficiently without compromising its heritage architecture. Modernized site operations are climate change resilient, reflect green operations and offer improved universal accessibility. All aspects of site management apply Etuaptamuk⁶ "two-eyed seeing" and Netukulimk⁷, reflecting western and Indigenous knowledge that is seamlessly woven together.

Fortress of Louisbourg National Historic Site supports a range of recreational activities for visitors and nearby communities and supports the health goals of those communities. Parks Canada, along with others, continues its stewardship of the site's natural values, including fulfilling responsibilities toward species at risk and land-based protection.

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Ta'n tujiw newtiska'q jel na'n we'kayiw tapuiska'q te'sipunqwekl, Nipuktewitasikewey Eluipu'nk National-ey Sa'qewey Etek siawi espaptasik amali-alta'mkewey elta'mk ta'n Unama'ki, pejeywaji kikjukewaq, Kana'takewaq aqq msit wksitqamuk emitukwutijik, aqq iknmuetu'tij ta'n regional-ey elukwemkewey ikana'timk aqq utaney eltasik. Etek ta'n Unama'ki, na makes ta'n Mi'kma'ki, ta'n etek epasemtek ta'n tett

⁶ Etuaptamuk or "Two-Eyed Seeing" 'refers to learning to see from one eye with the strengths of Indigenous ways of knowing and from the other eye with the strengths of Western ways of knowing and to using both of these eyes together' (Bartlett, Marshall, & Marshall, 2012)

⁷ Netukulimk "is a complex cultural concept that encompasses Mi'kmaq sovereign law ways and guides individual and collective beliefs and behaviours in resource protection, procurement, and management to ensure and honour sustainability and prosperity for the ancestor, present and future generations." —Elder Kerry Prosper (2011)

mu kisi-wksuwa'tasiktnuk tel-lukwek maqmikew ta'n ula Mi'kmawaq mimajuinu'k aqq na wikultijik tett ta'n ula asukom weskwiaql Unama'kik Mi'kmawe'l Utann. Ta'n maliaptasik ula Nipuktewitasikewey ta'n Eluipu'nk na naskwa'tasik elt ta'n Mi'kmawaq No'pa Sko'sa. Mi'kmawaq ta'n Unama'kik toqijjoqa'lsultijik ta'n kjiqaqmijey aqq ktinney keltaqpitek ta'n tett etek wejiaq mako-klu'kw eymimk aqq ewe'wasik ta'n etek Mi'kmawaq.

Ta'n telo'timk maqmikewitasik aqq maqmikewitasikl teltekl, wiaqiw Paqtismey Maqmikewa'lsimk aqq Eleke'wa'kik Battery-ey National-ey Sa'qewe'l Etekl, na lampo'q telo'timk sa'qewey ta'n tett pukt, ta'n ilitasik kjikaney etek, aqq ta'n sa'qewe'l sa'qewey ta'n elt kisitasiksip na naskwa'tasik elt emitukwutijik. Ta'n kis-tla'tikemk, enkasikl na ika'tasikl ukjit maliaptmn sa'se'wa'sik ula ta'n we'tuwe'kl ta'n wksitqamuey sa'se'wa'sik ta'n qasqe'kewe'l apoqnmuekl. Ula etek nuta'q sa'qewey mawta'sik na wel-maliaptasik ta'n westawiu'wek teltek aqq kisi-elta'mk. Almi'jkamk na Nuta'q to-lukwen ta'n Unama'kik telo'timk sa'qewey ankaptasik, Nipuktewitasikewey ta'n Eluipu'nk na msit wksitqamuk mikuaptasik na mekwaye'kewey ta'n maw-klu'lkw ukjit eltekemk a'tukwemk, na westawiatmk tel-lukwutimkl nenemkl, kina'masuti aqq ekinu'tmasimk.

Ke'sk mu eltaqpitasinuk piskwa'tmk emitukwutijik ta'n tett sa'q newtiska'q jel ukmuljin pituwipunqwek emitukwemk teleyuksin, ta'n etek iknmuetiq kiskukewey espitasikl aqq temsawek kikjuk tel-lukwek ta'n na apaji-me'tek ta'n sa'se'wa'sik telipiaql aqq majukwasikl. A'tukwaqnn wesku'tasikl ta'n Nipuktewitasikewey ta'n Eluipu'nk na toqo'ma'tiji seya'tu'tij maqiske'k tepnmk ta'n telaptasikl, na'tal-lukwemk, aqq nastesk elt emitukwutijik elt sa'se'wa'sikl nuta'mkl, tel-lukwemk, toqeyimk nenuksimk aqq seta'mkewe'l-maqmikewe'l ke'sk temik aqq wnaqa'sik ta'n nestmi'tij ta'n tett nipuktewitasikewey aqq mimajuinu'k ta'n wikultiptnik na'te'l aqq kikjuk.

Ta'n tett Nipuktewitasikewey, ta'n Mi'kma'q aknutk nekm sa'qeweyem aqq weltekl a'tukwaqnn ta'n nekemowk kelusultijik pemiaq ta'n etek. Ta'n Mi'kmaw Kuwa'skiklusimk Mekwaye'kewo'kuo'm ta'n tett Nipuktewitasikewey siawi lukewaji ta'n tett etek ukjit apiksiktatultimk ta'n Mi'kma'q nenut elt nekm ta'n nuta'tl aqq naskwa'toq nekemowk telo'ti'tij. Kiskuk emitukwutijik aqq lukewinu'k na ta'n etek apajapa'sultijik ta'n milamuksultijik mimajuinu'k nkutey Nike' na'te'l ta'n tett newtiska'q jel ukmuljin pituwipunqwek Eluipu'nk. Msit mimajuinu'k na Kana'ta apoqnmamti'tij aqq toqijjoqa'lsultijik elt Nipuktewitasikewey ta'n Eluipu'nk, wejiaq te'wiptina'timk, ketmoqja'tmk aqq toqo'mamk. Nipuktewitasikewey ta'n Eluipu'nk National-ey Sa'qewey Etek na na'te'l tektitew ukjit apiksiktatultimk, Mi'kmawey kinu'tmaqney aqq te'sik eltmk.

Ta'n etek wel-lukwek mu nuta'qtnuk altuwa'tasiktn ta'n sa'qewey sa'qewitasik. Kiskukewey etek elukwutikl ta'n wksitqamuk sa'se'wa'toq mu naqa'siktnuk, apajapa'timk stoqnamu'kl tel-lukwemkl aqq iknmuetiq mako-klu'lkw wksitqamukewey mesnmk. Msit etekl ta'n etek maliaptasik wiaqtek. Etuaptmumk 8 "etuapimk" aqq Netukulimk 9, apajapa'timk tkisnuk aqq L'nuey kjiqitaqn ta'n mu eltaqpitasinuk toqi'sasik.

Nipuktewitasikewey ta'n Eluipu'nk National-ey Sa'qewey Etek apoqnmamk na tepnmk ta'n Amal-tl-lukwemkl tel-lukwutimkl ukjit emitukwutijik aqq kikjuk utann aqq apoqnmamti'til ta'n tajiko'qn newtite'memkl ta'n ula utann. Kisitasikewey Kana'ta, wiaqiw elt pilewe'k, siawi-lukwet ta'n tett etek maqmikewey tepawtikl, wiaqiw weju'pemkl maliaptikemkl eliaq waisisk ta'n lukwaqna'lujik aqq maqmikewey-etek kelpitaqn.

⁸ Etuaptmumk kesna "Two-Eyed Seeing" 'wesku'tk kekina'masin nemite'ken newte'jk kpukwik toqo wji-knaq aqq melkikno'ti wejiaq l'nu'k telo'ti'tij aqq ma'q pilu'ey kpukwik na wji-knaq melkikno'ti wejiaq aklasie'wita'simk aqq kiti kpukwikl tetpu e'wkl" (Bartlett, Marshall & Marshall, 2012)

⁹ Netukulimk "na pikwelkl wiaqtekl ta'n toqa'toq L'nu'ey teplutaqne'l aqq tela'tmkl ikana'sik mimajuinu'k tel- ketlamsatasit aqq telqamiksit wjit kelo'tmn anko'tmn aqq kepmita'taqn wjit wksitaqumuk wele'uti wjut sa'qewekik, kiskuk aqq mijua'ji'jk wejkwita'jik." –Elder Kerry Prosper (2011)

6.0 Key strategies

Four key strategies frame the management direction for the Fortress of Louisbourg National Historic Site (including the adjacent Wolfe’s Landing and Royal Battery National Historic Sites) for the next 10 years. The strategies, and corresponding objectives and targets, focus on achieving the vision through an integrated approach to management of the national historic sites. Targets outline a timeframe for achieving an objective; where no date has been referenced, the objective will be achieved within the period of the plan based on opportunities, annual priorities and capacity of Parks Canada. Progress made achieving these strategies and objectives will be reported annually to the Mi’kmaq in Nova Scotia, partners including the Fortress of Louisbourg Association, stakeholders, and the general public.

Key Strategy 1: Ensuring relevance of the site to all peoples in Canada

The first key strategy of *Fortress of Louisbourg National Historic Site of Canada Management Plan* focuses on increasing relevance of the site. Increased outreach and promotion and an updated visitor experience offer will contribute to the achievement of this goal.

Many current visitors are drawn to the site by the stories that reflect the histories of their French, Acadian and British families. Expanding the visitor experiences to appeal to broader audiences through sharing more diverse stories (of the Mi’kmaq, African Diaspora peoples, enslaved peoples, the Basque, the lower classes, women, and 2SLGBTQ+ peoples) will help increase diversity of visitors at the site whilst offering traditional users of the site new opportunities to experience the full scope of Louisbourg’s history. An increase in outdoor recreational experiences will draw those seeking adventure and time in nature, while striving for universal access will enhance the visitor experience for all. Increased outreach in target communities (Mi’kmaq, youth) will highlight the updated experiences locally, while promotion of the stories and skills shared at the site will contribute to the vision of the site as an iconic tourism destination on Cape Breton Island.

The objectives in this strategy are reliant on the understandings built in Key Strategy 2, partnerships and projects undertaken in Key Strategies 2 and 3, and the goals of conservation of resources in Key Strategies 2 and 4.

Objective 1.1: Recognition and awareness of Fortress of Louisbourg National Historic Site is enhanced, leading to sustainable increases in visitation in all seasons, especially from key audiences.

Targets

- The number of outreach contacts¹⁰ to promote the site remains high or increases from the 2018-19 baseline¹¹ over the life of this plan.
- The number of outreach or promotional events targeting young adults and families with young children increases from the 2024-25 baseline⁷ increases over the life of this plan.
- The number of outreach or promotional events targeting Indigenous, African diaspora and 2SLGBTQ+ peoples increases from the 2024-25 baseline⁷ over the life of this plan.
- Visitor satisfaction with information prior to arrival remains “Good”¹² at the next State of the Site Assessment.
- Visitation to the site is maintained at the 2018-19 baseline⁶ over the life of the plan.

Objective 1.2: Visitors have a greater understanding of and connection to the full scope of Louisbourg’s history and its importance to all peoples in Canada through new and existing visitor experiences.

¹⁰ An “Outreach contact” is defined as a meaningful interaction of at least 30 seconds between a public participant at a venue or event and a Parks Canada representative.

¹¹ A baseline of 2018-19 is based on data collected during the “State of Site Assessment,” prepared in advance of a new management plan.

¹² A status of “Good,” “Fair” or “Poor” is assigned to a number of prescribed indicators based on data collected during the “State of Site Assessment,” prepared in advance of a new management plan.

Targets

- By 2029, a dynamic and accessible menu of products and interpretation is available for visitors to enjoy as a result of an updated and well-researched visitor offer and supporting tools including Wi-Fi.
- By 2029, visitors will have more opportunities to engage with the stories of the Mi'kmaq and contribute to reconciliation.
- Attendance at interpretive programs at Fortress of Louisbourg with content on the history of the Mi'kmaq and the impacts of colonial activities on them within their unceded territory, African Diaspora peoples, enslaved peoples, women and 2SLGBTQ+ peoples increases over the life of the plan.
- Visitor satisfaction with and enjoyment of the site remains "Good"⁷ at the next State of the Site Assessment.
- The number of visitors who state they "learned something" or "connected positively with the site" remains high at the next State of the Site Assessment.

Objective 1.3: Site visitors with diverse abilities, needs, social identities and cultures find welcoming and inclusive facilities, programs, services and experiences at Fortress of Louisbourg.

Targets

- Modern infrastructure projects from 2024 onward incorporate designs, as feasible, to improve barrier-free accessibility to meet or exceed the goals of the *Accessible Canada Act (S.C. 2019, c.10)*.
- Rehabilitation of classified or recognized Federal Heritage Buildings from 2024 onward incorporate designs, as feasible, to improve barrier-free accessibility to meet or exceed the goals of the *Accessible Canada Act (S.C. 2019, c.10)*.
- Universal access¹³ and inclusion (including social inclusivity such as addressing neuro-diverse needs, facilities that are gender-neutral and welcoming to newcomers to Canada) is incorporated in programs, services, equipment and communications at Fortress of Louisbourg, where possible, in collaboration with existing and new diversity and inclusion-oriented partners and stakeholders, within the life of this plan.

Objective 1.4: Opportunities for outdoor recreation at Fortress of Louisbourg and the adjacent Wolfe's Landing and Royal Battery National Historic Sites increase, as funding and partnerships allow.

Target

- Outdoor recreation opportunities are promoted over the life of this plan.

Objective 1.5: Expertise in innovative storytelling and traditional skills is shared at Fortress of Louisbourg and beyond.

Target

- Innovative storytelling events held in collaboration with the Mi'kmaq and African diaspora groups increase by 15 percent by 2034.

Key Strategy 2: Understanding and conserving cultural resources

The second key strategy of the *Fortress of Louisbourg National Historic Site of Canada Management Plan* focuses on increasing understanding and, where possible, conservation of the cultural resources at the site.

Given the significant risks of climate change to the site (including coastal erosion, flooding, severe weather, and rising sea levels), a realistic conservation approach that focuses on the most vulnerable

¹³ Universal accessibility is defined as the character of a product, process, service, information or environment that, with equity and inclusiveness in mind, enables any person to perform activities independently and achieve equivalent results.

infrastructure and cultural resources key to visitor experience is required. Documentation (example: photography, mapping) and monitoring will help inform this approach. A realistic conservation approach acknowledges that some cultural resources will be lost to climate change. Artifacts in dormant storage and cultural resources that may be destroyed by climate change will be digitally accessible to the public and shared in a variety of ways (such as virtual tours, social media, communications with partners).

To the Mi'kmaq in Nova Scotia, natural resources are included as cultural resources due to the intrinsic connection between nature and culture. Natural resources at the site are specifically addressed in Key Strategy 4.

Partnerships with underrepresented communities, including Mi'kmaq, Acadian, African Diaspora peoples, other non-Euro-colonial communities, women, and 2SLGBTQ+ peoples will be supported by Parks Canada and this work will inform the new and improved visitor experiences in Key Strategy 1.

Objective 2.1: The condition of cultural resources, including those in the adjacent Wolfe's Landing and Royal Battery National Historic Sites, and underwater cultural heritage in the harbour, are improved or maintained.

Targets

- Cultural resource zones are well defined and vulnerable infrastructure stabilized to reduce risk of damage to sensitive areas by 2029.
- The condition of heritage assets is assessed and heritage assets that are not of national significance and are underutilized, not critical for visitor experience, or redundant, are identified for rationalization¹⁴ by 2034.
- All identified landscape features of national historic significance are rated by the next Commemorative Integrity Assessment.¹⁵

Objective 2.2: Knowledge and understanding of the cultural resources collection is expanded beyond French military history to include less represented communities such as Mi'kmaq, African Diaspora, women, 2SLGBTQ+ peoples, Acadian and Scottish.

Targets

- To facilitate review of the collection, objects in dormant storage continue to be safeguarded (stored objects maintain their status or improve to "Good" in the next State of the Site Report).
- The level of financial and organizational support by Parks Canada for Mi'kmaq and Afrocentric review of and research on the cultural resources collection increases over the life of the plan.
- Parks Canada continues to build relationships with and provide support to the Nova Scotian African Diaspora community over the life of this plan.
- Parks Canada continues to maintain relationships and explore new collaborations with relevant organizations that represent other less-represented communities by 2034.
- New stories that result from the collection review are shared with visitors by 2034.

Objective 2.3: Public understanding of the cultural resources held at Fortress of Louisbourg is increased.

Targets

- By 2029, public accessibility of the collection is increased through digital outreach and other means.
- The significance of classified or recognized Federal Heritage Buildings are shared with visitors.

¹⁴ Asset rationalization is the process of identification of assets that are candidates for decommissioning, demolition or disposal due to low operational value, poor physical condition, low financial performance, underutilization, deficient functionality, capacity issues or environmental pressures. Additional review will be applied to any proposal to rationalize designated heritage assets.

¹⁵ A Commemorative Integrity Assessment is undertaken by Parks Canada to evaluate the state of "commemorative integrity" (key elements of protection and sharing heritage value in national historic sites). This assessment informs the "State of Site Assessment."

- The number of visitors who said they learned something¹⁶ is increased or maintained by the next State of the Site Assessment.

Key Strategy 3: A rising tide lifts all boats: Strengthening collaboration with partners

The third key strategy of the *Fortress of Louisbourg National Historic Site of Canada Management Plan* focuses on objectives to build relationships with key partners for mutual benefit. The relationship with the Mi'kmaq in Nova Scotia, and local community partners are key to the success of all strategies in this management plan. During the French occupation at Louisbourg, the Mi'kmaq played a vital role, supporting the French community through knowledge sharing and supporting the French military during two sieges. The relationship between the Mi'kmaq and the French was complex and dynamic, at times expressed by alliance, co-religion, trade and kinship that was a continuously negotiated coexistence. The Mi'kmaq Interpretive Centre at Fortress of Louisbourg was established in 2017 as a special place to share and learn about Mi'kmaq history and culture through images, artifacts, songs, traditional drumming and storytelling. With the spirit and intent of the Recognition of Indigenous Rights and Self-Determination negotiations in Nova Scotia, this management plan articulates ways Parks Canada will work together with the Mi'kmaq. This includes sharing stories at the Interpretive Centre and elsewhere at the site, but also access to the site and language training, shared promotion, archaeological partnerships, economic benefits, and beyond, with an overarching goal of shared management of the site.

Parks Canada also holds strong relationships with local community partners, especially the Fortress of Louisbourg Association and the town of Louisbourg. Since 1976, the non-profit Fortress of Louisbourg Association has supported the work of Parks Canada through revenue generating sales of products and visitor experiences. Parks Canada will continue to support the work of the Association.

As a key tourism draw to the area, the site holds an important role in economic development in the region. Parks Canada will continue to collaborate with local partners on experiences that meet the needs and interests of target markets as identified in Key Strategy 1 and focused promotions. Success in achieving the objectives below will support the visitor experience outcomes described in Key Strategy 1.

Objective 3.1: The relationship between Parks Canada, the Mi'kmaq and Mi'kmaq communities, yields mutually beneficial opportunities.

Targets

- By 2029, organizational structures are in place and functioning to support shared management of Fortress of Louisbourg by the Mi'kmaq and Parks Canada.
- By 2029, Fortress of Louisbourg is included as part of the network of Mi'kmaq cultural tourism opportunities in Mi'kma'ki.
- Mi'kmaq partners will continue to be consulted regarding archaeological work at the sites and will be invited to collaborate so their expertise and knowledge can be incorporated.
- Opportunities for economic benefit for the Mi'kmaq (business contracts, employment opportunities) related to the site are explored and pursued through the life of this plan.
- Parks Canada continues to collaborate with Mi'kmaq-led organizations such as the Nova Scotia Indigenous Tourism Enterprise Network over the life of this plan.
- Awareness of economic, employment and recreational opportunities including the "Mi'kmaq access pass" for Parks Canada sites is increased in Mi'kmaq communities over the life of this plan.

Objective 3.2: At Fortress of Louisbourg, Mi'kmaq stories are told by the Mi'kmaq in their own voice.

Targets

¹⁶ A "Visitor Information Program" is the national on-site visitor survey program undertaken by Parks Canada that provides information on visitor demographics, visit characteristics (length of stay, visit frequency) and use, satisfaction and learning associated with various products, programs and services at the site. This assessment informs the "State of Site Assessment."

- By 2029, the number of Mi'kmaw employees who have accessed Mi'kmaw language training increases.
- By 2029, the number of all employees who have accessed Mi'kmaw language and Mi'kmaw cultural awareness training increases.
- Use of Mi'kmaw language in communications (example: signage, place names, planning, programs and products) increases over the life of the plan.
- The number of programs and products prepared in collaboration with and delivered by the Mi'kmaq increases within the life of the plan.
- Parks Canada outreach and cultural events taking place in Mi'kmaw communities increases over the life of the plan.

Objective 3.3: Strong collaborative relationships with local community partners (including the Fortress of Louisbourg Association and the town of Louisbourg) result in economic and community-enriching benefits to the region.

Targets

- Parks Canada continues to develop partnerships with local communities on economic development related to Fortress of Louisbourg through the life of this plan.
- By 2029, there is an increase in the proportion of visitors participating in programs built collaboratively with partners.
- Partnerships yield innovative visitor experience opportunities and cross-promotion that increases the amount of repeat and local visitation by 3 to 5 percent over the life of the plan.
- Through to 2034, Parks Canada continues to facilitate collaboration among tourism partners and stakeholders such as Destination Cape Breton and Tourism Nova Scotia.

Objective 3.4: Strong volunteer programs with local partners continue to support cultural resource conservation and visitor experience in Fortress of Louisbourg.

Targets

- Volunteer hours are maintained or increased by the next State of Assessment from the 2018-19¹⁷ baseline of 4,500 hours.
- Over the life of this plan, new volunteer activities are developed and implemented.

Key Strategy 4: Facing future risks to the site while maintaining the site's heritage character and thriving biodiversity

The final key strategy of the *Fortress of Louisbourg of Canada Management Plan* focuses on conserving the natural and cultural resources at the site, while facing significant risks to the site from climate change. Parks Canada will model environmental stewardship at the site and take a realistic and targeted approach to climate change adaptation.

The Mi'kmaq in Nova Scotia have spiritual and physical ties to the natural landscape of Unama'ki, including the lands that encompass Fortress of Louisbourg, Wolfe's Landing and Royal Battery National Historic Sites. Parks Canada acknowledges that the Mi'kmaq have long been environmental stewards of this land and is committed to working collaboratively on land stewardship and management, including through the Earth Keepers program (in partnership with the Unama'ki Institute of Natural Resources).

Parks Canada will share the successes and challenges working toward conservation of the sites' natural resources with visitors.

Objective 4.1: Environmental stewardship at Fortress of Louisbourg is demonstrated, and the carbon footprint of operations is decreased.

¹⁷ A baseline of 2018-19 is based on data collected during the "State of Site Assessment," prepared in advance of a new management plan.

Target

- Implementation of green technologies and the use of renewable power in operations at Fortress of Louisbourg increases over the life of the plan, demonstrating progress toward the Government of Canada net-zero emissions by 2050 goal.

Objective 4.2: Climate and environmental risks to the site are better understood and approaches to reduce risk are implemented.

Targets

- Studies to better understand environmental risks to the site are maintained or increased in number over the life of the plan.
- New and ongoing projects at the site consider climate-resilient design.
- To support efficiency at the site, contemporary assets that are not of national significance and are underutilized, not critical for visitor experience, or redundant, are identified for rationalization¹⁸ by 2034.

Objective 4.3: Public understanding and appreciation of the natural heritage values of the Fortress of Louisbourg and adjacent National Historic Sites have grown.

Targets

- In collaboration with the Mi'kmaq, the sites' contribution to biodiversity protection is recognized and maintained by meeting pan-Canadian conservation standards, specifically through recognition as an "Other Effective Area-based Conservation Measure" (OECM).
- The number of interpretive and outreach experiences that share information with visitors about climate adaptation, species at risk, Etuaptamumk (two-eyed seeing), natural values of the land to the Mi'kmaw and Other Effective area-based Conservation Measures (OECM) work being undertaken on-site continues to grow over the life of the plan.

¹⁸ Asset rationalization is the process of identification of assets that are candidates for decommissioning, demolition or disposal due to low operational value, poor physical condition, low financial performance, underutilization, deficient functionality, capacity issues or environmental pressures. Additional review will be applied to any proposal to rationalize designated heritage assets.

7.0 Summary of strategic environmental assessment

The management plan was assessed through a strategic environmental assessment to understand the potential for cumulative effects to natural resources. This understanding contributes to evidence-based decision-making that supports planning and the protection of natural resources over the next ten years. The strategic environmental assessment for the management plan for Fortress of Louisbourg National Historic Site of Canada considered the potential impacts of climate change, local and regional activities around the site, expected increase in visitation and proposals within the management plan. The strategic environmental assessment assessed the potential impacts on different aspects of the ecosystem, focusing on the Site's Other Effective area-based Conservation Measure (OECM) values including Species at Risk, and terrestrial and aquatic habitat.

Many positive effects will occur as a result of the implementation of the plan, for example improved connection to the site for a diversity of visitors, increased opportunities for visitors to engage with the stories of the Mi'kmaq and contribute to reconciliation, increased opportunities for universally accessible outdoor recreation, increased understanding of cultural resources and natural heritage values of the sites and strengthened partnerships. One of the most significant positive effects will be the conservation of natural and cultural resources through climate change adaptations and mitigation projects, including improved understanding and approaches to reduce climate change and environmental risks on the site.

One potential negative environmental effect resulting from the implementation of the management plan is disturbance to, or loss of, natural habitat on site through increased visitation or potential changes to infrastructure. Potential negative environmental effects from increased visitation can be mitigated through the use of existing policies and instruments. Project-level impact assessment will mitigate any potential adverse impacts from individual projects resulting from this plan.

The Mi'kmaq, stakeholders and the public were consulted on the draft management plan and summary of the draft strategic environmental assessment. Feedback was considered and incorporated into the strategic environmental assessment and management plan as appropriate.

Individual projects undertaken to implement management plan objectives at the site will be evaluated to determine if an impact assessment is required under the *Impact Assessment Act*, or successor legislation. Many positive environmental effects are expected and there are no important negative environmental effects anticipated from implementation of the *Fortress of Louisbourg National Historic Site of Canada Management Plan*.