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Obadjiwan – Fort Témiscamingue

National Historic Site of Canada

Management Plan

2026



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Obadjiwan–Fort
Témiscamingue
National Historic Site of Canada

Management Plan

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OBADJIWAN–FORT TÉMISCAMINGUE NATIONAL HISTORIC SITE OF CANADA MANAGEMENT PLAN, 2026.

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Foreword



In Canada, the national historic sites, national parks, national marine conservation areas and national urban park administered by Parks Canada showcase and protect significant chapters of our history. They are places that unite Canadians. They weave connections between who we are, our attachment to the environment and our Canadian values.

From coast to coast to coast, Parks Canada manages a network of 225 sites. These places can be found in every province and territory in Canada—on land, on ice and at sea. As a result, Parks Canada plays a vital role in supporting local economies by boosting tourism, creating jobs and strengthening community well-being.

To the Government of Canada, the network managed by Parks Canada provides essential benefits to Canadians in support of climate action, such as conserving biodiversity, enhancing resilience to climate change and contributing to clean air and safe drinking water. Parks Canada knows that nature contributes to the health and safety of communities. For all those reasons, the federal government is committed to protecting these natural and cultural places, expanding the network of protected areas, advancing Indigenous stewardship and contributing to the recovery of species at risk.

To achieve this, Parks Canada works with Indigenous communities and key partners. Together, we protect and restore heritage places, help people connect with history and nature, and maintain the economic and social value of these places for local and regional communities. Together, we are creating a healthier, more resilient Canada for all Canadians while supporting a strong and sustainable economy.

This new management plan for Obadjiwan–Fort Témiscamingue National Historic Site translates this vision into action. It reflects the tangible results of extensive consultation and a shared commitment to stewardship. As Minister of the Environment, Climate Change and Nature, I am pleased to support this collective effort and to approve the management plan for Obadjiwan–Fort Témiscamingue National Historic Site.

The Honourable Julie Dabrusin

Minister of the Environment, Climate Change and Nature

Foreword by the co-presidents of the fiduciary committee

Obadjiwan has been a gathering and collaboration place since time immemorial. It is located at a point where Lake Temiskaming narrows and is a beautiful place where you feel the history around you. The people of Timiskaming First Nation have used Obadiwan to celebrate all aspects of life from births, marriages, elections and deaths. It is a natural place for people from all walks of life to meet, trade and collaborate.

As time passed and more cultures and people arrived in the region, Obadjiwan remained a strategic gathering place. It became an active trading post during the fur trade eventually becoming a national historical site that recognizes the special history of the people who came to trade, to share and to live.

It is in this spirit of collaboration that we are able to present this management plan.

Obadjiwan–Fort Témiscamingue is a unique site. The site is co-owned by Parks Canada and Timiskaming First Nation. This involves a fiduciary committee. The fiduciary committee is made up of people who believe in the natural beauty of the site and its potential to be a star attraction in the region.

The people who make up this committee all have different life experiences and are from the area, and we all share in the belief that Obadjiwan–Fort Témiscamingue is a special place. Since the inception of the committee, we have worked together to express what makes the site special and how to showcase that to the public. We have collaborated on this management plan in a way which we feel will allow the site to flourish and for the Canadian public to enjoy the beauty and history of Obadjiwan–Fort Témiscamingue.

I hope you are able to see the vision we have come up with and support the management plan.

Sincerely,



Alison McBride
Co-President
Obadjiwan–Fort Témiscamingue Fiduciary Committee

Harmonizing our history and cultures for future generations

Once upon a time, more than 6,000 years ago, there was a highly symbolic place that the First Peoples occupied, visited and revered; a place to meet and gather; a unique place for exchange and sharing between communities, activities that have continued through the millennia. Once upon a time, there was Obadjiwan.

Once upon a time, almost 500 years ago, Europeans, new to the continent, associated this strategic location with fur-trading activities because of its favourable position on their difficult routes.

Once upon a time, nearly 150 years ago, this was a symbolic and strategic place where people who had come to inhabit a new territory encountered those who had occupied it for millennia. Exchanges between cultures grew more diverse, and the site became a major trading hub, marking the history of the New World and of Canada. Once upon a time, there was Fort Témiscamingue.

The meeting of these cultures in this exceptional place has truly forged not only its identity, but also the entire recent history of Témiscamingue, rooted in respect for the entire territory that bears this name given to it by the Anishnabe, Témiscamingue meaning “deep waters” in Anishinaabemowin.

Now recognized as a National Historic Site of Canada, Obadjiwan–Fort Témiscamingue is serving as a model for society as a whole. Demonstrating unprecedented openness, Parks Canada has allowed a fiduciary committee made up of representatives of the Timiskaming community and the Témiscamingue population to collaborate and work actively to present the site and recognize and express the cultures that have brought it to life.

Not only is it about our shared history, but the work done by this fiduciary committee aims to promote harmony between nations and mutual understanding of each community’s values and roots, for the benefit of future generations.

The work leading up to this management plan was carried out in this spirit of openness, understanding and respect, and it reflects these same values we want to pass on. Because we live together on this land, we inhabit it and we respect it. Because it is our fervent wish that this symbolic and historic site remains a powerful anchor for our respective cultures, which have been intersecting and blending for so long. Because Obadjiwan–Fort Témiscamingue can and must inspire the rest of the world for the sake of our communities.

With all my appreciation for the work done,



Claude Gagnon,
Co-President,
Obadjiwan–Fort Témiscamingue Fiduciary Committee

Recommendations

Recommended by:




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Executive summary

The Obadjiwan–Fort Témiscamingue National Historic Site is located northwest of the traditional territory of the Anishnabe Algonquin people, in the municipality of Duhamel-Ouest, in Témiscamingue, Quebec. The site commemorates the role played by this trading post, for both the French and the British, in the fur trade for over two centuries, as well as the important links with the Anishnabe Nation, which has occupied the land for several millennia and also participated in the fur trade. Unique in Canada, the site is managed collaboratively by a trust committee made up of Anishnabe Algonquin representatives from the Timiskaming First Nation, the non-Indigenous community of Témiscamingue and Parks Canada.

In this management plan, three key strategies are presented to guide the management of the national historic site over the next ten years.

Key strategy 1: A place of convergence and collaboration, whose vitality reflects the aspirations of the communities linked to it.

The objective of this strategy is to perpetuate the collaborative management model of the national historic site, so as to enhance the possibilities of bringing it to life and making it more widely known. The strategy also aims to consolidate the historic site's vocation as a gathering place for both the Anishnabe Algonquin Nation and the non-Indigenous community of Témiscamingue.

Key strategy 2: A flagship site that attracts Témiscamingue and Abitibi residents, members of the Anishnabe Algonquin Nation from across the traditional territory, and tourists from metropolitan and urban areas of Quebec and Ontario.

This strategy aims to strengthen the drawing power of the national historic site. The objective is to retain visitors to the region, as well as members of the Anishnabe Algonquin Nation, and attract new clientele. To achieve this, we need to diversify our service offering, based on the needs and expectations of our clientele, and increase collaboration with our Indigenous and non-Indigenous partners in Témiscamingue. This approach will take into account the capabilities of the parties represented on the trust committee.

Key strategy 3: A living, protected heritage site, showcasing the diversity of the cultures that have shaped it and the nature that surrounds it.

This strategy aims to better communicate, honour and discover the different perspectives and histories of the peoples who have gathered here since time immemorial. It also aims to continue efforts to conserve and showcase the cultural and natural heritage of the national historic site.

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1.0 Introduction

Parks Canada, in cooperation with Indigenous peoples and other partners, administers one of the finest and most extensive systems of protected heritage areas in the world. Parks Canada's mandate is to protect and present these places for the benefit and enjoyment of current and future generations. Management of each national historic site, national park, national marine conservation area, heritage canal and urban park 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 it has a role in administering. The *Obadjiwan–Fort Témiscamingue National Historic Site of Canada Management Plan* supports Parks Canada's accountability to Canadians, providing clear direction for long-term stewardship and outlining how management of the national historic site delivers measurable results.

Indigenous peoples are important partners in the stewardship of heritage places, with connections to the lands, waters and ice since time immemorial. Parks Canada's work with Indigenous partners is centered around a vision of protected area management and governance that enables Indigenous stewardship, advances reconciliation and supports implementation of the *United Nations Declaration on the Rights of Indigenous Peoples*.

This national historic site is cooperatively managed with *Trust Committee* who have been involved in the preparation of the management plan to shape the future direction of the heritage place. Partners, stakeholders and the Canadian public have also been involved in the preparation of the management plan helping to shape the future of Obadjiwan–Fort Témiscamingue National Historic Site.

Across the country Canada's national heritage places are facing significant environmental challenges. Unprecedented rates of change related to climate impacts and species distribution, including invasive alien species and loss of biodiversity, are reshaping ecosystems, affecting cultural traditions, threatening infrastructure and resources, and changing how people experience these places. To adjust to these challenges and build resiliency, Parks Canada takes a proactive and flexible approach. This includes regularly assessing conditions and trends, identifying where action is needed and working with Indigenous peoples, partners and stakeholders to make and communicate difficult decisions. Through it all, Parks Canada remains deeply committed to ecosystem conservation, cultural heritage, and providing meaningful experiences for current and future generations, and will do so in a sustainable manner that recognizes operational, financial, and ecological limitations.

Management planning at Parks Canada

Developing a management plan begins with assessing the condition of the national historic site and identifying key considerations for the next ten-year cycle. Once drafted, reviewed through consultation and finalized, the management plan acts as a roadmap, outlining priorities for the next ten years. It presents a vision, defines key strategies and sets measurable objectives. Decision-makers use the management plan to guide more detailed planning and reporting.

In addition to the direction outlined in the management plan, decision-making is guided by legislation and Government of Canada and Parks Canada policies on overarching matters such as Indigenous stewardship, sustainability, accessibility and diversity. Management plans highlight how Canada's network of protected heritage places contributes to national priorities that matter to Canadians. Ensuring that every heritage place administered by Parks Canada is well cared for, and welcoming to all, is a central focus throughout the implementation of this management plan.

2.0 Significance of Obadjiwan–Fort Témiscamingue National Historic Site

The Obadjiwan–Fort Témiscamingue National Historic Site is located in the traditional territory of the Anishnabe Algonquin people, in the municipality of Duhamel-Ouest, in Témiscamingue. It occupies a 27 hectares site located directly on the shores of Lake Timiskaming, where the two shores come within 350 metres of each other. The main facilities are located in an open area at the end of a point of land jutting out into the lake. The remaining 80 percent of the site is covered by an exceptional Eastern white cedar woodland, sacred for Anishnabe Algonquin people and known as the “enchanted forest” for non-Indigenous people.

The site was designated to be of national significance by the Historic Sites and Monuments Board of Canada in 1967 as “Fort Témiscamingue National Historic Site.” The objective was to commemorate the trading post’s role in the fur trade and the rivalry between the French and British to exploit the supply of pelts in Hudson’s Bay. The site was renamed the “Obadjiwan–Fort Témiscamingue National Historic Site” after a review of its designation in 2018 highlighted its important connection to the Anishnabe Algonquin Nation, which used the land for several millennia and played an important role in the fur trade. The designation also recognizes the site’s significance as an Indigenous gathering place in the 19th century, for Anishnabe Algonquin Nation, particularly for the Timiskaming First Nation.

The site’s history spans more than 6,000 years. Numerous archaeological traces testify to pre-European occupation by nomadic groups. The artifacts discovered demonstrate the existence of extensive trade networks among the Anishnabe Algonquin people and other Indigenous cultures west of Lake Superior, in the James Bay area, near Lake Saint-Jean and in southern Ontario. In 1720, a French company built a fur trading post on the site of the current national historic site to compete with English settlements near Hudson Bay. Thanks to this post, the French were able to take advantage of Anishnabe Algonquin trading networks to collect furs and trade them for European products. Commercial activity flourished here until the British conquest in 1760. Later, various independent merchants took over. In 1795, the North West Company obtained a trading monopoly, followed by the Hudson’s Bay Company in 1821. The trading post closed in 1902, after some 200 years of use, and was sold to private owners. In 1955, the community of priests of the Oblates of Mary Immaculate bought the old post and kept it until 1970, when it was acquired by Parks Canada.

The place has spiritual significance for the peoples who have used it. Catholic and Protestant cemeteries were laid out around 1838. In 1998, an Indigenous burial site was accidentally disturbed during development work. This area is now protected by a low rock wall and Cedar posts to prevent any further disturbance. Moreover, in Anishnabe Algonquin culture, human beings and the objects they have created, fauna and flora and the natural environment are intimately linked to the Creator. Speaking the Anishnabe Algonquin language is also a spiritual and sacred act. The national historic site is still considered a spiritual place by members of the Nation.

Covered for the most part by woodland, the historic site protects a diverse natural environment with some twenty forest stands, including the exceptional Eastern white cedar grove. It is also home to several plant species with protected status for the province of Quebec, as well as plant species of significance to the Anishnabe Algonquin people.

The national historic site is open to the public during the summer. The tour begins in a reception and interpretation centre, built in 2000, whose architecture evokes the palisade of an old wooden fort. The interior design is reminiscent of a trading post. An exhibition highlights the millennia-old presence of the Anishnabe Algonquin people, the history of the Fort Témiscamingue trading post and the significance of the fur trade. A small shop is integrated into this area. Located close to the reception centre, the activity centre can be used for events and one-time activities. After visiting the reception centre, the public can follow an outdoor trail through the remains of the trading post, the beach, the cemeteries and the enchanted forest. Interpretive panels and several life-size historical displays depict what life was like at the time of the trading post. Visitors can also experience the stories of the historic site as told by

enthusiastic interpreter-guides. During the summer, three to four events are usually offered to the public in collaboration with Anishnabe Algonquin and non-Indigenous partners. They also offer craft workshops and entertainment. Since 2016, the historic site has been collaborating with the non-profit organization Les Amis du Vieux-Fort, which manages the site's shop and contributes to the entertainment.

In terms of attendance, the Obadjiwan–Fort Témiscamingue National Historic Site welcomes an average of 6,950 visitors annually. The majority of the clientele are Canadian, from Quebec (over 80 percent) and Ontario. Given the geographical location of the site, visitors come from two distinct population bases. First, there is clientele from the region itself, i.e., Abitibi-Témiscamingue, the Anishnabe Algonquin Nation, who travel less than two hundred kilometres (58 percent); and second, the clientele from distant metropolitan areas, mainly Montreal, but also Toronto and Ottawa, who travel distances of over four hundred kilometres (30 percent) and need to stay in the region to enjoy its attractions.

3.0 Planning context

The government of Canada became the owner of the national historic site in 1970. After several archaeological digs to uncover the remnants of the trading post buildings, the site is now open to the public. The first visitors were welcomed to temporary facilities, including an interpretation centre set up under a huge canvas in 1974. The non-Indigenous Témiscamingue community quickly rallied to support the development of the site. Following public hearings, the first management plan was submitted in 1990. A regional fundraising campaign raised \$500,000 to complement the Government of Canada's \$2.3 million investment in the historic site's development.

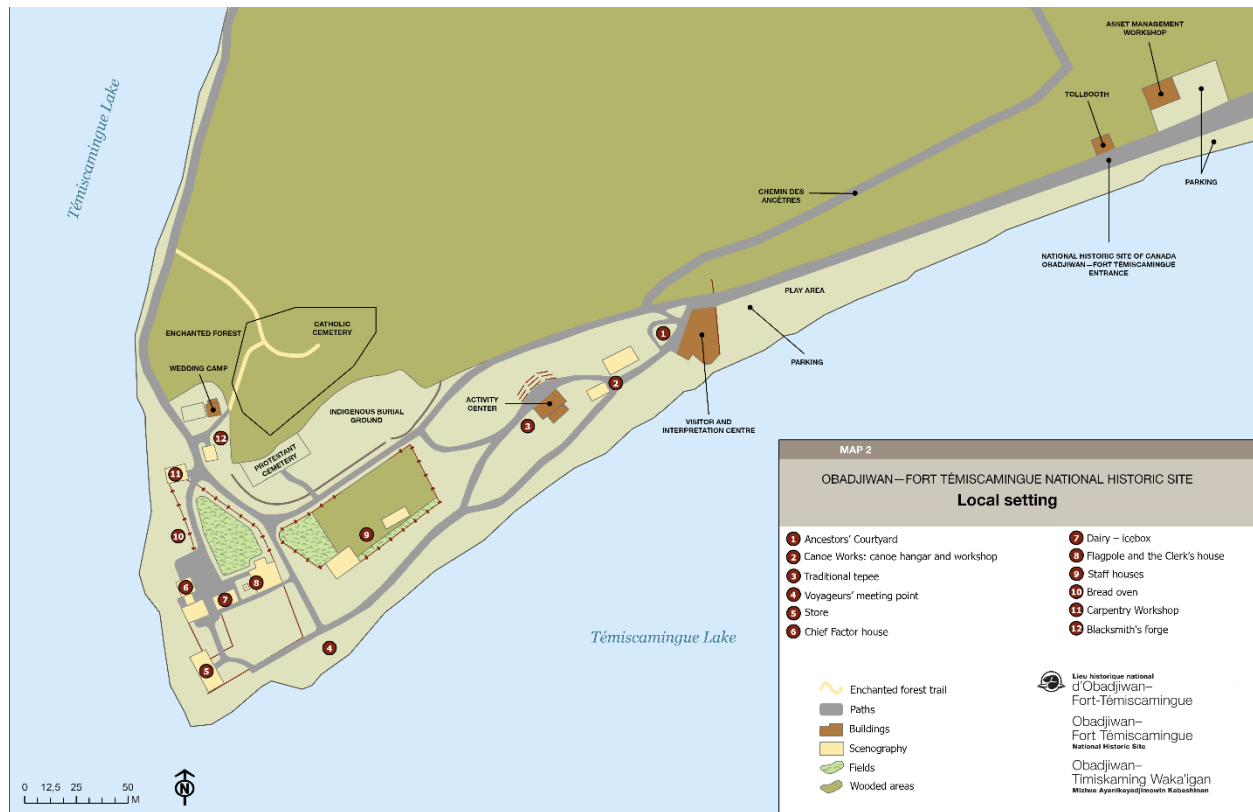
In 1998, Indigenous burials were accidentally disturbed during work conducted for site development. Work stopped and dialogue began to protect this sacred site. An agreement in principle between Parks Canada and the Timiskaming First Nation was concluded in 2000 to negotiate a Trust Patrimony Agreement. The purpose of this agreement is to transfer half of the undivided ownership of the historic site property into a Trust Patrimony administered by eight trustees who will have an ongoing role in the management of the site. Once the agreement in principle was reached, development work was resumed, and permanent facilities were built. The role of the Anishnabe Algonquin people is growing, and members of the Timiskaming First Nation are getting involved in animation activities. In 2007, a new management plan was submitted, specifying, among other things, the need to revise the commemorative intent of the national historic site (to incorporate the significant role of Indigenous Peoples) and to continue negotiating the Trust Patrimony Agreement.

In 2019, the Trust Patrimony Agreement was signed, and a 50 percent undivided co-ownership in the historic site was transferred to the Obadjiwan Corporation. This agreement makes Obadjiwan–Fort Témiscamingue the first national historic site in Canada to be co-owned. In consensus with the Timiskaming First Nation, the non-Indigenous community of Témiscamingue and Parks Canada, an eight-member committee was formed to agree on the site's direction: four members were appointed by the Obadjiwan Corporation and four by Parks Canada. Of these four trustees, Parks Canada retains one seat, while the others are non-Indigenous representatives of the Témiscamingue community. The first meetings of the fiduciary committee took place in 2021. The committee meets at least twice a year and oversees the strategic management of the national historic site, while operational management remains the responsibility of Parks Canada. Since its first meetings, the fiduciary committee has proved to be a forum for dialogue and cooperation, strengthening relations among Témiscamingue's Indigenous and non-Indigenous communities. The committee is thus renewing a tradition of trading and collaborating among peoples who have been gathering here for over 6,000 years.

Map 1: Regional setting



Map 2: Local setting, National Historic Site map



4.0 Development of the management plan

This management plan has been developed in close collaboration with the fiduciary committee. Members were consulted and approved every step in the process. The first meetings highlighted three main themes that will be addressed in the management plan:

The fiduciary committee collaborative management model

This management model is unique in Canada, and Parks Canada recognizes the exemplary way in which the committee operates. This approach is an asset, as it facilitates dialogue and decision-making among the various stakeholders. However, a number of factors need to be taken into account to perpetuate this form of management, including the development of a common funding model for the fiduciary committee's initiatives, and the long-term maintenance of the representativeness, commitment and collaborative spirit of its members.

Positioning the national historic site within the regional and national tourism offer

The national historic site is at a turning point following recent changes in its status: collaborative management, new reasons for designation incorporating an Indigenous component, and changes in tourist travel habits. This is an opportunity to review the positioning of the historic site to maximize its real attraction potential and to meet the expectations of target audiences. The new positioning should reinforce the site's regional roots (in the Témiscamingue region), as well as its significance to the Anishnabe Algonquin people, so that members of the Nation strengthen their ties with the site and visit it regularly. Lastly, the approach should help attract visitors from distant metropolitan areas such as Montreal, Ottawa and Toronto as well as from nearby urban centers.

Conservation and enhancement of cultural and natural resources

Cultural heritage is the very essence of the Obadjiwan–Fort Témiscamingue National Historic Site. It is essential to protect and enhance heritage resources, including archaeological remains and collectibles, as well as intangible heritage elements linked to the spiritual significance of the site for the peoples who have used it. To date, the natural component of the historic site's experience has been limited. In the context of climate change, specific monitoring and conservation measures may be required to improve the site's resilience. A key element of the site's actions is sharing the knowledge that has been and will be gathered.

The draft management plan was the subject of a two-phase public consultation process. The first series of workshops took place in November 2024: on November 21 with representatives of the Algonquin Anishnabe Nation (Timiskaming, Wolf Lake, and Barrière Lake), and on November 22 with elected officials and non-Indigenous stakeholders from the Temiskaming area, including tourism, cultural, and community partners. The second phase, intended for the general public, was held from June 14 to July 14, 2025. During this period, the draft management plan was posted on the *Consulting with Canadians* portal and on the site's webpage, along with a questionnaire that was available both online and at the national historic site. A booth was also set up during the June 21 celebrations at the historic site to engage directly with visitors. Overall, participants expressed strong support for the proposed directions. They emphasized the importance of maintaining the collaborative governance of the trustees committee, strengthening regional partnerships, and enhancing educational and cultural programming. The protection of the Enchanted Forest and surrounding natural environments, as well as the pursuit of stable and sustainable funding, were recurring themes in the discussions. These points are detailed in the public consultation report, available on the site's webpage, and will help guide the implementation of the future management plan.

5.0 Vision

The vision below represents the aspirations for the national historic site over the next 10 to 15 years. Respectful of the past, it expresses the desired future and will guide the fiduciary committee in charge of the site's strategic management, as well as its collaborators and partners, in their decisions and directions. The vision presented below therefore reflects the intended outcomes of implementing the management direction proposed in this plan:

As guardian of a majestic and spiritually charged landscape, and witness to more than 6,000 years of history, collaboration and cultural exchange, the Obadjiwan–Fort Témiscamingue National Historic Site is recognized as a place of convergence, partnership, sharing, and reconciliation among First Nations and non-Indigenous people.

The millennia-old stories of the site are told in an integrated way, not as a parallel narrative from one community to the next. The various perspectives are presented equally. The different languages used over time—the Anishnabemowin, Algonquin language, French and English—are used both orally and in writing. The cultural, spiritual and scientific practices and knowledge of the various communities associated with the national historic site are respected and integrated into management and presentation approaches.

The wealth of tangible and intangible cultural heritage is protected for present and future generations. Visitors discover the site's value, conveyed by the people who shaped it. The spiritual significance of the Obadjiwan–Fort Témiscamingue National Historic Site is understood, alive and respectfully presented to the public. The natural environment in which the site is located is protected and valued culturally and spiritually as well as historically and scientifically.

Accessible and inclusive, the Obadjiwan–Fort Témiscamingue National Historic Site is a lively heritage site that attracts many visitors. Local communities perpetuate their connection with the site and gather there regularly. The site's collaborative management, the responsibility of which is shared by the members of the trustee committee, is recognized and celebrated. The spirit of openness and collaboration continues to be respected by current and future committee members. The various communities and institutions represented by the fiduciary committee, both Indigenous and non-Indigenous, maintain an ongoing commitment to ensuring the viability and longevity of the site's collaborative management approach.

Non-Indigenous people from Témiscamingue, Anishnabe Algonquin Nation and Parks Canada work together to showcase the historic site and to develop and implement an attractive tourism offer, while respecting the capacities of the parties represented on the fiduciary committee. Thanks to a good understanding of visitor expectations and interests, the promotion and offer of experiences are adapted to the national historic site's target clientele. It welcomes visitors from the Abitibi-Témiscamingue region, the Anishnabe Algonquin traditional territory and the urban and metropolitan regions of Quebec and Ontario.

6.0 Key strategies

The management plan for the Obadjiwan–Fort Témiscamingue National Historic Site includes three key strategies. These describe the broad approaches that should guide the management of the site over the next 10 years, in order to achieve the desired vision over the longer term. Each of the key strategies includes more specific objectives as well as targets for measuring progress made in the coming years.

Key strategy 1: A place of convergence and collaboration, whose vitality reflects the aspirations of the communities linked to it.

This strategy capitalizes on the opportunities offered by the new management model for the national historic site, as set out in the Trust Patrimony Agreement, particularly with regard to collaboration among the non-Indigenous Témiscamingue community, the Timiskaming First Nation and Parks Canada. In a respectful and open atmosphere, the establishment of the fiduciary committee has created a platform for discussion and decision-making, increased opportunities for collaboration in bringing the national historic site to life and showcasing it and generated positive outcomes for the Témiscamingue community and Indigenous partners. To ensure the model's longevity, the culture of respect, exchange and commitment must be maintained over time, regardless of who joins the committee. As a result, it will have to ensure continuity and adequate representation of the non-Indigenous Témiscamingue community, the Anishnabe and Parks Canada. It will also be necessary to achieve a degree of financial viability in order to have the necessary funds to implement the trustee committee's initiatives. Everyone will have to commit to contributing to a common funding and revenue-generation strategy.

Objective 1.1: Collaborative management of the national historic site is consolidated and sustainable.

Targets

- The level of regional representativeness and the spirit of collaboration of the fiduciary committee continue unabated.
- The fiduciary committee meets at least twice a year.
- Every two years, the fiduciary committee holds one or more meetings to inform and consult Indigenous partners, non-Indigenous partners from the Témiscamingue community and the public about the site's management directions.
- From 2027 onwards, the development of new initiatives by the fiduciary committee, in collaboration with Parks Canada, is supported by a common funding and revenue-generation strategy.

Objective 1.2: The site's role as a gathering place is reinforced.

Targets

- Depending on operational capacity, each year the historic site hosts one or more varied initiatives offered by Indigenous or non-Indigenous partners from the Témiscamingue region.
- On an ongoing basis, the site's level of inclusiveness and accessibility is taken into account in the operations and development of the national historic site.

Key strategy 2: A flagship site that attracts Témiscamingue and Abitibi residents, members of the Anishnabe Algonquin Nation from across the traditional territory, and tourists from metropolitan and urban areas of Quebec and Ontario.

This strategy aims to strengthen the site's appeal to retain local visitors and members of the Anishnabe Algonquin Nation, and to attract new clientele. This requires a better understanding of the needs, expectations and behaviours of existing and potential clienteles, in order to better guide promotional strategies and experience offerings. Collaboration with partners in the tourism industry will help pool the expertise in clientele analysis and integrate the historic site into a promotional strategy that is aligned with the regional approach. Collaboration with partners from the Anishnabe Algonquin Nation will help attract members of the Nation to develop a sense of ownership of the site and to use it regularly.

In parallel the experience offering will be renewed and adapted to better meet the expectations of target clienteles and encourage repeat visits from people from the region and members of the Anishnabe Algonquin Nation. Collaboration and partnership with other tourism and museum institutions will help integrate the site into the region's main tourist circuits. Lastly, alternative online experiences will be developed as a complement to promotional campaigns to reach clientele located at a considerable distance from the historic site, particularly in the metropolitan areas of Quebec and Ontario. As a result, a first virtual contact with the historic site may encourage this clientele to visit it in person on a trip to the region or initiate a specific trip to discover the site in person.

Implementing this strategy will increase the average number of visitors to the national historic site and generate positive outcomes for both the Anishnabe Algonquin Nation and the non-Indigenous community of Témiscamingue.

Objective 2.1: The experience offering is more diversified and better adapted to the needs of clienteles.

Targets

- On an ongoing basis, the site's target audiences and their expectations are defined in collaboration with the tourism community and Indigenous partners.
- By 2028, at least three new or renewed visitor experiences will be implemented to better meet the needs and expectations of target audiences.

Objective 2.2: In collaboration with partners from the Témiscamingue and Indigenous communities, the site is better positioned as a regional attraction, and its reach is broadened.

Targets

- On an ongoing basis, promotional actions aimed at the site's target clientele are carried out in collaboration.
- By 2030, one or more productive partnerships with other tourism or cultural sites or associations are implemented or consolidated to attract a greater number of visitors.
- By 2035, at least two alternative experiences (virtual, publications, partnerships) will enable us to promote the historic site beyond its boundaries and reach new, distant audiences.

Objective 2.3: Average visitation to the national historic site increases.

Target

- By 2035, the national historic site's 10-year average visitation increases by 10 percent as of 2024 (from 6,975 to 7,672 visitors).

Key strategy 3: A living, protected heritage site, showcasing the diversity of the cultures that have shaped it and the nature that surrounds it.

This strategy aims to better communicate, honour and discover the different perspectives and histories of the peoples who have shaped the national historic site. To this end, visitor experiences and activities will be initiated by both the Anishnabe Algonquin Nation and the non-Indigenous community. To the use of Anishnabemowin, Algonquin language, will be reinforced to highlight the three languages that have been spoken here: the Anishnabe language, French and English.

In addition, the strategy aims to continue efforts to conserve the most significant cultural resources. Based on new historical, ethnological data as well as Anishnabe Algonquin traditional knowledge, the cultural resource inventory will be updated to reflect, among other things, the new reasons for designation defined for the historic site in 2018. This will enhance the protection and presentation of the site's diverse cultural heritage (of Indigenous, French or English origin).

Also, the natural environment will be given greater consideration, both for the significance of its biodiversity and for its cultural value. Inventories of flora and fauna will be made to establish a knowledge base that will facilitate the development and implementation of an effective approach to the site's conservation and resilience to climate change. This approach will integrate traditional Indigenous

knowledge and scientific and historic information. Activities and visitor experiences focused on the natural environment will raise awareness of environmental and cultural values.

Objective 3.1: Anishnabe Algonquin culture and perspectives are honoured, communicated and integrated into the visitor experience

Targets

- Annually, the site offers one or more visitor experiences designed to honour and showcase Anishnabe culture, knowledge and values.
- By 2028, Anishnabemowin, Algonquin language, will be part of the visitor experience.

Objective 3.2: Témiscamingue community cultures and perspectives are honoured, communicated and integrated into the visitor experience

Target

- Annually, one or more visitor experiences designed to honour and showcase the cultures, knowledge and values of Témiscamingue community are offered by, or in collaboration with, these communities.

Objective 3.3: Cultural resources that illustrate the site’s heritage significance, whether built, landscape, archaeological, tangible or intangible, are better known and protected

Targets

- By 2030, the inventory and evaluation of the site’s cultural resources will be updated in collaboration with partners and based on new data.
- By 2035, the condition of cultural resources is maintained and their value is communicated to the public and visitors.

Objective 3.4: The natural environment is better known, protected and enhanced by integrating scientific and Indigenous knowledge

Targets

- By 2030, the inventory and evaluation of the natural environment will be updated in collaboration with the scientific community and Indigenous partners.
- From 2028 onwards, experiences integrated into the service offer will enable the public to enjoy the natural environment and become more aware of its significance.
- By 2035, management practices for the natural environment aim to increase the site’s resilience to climate change.