

Monument-Lefebvre

National Historic Site of Canada

Management Plan

2011



NOVEMBER 2011

MONUMENT- LEFEBVRE

NATIONAL HISTORIC SITE
OF CANADA

Management Plan

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Foreword



Canada's national historic sites, national parks and national marine conservation areas are part of a century-strong Parks Canada network which provides Canadians and visitors from around the world with unique opportunities to experience and embrace our wonderful country.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of Canada's treasured places offers many opportunities to enjoy Canada's historic and natural heritage. These places serve as sources of inspiration, relaxation, learning and discovery. They represent the very best that Canada has to offer, and it is through these special places that we are all deeply connected to what it means to be Canadian.

Having been entrusted with this important legacy for over a hundred years, we reflect upon the steady growth of the Parks Canada network of protected areas as we continue to expand it. As we plan for the years to come, we can encourage lasting connections to our heritage and promote our protected places to be enjoyed in ways that leave them unimpaired for present and future generations.

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

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

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

In this same spirit of partnership and responsibility, I am pleased to approve the Monument-Lefebvre National Historic Site of Canada Management Plan.

A handwritten signature in black ink, appearing to read 'Peter Kent'. The signature is fluid and cursive, with a large initial 'P'.

Peter Kent

*Minister of the Environment and
Minister responsible for Parks Canada*

Recommendations

Recommended by:



Alan Latourelle
Chief Executive Officer
Parks Canada



Robert Sheldon
Field Unit Superintendent
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Executive Summary

The Monument-Lefebvre was erected in 1864 to commemorate Father Camille Lefebvre, the architect of the renaissance of Acadian culture. This building, located in Memramcook, the cradle of the new Acadia, holds a special place in the hearts and minds of the Acadian people.

Monument-Lefebvre National Historic Site of Canada (NHSC) is administered by Parks Canada and operated by a not-for-profit association focusing on heritage. It is part of a system of national historic sites that stretches across the country. Each site protects and illustrates an important aspect of Canadian history.

Parks Canada facilitates visitor experience opportunities, including learning opportunities at the Monument-Lefebvre National Historic Site and the other national historic sites across Canada, in order to raise Canadians' awareness of their common heritage.

This is the first management plan developed for the Monument-Lefebvre NHSC, for which it defines a 15-year vision. The management plan has been in production since 2006 at a time when Parks Canada Agency was in transition. Since that time, the Agency has created a new performance management framework and realigned organization structures to better respond to the changing face of Canada and to create enhanced relevance and connection among Canadians. Fundamental concepts such as a focus on building strong, personal connections with Canadians through the facilitation of meaningful visitor experiences, public outreach education and stakeholder and partner engagement, and the integrated delivery of the Parks Canada mandate are not reflected fully in this management plan as they are current day concepts matching our current performance expectations. Parks Canada will make every effort to ensure that the actions reflected in

this management plan are implemented in an integrated fashion in collaboration with partners and stakeholders.

Monument-Lefebvre NHSC will be recognized as the cornerstone of the Acadian renaissance and will be a place of inspiration for the Acadian community. The site will be integrated in a cultural landscape, the cultural resources will be protected, and the history of the Acadian renaissance will be communicated in a moving and meaningful way. The site's theatre will continue to accommodate Acadian cultural activities.

The management plan provides certain strategic directions for the next five years that can be implemented as part of Parks Canada operations and that are not considered to have any significant or cumulative impacts on the cultural and natural resources of the site. The management directions proposed will serve to ensure the commemorative integrity of the national historic site, develop a program for communicating messages and education, and facilitate memorable visitor experience opportunities.

The management priorities for the next five years are:

Resource protection

- Evaluate the commemorative integrity of the site in preparation for the next management plan.
- Work with key partners (the Memramcook Valley Learning and Vacation Resort and the Village of Memramcook) to develop and identify financing and to implement a landscaping plan for the land surrounding the Monument-Lefebvre, including the portion administered by Parks Canada and the rest of the land owned by the Memramcook Valley Learning and Vacation Resort.

Visitor experience

- Evaluate the profile, the expectations, the needs, and the level of satisfaction of visitors and adapt the service offer of experience opportunities to respond to the visitors' expectations and changing needs.
- Review the road and on-site signage at the Monument-Lefebvre and make the necessary improvements.
- Explore the possibility of integrating interpretation panels in the site's landscaping.
- Update the exhibit with personal interactive media to relate recent events in the Acadian community.
- Develop and implement a marketing plan for Monument-Lefebvre NHSC.
- Continue to develop ties and partnerships with various regional and tourism organizations to create and strengthen effective promotional networks.

Stakeholder and Partner Engagement and Public Outreach Education

- Organize an annual meeting with partners to report on activities linked to the management plan and coordinate future projects.
- Consider proposals for service offers to improve the site's commemorative integrity and/or enrich visitor experience in a cost-effective manner that does not duplicate services currently offered.
- Encourage the creation of, and participate in, a committee established to facilitate development of a strategic vision for all heritage and tourist activities in the Memramcook Valley.

Operations and administration

- Explore the possibility of financial partnerships to modernize the theatre's technical equipment.
- Conduct an energy efficiency audit of the building.

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1.0 Introduction

1.1 A SYMBOL OF ACADIAN RENAISSANCE

The long period following the Acadian Deportation is sometimes called the *survival* or the *odyssey*. Whatever the term used, this is the period of the return of the Acadians, who settled for the most part in different regions from those they had colonized prior to 1755-1762. Memramcook Valley in New Brunswick is one of the regions where this “repatriation” took place.

For many decades, the Acadians led an existence which some have called “putting down roots in silence” (*enracinement dans le silence*). With time, however, Acadia saw the emergence of new leaders who created a movement generally known as the *Acadian renaissance*. Without question, the first crucial step in this direction was the official opening of Collège Saint-Joseph by Father Camille Lefebvre in Memramcook in 1864. Father Lefebvre became one of the main architects of this burgeoning movement, leading a whole generation of Acadians to reaffirm their collective identity. When he died, those same Acadians paid tribute to him by erecting the Monument-Lefebvre, a “living” monument, in Memramcook, a place where the priest and the Collège Saint-Joseph had exerted particular influence.

A native of Quebec, Father Camille Lefebvre was a member of the Congregation of the Holy Cross when he was assigned the parish of Memramcook at the age of 33. He reopened the old Saint Thomas seminary, renaming it the Collège Saint-Joseph. Lefebvre had no experience running an educational institution, but he had a vision. He oversaw the expansion of the building, and in a span of four years gave it a whole other dimension. The government of New Brunswick granted the college its university charter in 1868, making it the first French-language degree-granting educational institu-

tion in Atlantic Canada. This victory gave real momentum to the Acadians, who in 1872 accounted for 71 of the 109 students at the college. Father Lefebvre became the “master and mentor” of numerous Acadians who earned national reputations in their field of studies. The graduates included individuals such as Pierre-Amand Landry, Pascal Poirier, Placide Gaudet, Philéas Bourgeois, Fidèle Gaudet and François-Xavier Cormier. These men constituted the Acadian intellectual elite through the late 19th and early 20th centuries.

Father Lefebvre did not just inspire the leaders of Acadia: he mobilized a whole generation of Acadians to shine in various professions, including law, journalism, medicine and religious vocations. Furthermore, he worked for the abolition of restrictive provincial education laws and promoted the application of modern methods, notably in agriculture. The classical studies curriculum of the Collège Saint-Joseph and the many societies established on campus created an environment that encouraged Acadians to be proud of their history and to defend their rights and their identity. While fulfilling his responsibilities as a teacher, Father Lefebvre remained a parish priest, and in that capacity had the opportunity to promote the French language and Acadian culture. An ardent defender of Canadian nationalism, Lefebvre preached against emigration to the United States, promoting instead the settlement of northern New Brunswick.

Father Lefebvre’s efforts to promote education to the Acadians proved the keystone to the Acadian renaissance. His contribution to the organization of the first Acadian national conventions earned him the title of architect and innovator. For the region’s Acadians, those first gatherings were the expression of a renewed identity and nationalism.

Father Lefebvre was the recipient of many honours during his life. His former students organized various celebrations, notably to mark the 25th anniversary of his ordination (1880) and the 25th anniversary of the founding of the college (1894). Admirers erected a statue in his honour, presented him with a souvenir album and extolled his merits. The high esteem in which Father Lefebvre was held only grew stronger after his death in January 1895. Over the years, his name was given to buildings, bridges, organizations and scholarships. The most eloquent expression of this homage was the construction of the Monument-Lefebvre in 1896-1897. Of course, this building was intended as much more than a simple memorial. Built by Sylvain Gaudet to the plans of the architect James C. Dumaresq, the Monument-Lefebvre was supposed to serve as an annex to the college and thus continue the work begun by the first rector. It housed a museum, laboratories and classrooms, as well as a theatre-auditorium.

In the 20th century, the Monument-Lefebvre remained for many years an active educational facility that directly influenced the lives of hundreds of Acadians, and indirectly those of thousands of others. The building also hosted cultural activities, and on many occasions the property around it was transformed into a major gathering site. The Monument-Lefebvre thus retains a contemporary value that complements its earlier role, explaining the special place that it holds in the hearts and minds of the Acadians of today.

1.2 THE PLANNING CONTEXT

Parks Canada has owned and administered Monument-Lefebvre National Historic Site of Canada since 1994. For these reasons, in accordance with the Agency's legal obligations, a management plan has been developed for the site.

The Monument-Lefebvre NHSC is located in Memramcook, a village about 20 km south-east of Moncton, New Brunswick, and about 32 km northwest of the border between New Brunswick and Nova Scotia. It is part of the institutional complex of the former Collège Saint-Joseph, whose premises are today occu-

ped by the Memramcook Valley Learning and Vacation Resort.

Maps 1 and 2 show the location of the historic site within its local and regional context.

The Monument-Lefebvre NHSC was designated a national historic site in 1994 at a special ceremony organized as part of the first World Acadian Congress. The building and the grounds immediately surrounding it (3,768 m²) are owned and operated by Parks Canada. Parks Canada has no staff on site.

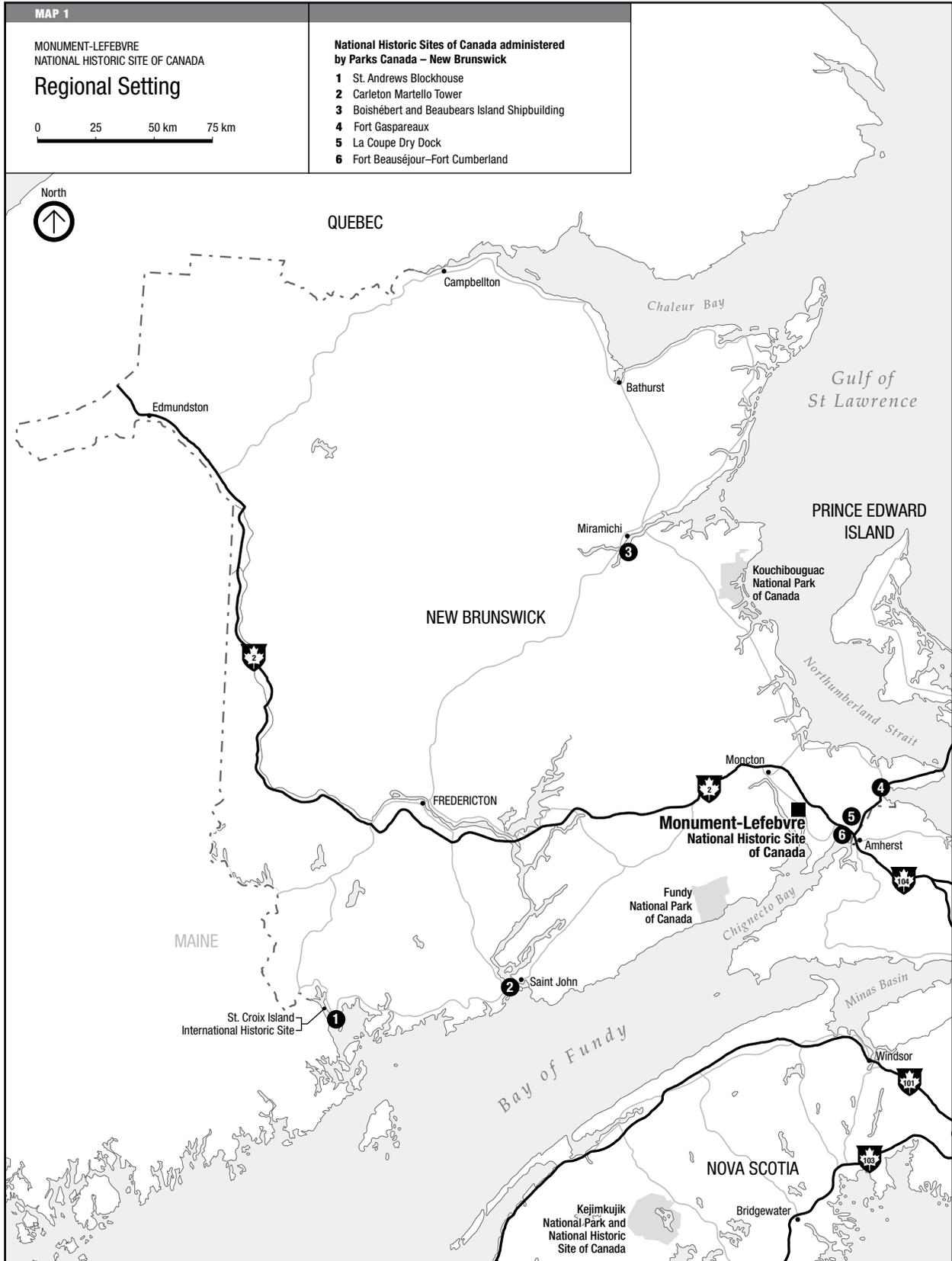
A third party, the Société du Monument-Lefebvre, manages the boutique, organizes cultural activities and promotes and coordinates use of the theatre under contract.

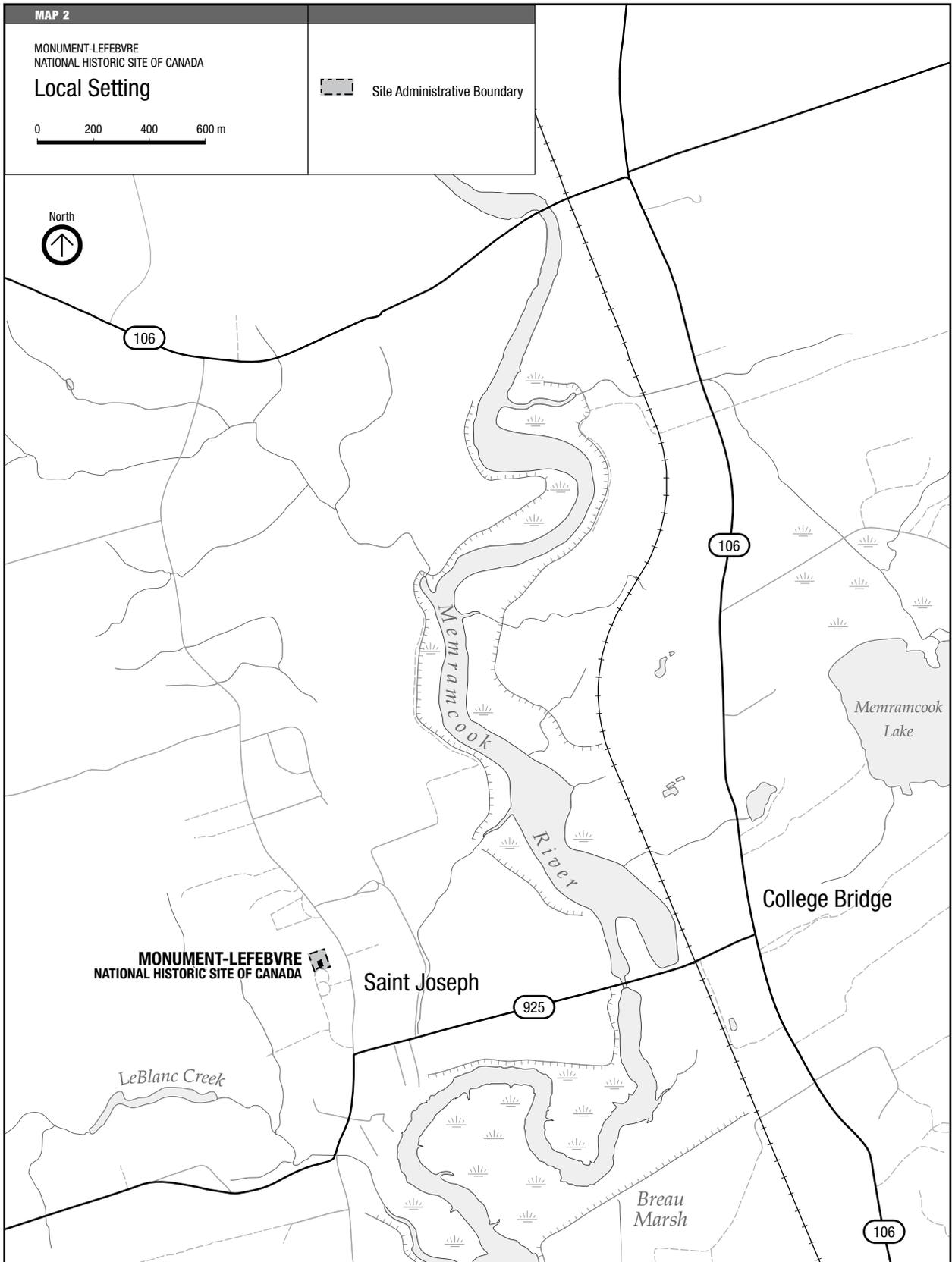
The Monument-Lefebvre NHSC is part of an array of regional tourist attractions, which includes the Memramcook Valley Learning and Vacation Resort, the Beaumont chapel, the Pomiculture Economuseum, the Memramcook Valley Eco-Museum and the Village of Memramcook itself.

The great majority of visitors to the Monument-Lefebvre NHSC are small groups from Quebec and the Maritimes. Recent years have seen a decline in the number of visitors, from around 4,200 in 2000 to 2,400 in 2004 and 3,700 in 2008. This reflects the tourism situation in New Brunswick and in the Atlantic region in general.

1.3 REGIONAL HISTORY

Memramcook Valley, where the Monument-Lefebvre NHSC now stands, is part of the ancient Mi'gmaq territory since long before recorded history. The valley was located in what the Mi'gmaq called *Sikniht*, one of the seven districts into which Aboriginal people subdivided their overall territory in what today are the Maritime Provinces and the Gaspé region of Quebec. Archaeologists have found artifacts on the nearby Chignecto Isthmus that date back at least 4,000 years. Rising sea levels are likely the major reason why objects of that age have not yet been found in the Memramcook Valley. The river and paths of the valley were transportation routes for the Mi'gmaq and Walostokyik peoples, allowing them to move easily from one area to another on their seasonal movements. The Historic Sites and Monuments Board





of Canada (HSMBC) has designated a portage that passed through the Memramcook Valley to be of national significance. (The plaque is at Dorchester, New Brunswick).

The first European settlers in the Memramcook Valley were the Acadians, who arrived during the 1670s. There they established themselves for several generations, until they were driven away during the Deportation (1755-1762). The religious parish of Memramcook is the oldest in New Acadia.

This is one of the few regions where the deported Acadians were able to return and settle starting in the mid-1760s. The Acadians formed a new community in Memramcook, and later founded many other Acadian communities elsewhere in New Brunswick and in Nova Scotia and Prince Edward Island.

From the mid- to late 19th century until well into the 20th century, the Memramcook Valley was the obvious “cradle” of a new Acadia. The inauguration of the Collège Saint-Joseph in Memramcook in 1864 was a key first step. Then in 1880 Mother Leonie and Father Lefebvre founded the Petites Soeurs de la Sainte-Famille Institute, on a nearby piece of property. That same year, at a large gathering in Quebec City, Francophones from across North America met to discuss common issues. The Acadian representatives decided that they wanted to hold their own, specifically Acadian, national meeting in the near future to chart their own course. The place they chose for the gathering was Memramcook. Thus in 1881, the first ever World Acadian Congress was held in the town. In the course of that meeting the delegates chose a national day (August 15, the Feast of the Assumption) and a patron saint (the Virgin Mary), and established a new organization to represent their overall interests. That organization was the Société nationale de l’Assomption, the predecessor of today’s Société nationale de l’Acadie. Yet another indication of the central role that Memramcook played in the intellectual and cultural lives of all Acadians was the inauguration of the Monument-Lefebvre in 1897.

The success of the 1881 national convention at Memramcook laid the foundations for many more in the future around the Maritimes. A second would be held at Miscouche on Prince Edward Island in 1884; a third in Nova Scotia in 1890, and so on. In 1957 yet another Acadian national convention would be held in Memramcook; the twelfth that had been organized since the process began back in 1881 at Memramcook.

1.4 THE NATIONAL HISTORIC SITES SYSTEM

Monument-Lefebvre NHSC is part of a broad-ranging program of commemoration, including places, persons and events of national historic significance. These heritage commemorations come into being on the recommendation of the Historic Sites and Monuments Board of Canada (HSMBC), an arms-length advisory board to the Minister responsible for Parks Canada. Of the more than 900 national historic sites nation-wide that form the National Historic Sites System, Parks Canada administers 167 and has contributed to many more through cost-sharing agreements. The stewardship of national historic sites is a shared responsibility, as some are owned and cared for by the federal government, and others, part of the Family of National Historic Sites, by provincial and municipal governments, businesses and private citizens.

Each national historic site is recognized as making a significant contribution to Canadian history. Collectively, national historic sites exemplify thousands of years of human history and a rich variety of themes, spanning political, economic, intellectual, cultural and social life. National historic sites capture the spirit and house the physical remains of our shared past, serving as powerful symbols of our identity, an inheritance for all Canadians recognized under an Act of Parliament and offer Canadians and visitors opportunities to experience this history.

1.5 LEGISLATIVE AND POLICY BASIS FOR MANAGEMENT PLANNING

The ultimate goal of this management plan for Monument-Lefebvre NHSC is to provide management direction to achieve the Parks Canada mandate in an integrated fashion addressing the three core elements of the mandate of — protection, visitor experience and education. The legislative and policy context described below is common to all national historic sites administered by Parks Canada and is the context within which this management direction was developed.

Parks Canada acknowledges that the New Brunswick First Nations have asserted Aboriginal Title throughout the Province of New Brunswick. Parks Canada will engage in discussions with the Mi'gmaq and Walostokiyik peoples concerning its policies which relate to the protection and enhancement of Aboriginal rights and traditions.

Parks Canada has a policy in place regarding access by Aboriginal peoples to lands owned and administered by the Agency; however, as most national historic sites are not owned or administered by Parks Canada, the policy may not necessarily apply to all of those sites.

Historic Sites and Monuments Act

The *Historic Sites and Monuments Act* provides the responsible Minister with the legislated mandate to designate “historic places”. Such designations are usually made on the recommendation of the Historic Sites and Monuments Board of Canada, a statutory advisory body composed of members representing all provinces and territories. It was under the authority of this Act that the Monument-Lefebvre was designated a national historic site, on the recommendation of the Board in 1994.

Parks Canada Agency Act

The *Parks Canada Agency Act* (1998) confers on Parks Canada the responsibility to ensure the commemorative integrity of national historic sites. In accordance with this Act, a management plan is prepared for national historic sites owned and/or administered by Parks Canada. The management plan is a means to ensure the integrated delivery of

the three core elements of Parks Canada’s mandate — protection, visitor experience and education. This document is the result of a multidisciplinary approach and of a public consultation. It is tabled in Parliament and is reviewed every five years.

This management plan was prepared with guidance from the *Parks Canada Guide to Management Planning* (2000), and in accordance with the *Parks Canada Guiding Principles and Operational Policies* (1994). Two sets of policy pertain to the Monument-Lefebvre NHSC management plan: the *National Historic Sites Policy* and the *Cultural Resource Management Policy*.

National Historic Sites Policy

The *National Historic Sites Policy* outlines the objectives of a national program of historical commemoration, provides guidelines for the evaluation of the program including the concept of commemorative integrity, and outlines the roles and responsibilities for the recognition, designation and commemoration of places, persons and events of national significance.

The objectives of the Government of Canada for the national historic sites of Canada are:

- To foster knowledge and appreciation of Canada’s past through a national program of historical commemoration.
- To ensure the commemorative integrity of national historic sites administered by Parks Canada by protecting and presenting them for the benefit, education and enjoyment of this and future generations, in a manner that respects the significant and irreplaceable legacy represented by these places and their associated resources so that they can be discovered by future generations.
- To encourage and support the protection and presentation by others of places of national historic significance that are not administered by Parks Canada.

2.0 Vision

In the future, the Monument-Lefebvre National Historic Site of Canada will be recognized as the witness and cornerstone of the Acadian renaissance. It will be an artistic showcase for the Acadian community and the local community, and a place of inspiration and influence for Acadian culture. Visitors will be moved by the authenticity of the historic site and the vitality of the Acadians.

The local Acadian community will be actively involved in the operation, promotion and influence of the Monument-Lefebvre NHSC. Visitors and the local population will want to return regularly. The Memramcook Valley residents will become ambassadors for the site as a result of the pride and sense of ownership generated by this direct involvement.

The national historic site will continue to work with its partners, in particular the Memramcook Valley Learning and Vacation Resort, to enhance the local tourism offer.

The commemorative integrity of the historic site will be preserved. The cultural landscape of Monument-Lefebvre NHSC will

be in large part restored. Visitors and the general public will be provided opportunities to discover the site and can gain an understanding that Monument-Lefebvre was built as a tribute to Father Camille Lefebvre, that it occupies a special place in the hearts and minds of the Acadian people, and that the historic site is part of a system of national historic sites.

Monument-Lefebvre NHSC will recount the history of this renaissance in a meaningful and moving way, instilling in Acadians a sense of pride in their heritage while enriching the Canadian identity.

The Monument-Lefebvre NHSC will deliver the Parks Canada mandate in an integrated fashion addressing the three core elements of — protection, visitor experience and education.

3.0 Strategic Direction for the Historic Site

Parks Canada has created a new performance management framework and realigned organization structures to better respond to the changing face of Canada and to create enhanced relevance and connection among Canadians. Fundamental concepts such as a focus on building strong, personal connections with Canadians through the facilitation of meaningful visitor experiences, public outreach education and stakeholder and partner engagement, and the integrated delivery of the Parks Canada mandate are not reflected fully in this management plan as they are current-day concepts matching our current performance expectations. The priorities for this management plan are not completely aligned with the current corporate direction as the public was engaged and the plan was written prior to the performance expectations being made available.

The integrated delivery of the three core elements of the Parks Canada mandate (protection, visitor experience and education) can be complex and multifaceted. Integrated management planning requires that solutions for all aspects of the mandate be carried out concurrently, and results in improvements to each aspect in a mutually supportive manner. Integration means looking at issues holistically: that is, planning for visitor experience entails also planning for protection; making decisions about protection means also considering actions for visitor experience and education.

3.1 CULTURAL RESOURCE PROTECTION

The cultural resources of the Monument-Lefebvre NHC include the building, the cultural landscape and historical objects.

Building

Built in 1896-1897, the Monument-Lefebvre is a two-storey structure with a surface area of 452 m² (see MAP 3). The building's ground floor houses the Acadian Odyssey

exhibit, a reading room, a tourist information centre, and a boutique. The top floor features a theatre with unrivalled acoustics. This is the original theatre, used back in the time when the building was still a school. There are washrooms in the basement.

The Monument-Lefebvre building is in very good condition. There is no evidence of exterior physical deterioration. Major work to stabilize the foundations was done in 1996, and the masonry was touched up in 2002. The asphalt-shingle roof is in good condition. It should be noted that after spells of very strong wind, some shingles may need to be replaced. This is included in the building's regular maintenance.

The building's interior is generally in good condition, as there have been various renovation projects since 1989. The plumbing and the electrical system are less than 20 years old. The hot-water heating system was replaced with electric baseboards in 1989. The plaster on the theatre walls is showing signs of cracking and crumbling, but there is nothing to indicate water penetration. When there was intense rain and strong wind, water used to seep through the ceiling, but work was done to correct this situation.

The main problem with the building has to do with its fresh air intake. Besides the discomfort created by the extreme heat, this problem causes a depressurization inside the building that allows air to infiltrate the cavities, which also facilitates water and ice build-up on the surface of the masonry walls. Installing an air conditioning system is not under consideration, because of potentially harmful impacts on the building.

Cultural Landscape and Landscape Features

The Monument-Lefebvre building stands on a plot of 3,768 m² that is administered by Parks Canada. It is surrounded by property owned by the Memramcook Valley Learning and Vacation Resort.

The lighting and signage on the administered site require attention.

The historic value of the Monument-Lefebvre NHSC also resides in its relationship to the landscape of the property owned by the Institute, which includes the old tree-lined lane leading to the building's main entrance, and the views of Memramcook Valley from the Monument. However, various changes made over time compromise its historic value and the commemorative integrity of the Monument-Lefebvre NHSC. Many trees in the old lane have been cut down or are dead. Visitors no longer arrive at the site by the main road, thus depriving the lane of its role as gateway to the site. The original site concept is weakened by the presence of new access roads to the historic site, a large parking lot behind the building, new pathways, and planted evergreens that do not keep to the original plan.

Objects

There are few objects associated with the reasons for designation of the Monument-Lefebvre NHSC.

The Level I "movable" resources include the time capsule still embedded in the cornerstone of the building to commemorate the celebrations associated with its construction. Other Level I resources have been incorporated in the manuscript collection of Fort Beauséjour–Fort Cumberland NHSC, notably original diplomas from the Collège Saint-Joseph.

There are a few other objects unrelated to the reasons for designation of the Monument-Lefebvre. These Level II resources include unidentified and unexcavated structural remains and artifacts under the property of the historic site and the two HSMBC plaques commemorating the Acadian odyssey and Monument-Lefebvre. In addition, original works by Acadian artists obtained by the historic site are Level II resources because of their unique character, their aesthetic qualities and their connections to the locality or the region.

Objectives for Cultural Resource Protection

- Protect the Monument-Lefebvre building, a cultural resource of national historic

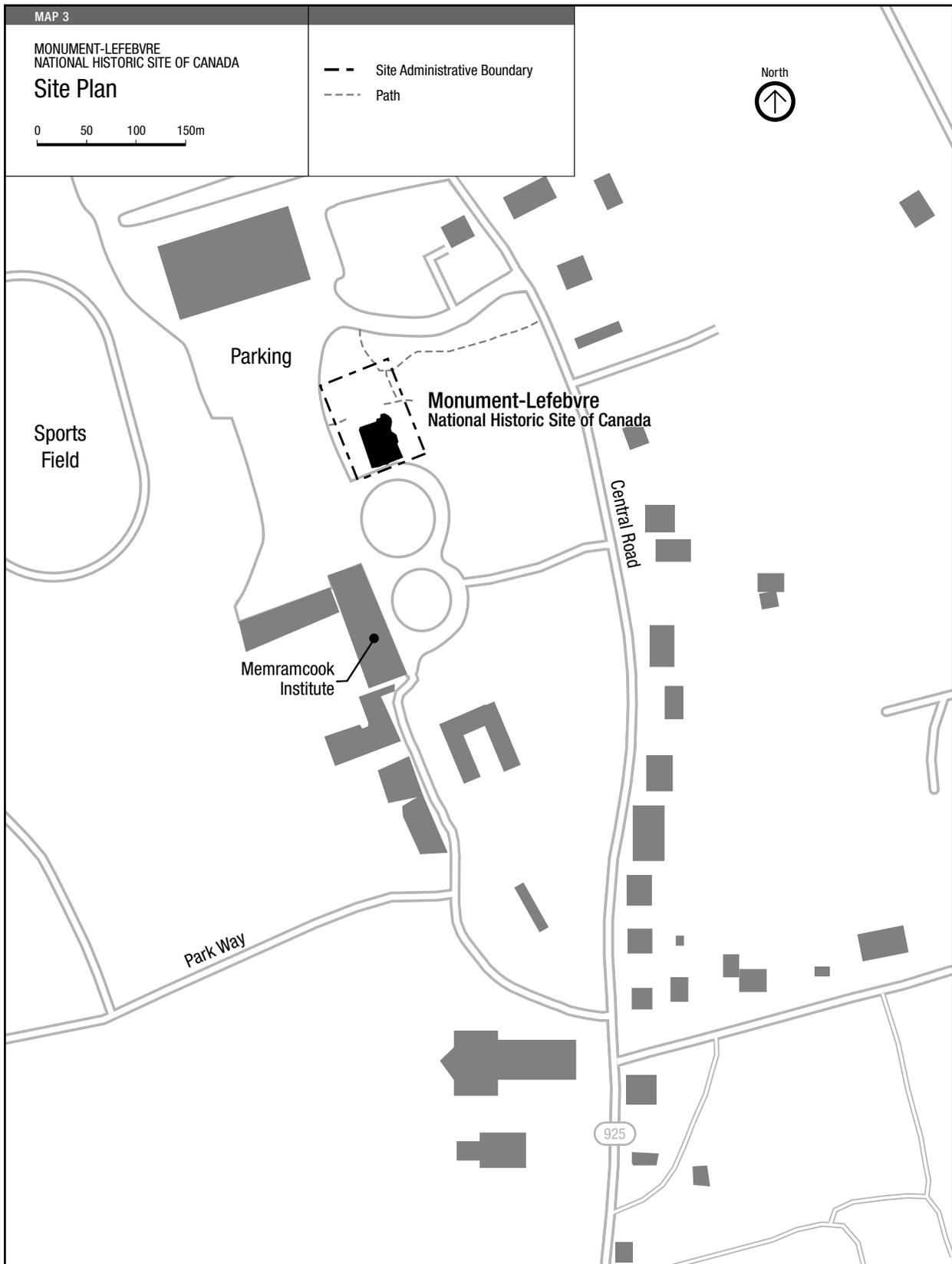
significance, from all threats of human or natural origin, in accordance with the *Cultural Resource Management Policy* of Parks Canada.

- Restore and protect the historic value of the cultural landscape surrounding the Monument-Lefebvre NHSC, a cultural resource of national historic significance, in accordance with the *Cultural Resource Management Policy* of Parks Canada, so as to maintain or improve the commemorative integrity of the Monument-Lefebvre NHSC.
- Conserve the objects associated with the Monument-Lefebvre NHSC, including the cultural resources of national historic significance and the other resources, and use them to communicate the historic significance of the Monument-Lefebvre NHSC, in accordance with the *Cultural Resource Management Policy* of Parks Canada.

Management Direction

To achieve the desired objectives, Parks Canada undertakes to:

- Evaluate the commemorative integrity of the site in preparation for the next management plan.
- Manage the administered site of the Monument-Lefebvre NHSC in a manner that respects its historical and thematic context.
- Maintain the maintenance program for the Monument-Lefebvre building, including the land administered by Parks Canada.
- Regularly monitor the condition of the roof and carry out quickly any necessary repairs.
- Install a ventilation system when resources become available.
- Work with key partners (the Memramcook Valley Learning and Vacation Resort and the Village of Memramcook) to develop and identify financing and to implement a landscaping plan for the land surrounding the Monument-Lefebvre NHSC, including the portion administered by Parks Canada and the rest of the land owned by the Memramcook Valley Learning and Vacation Resort.



- Prepare and maintain a detailed inventory of objects associated with Monument-Lefebvre NHSC that are currently off-site.
- Consult conservation specialists when decisions concerning the historic objects are required.
- Monitor the conservation status of the objects displayed at the Monument-Lefebvre NHSC to ensure their commemorative integrity.
- Ensure that the collection of objects associated with the Monument-Lefebvre NHSC is accessible for purposes of exhibition and research.
- If possible, display at the Monument-Lefebvre NHSC, objects associated with the historic site that are on loan from partner institutions.
- Share with the Mi'gmaq and Walostokyik the results of any future research that produces new information on Aboriginal history.

3.2 VISITOR EXPERIENCE

According to statistics gathered by Parks Canada between 2000-2001 and 2004-2005, Monument-Lefebvre NHSC is among the least visited national historic sites in Atlantic Canada.

There are three categories of visitors: tourists, school groups visiting the exhibit, and local people attending the theatre for the cultural events presented there.

The number of visitors to the Monument-Lefebvre NHSC per year is approximately 2,000 tourists to see the exhibit; 400 to 500 students; and about 3,000 visitors to the theatre and the grounds. Statistics indicate that the number of persons visiting the Monument-Lefebvre NHSC between May and October is declining. Between 2003-2004 and 2004-2005, the visitors to the exhibit decreased by 13%. The Monument-Lefebvre NHSC, and in particular the exhibit, has the capacity to receive more visitors.

The tourist information centre on the ground floor of the building lends visibility to the site and helps attract visitors. The parking lot was redeveloped in 1990 to allow a better access to the site.

The main issue with the building is the intake of fresh air. The temperature inside the theatre is extremely high in summer and the heat makes visitors and the audience uncomfortable. The ventilation system is under review to respond more efficiently to the visitors' comfort needs.

At the present time, the Monument-Lefebvre NHSC is closed in the evenings, unless a special event is being held in the theatre, in which case only the upstairs is open to the public.

Signage

Comments received at the Monument-Lefebvre NHSC suggest that many visitors have difficulty locating the historic site. The road signage is inadequate, and visitors sometimes have trouble finding the site. Other comments indicate that some visitors arrive at the Monument-Lefebvre NHSC thinking that the statue of Father Lefebvre outside the building is the monument to Father Lefebvre, and do not notice the historic site itself. Measures to ensure that people can more easily reach and identify the Monument-Lefebvre NHSC are necessary. On-site signage and lighting need to be improved on the administered place.

Programming

The daily programming at the Monument-Lefebvre NHSC consists of the on-site exhibit and guided tours of the site.

Some comments received in summer 2005 suggest that visitors would like livelier programming with more personal interaction.

Various special events are currently held at Monument-Lefebvre NHSC throughout the year. These include, for example, the *Fête de la musique en Acadie*, which is held in June on the outdoor stage, and the New Brunswick Day and Canada Day celebrations, which take place both in the building and on the grounds. Throughout the summer months, the *Causeries du mardi* lecture series is presented in the indoor theatre and *Les 3 jeudis* concert series is held on the outdoor stage. The cultural events and special programming at Monument-Lefebvre NHSC effectively bring the site to life in an authentic celebration of Acadian culture. The special event pro-

gramming at the Monument-Lefebvre NHSC is organized and delivered by the partner organizations.

On-site Learning

The story of the Acadian Odyssey is told through the existing exhibit and guided tours of the site. The Monument-Lefebvre exhibit shows how the journey of the Acadian people has transformed the tragedy of the Deportation and exile into a renaissance full of hope, leading to an understanding of the critical role played by Father Lefebvre in this Acadian renaissance.

The 2000 visitor survey indicated that over 90% of visitors to the Monument-Lefebvre NHSC exhibit were satisfied with their visit to the historic site. The survey also confirmed that the site's messages have been effectively communicated.

The Acadian Odyssey exhibit was unveiled at the historic site in 1999. Although it has been very successful, it should be updated to keep it fully relevant and to encourage visitors to return regularly. It is important that visitor experience opportunities at the historic site meet the expectations and interests of visitors. The film that is being currently shown, *Acadie Liberté*, is now considered too long and inappropriate in terms of its theme.

At present, between 400 and 500 students visit the Monument-Lefebvre NHSC each year. Acadian history is on the Grade 5 curriculum in New Brunswick. A visit to the Monument-Lefebvre exhibit is a way of placing the course of Acadian history in context.

In 2005, approximately 3,000 persons took part in cultural events in the theatre and on the grounds outside the Monument-Lefebvre NHSC. People from the community come to the Monument-Lefebvre NHSC to take advantage of the events presented there, such as the *Causeries du mardi* lecture series, the plays, concerts, and various special events and gatherings. The Monument-Lefebvre NHSC is recognized as the cultural centre of Memramcook Valley.

Promotion

Monument-Lefebvre National Historic Site of Canada is not known to tourists outside the region, and is not a destination in itself. Parks Canada promotes the site in its New

Brunswick tourism guide, and the Société du Monument-Lefebvre places advertising inserts in local tourist publications. However these promotional activities have not had the results expected.

Objectives for Visitor Experience

- Offer experience opportunities that meet the expectations and interests of visitors to the Monument-Lefebvre NHSC.
- Ensure that the messages on the national significance of the Monument-Lefebvre NHSC, as well as the other messages related to the site, are presented to visitors (to the exhibit, the theatre and the grounds) in ways that interest visitors.
- Support cultural programming at the Monument-Lefebvre NHSC theatre.
- Ensure the comfort and security of visitors to the Monument-Lefebvre NHSC.
- Raise the profile of the Monument-Lefebvre NHSC and ensure that the historic site is well integrated in regional and Acadian tourism offerings.

Management Direction

To meet the desired objectives, Parks Canada undertakes to:

- Evaluate the profile, the expectations, the needs, and the level of satisfaction of visitors and adapt the offer of experience opportunities to respond to the visitors' expectations and changing needs.
- Review the road and on-site signage at the Monument-Lefebvre NHSC and make the necessary improvements.
- Explore the possibility of integrating interpretive panels in the site's landscaping.
- Update the exhibit with personal interactive media to relate recent events in the Acadian community.
- Work with the Mi'gmaq and Walostokyik to ensure that relevant historical information about Mi'gmaq and Walostokyik peoples will be presented appropriately at Monument-Lefebvre NHSC, as it relates to the site's historic values. Where gaps exist, Parks Canada will collaborate with the Mi'gmaq and Walostokyik to ensure that they are addressed.
- During the next review of the visitor experience opportunity concept for the site, provisions will be made to include the historical and present-day relationship

between Acadians in the Memramcook area and the Mi'gmaq and Walostokyik.

- Regularly review and update the website of the Monument-Lefebvre NHSC so that it can serve as a tool for preparing for visits and complementing visits.
- Evaluate the interests of theatre spectators and those attending special events and explore options for developing visitor experience opportunities at the site that are relevant, meaningful and engaging to them that encourage repeat visitation.
- Install a ventilation system in the Monument-Lefebvre NHSC theatre when funding is available.
- Examine the possibility of creating a multi-purpose space on the ground floor of the Monument-Lefebvre building to support and increase cultural programming at the historic site.
- Develop and implement a marketing plan for the Monument-Lefebvre NHSC.
- Continue to develop ties and partnerships with various regional and tourism organizations to create and strengthen effective promotional networks.
- Explore the possibility of including a visit to the Monument-Lefebvre NHSC on tourist coach tours.

3.3 STAKEHOLDER AND PARTNER ENGAGEMENT AND PUBLIC OUTREACH EDUCATION

Monument-Lefebvre is a historic site that not only relates the story of the Acadian revival but also makes it come alive. This privileged experience is made possible thanks to the many partnerships with passionate and dedicated organizations.

As a cooperating association, the Société du Monument-Lefebvre (SML) is mandated to manage the boutique and organize cultural events in the theatre on the top floor of the building, and to promote and coordinate use of the theatre. Under the auspices of the SML, a variety of events, classical and popular music concerts, plays and social evenings are presented there year-round.

The partners for programming in the theatre and outside the Monument-Lefebvre are the Société du Monument-Lefebvre, the Village of Memramcook, the Société culturelle de la Vallée de Memramcook, the Club d'âge d'or, the Société des Acadiens et Acadiennes

du Nouveau-Brunswick (SAANB) and the Société Nationale de l'Acadie (SNA).

Parks Canada primarily attends to the maintenance of the building and national promotion of the site. The Agency will also participate in the partnership established to restore the landscape surrounding the Monument-Lefebvre NHSC.

Parks Canada recognizes and appreciates the significant contribution of volunteers, and encourages the cooperating association to continue this tradition. Parks Canada is always prepared to consider program proposals, provided that they contribute to preserving the commemorative integrity of the site and enhancing visitor experience without duplicating its own efforts.

The Monument-Lefebvre NHSC has a website that was updated in 2003-2004. This is currently the principal off-site means of communicating about the site to potential visitors, stakeholders, students and other interested Canadians.

Certain Parks Canada leaflets, such as *Sights of Acadie*, provide general information on the Monument-Lefebvre NHSC to the public that visits the national historic sites in the Maritimes that are thematically linked to Acadian history.

Objectives for Stakeholder and Partner Engagement and Public Outreach Education

- Maintain and consolidate its current partnership network, which serves among other things to promote use of the site for Acadian cultural activities.
- Create partnerships with new organizations to increase site visitation and enrich the visitor experience.
- Provide all Canadians with opportunities to learn the national historic significance of the Monument-Lefebvre NHSC through outreach activities.

Management Direction

To meet the desired objectives, Parks Canada undertakes to:

- Through partnerships, develop and facilitate interactive visitor experience opportunities with a variety of artistic aspects in order to enhance the site's appeal, and take the necessary steps to implement them.

- Through partnerships and with third-party financial support, guarantee a minimum of infrastructure and equipment in the Monument-Lefebvre theatre in support of cultural programming.
- Examine the possibility of creating and/or strengthening the connections among all Acadian historical sites and their respective histories.
- Encourage participation by a cooperating association in managing the boutique and in offering complementary service.
- Continue to favour a collaborative approach to the site's enhancement.
- Organize an annual meeting with partners to report on activities linked to the management plan and coordinate future projects.
- Consider proposals for service offers to improve the site's commemorative integrity and/or enrich visitor experience in a cost-effective manner that does not duplicate services currently offered.
- Parks Canada will work within its mandate with the Mi'gmaq and Walostokyik and Acadian communities to strengthen the historic bond between them.
- Encourage the creation of, and participate in, a committee established to facilitate development of a strategic vision for all heritage and tourist activities in the Memramcook Valley.
- Regularly review and update the website of the Monument-Lefebvre NHSC to offer interested Canadians and others to experience the site virtually.
- In collaboration with the school district, work to incorporate a visit to the Monument-Lefebvre NHSC in the history program.
- Develop a school kit for the Monument-Lefebvre NHSC so that the site's stories can be relayed to students, especially Grade 5 students in New Brunswick.

3.4 OPERATIONS AND ADMINISTRATION

As owner of the Monument-Lefebvre NHSC, Parks Canada is responsible for protecting cultural resources on-site and major maintenance projects. Parks Canada has no staff on-site.

Visitor services, site presentation and housekeeping are assigned under contract to a local organization. With the exception of 2004, when operation of the site was handled by the Memramcook Valley Learning and Vacation Resort, located just beside the Monument-Lefebvre NHSC, the contract to operate the site has for many years been the responsibility of the Société du Monument-Lefebvre (SML), a non-profit organization dedicated to the safeguarding of the Monument-Lefebvre NHSC.

In its recommendation for designation, the HSMBC also encouraged Parks Canada to promote use of the theatre for Acadian cultural activities and to work with the community on projects designed to upgrade the Acadian Odyssey exhibit in the building. At that time the SML accepted certain increased responsibilities.

Operation of the Site

The Acadian community wishes to participate in the operation and presentation of the Monument-Lefebvre NHSC.

At present, the contract to operate the historic site is awarded on an annual basis; this does not allow enough time to develop partnerships or solicit the funds needed to achieve the objectives.

Objectives for Operations and Administration

- Develop the full potential of the site.
- Reinvest revenue in site operations and administration and modernize the theatre's equipment.
- Study and implement cost-effective means of reducing energy consumption.

Management Direction

To meet the desired objectives, Parks Canada undertakes to:

- Encourage the competitive awarding of a contract to operate Monument-Lefebvre NHSC to a non-profit organization that shares values compatible with the site for periods of at least three years at a time.
- Reinvest revenue generated from rental of the theatre directly in maintenance of the technical sound and lighting equipment.
- Explore the possibility of financial partnerships to modernize the theatre's equipment.

- Conduct an energy efficiency audit of the building.
- Identify cost-effective means of reducing energy consumption.

4.0 Impact Evaluation and Environmental Assessment

This management plan for the Monument-Lefebvre National Historic Site of Canada was subject to a strategic environmental assessment as required by the *Cabinet Directive on the Environmental Assessment of Policy, Plan, and Program Proposals*. A review of the proposed strategic direction and specific actions proposed for the Monument-Lefebvre National Historic Site of Canada indicates that the management plan is fully consistent with federal policy and legislation governing national historic sites administered by Parks Canada. Management direction in this plan, established through a strategic vision, specific site management objectives and management actions, is aimed at protection, presentation and education for cultural resources associated with the site and building partnerships. Proposed actions are modest and designed to ensure protection of the building, improve the communication

of key messages associated with the site, enhance visitor experience opportunities and strengthen partnerships between site managers and key stakeholders.

A proposal to prepare and implement a cultural landscape restoration plan could result in some adverse environmental impacts. However, it is expected that these impacts can be mitigated once they are examined more closely during project-specific environmental assessments required under the *Canadian Environmental Assessment Act* or under the *Cabinet Directive on the Environmental Assessment of the Policy, Plan and Program Proposals*.

Collectively, the strategic direction and management actions outlined in this management plan will contribute to an overall improvement in the commemorative integrity of the Monument-Lefebvre National Historic Site of Canada.

5.0 Implementation Strategy

Implementation of this management plan is the responsibility of the Northern New Brunswick Field Unit Superintendent.

The actions proposed in this management plan for the Monument-Lefebvre NHSC are implemented through the Field Unit's sustainable business plan. While the management plan is envisioned as a strategic guide with a life span of ten to fifteen years (reviewed every five years), the annual sustainable business plan offers a picture of five years at a time. The sustainable business plan identifies those actions of the management plan that will be realized within the next five years, and their timing and cost. Any changes to the five-year forecast are captured by the review and update of the sustainable business plan.

Implementation of the actions proposed for the Monument-Lefebvre NHSC in this management plan, once approved, depends on the availability of financial resources.

Priority actions are identified in the chart below. Emphasis has been placed on those activities expected to occur during the first three years following management plan approval but other activities to be pursued during the life of this management plan have been identified as well. No priority has been assigned to activities beyond identifying broadly the period in which they will occur. Further prioritizing will be determined during more detailed action planning.

Progress on the management plan implementation will be communicated to the public through Parks Canada's *Park Management Plan Annual Implementation Report*. The management plan will also be subject to review on a five-year cycle, and can be amended to reflect changing circumstances. The public will be consulted about major changes.

Cultural Resource Protection

<i>Management Direction</i>	Priorities for first five years	Priorities for subsequent years
Evaluate the commemorative integrity of the site in preparation for the next management plan.	•	
Manage the administered site of the Monument-Lefebvre NHSC in a manner that respects its historical and thematic context.	•	•
Maintain the maintenance program for the Monument-Lefebvre building, including the land administered by Parks Canada.	•	•
Regularly monitor the condition of the roof and carry out quickly any necessary repairs.	•	•
Install a ventilation system when resources become available.	•	
Work with key partners (the Memramcook Valley Learning and Vacation Resort and the Village of Memramcook) to develop and identify financing and to implement a landscaping plan for the land surrounding the Monument-Lefebvre NHSC, including the portion administered by Parks Canada and the rest of the land owned by the Memramcook Valley Learning and Vacation Resort.	•	
Prepare and maintain a detailed inventory of the objects associated with the Monument-Lefebvre NHSC, including those now off-site.	•	•
Consult conservation specialists when decisions concerning the historic objects are required.	•	•
Monitor the conservation status of the objects displayed at the Monument-Lefebvre NHSC to ensure their commemorative integrity.	•	•
Ensure that the collection of objects associated with the Monument-Lefebvre NHSC is accessible for purposes of exhibition and research.	•	•
If possible, display at the Monument-Lefebvre NHSC objects associated with the historic site that are on loan from partner institutions.	•	•
Share with the Mi'gmaq and Walostokyik the results of any future research that produces new information on Aboriginal history.	•	•

*Performance Indicators for Cultural Resource Protection*¹

Indicator	Target
Commemorative integrity	Commemorative integrity is maintained or improved

1. The Commemorative Integrity (CI) evaluation tool defines the site-specific indicators or the targets.

Visitor Experience

<i>Management Direction</i>	Priorities for first five years	Priorities for subsequent years
Evaluate the profile, the expectations, the needs, and the level of satisfaction of visitors and adapt the offer of experience opportunities to respond to the visitors' expectations and changing needs.	•	
Review the road and on-site signage at the Monument-Lefebvre NHSC and make the necessary improvements.	•	
Explore the possibility of integrating interpretive panels in the site landscaping.	•	
Update the exhibit with personal interactive media to relate recent events in the Acadian community.	•	
Work with the Mi'gmaq and Walostokyik to ensure that relevant historical information about Mi'gmaq and Walostokyik peoples will be presented appropriately at Monument-Lefebvre NHSC, as it relates to the site's historic values. Where gaps exist, Parks Canada will collaborate with the Mi'gmaq and Walostokyik to ensure that they are addressed.		•
During the next review of the visitor experience opportunity concept for the site, provisions will be made to include the historical and present-day relationship between Acadians in the Memramcook area and the Mi'gmaq and Walostokyik.		•
Regularly review and update the website of the Monument-Lefebvre NHSC so that it can serve as a tool for preparing for visits and complementing visits.	•	•
Evaluate the interests of theatre spectators and those attending special events and explore options for developing visitor experience opportunities at the site that are relevant, meaningful and engaging to them that encourage repeat visitation.	•	•
Install a ventilation system in the Monument-Lefebvre theatre when funding is available.		•
Examine the possibility of creating a multi-purpose space on the ground floor of the Monument-Lefebvre to support and increase cultural programming at the historic site.		•
Develop and implement a marketing plan for the Monument-Lefebvre NHSC.	•	
Continue to develop ties and partnerships with various regional and tourism organizations to create and strengthen effective promotional networks.	•	•
Explore the possibility of including a visit to the Monument-Lefebvre NHSC on tourist coach tours.	•	•

Performance Indicators for Visitor Experience

Indicators	Target
Number of visitors	Increasing number of visitors every year
Level of participation of visitors in learning experiences	Maintain level of participation in learning experiences to 80 percent of the visitors
Level of satisfaction of visitors about their experience	85 percent satisfied, 50 percent very satisfied with their experience

Stakeholder and Partner Engagement and Public Outreach Education

<i>Management Direction</i>	Priorities for first five years	Priorities for subsequent years
Through partnerships, develop and facilitate visitor experience opportunities with a variety of artistic aspects in order to enhance the site's appeal, and take the necessary steps to implement them.	•	•
Through partnerships and with third-party financial support, guarantee a minimum of infrastructure and equipment in the Monument-Lefebvre theatre in support of cultural programming.		•
Examine the possibility of creating and/or strengthening the connections among all Acadian historical sites and their respective histories.	•	•
Encourage participation by a cooperating association in managing the boutique and in offering complementary service.	•	•
Continue to favour a collaborative approach to the site's enhancement.	•	•
Organize an annual meeting with partners to report on activities linked to the management plan and coordinate future projects.	•	•
Consider proposals for service offers to improve the site's commemorative integrity and/or enrich visitor experience in a cost-effective manner that does not duplicate services currently offered.	•	•
Parks Canada will work within its mandate with the Mi'gmaq and Walostokyik and Acadian communities to strengthen the historic bond between them.		•
Encourage the creation of, and participate in, a committee established to facilitate development of a strategic vision for all heritage and tourist activities in the Memramcook Valley.	•	
Regularly review and update the website of the Monument-Lefebvre NHSC to continue to offer interested Canadians and others to experience the site virtually.	•	•

In collaboration with the school district, work to incorporate a visit to the Monument-Lefebvre NHSC in the history program.	•	
Develop a school kit for the Monument-Lefebvre NHSC so that site's stories can be relayed to students, especially Grade 5 students in New Brunswick.		•

Performance Indicators for Partnerships and Collaboration

Indicator	Target
Number of Acadian cultural activities	The number is maintained or increased
Number of partnerships for site protection and promotion	The number is maintained or increased
Number of meetings with partners	No fewer than one a year

Operations and Administration

<i>Management Direction</i>	Priorities for first five years	Priorities for subsequent years
Encourage the competitive awarding of a contract to operate Monument-Lefebvre to a non-profit organization that shares values compatible with the site for periods of at least three years at a time.	•	•
Reinvest revenue generated from rental of the theatre directly in maintenance of the technical sound and lighting equipment.	•	•
Explore the possibilities of financial partnerships to modernize the theatre's equipment.	•	
Conduct an energy efficiency audit of the building.	•	
Identify cost-effective means of reducing energy consumption.		•

Performance Indicators for Operations and Administration

Indicator	Target
Monument-Lefebvre admissions and user fee revenues	Invest 100% of revenues in site operations and administration
Site operation framework	Efficient and performing site operation framework
Environmental performance measures for Parks Canada operations	Meets or exceeds environmental performance targets for Parks Canada operations

Acknowledgements

This management plan has been developed thanks to the contribution of a great many participants and organizations. Parks Canada thanks all those who gave generously of their time to share their ideas and offer their suggestions to the planning team, or who participated in the planning workshops.

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We would also like to thank the following organizations and individuals:

Stakeholders and Partners:

Chief Roger Atwin – *Président, Union of New Brunswick Indians (UNBI)*

Ruth Levi – *Président, Mawiw Council of First Nations*

Betty Ann Lavallée – *Président, New Brunswick Aboriginal People's Council*

Members of the Acadian Advisory Committee:

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Maurice A. Léger

Francis Blanchard

Gabriel LeBlanc

Jean Léger

The persons attending the workshop:

Ms. Muriel Roy – *Acadian Advisory Committee*

Father Maurice A. Léger – *Acadian Advisory Committee*

Ms. Hermance LeBlanc – *Mayor, Village of Memramcook*

Mr. Conrad LeBlanc – *President, Société du Monument-Lefebvre*

Mr. Georgio Gaudet – *Executive Director, Memramcook Institute*

Ms. Anne-Marie LeBlanc – *Superintendent, School District 01*

Ms. Thérèse Brideau – *Chair, Commission du tourisme acadien du Canada atlantique*

Mr. Marc Chouinard – *General Manager, Capitol Theatre*

Ms. Thérèse Albert – *Société historique acadienne de la Vallée de Memramcook*

Ms. Dorothé Thériault – *President, Femmes francophones et acadiennes*

Mr. Roger Caissie – *Société des Acadiens et des Acadiennes du N.-B.*

Ms. Thérèse Gaudet – *Memramcook*

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Leann McGovern – *Planner*

Christophe Rivet – *Planner*

Additional support:

Debra Betts – *Cartographer – specialist in digital cartography*

Harry Beach – *Senior Environmental Advisor*

APPENDIX 1

Summary of Public and Aboriginal Involvement and Aboriginal Consultation

The public was integral to the planning process throughout. The Acadian Advisory Committee, a committee set up to provide recommendations to Parks Canada regarding research and commemoration of Acadian history and culture, was informed of the details of the planning process on two occasions, first on May 2, 2005, and second on December 14, 2005.

In the summer of 2005, an information leaflet together with a reply card for comments was distributed at the Monument-Lefebvre and to households in the region.

A workshop meeting with all the partners was held on February 9, 2006. The reactions and comments following this workshop were positive, and the suggestions made during this exercise were included in the draft management plan.

Parks Canada feels strongly about continuing to build on the existing relationships with the Mi'gmaq and Walostokyk in New Brunswick and the Mi'kmaq in Nova Scotia. In the case of New Brunswick, a protocol to guide consultation on the management plans for the national historic sites administered by Parks Canada's Northern New Brunswick Field Unit was jointly developed with the Union of New Brunswick Indians (UNBI) and Mawiw Council of First Nations. Parks Canada also consulted the New Brunswick Aboriginal Peoples Council regarding these management plans. Accommodations from this consultation process, which included Monument-Lefebvre National Historic Site, have been included in this management plan.

APPENDIX 2

Summary of Commemorative Integrity

The following is the Parks Canada Agency mandate:

Parks Canada's Mandate

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

- from Parks Canada Agency's Charter

Parks Canada has a responsibility to ensure that the three core elements of the Agency's mandate for protection, visitor experience and education are implemented in an integrated fashion.

Commemorative integrity describes the health or wholeness of a national historic site. A national historic site possesses commemorative integrity when:

- the resources directly related to the reasons for the site's designation as a national historic site are not impaired or under threat;
- the reasons for the site's national historic significance are effectively communicated to the public; and
- the site's heritage values (including those not related to national significance) are respected by all whose decisions or actions affect the site.

COMMEMORATIVE INTEGRITY STATEMENT

The statement of commemorative intent describes the reasons for a site's designation as a national historic site, as determined by the ministerially approved recommendations of the Historic Sites and Monuments Board of Canada.

The Board recommended that Monument-Lefebvre be designated as a national historic site in 1994 because:

"the memorial to Father Camille Lefebvre, who had contributed so much to the rebirth of the Acadian culture, occupies a special place in the hearts and minds of the Acadian people."

The Board recommended that it should be commemorated by means of a plaque.

A commemorative integrity statement, which elaborates on what commemorative integrity means for a given national historic site, is required for all national historic sites administered by Parks Canada. The one for the Monument-Lefebvre NHSC was approved in 2006. It lists the cultural resources of national significance and gives a clear description of their historic value. The commemorative integrity statement also describes the reasons for designation as a national historic site, which can be communicated to the public in its messages. The document identifies and describes the resources and messages that are not directly related to the reasons for designation but can be protected and should be communicated to the public.

CULTURAL RESOURCES

Level I cultural resources are those that are directly related to the reasons for designation as a national historic site. In the case of the Monument-Lefebvre NHSC, they comprise the

building, the cultural landscape and a few objects, such as an *in situ* time capsule dating from 1894 and some diplomas of collegial studies awarded to Pierre A. Landry and Pascal Poirier.

Level II cultural resources are those not directly related to the reasons for designation, but whose value lies in their associations with the region or community and their historical, aesthetic or environmental qualities. In the case of the Monument-Lefebvre NHSC, they comprise historical objects, potential archaeological resources, original works by Acadian artists featured in the on-site exhibit, and the two HSMBC plaques.

MESSAGES

Presentation is essential to ensure the commemorative integrity of a national historic site and to facilitate understanding of its national significance. The reasons why the Monument-Lefebvre NHSC is of national historic significance are:

1. The Monument-Lefebvre is a national historic site, a place officially designated by the Government of Canada because of its historic significance for the entire Canadian people.
2. The Monument-Lefebvre is of national significance because it holds a special place in the hearts and minds of Acadians as a commemorative monument erected to the memory of Father Camille Lefebvre.
3. Father Camille Lefebvre played a critical role in the renaissance of Acadian culture by promoting higher education and founding the Collège Saint-Joseph, the first French-language degree-granting institution in Atlantic Canada.
4. In the second half of the 19th century, the haven of Memramcook Valley became an intellectual and cultural bastion for the Acadians. Father Camille Lefebvre, thanks to his vision and the importance he ascribed to education as a tool for developing the full potential of Acadians, is one of the principal artisans of this metamorphosis that has enriched Canada.
5. The theatre of the Monument-Lefebvre continues to serve as a gathering place where Acadians hold cultural activities of importance for their community and for sustaining the French-Canadian language and culture.

Other values that can be communicated but are not related to the reasons for the national significance of the Monument-Lefebvre NHSC are:

1. The first French and Acadian colonists arrived in Memramcook Valley in the 1670s, and the region has been occupied by Acadians ever since.
2. Thanks to their community spirit and their self-sufficient way of life, the inhabitants of Memramcook Valley have succeeded in preserving their language and their religion. This *esprit de corps* fostered their sense that they form a distinct people, with a rich past of their own and capable of building their own future.
3. The Acadian odyssey represents a long transition for the Acadian people: the difficult return of the deportees, who again found a haven in Memramcook Valley in the 1750s and 1760s, and a renaissance characterized by various initiatives designed to create a viable Acadian society in the Maritimes, in particular the many national conventions organized by Acadian leaders starting in 1881.
4. Collège Saint-Joseph has admitted and instructed not only Acadians but also Canadians of Irish descent.
5. The Monument-Lefebvre National Historic Site has important thematic ties with other national historic sites in Atlantic Canada that have connections to Acadian history, notably the national historic sites of Boishébert, Fort Beauséjour, Grand-Pré and Melanson Settlement.
6. The Monument-Lefebvre National Historic Site is part of the Parks Canada system of parks and historic sites. Each element of this system communicates particular aspects of the historical development of Canada as a multicultural society.

APPENDIX 3

Inventory and Evaluation of Cultural Resources

Resource	Level	Explanation
<i>Monument-Lefebvre</i>	I	The form, architectural features and functional layout of the building are directly related to the objective of commemorating the historic site as a monument erected to the memory of Father Lefebvre and his achievements.
		Certain architectural features, such as the stained-glass window, the dated cornerstone, the inscription Lefebvre etched in stone above the entrance, and the multi-functional layout of the interior (science laboratories, classrooms, museum and theatre-auditorium), make the entire building a Level I resource. The modernization work done in the 1980s (i.e. the annex with washrooms and the stairways and elevator leading to the renovated theatre on the top floor) has been submitted to the FHBRO for review. These modifications have a minimal impact on the commemoration objective.
<i>Cultural landscape</i>	I	The cultural landscape includes the grounds within the boundaries of the historic site and the views of the campus and buildings of the former college. The views of the Acadian village of Memramcook and Memramcook Valley also contribute to definition of the heritage site.
<i>Object 194: Diploma of collegial studies awarded to Pierre A. Landry. Object 248: Diploma of collegial studies awarded to Pascal Poirier.</i>	I	Items donated as gifts to the Fort Beauséjour museum (according to the list published in 1937), now on loan to Mount Allison University in Sackville, New Brunswick. The Fort Beauséjour may have in its museological collection other historical objects directly related to the designation objective. Research must be continued.
<i>Original works by Acadian artists (part of the on-site interpretive exhibit)</i>	II	These works are of local and regional significance because they illustrate the Acadian odyssey.
<i>HSMBC plaques: Monument-Lefebvre and Acadian Odyssey</i>	II	The official Government of Canada plaques are classified as Level II resources.
<i>In situ time capsule dating from 1894</i>	I	This time capsule was embedded in the building's cornerstone at the time of construction. It is still intact.
<i>Unexcavated cultural resources</i>	II	The unexcavated archaeological resources are designated Level II resources (Cultural Resource Management Policy).

APPENDIX 4

Minutes of the Historic Sites and Monuments Board of Canada

JUNE 1994

Monument-Lefebvre, Memramcook, New Brunswick

While the Board recognized that the Monument-Lefebvre was a rare Maritime example of a combined-function building containing a theatre, it did not believe that the building merited commemoration on grounds of national architectural significance. Nonetheless, it was clear that the Monument-Lefebvre, the memorial to Father Camille Lefebvre, who had contributed so much to the rebirth of the Acadian culture, occupied a special place in the hearts and minds of the Acadian people. Consequently, the Board recommended that:

the Monument-Lefebvre is of national historic significance and should be commemorated by means of a plaque.

Further, as it appeared that the Monument-Lefebvre was to be acquired by Parks Canada, the Board encouraged the Program to promote the use of the building's theatre for Acadian cultural events and to work with the community in any further development of the interpretive exhibit within the building commemorating the Acadian Odyssey.

JUNE 1997

The following text was approved by the full Board at its June 1997 meeting:

Le Monument-Lefebvre, Memramcook, N.B.

Le Monument-Lefebvre

Throughout its history, this building has occupied a special place in the hearts and minds of the Acadian people, as a memorial, as an educational centre, and as a focal point for cultural events. The second-floor theatre continues to play an important role in the cultural life of the Acadian community. The building was constructed in 1896-1897 to honour the memory of Father Camille Lefebvre, CSC (1831-1895), the founder of Saint Joseph's College. Commissioned by the school's alumni, the Monument-Lefebvre celebrates his remarkable contributions to the rebirth of Acadian culture.

Approved by the Board, June 6, 1997

COMMEMORATIVE INTENT

The Historic Sites and Monuments Board of Canada's commemorative intent for Monument-Lefebvre, as described in its June 1994 minutes, is expressed in the following statement of commemorative intent :

*Monument-Lefebvre is of national historic significance because it was built to commemorate Father Camille Lefebvre who had contributed so much to the rebirth of the Acadian culture, and it occupies a special place in the hearts and minds of the Acadian people.
(Unofficial translation)*

