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GOVERNOR

STATE OF MAINE
DEPARTMENT OF CONSERVATION
22 STATE HOUSE STATION
AUGUSTA, MAINE
04333-0022

ELIZA TOWNSEND
COMMISSIONER

November 29, 2010

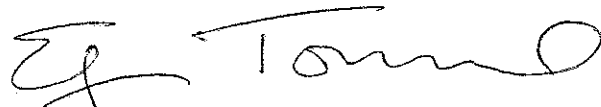
W. Donald Hudson Jr., Ph.D., Chair
Allagash Wilderness Waterway Advisory Council
26 Mosquito Run
Arrowsic, Maine 04530

Dear Advisory Council,

Thank you for your hard work and dedication on the Allagash Wilderness Waterway Strategic Plan. The Council plays a very important role in the mission and goals of the Waterway and the Waterway benefits greatly from your expertise.

On behalf of the Department of Conservation, I am pleased to accept the Allagash Wilderness Waterway Strategic Plan.

Sincerely,



Eliza Townsend
Commissioner

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Allagash Wilderness Waterway Strategic Plan

FINAL

INTRODUCTION

The Allagash Wilderness Waterway is unique in Maine and the country as a state-managed river within the federal Wild and Scenic River system. The natural beauty, ecological diversity, and wildness of the Waterway are the backdrop for experiences that evoke a deep sense of history – a sense of traveling back in time, yet it winds through a busy, working forest that covers nearly the entire northern third of the state. The Waterway was created as the era of log drives on Maine’s rivers was coming to an end, and at the beginning of major changes in the management and ownership of Maine’s forestland. Long-term management of a pristine resource in a landscape of changing interests and conditions is no small task. This first Strategic Plan of the Allagash Wilderness Waterway is, thus, offered with a profound sense of responsibility to all of the people of Maine and the country who hold the Allagash dear.

The Allagash Wilderness Waterway Advisory Council was established in 2007 (P.L. 2007, c. 146) in amendments to the Waterway law, implementing the recommendations of the Governor’s Allagash Wilderness Waterway Working Group. The amendments were proposed by the Governor and received virtually unanimous approval in both the House and the Senate (*See* the pertinent language from MRS 12, sec. 1891 in the Appendices).

There are four key features of the legislation creating the current AWW Advisory Council:

1. The Council is specifically charged to “work with the manager of the waterway in developing and maintaining a strategic plan for the waterway and advancing the mission and goals of the waterway;” and to “report annually to the Director of the Bureau of Parks and Lands regarding the state of the waterway and at other times as it is determined necessary by the council.”
2. The Council elects its own chair annually and the chair “is responsible for scheduling, preparing the agenda for and presiding at meetings.”
3. With the exception of the National Park Service representative and the “public member,” each member is designated to bring “knowledge and experience in” one of five areas of importance to the Waterway.
4. The Council is independent and advisory.

These features were designed to develop a strategic context for planning in the Waterway, insure the independence of the Council from the Bureau, while encouraging a collaborative relationship, and provide a platform for public policy discussion that is not divided by narrow constituency interests. The Council seeks to establish constructive and

open communication with Bureau of Parks and Lands staff, volunteers, and stakeholders. In addition, the Council serves to strengthen the capacity of the “manager” (Superintendent) to provide internal and external leadership and to attract financial and volunteer support for expanded resources on behalf of ecological enhancement, user experience and interpretive programs of the Waterway.

It is in this collaborative spirit that the Allagash Wilderness Waterway Advisory Council, working in concert with the Bureau of Parks and Lands, offers its first strategic plan as directed by the legislature. This plan has been developed as a recommended framework for AWW management planning by AWW Advisory Council members Don Cyr, Anthony Hourihan, Don Hudson, Robert McIntosh, Janet McMahon Don Nicoll, and Dick Walthers, in collaboration with National Park Service staff member Jamie Fosburgh, and Maine Bureau of Parks & Lands Director, Will Harris, Director of Operations Tom Morrison, and AWW Superintendent Matt LaRoche.

MISSION & GUIDING PRINCIPLES

Mission Statement

Preserve, protect and develop the maximum wilderness character of the Allagash Wilderness Waterway by ensuring its ecological integrity and optimum public use through careful management as a wilderness area in the historic and modern context of a working forest.

Guiding Principles

- Priority is placed on providing a memorable wilderness recreation experience to its primary users, the canoeists and fishermen.
- The rich history, culture and traditions of the Allagash River contribute to its uniqueness, and will be preserved and interpreted as an asset to the Waterway and its visitors.
- The Maximum Wilderness Character of the Watercourse and Restricted Zone is fundamental to the purposes of the Waterway under founding state statutes and the federal wild river designation, and is central to state administration and management.
- The Watercourse and Restricted Zone shall be managed in accordance with wilderness management principles and legislative mandate's to facilitate preservation of historical features and traditions that enrich the Waterway and visitor experience.
- Broader Waterway purposes of ecological integrity, viewsheds, fish and wildlife management, forest management and wilderness recreation and character of the ¼ and

1-mile zones shall be pursued in partnership with landowners and appropriate agencies, especially the Maine Departments of Conservation and Inland Fisheries and Wildlife.

Statutory Definitions

“Watercourse”:

The lakes, ponds and rivers included in the Allagash Waterway, from Telos Lake in the south to the confluence of Twin Brook with the Allagash River in the north, and including Allagash Lake and Allagash Stream (Title 12, S.1872.12)

“Waterway”:

All land area and all waters within one mile of the high water mark of the Watercourse. (Title 12, S. 1873.1)

“Restricted Zone”:

The state-owned strip of land from 400 feet to 800 feet wide extending in all directions from the bounds of the Watercourse and includes all land areas within the bounds of the Watercourse. The Restricted Zone shall include all additional land areas that may be added by mutual agreement between the Bureaus and a private property owner. (Title 12, S. 1872.8)

“New Construction Area” (also known as “¼ mile zone”)

The area within ¼ mile of the outer boundary of the Restricted Zone where new construction shall take place only with the prior approval of the Bureau (Title 12, S. 1876.2)

“One Mile Area”

All land and water within one mile of the shoreline of the Watercourse. (Title 12, S. 1873.1)

DRAFT STRATEGIC PLAN

A. ECOLOGICAL INTEGRITY & RECREATION

1. GOAL: Encourage and manage recreational use of the Allagash Wilderness Waterway at a level that maintains the Waterway’s wilderness character and ecological integrity¹ and minimizes disruption of the natural wilderness character of the restricted zone.

¹ *Ecological integrity can be defined as the maintenance of constituent species and ecological processes in a given region, in this case the Waterway. Determination of ecological integrity usually required establishing some reference conditions, such as high water quality, low erosion rates, healthy populations of native species, and so on. (Adapted from Hunter, M.L. Jr. and J. Gibbs (2007) Fundamentals of Conservation Biology, Blackwell Publishing)*

- a. **Objective:** Develop the following maps of the Allagash Wilderness Waterway to provide a common and easily updated knowledge base for managers and Advisory Council members:
- 1) Ecological features (species and habitats tracked by the Maine Natural Areas Program and Department of Inland Fisheries and Wildlife, data on native fish populations, invasive species, etc.),
 - 2) Public and private conservation lands delineated, and any rights of way and landowner boundaries within the mile zone,
 - 3) AWW infrastructure (campsites, legal access points, parking areas, foot paths, snowmobile trails, historic sites, ranger stations, sporting camps, springs, etc.) as well as bridges, North Maine Woods gates and nearby campsites.

Each of these maps will include the following base layers: topography, hydrology, roads, dams, town boundaries, Allagash River watershed boundary, AWW zones, and mapped visual areas. The maps will be working drafts that can be regularly updated to provide a current picture of the Allagash Wilderness Waterway's natural, cultural, and recreational resources. The maps are intended to be used for planning purposes only.

b. **Objective:** The Bureau will develop and implement a comprehensive methodology to collect pertinent data and analyze year-round recreational use of the Waterway including day and winter use.

c. **Objective:** The Bureau will present to the Commissioner an ecological integrity and wilderness appearance assessment of the existing campsites, service facilities and areas, watercraft launching sites and public road crossings in the restricted zone, indicating priority areas for corrective action and upgrading, and a proposed timetable and funding for achieving the goal.

d. **Objective** Using the above analyses, the Bureau will evaluate the carrying capacity of the Waterway, taking into account the guiding principle that priority is placed on providing solitude and a simple wilderness recreation experience to its primary users, the canoeists and fishermen.

e. **Objective** Carrying capacity will likely include different thresholds for different uses and locations. Management strategies should be developed for high-use areas including integration with day users.

2. GOAL: The Allagash Wilderness Waterway will be managed to protect native fish² and wildlife habitats and maintain water quality. The Bureau and Waterway will support Maine Department of Inland Fisheries and Wildlife's existing policies to manage native fish and

² Native fish are considered in this context to be species indigenous to the historical Allagash River drainage, from Telos Lake to Allagash Falls.

wildlife habitats, and will work with appropriate agencies, landowners, and users in the watershed to maintain water quality.

a. **Objective** Working with Maine Inland Fisheries and Wildlife biologists and technical working group members, an inventory of important native fish habitats, identification of existing and potential threats, and recommended measures to protect the fisheries resource. (e.g., management, education, monitoring) will be compiled.

b. **Objective:** Working with Maine Natural Areas Program ecologists and Maine Inland Fisheries and Wildlife biologists, inventory and monitoring needs for rare species, exemplary communities, aquatic habitats and significant wildlife habitats will be identified for the Waterway and measures to fill in information gaps within the Waterway will be identified and implemented. (e.g., *Maine Outdoor Heritage Fund grant for inventory and monitoring*).

3. **GOAL:** Manage stream flows and lake levels in the Allagash Wilderness Waterway to minimize or reduce impacts on river, lake, and floodplain ecosystems, to maintain native fish populations, and to maintain traditional recreational uses as outlined in the enabling legislation and the Wild and Scenic River designation.

a. **Objective:** The Bureau will work with Maine Inland Fisheries and Wildlife and other pertinent natural resource agencies to evaluate the impacts of the Telos, Churchill and Lock Dams on the hydrology and ecology of the Allagash Wilderness Waterway and make recommendations for the management³, maintenance and/or future modification of existing dams.

4. **GOAL:** Management of the Allagash Wilderness Waterway will be informed by an understanding of the Allagash River watershed as a whole, within the larger public and private working forest of Northern Maine.

a. **Objective:** The Bureau encourages, establishes and maintains regular and effective means of communication and coordination with relevant state agencies and partner organizations working at the regional and watershed scale on issues including but not limited to fisheries management, invasive species, water quality, climate change, and similar large scale issues and threats.

5. **GOAL:** Acquire remaining private in-holdings within the Restricted Zone as opportunities arise employing a willing buyer/willing seller approach. Encourage and accept gifts of land within the One-Mile Zone and adjacent to the current Waterway boundary (e.g., north of Twin Brooks) and acquire or protect through conservation

³ *Recommended lake levels and stream flows are in place for the AWW. Existing water management plans should be periodically reviewed to insure that they are being followed and that they remain effective in protecting and enhancing the AWW's water resources.*

easements other critical tracts of land within the one mile zone that complement the management objectives of the Restricted Zone.⁴

- a. **Objective:** The Bureau will acquire remaining out-holdings in the restricted zone (the Lock Dam Lot) through a cooperative agreement with the landowner.
- b. **Objective:** The Bureau will identify, natural and recreational features that would complement the management objectives of the Waterway for possible future land acquisition.
- c. **Objective:** The Bureau will develop a process for acquiring, or protecting through conservation easement, key parcels within (or abutting) the Allagash Wilderness Waterway that includes review and comment by AWW Advisory Council and with consideration of funding for acquisition and stewardship.

B. HISTORIC and CULTURAL PRESERVATION⁵

1. **GOAL:** The archaeology, history, and culture of the Allagash Wilderness Waterway will be shared with the public, in the context of its wilderness character.

- a. **Objective:** Archaeological sites will be catalogued, but their location not publicly disclosed to insure protection from treasure-hunters. The history of occupation by Paleo-Indians and Malecites will be prepared and shared with the public.
- b. **Objective:** A plan will be developed to maintain essential and historically important Waterway buildings in a manner that retains their historic character in keeping with the time they were built. If unsafe and not on the National Register of Historic Places and not deemed significant to local history, buildings will either be dismantled and used elsewhere, or be included in appropriate historical exhibits inside or outside the Waterway⁶.
- c. **Objective:** Obtain evaluations by the Maine Historic Preservation Commission of National Register sites (e.g. the Tramway) to determine how they should best be managed and preserved.

⁴ *The Citizens to Protect the Allagash prepared a white paper outlining land protection priorities for the Waterway that was submitted to the Bureau of Public Lands in 2005. This could serve as a starting point.*

⁵ *See Appendix B for an overview of historical and cultural background for the Allagash Wilderness Waterway.*

⁶ *For example, the Moir farm should be dismantled for the sake of safety and pieces of it could be preserved in the barn near the Churchill Dam Ranger Station. It is of Acadian construction (pièce-sur-pièce) and illustrates the French influence on construction in the region.*

d. **Objective:** Develop guidelines and policies that ensure that the artifacts from the history of lumbering on display at the barn at Churchill Dam will be protected and remain accessible on an informal basis and opened to visitors at the Ranger's discretion.

e. **Objective:** Develop interpretive materials for the AWW that have minimal impact on its ecological integrity and on the wilderness experience of users (e.g., maps and guidebooks as opposed to kiosks on the river).

f. **Objective:** Establish cooperative relationships and explore additional interpretive opportunities with organizations connected culturally to the Waterway such as the Allagash Historical Society, the Maine Acadian Heritage Council, and the Lumberman's Museum in Patten to explore additional interpretive opportunities.

C. SUPPLEMENTAL RESOURCES⁷

1. **GOAL:** The Allagash Wilderness Waterway Advisory Council in collaboration with the Department of Conservation and the Bureau will establish a program for obtaining funds to help fulfill the mission and goals of the Waterway, including donations for specific projects as well as ongoing funding to assist in operations of the Waterway.

a. **Objective:** The Bureau will complete needs assessment and develop an initial supplemental capital and program resource plan to meet those needs.

b. **Objective:** The Council will help establish a private fund-raising foundation, independent of the Waterway administration and management, to obtain donations and to provide technical assistance to the superintendent and staff of the Waterway in obtaining grants for implementation of the supplemental capital and program resource plan.

c. **Objective:** The foundation will initiate fund-raising efforts, with support and guidance of the Council where appropriate.

d. **Objective:** The Bureau will employ a planner and a fund-raising specialist as part of the Waterway staff.

2. **GOAL:** The Bureau will establish an effective program for recruiting, selecting, training, coordinating and supporting volunteers to undertake projects and programs that enhance its capacity to fulfill the mission and goals of the Waterway.

⁷ See Appendix C: Supplemental Resources- Rationale and Recommendations for Implementation.

- a. **Objective:** Develop an initial volunteer services program plan.
- b. **Objective:** Implement the volunteer services program.

D. ADMINISTRATION & MANAGEMENT

1. GOAL: The Bureau of Parks and Lands will establish and maintain an ongoing strategic planning program consistent with the mission and goals of the Waterway, acting in consultation with the Allagash Wilderness Waterway Advisory Council.

- a. **Objective:** The council will recommend and the Bureau will adopt an initial strategic plan.
- b. **Objective:** The Bureau will develop and adopt, an updated Management Plan for the Waterway that will consider and incorporate as appropriate the goals and objectives of the strategic plan.
- c. **Objective:** The Council will annually review and assess the status of the Management Plan and the Strategic Plan, and report its findings in the Allagash Wilderness Waterway Advisory Council's annual report to the legislature.
- d. **Objective:** In collaboration with the Advisory Council, the Bureau will undertake a ten-year review and revision of the strategic plan, to be followed by conforming modifications in the Management Plan.

2. GOAL: Develop cooperative working relationships with stakeholders, including residents of communities in the vicinity of the Waterway, forest landowners, owners and operators of recreation programs in the watershed, and others, to fulfill the mission and goals of the Waterway.

- a. **Objective:** The Superintendent will initiate a cooperative stakeholder-Waterway working relationship program.
- b. **Objective:** The Bureau of Parks and Lands will incorporate the cooperative stakeholder-Waterway working relationship program into the Management Plan.

APPENDICES

Appendix A. 12 §1891. Allagash Wilderness Waterway Advisory Council; established

There is established the Allagash Wilderness Waterway Advisory Council, referred to in this section as "the council," pursuant to Title 5, section 12004-I, subsection 3-D. [2007, c. 146, §3 (NEW).]

1. Duties. The council shall:

- A. Meet at least twice annually; [2007, c. 146, §3 (NEW).]
- B. Work with the manager of the waterway in developing and maintaining a strategic plan for the waterway and advancing the mission and goals of the waterway; and [2007, c. 146, §3 (NEW).]
- C. Report annually to the Director of the Bureau of Parks and Lands regarding the state of the waterway and at other times as it is determined necessary by the council. [2007, c. 146, §3 (NEW).]

2. Members. The council consists of 7 members including:

- A. One representative of the United States Department of the Interior, National Park Service; [2007, c. 146, §3 (NEW).]
- B. One public member; [2007, c. 146, §3 (NEW).]
- C. One member with knowledge and experience in sustainable forest management who is a private landowner, or an employee of the landowner, whose holdings abut the waterway; [2007, c. 146, §3 (NEW).]
- D. One member with knowledge and experience in wilderness recreation; [2007, c. 146, §3 (NEW).]
- E. One member with knowledge and experience in natural resources planning and management; [2007, c. 146, §3 (NEW).]
- F. One member with knowledge and experience in fisheries or wildlife conservation; and [2007, c. 146, §3 (NEW).]
- G. One member with knowledge and experience in cultural and historic preservation. [2007, c. 146, §3 (NEW).]

MRS Title 12 §1891. Allagash Wilderness Waterway Advisory Council; established
The members shall annually elect a chair from among the members. The chair is responsible for scheduling, preparing the agenda of and presiding at meetings. [2007, c. 146, §3 (NEW) .]

3. Appointment. The Governor shall appoint the 6 members described in subsection 2, paragraphs B to G. The Governor shall invite the Northeast Regional Director of the National Park Service within the United States Department of the Interior to designate the member described in subsection 2, paragraph [2007, c. 146, §3 (NEW).]

4. Terms. Council members serve terms of 5 years and may serve no more than 2 terms. [2007, c. 146, §3 (NEW).]

Appendix B. Historical and cultural overview, to be considered as background material for the Management Plan:

The Allagash Wilderness Waterway has a long and rich history of human use, knowledge of which can benefit today's users.

The Allagash River is a major tributary of the Saint John River, which reaches the Bay of Fundy at Saint John, New Brunswick. People traveled the Allagash for thousands of years, the headwaters of an important watershed and an ancient hunting and trading route. The Waterway has archaeological sites of Paleo-Indians as well as the more recent Maliseet (Malecite) culture. The Natives of the region, including the local Malecites and the Micmacks of Nova Scotia and eastern New Brunswick, were allies with New France and partners in the wars to rid Maine of English occupation. These wars, called the French and Indian Wars, started in 1675 with King Philip's War and continued to the Treaty of Paris in 1763. The Allagash was a primary transportation route to the headwaters of the Kennebec River, which also served as the frontier between New France and New England. French and Indian raiding parties used the Allagash to reach the highlands from which they could descend both the Kennebec and Androscoggin Rivers to harass English colonists.

Following the defeat of France, the French, Acadians and French-Canadians, occupied the territory near Madawaska in 1785 with land grants from the King of England. The settlement, called the Madawaska Territory, encompassed the entire St. John and Allagash watershed upriver from Grand Falls on the St. John River. The settlement grew into the Saint Francis area after Chantiers (lumber camps) were developed in 1826. Loyalists from New Brunswick were the principle owners of the camps, fueling international tensions. The Northeastern Boundary Dispute and the Aroostook War called into question the ownership of this "forested wasteland," as the authorities on both sides of the dispute called it. The dams built to divert the headwaters of the Allagash to the Penobscot were political manifestations of this disagreement over the international boundary, which was finally resolved by the Webster-Ashburton Treaty in 1842.

The Allagash River has a colorful and controversial history, much of which is lost to those who use it today. The remote and wild character of the Allagash belies the fact that it was a busy pre-contact and colonial highway, which was further developed into a commercial highway with the advent of log drives. As roads have replaced the river for timber transport in recent decades, the Allagash is returning to its wild state. The story of the Allagash needs to be conveyed in a way that respects its present day wilderness character.

Appendix C. Supplemental Resources- Rationale and Recommendations for Implementation.

Given limited State Government financial resources, the fact that the Waterway is not intended for intensive visitor use and the inherent financial and personnel costs of preserving and enhancing the natural areas of the Waterway and interpreting the natural and cultural character of the area, it is evident it will be impossible to fulfill the Waterway's mission and goals without supplemental financial, personnel and in-kind services and materials.

There are a number of potential funding sources for supplemental investments in the Waterway

and its operations: the Federal government, private foundations and individuals. Some funding sources will support capital investments, some will contribute to special programs and some will provide grants or gifts to build the State's Allagash Wilderness Waterway Endowment Fund.

There are also individuals and groups with a strong commitment to the value and potential of the Waterway willing to help, with money, time, talent and materials. There are in addition individuals willing to participate in organizing and developing programs to obtain and provide funds, materials and personal services to the Waterway.

Observations and Principles

- As of mid-year 2010 staff resources are too limited to undertake and manage an effective supplemental program for funding or a substantial supplemental program for donated volunteer services and materials. The new superintendent will have more than enough to do overseeing all facets of the Waterway, given the restrictions on funding and personnel. The Waterway does not have planning staff and it does not have fund-raising staff.
- Gaining assistance from outside the Bureau and Department and developing mechanisms to sustain voluntary support are high priorities.
- It is imperative in developing voluntary support systems to insure that the contributions of volunteers are consistent with the intent of the AWW statutes, pertinent federal legislation, the Memorandum of Agreement with the National Park Service, the Strategic Plan and the Management Plan.
- It is also important that voluntary organizations seeking to assist in support for the Waterway operate with independence in advocating priorities within the Strategic Plan.
- Contributions and grants to the Waterway should be used to enhance the capacity for fulfilling the promise of the Waterway and must not be used as a substitute for the State's responsibilities under the original statute, its commitments in connection with the original Federal grant for land acquisition and the Memorandum of Agreement with the National Park Service. Obtaining contributions for the Allagash Wilderness Waterway Endowment Fund is an important way to supplement State general fund appropriations in meeting its commitment to preserve, protect and enhance the wilderness character and ecological integrity of the Waterway in perpetuity.
- Organizations formed to provide financial support to the Waterway or to recruit volunteers and contributions of material for the Waterway are not the same as, nor should they substitute for organizations that provide independent advocacy for different perspectives on the Waterway.
- A major priority for strengthening community support for the Waterway and for maintaining the Waterway as a sustainable, ecologically sound wilderness area in the midst of a working forest and a recreation area that appeals to a variety of users who respect the values of the Waterway is to build strong links with the settlements in the area and constructive relationships with stakeholders in

and outside the Waterway.

Implementation Notes

The superintendent and staff of the Waterway, with assistance from the Bureau of Parks and Lands and with advice from the Advisory Council, shall be responsible for developing the supplemental capital and program resource plan.

Members of the Advisory Council will undertake to recruit prospective incorporators and facilitate formation of the private fund-raising foundation and intend to do so by implementing the following draft proposal for Allagash Wilderness Waterway Foundation:

Purposes

To seek and obtain financial contributions that will enhance the capacity for fulfilling the mission and goals of the Waterway, are consistent with the intent of the AWW statutes, the State's commitments in connection with the original Federal grant for land acquisition and the Memorandum of Agreement with the National Park Service, and will not be used as a substitute for the State's responsibilities under those statutes and commitments;

To make those funds available to the Waterway through the Allagash Wilderness Waterway Endowment Fund, the Bureau of Parks and Public Lands "Donation Fund" or other Department of Conservation vehicles, as appropriate; and

To provide technical assistance to the superintendent of the Waterway in developing proposals for federal or private foundation grants.

Governance

A seven-person board of directors, self-perpetuating, with a limit of two continuous five year terms, will be established.

The qualifications of the individual directors should match those of the members of the Advisory Council, except that each member must have had experience in fund-raising and/or financial asset management and oversight.

Initial recruitment of Board members should be undertaken by representatives of the Advisory Council, working with the Commissioner of Conservation and the director of the Bureau of Parks and Lands; thereafter the seven board members will elect the members and their officers.

October 5, 2010

W. Donald Hudson, Jr., Ph.D., Chair
Allagash Wilderness Waterway Advisory Council
26 Mosquito Run
Arrowsic, Maine 04530-7421

Commissioner Eliza Townsend
Maine Department of Conservation
22 State House Station
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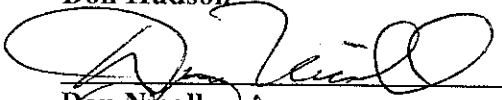
Dear Commissioner Townsend:

On behalf of the Allagash Wilderness Waterway Advisory Council please accept the Council's completion of the Allagash Wilderness Waterway Strategic Plan. We offer the Plan as a foundation document to be used by the Department in developing its revised Allagash Wilderness Waterway Management Plan.

Sincerely,



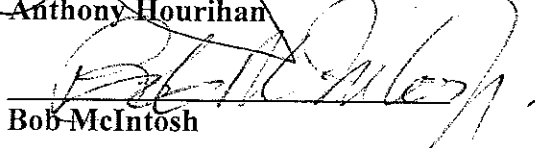
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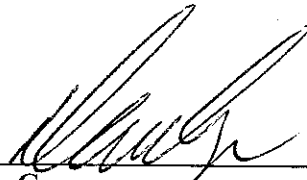
Don Nicoll



Anthony Hourihan



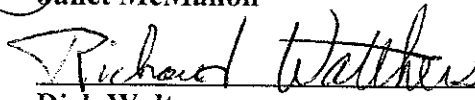
Bob McIntosh



Don Cyr



Janet McMahon



Dick Walters