

THE  
**FUTURE**  
OF  
**AMERICA'S**  
**NATIONAL**  
**PARKS**

First Annual  
Centennial Strategy for

# Apostle Islands National Lakeshore

August 2007

CENTENNIAL INITIATIVE



Site: APIS

Year: 2007

**Vision Statement**

Apostle Islands National Lakeshore preserves a remote, beautiful, and at times both welcoming and wild matrix of islands, shorelines, and Lake Superior waters. The park contains some of the most pristine sandscapes and wetlands in the Great Lakes, and is home to the highest density population of black bears in North America, as well as the endangered piping plover. Unbrowsed forests protect rare vegetation communities, true "vignettes of primitive America." This place is the center of the Native American Ojibwe culture, past and present. The six historic light stations, built to aid Great Lakes navigation, are the largest such group found in any unit of the National Park System. 80% of the park's land makes up the Congressionally-designated Gaylord Nelson Wilderness. Park management is bold, forward-looking, fully engaged in and with our gateway and visitor communities, who are proud of their national park. A "small gem" in the crown, Apostle Islands remains special to those who visit while remaining uncrowded and unspoiled. Provide vigorous research and monitoring, linked closely with the best regional institutions of learning and engaging motivated volunteers, provides information which is used to assure the natural and cultural resources are in excellent condition and action is taken as necessary to assure their health and integrity. The park is a leader in monitoring climate change and its effects, and educating its communities on the significance and import of the expected changes. Visitor opportunities in the park are adapted appropriately to the changing conditions. The park is a recognized environmental leader, leading by example. Stewardship of resources and stewardship of the environment are seamless parts of the visitor recreational and educational experience, not just in the park but in the gateway community. Employees want to work here. A well-trained staff and robust volunteer corps greet visitors and provide "value-added" insight into how best to connect with this great place. The park's recognized fundraising partners, the Friends of the Apostle Islands and the National Parks of Lake Superior Foundation, are vigorous and effective. They play a significant role in helping the park provide a "margin of excellence" for mutually-agreed upon priority resource protection and visitor service opportunities. The long-term public interest, consistent with the laws and intent of Congress, is unquestionably and unambiguously what drives every decision.

**Park/ Superintendent/ Program Manager**

Bob Krumenaker

Site: APIS

STEWARDSHIP

Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

Other Park/ Program performance goal(s)

Apostle Islands National Lakeshore will continue to be a leader within the National Park Service in civic engagement and will be considered a model for proper planning within the Midwest Region. Park staff will actively solicit public feedback, and suggestions that have the potential to improve public safety, increase public appreciation, or improve resource protection will receive serious and thoughtful consideration. Park planning documents will be up-to-date and innovative, and will be the products of a thorough public involvement process.

The work described currently is supported by OFS and/ or PMIS

Site: APIS

STEWARDSHIP

**Improve the condition of park resources and assets.**

**Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America.**

The park will continue to maintain existing historic structures that are currently in good condition while systematically rehabilitating the poor and fair structures to good condition. The park will act as a model of historic preservation in the local, Lake Superior, lighthouse and commercial fishing communities while offering technical assistance. The park will keep written, oral and visual records of historic structures and make them available to communities to aid them in their own preservation efforts.

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**Restore native habitats by controlling invasive species and reintroducing key plant and animal species.**

Home to one of the few remaining un-browsed environments in North America, Apostle Islands National Lakeshore is one of a tiny handful of places where once-common Canada yew remains the dominant understory species on a landscape scale. Park staff will be positioned to adequately protect this rare environment. Populations of the endangered piping plover will be healthy and growing, and well-protected. Invasive species will be proactively managed with park partners in order to maintain levels that do not cause unacceptable damage. These resource management activities will be closely linked to interpretation and education programming to build visitor understanding and support.

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**Improve high-priority assets to acceptable condition, as measured by the Facility Condition Index.**

The park will continue to use the Asset Priority Index (API) to determine and rank its high-priority assets. These high-priority assets will continue to have condition assessments done annually to determine their deficiencies. These deficiencies will be entered and cost estimated in the Facility Management Software System (FMSS) program. The cost estimate of the deficiencies divided by the Current Replacement Value (CRV) for each asset will determine that asset's Facility Condition Index (FCI). These FCI's determine whether the asset is in poor, fair or good condition (the lower the FCI, the better the condition of the asset). High priority assets that are in poor to fair condition will have precedence for repair as compared to those that are in good condition. The park will continue to lower the FCI's on all of these important assets with the goal for all to be maintained in good condition.

The work described currently is supported by OFS and/ or PMIS

Site: APIS

STEWARDSHIP

Improve the condition of park resources and assets.

Improve the natural resources in parks, as measured by the vital signs developed under the Natural Resource Challenge.

The park's robust monitoring program - which simply begins with vital signs monitoring - will be closely linked to public education and will inform management actions in meaningful ways on a timely basis.

The work described currently is supported by OFS and/ or PMIS

Complete all cultural resource inventories for designated priority resources.

Apostle Islands National Lakeshore is home to what eminent lighthouse historian F. Ross Holland, Jr. referred to as "...the largest and finest single collection of lighthouses in the country." Despite their importance, the majority of them lack historic structure and cultural landscape reports. Lacking these vital documents, proper planning for the future of these iconic resources is impossible. The NPS will strive to complete these critically important documents as soon as possible.

Historic structure and cultural landscape reports also will be completed for the Hansen farm on Sand Island, the Rocky Island historic district and other high priority cultural resources.

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Site: APIS

STEWARDSHIP

Serve as the Preeminent resource laboratory by applying excellence in science and scholarship to understand and respond to environmental changes.

Other Park/ Program performance goal(s)

Lake Superior is increasingly being seen by scientists as an especially sensitive early indicator of climate change. In addition, since the park is located at the ecotone between the northern hardwoods and boreal forests, the park's terrestrial resources are excellent indicators of climate change as well. Park staff will actively recruit additional work to be done in this field, and will support the efforts of researchers, scientists, scholars, educators and artists by providing transportation and shelter in places that are otherwise difficult to reach.

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Site: APIS

STEWARDSHIP

Encourage children to be future conservationists.

Other Park/ Program performance goal(s)

Provide day program opportunities on the mainland and islands for school groups to participate in curriculum and issue-based environmental and cultural education which will demonstrate what the park's business plan calls "the four ships of the Apostles" (resource partnership, youth leadership, citizenship and stewardship) within park units as well as local communities. Affordable and available opportunities for resource immersion is the goal, to provide opportunities for personal connections to the resources and a desire to protect and conserve.

Strengthen and expand island-based educational programs.

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Site: APIS

ENVIRONMENT

Reduce environmental impacts of park operations.

Reduce the environmental impacts of park operations on air and water quality.

The park will make significant additional reductions in the impact of park operations on air and water quality. As part of the park's sustainability efforts, all boat engines have been converted to four-stroke or biodiesel fueled engines. The park is presently converting all its snowmobiles to four-stroke. Additional adjustments will be made to boats, vehicles and equipment to gain efficiency. Schedules are made in advance to combines trips and reduce travel time. Bio-lubricants are used in gearbox and bearing applications. Synthetic motor oils are used to reduce oil changes and engine extend life; and all engines are serviced regularly.

The park reduces non-point source pollution by immediately repairing oil leaks on vehicles and equipment. Hazardous chemicals and materials are reduced and seldom used. The park staff is trained in spill response and has already responded to small to medium spills with great success.

The work described currently is supported by OFS and/ or PMIS

Site: APIS

**ENVIRONMENT**

**Inspire an environmental conscience in Americans.**

**Establish programs to showcase exemplary environmental practices and increase visitor awareness of how the practices apply to their daily lives, as measured by surveys.**

Apostle Islands National Lakeshore will live up to its 2005 designation by National Geographic Traveler magazine as the most sustainable national park in the United States. The park will regularly report its carbon footprint, energy usage, and criteria pollutant emissions and integrate progress towards its sustainability goals into interpretive programming and print/web publications, with an interactive focus on how citizens can get involved and do their part. The park's concession operation will be a national model of marine sustainability and alternative or renewable fuel usage. Park boats and vehicles that use alternative fuels will be boldly marked to be a visible demonstration of environmental leadership.

The work described currently is supported by OFS and/ or PMIS

**Demonstrate environmental excellence through increased use of alternative energy and fuels at every park.**

The park will continue to use and update photovoltaic systems for its electrical needs at all island locations. It will also continue to use biodiesel and explore E85 with the goal of 100% use of alternative and/or renewable fuels for vehicles, boats and equipment. As part of the park's sustainability efforts, the park will continue to explore alternative energies and fuels as the technology advances. Park buildings, to the maximum extent feasible, will be sustainable and use alternative energy sources.

The work described currently is supported by OFS and/ or PMIS

**Serve as a model for energy efficiency, under Executive Order 13423, by ensuring Leadership in Energy and Environmental Design (LEED) standards.**

The park will continue to live up to its designation as the most sustainable and pristine park in the U.S.A. as designated by the National Geographic Traveler Magazine. Its sustainability efforts are conveyed through the Environmental Management System (EMS). Sustainable efforts will be proactive through using recycled products, using renewable energy, reducing water consumption, buying green products, reducing fuel consumption, reducing the quantity of toxic chemicals, becoming more energy efficient, decreasing solid waste, using environmentally sound practices, and reducing energy consumption. These practices will be conveyed into lease and concession agreements as well as design specs for all new park facilities. Training in sustainable practices will be given to all employees. Park sustainability practices will be available to the public at the park visitor center and on the internet. The park will continue its involvement with local governments and community organizations as a leader in an active eco-municipality and

Site: APIS

ENVIRONMENT

Inspire an environmental conscience in Americans.

sustainability movement.

The work described currently is supported by OFS and/ or PMIS

Site: APIS

ENVIRONMENT

Engage partners, communities, and visitors in shared environmental stewardship.

Other Park/ Program performance goal(s)

The park and community partners will establish a vigorous, voluntary, clean marina and boating program whose focus is on minimum-impact, climate-friendly boating in the Apostle Islands and the surrounding region. The park is a major cooperater in the nationally-recognized rural community sustainability effort in the Chequamegon Bay area.

The work described currently is supported by OFS and/ or PMIS



Site: APIS

RECREATION

Encourage collaboration among and assist park and recreation systems at every level—federal, regional, state, local—to help build an outdoor recreation network accessible to all Americans.

Rehabilitate over 2,000 miles of trails within or connected to national parks, including trails accessible to those with disabilities.

The park's trails will be well-maintained models of low-impact, user-friendly design. All accessible trails, campsites, restrooms and launch ramps will be maintained to ADA standards.

The work described currently is supported by OFS and/ or PMIS

Other Park/ Program performance goal(s)

The park's campsites will be well-maintained models of low-impact, user-friendly design. The park's cadre of trained staff will be skilled at efficiently using primitive tools to maintain facilities in designated wilderness, allowing the park to maintain a strong commitment to the preservation of wilderness character while providing outstanding opportunities for solitude or primitive and unconfined types of recreation.

The work described currently is supported by OFS and/ or PMIS

Site: APIS

RECREATION

Establish "volun-tourism" excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.

Increase annual volunteer hours by 100 percent, from 5.2 million hours to 10.4 million hours.

The park will provide support for volun-tourism program that includes a full-time volunteer coordinator/supervisor. The park will repair and re-open housing units on formerly staffed islands to facilitate additional volunteer opportunities, increase volunteer hours by 10% and create a robust eco-tourism partnership with local chambers and sustainability groups. This partnership will demonstrate social and economic linkages that create a seminal program. It will offer opportunities for individuals or groups wishing to contribute their talents and efforts within a national park setting while working towards a common regional goal of reinforcing the bonds among everyday lives, stewardship and resource protection.

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Site: APIS

RECREATION

Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children's lives.

Other Park/ Program performance goal(s)

The park will provide transportation, staffing and opportunities for schools and youth organizations to form their own intellectual and emotional connections through recreational experiences and resource immersion. Programs that are curriculum and issue-based will be developed. Activities such as hiking, snorkeling, camping, kayaking etc. will allow sufficient time for youth to get to know the park, this place we call home. In residential programs, environmental education activities will be provided in a social "community" context which is vital to experiential learning. When the students leave the island and return to a social context they will do so with a new understanding of the difference and impact they can make.

The work described currently is supported by OFS and/ or PMIS

Site: APIS

RECREATION

Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

Increase the number of visitors that attend ranger-facilitated programs such as campfire talks, hikes, and school programs.

The park will promote safe recreation and resource understanding and appreciation through ranger-facilitated programs at Sand Island, Raspberry Island, Basswood Island, Rocky Island, Manitou Island, Michigan Island, Little Sand Bay and Meyers Beach. The park will provide guided hikes and lighthouse tours at Sand Island, Raspberry Island and Michigan Island and interpretive nodes throughout Sand Island that allow insight into farming, fishing, tourism, etc; guided hikes and campfire programs at Basswood Island and Rocky Island; historic fishery program and guided hikes on Manitou Island. Provide guided hikes and ranger talks at Meyers Beach; guided hikes, historic fishery tours and campfire programs at Little Sand Bay; winter ranger-facilitated hikes and programs (school and other) at Basswood, Meyers Beach and Little Sand Bay; roving kayak-safety programs at Sand Island, Stockton Island, Little Sand Bay and Meyers Beach; and kayak rangers to do kayak safety programs and campfire programs. Encourage more visitors to attend programs within park through improved marketing and staff training.

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Site: APIS

**EDUCATION**

Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

Other Park/ Program performance goal(s)

The park will develop, revise or adopt existing curriculum and issue-based materials for grades K-12; provide curricula through printed and online learning vehicles; train teachers/educators through teacher workshops in order to implement curricula; increase educational partnerships with Red Cliff and Bad River Reservations, Northland College, State of Wisconsin Cooperative Extension Unit, US Fish and Wildlife, US Forest Service, University of Wisconsin Extension Educators and State of Wisconsin Department of Natural Resources. The park will create virtual tours of lighthouses, historic fish camps, geological features, old growth forests, ecosystems and specific habitats. The park will utilize interactive curriculum and issue-based decision tree formats in order to encourage process thinking and decision making skills (such as National Geographic Salem Witch Trials).

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Site: APIS

**EDUCATION**

Introduce young people and their families to national parks by using exciting media and technology.

Increase the number of web hits through the introduction of advanced, interactive features that attract young people to national parks.

The park will provide issue based, interactive component to park web page. Utilize new technologies as appropriate to provide interpretation at park sites. The park will provide exciting, recreational virtual opportunities that facilitate environmental and cultural educational components while encouraging kids to get out into the park. Partner with educational organizations and technology experts to provide cutting edge interactive media that utilizes the most current thinking on the variety of ways kids learn in order to provide an introduction to kids and their families while encouraging a commitment to stewardship.

The work described currently is supported by OFS and/ or PMIS

Site: APIS

**EDUCATION**

Promote life-long learning to connect generations through park experiences.

Enroll an additional two million children in the Junior Ranger program.

The park will provide free/low cost Junior Ranger learning opportunities to 10% more participants than 2007. Provide various Junior Ranger opportunities both through multiple media vehicles including the park's web site. Provide opportunities that will promote group, family and individual participation in the Junior Ranger Program. Train both paid and volunteer staff to utilize and encourage park-specific and servicewide Junior Ranger activities.

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Site: APIS

**EDUCATION**

Impart to every American a sense of their citizen ownership of their national parks.

Increase visitors' satisfaction, understanding, and appreciation of the parks they visit.

The park will create a robust, current web site that prepares participants to visit their national parks. Use exciting, interactive bites that draw each participant to a higher level of understanding of their role in national parks. Through educational methods and progressive marketing techniques provide opportunities for multiple learning and interest styles. Partner with local and national groups to utilize the most current methods possible.

The park will provide introductory informational nodes at local marinas from Duluth to Saxon Harbor, in order to prepare visitors as they approach Apostle Islands National Lakeshore. Once in the park provide more specific and interest based options while providing park vision and mission information. Provide options to visitors as they progress through their park experience in ways that they, as citizens, can get involved benefiting both themselves and the resources if they have 1 hour or 1 week in the park.

The park will improve national park service branding and recognition through arrowhead/signage. Increase vessel and vehicle recognition throughout park. Fully implement park wayside exhibit plan.

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Site: APIS

**PROFESSIONALISM**

**Be one of the top 10 places to work in America.**

**Meet 100 percent of diversity recruitment goals by employing people who reflect the face of America.**

The park will recruit and hire a diverse workforce by developing relationships with a wide variety of community organizations and educational institutions which represent individuals from many walks of life; using special hiring authorities; attending career days at middle schools to instill a desire to work for the NPS at a young age, when they can start planning to take the necessary courses that will lead them down that path.

The work described currently is supported by OFS and/ or PMIS

**Attain the highest employee satisfaction rate of all federal agencies, as measured by Office of Personnel Management surveys.**

The park will continue to utilize employee recognition, telecommuting, flexible work schedules, and family friendly leave; encourage creativity; keep employees informed of and involved in park issues; promote communications and team work; initiate a mentoring program for all employees; encourage employees to seek training or other opportunities for career growth and to improve their job skills and find a way to provide it for them; make certain that new employees attend NPS Fundamentals training to gain an understanding of the NPS and their contribution to achieving its mission.

The work described currently is supported by OFS and/ or PMIS

Site: APIS

**PROFESSIONALISM**

Promote a safety and health culture for all employees and visitors.

Reduce the number of employee lost-time incidents and serious visitor injuries by 20 percent.

The safety culture will be integral to park operations. The safety training will be inspirational and motivates the employee to embrace the safety culture at work and in their private lives. The park will hire skilled employees, and also an adequate number of employees to carry out tasks. Employees have the proper equipment, are properly trained in the use of equipment, they are using required protective gear, the equipment being used is OSHA-compliant, regularly inspected and properly maintained. Incidents and "near misses" will be reviewed and lessons learned will be shared with park staff to prevent future incidents. An increase in protection staff and dispatch operations will provide better coverage to assist with visitor incidents. Communication capabilities must be improved. Safety information will continue to be conveyed to visitors via personal contacts, brochures, signage, and other park programs.

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Site: APIS

**PROFESSIONALISM**

Model what it means to work in partnership.

Other Park/ Program performance goal(s)

The park's recognized fundraising partners, the Friends of the Apostle Islands and the National Parks of Lake Superior Foundation, will be vigorous and effective. They will play a significant role in helping the park provide a "margin of excellence" for mutually-agreed upon priority resource protection and visitor service opportunities. The partner organizations, and volunteers they organize, will work closely with park staff at many levels to augment publicly funded programs which achieve the goals in the park's General Management Plan and annual operating plans. These efforts will build closer relationships with visitors and the park's gateway communities.

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Site: APIS

**PROFESSIONALISM**

- Make national parks the first choice in philanthropic giving among those concerned about environmental, cultural, and recreational values.**
- Improve communications and marketing capacity to increase public understanding of our mission, opportunities, and benefits.**

The park will establish a dedicated public information and community planner position and a vigorous interactive web presence to share information, increase two-way dialogue, and build understanding and support for not just the mission, opportunities and benefits of the Apostle Islands National Lakeshore, but of the entire National Park System.

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