



INVERARDEN HOUSE

NATIONAL HISTORIC SITE
OF CANADA

Management Plan



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February, 2007

Foreword



Canada's national historic sites, national parks and national marine conservation areas offer Canadians from coast-to-coast-to-coast unique opportunities to experience and understand our wonderful country. They are places of learning, recreation and fun where Canadians can connect with our past and appreciate the natural, cultural and social forces that shaped Canada.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of these places offers Canadians and visitors unique opportunities to experience Canada. These places of beauty, wonder and learning are valued by Canadians - they are part of our past, our present and our future.

Our Government's goal is to ensure that each of these special places is conserved.

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 experience our natural and cultural heritage.

These values form the foundation of the new management plan for Inverarden House 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 Inverarden House National Historic Site of Canada Management Plan.

A handwritten signature in black ink that reads "John Baird". The signature is written in a cursive, flowing style.

John Baird
Minister of the Environment

This Plan has been recommended for approval by:



Alan Latourelle
Chief Executive Officer
Parks Canada Agency



Gavin Liddy
Field Unit Superintendent
Eastern Ontario, Parks Canada Agency

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1.0 INTRODUCTION

This is a management plan for Inverarden House National Historic Site of Canada (NHSC), which is located on County Road 2 in Cornwall, Ontario. Inverarden House was designated a national historic site because it is a fine early example of Regency architecture and served as a fitting home for a country squire, the retired NorthWest Company fur trader, John McDonald of Garth.

1.1 Purpose of the Management Plan

Canada's national historic sites preserve and present tangible and symbolic aspects of our nation's cultural heritage. They are special places recognized in accordance with the *Historic Sites and Monuments Act* (1952-53) as being of national historic significance.

The *Parks Canada Agency Act* (1998) requires that a management plan be prepared for every national historic site administered by Parks Canada. A management plan is a strategic guide for future management of a national historic site. It provides direction for the long-term conservation, development and operation of a site and is the framework within which subsequent management, work planning, and implementation take place. Management plans are approved by the Minister of the Environment and tabled in Parliament once every five years.

The goal of a management plan is to ensure the commemorative integrity of a national historic site, including the application of cultural resource management principles and practice. A management plan also guides the provision of appropriate opportunities for appreciation and enjoyment of a national historic site.

A management plan is a strategic document with a ten to fifteen year life span. It is reviewed every five years to reflect new conditions, policy direction and legislation. This plan for Inverarden House will be used by Parks Canada to plan and implement actions

for the protection, presentation, and management of the site. It is the first management plan for this site.

1.2 Preparation of this Management Plan

This management plan, the first for Inverarden House, is the result of a three-year planning process involving a multi-disciplinary team of specialists in cultural resources management at Parks Canada's national office, the Ontario Service Centre and Fort Wellington. A summary of the draft management proposals was presented to the public at an open house on August 2, 2006. Public comments were recorded, analyzed and, where appropriate, incorporated into the final version of the management plan.

1.3 Legislative and Policy Context for the Management Plan

Management plans for national historic sites administered by Parks Canada must be prepared in accordance with federal legislation and Parks Canada policy.

Parks Canada Agency Act (1998)

Under the *Parks Canada Agency Act*, Parks Canada has a mandated responsibility for ensuring the commemorative integrity of the national historic sites for which it is responsible. In accordance with the *Act*, the agency must prepare a management plan for these sites, to be tabled in Parliament every five years.

Parks Canada Guiding Principles and Operational Policies (1994)

This document includes both the "National Historic Sites Policy" and the "Cultural Resource Management 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 Cultural Resource Management Policy” outlines the five principles that should guide the management of cultural resources: value, public benefit, understanding, respect, and integrity. As well, this policy describes the elements of the practice of cultural resource management, including inventory, evaluation, consideration of historic values in actions affecting cultural resources, and monitoring and review.

Parks Canada Guide to Management Planning (2000)

The guide identifies the certification requirements for a national historic site management plan, roles and responsibilities during the management planning process, as well as requirements for public consultation.

The Policy on Management of Real Property

A new federal Policy on Management of Real Property replaced the former Federal Heritage Buildings Policy. The new policy continues to provide for the evaluation of the heritage character of all federal buildings 40 years or older. A building evaluated as a federal heritage building is either *classified* - the highest designation - or *recognized*.

This new and comprehensive policy requires that, among their other asset management responsibilities, managers of federal heritage buildings, must ensure that:

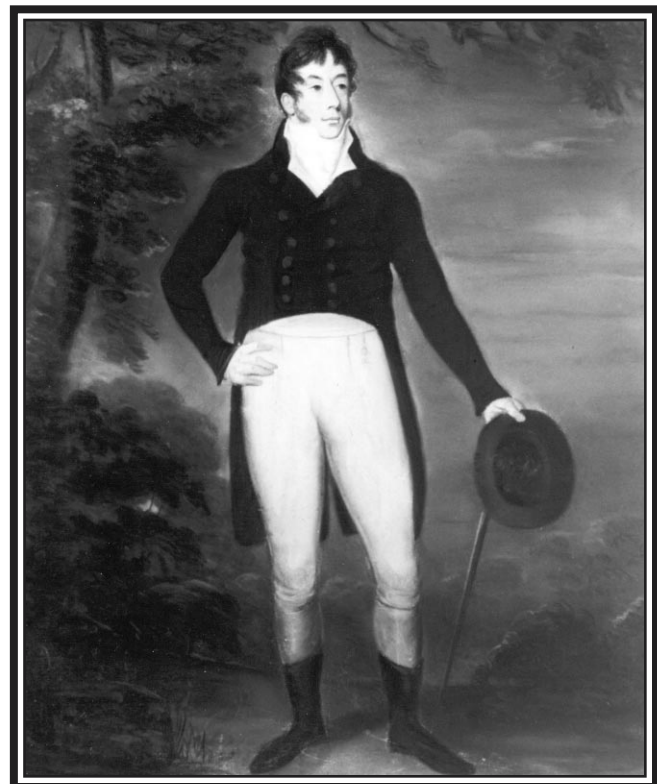
- conservation advice is sought from Parks Canada’s Federal Heritage Buildings Review Office (FHBRO) for recognized heritage buildings;
- consultations with the FHBRO are undertaken before demolishing, dismantling or selling a recognized heritage building and before taking any action that could affect the heritage character of a classified building; and

- best efforts are made to arrange for appropriate alternative uses of under-utilized or excess classified and recognized heritage buildings, first within the federal government and then outside the federal government.

Inverarden House has been designated a “classified federal heritage building.” (FHBRO 94-066)

Standards and Guidelines for the Conservation of Historic Places in Canada (2003)

The Standards and Guidelines is a comprehensive benchmark of conservation principles and practices. The document sets out a disciplined approach to the assessment of conservation projects and the identification of appropriate interventions. Designed as a common reference point for conservation practice in Canada, it is used by the federal government to guide conservation work and by provincial and territorial authorities, heritage conservation professionals and individual Canadians.



John Macdonald of Garth - Archives of Ontario

1.4 HISTORICAL CONTEXT OF INVERARDEN HOUSE

Inverarden House was built in 1816 for John McDonald of Garth upon his retirement from the North West Company. Built in the Regency architectural style, it is one of a number of estates established by retired fur traders in eastern Ontario. The house remained in the family until 1965 when it was sold to a chemical company as part of the original estate.

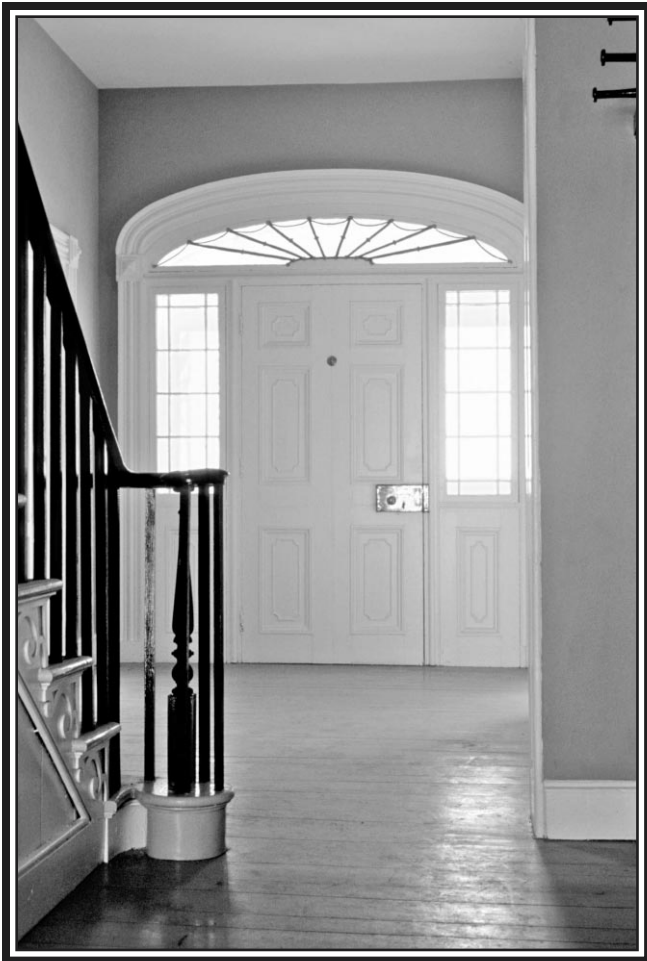
Responding to concerns regarding the survival of Inverarden House, the Historic Sites and Monuments Board of Canada in 1968 recommended: “that Inverarden House is of national historic and architectural significance.” In 1970, the house and surrounding grounds were donated to the federal government. Subsequently, Inverarden was restored by Parks Canada to its early 19th century appearance and leased to the Stormont, Dundas and Glengarry Historical Society for use as a historic house museum.

The Society closed the museum in 1999 and direct administration of the property reverted to Parks Canada. The house is vacant and there is no public access to the building.

The plaque text for Inverarden House, states in part, that the house “is a fine early example of Regency architecture and its interior is a pleasing expression of Georgian symmetry with excellent detailing.” Inverarden House expresses this aesthetic in a number of ways. The centre section of the house is five bays wide, the middle bay being the doorway, with sidelights and an elliptical fan. The flanking, symmetrical wings are set slightly forward of the main facade, which is another typical feature of Regency design. The hipped roof and the four chimneys also reinforce the building’s symmetry. The casement windows and raised basement are typical of the Quebec expression of Regency architecture in Canada.



Facade of Inverarden House illustrating Regency design elements



Front hall with the fine neo-classical entrance.

Integral to the meaning of domestic architecture of the Regency is a close interplay between building and site. The picturesque qualities of the period are found in the views of the wooded landscape and river and also in the siting of the building as a picturesque element in the setting. The siting for the house takes advantage of the natural rise in land from the river. The house has been situated at the top of this rise, which gives it an imposing presence in the landscape.

1.5 LOCAL AND REGIONAL CONTEXT

Inverarden House NHSC is located on the eastern outskirts of Cornwall, Ontario, along the St. Lawrence River on the north side of County Road 2, which was formerly Highway 2 (Figure 1). With a population of

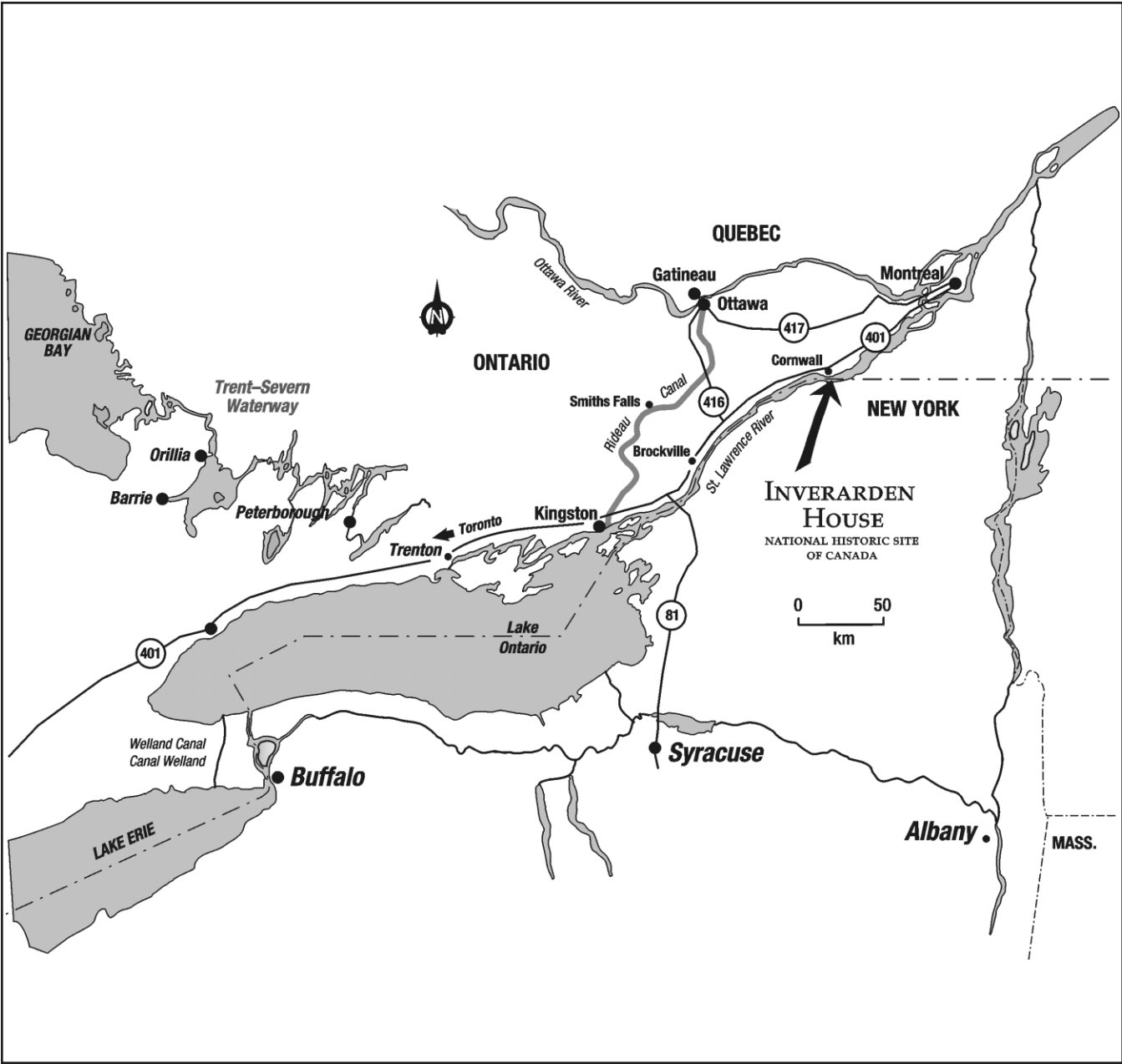
46,000, Cornwall is an industrial and administrative centre in south-eastern Ontario, located approximately 100 kilometres from Ottawa and Montreal. Although readily accessible from the east and west via Highway 401 and indirectly from the north via 417, it has historically served as an industrial centre and does not offer the heritage attractions of major eastern Ontario destination points.

The house itself is situated on a one-hectare parcel of what was once a large riverside estate. The land north of the site was subdivided for residential development. To the east is a large property owned by the Mohawk Council of Akwasasne. A number of small houses are situated west of the site along County Road 2. A bicycle path is situated on the south side of the road. Presently, the site retains much of its wooded setting and the front portion of the property offers an expansive view of the St. Lawrence River and the Adirondack Mountains in the State of New York.

Cornwall was founded by United Empire Loyalists in 1784 and has a long historical association with the NorthWest Company, a fur trade company which was headquartered in Montreal. Company partners and explorers, such as Simon Fraser and David Thompson, built large homes in nearby Glengarry County. Simon Fraser is buried in the St. Andrew's Church cemetery at St. Andrew's West, which is located a few kilometres from Cornwall. Other company partners such as John Macdonell and Hugh McGillis settled in the surrounding region. The importance of this history has been recognized through the establishment of historic museums, such as the Nor' Westers Museum in Williamstown.

Figure 1

INVERARDEN HOUSE
NATIONAL HISTORIC SITE OF CANADA
Regional Context



2.0 ROLE OF INVERARDEN HOUSE IN THE FAMILY OF NATIONAL HISTORIC SITES

Inverarden House is part of a nation-wide family of over 900 national historic sites. National historic sites commemorate thousands of years of Canada's human history and a rich variety of themes, including political, economic, intellectual, cultural and social life. They are powerful symbols of Canadian identity and make the nation's history a part of the living present. They are owned by federal, provincial and municipal governments, by businesses and by private citizens, who all share in the stewardship of these important places. In addition to over 900 national historic sites of Canada, over 590 persons and 360 historic events have been commemorated by the Historic Sites and Monuments Board as being of national significance.

Parks Canada now administers more than 150 national historic sites across Canada. These national historic sites are a significant, irreplaceable legacy. By protecting them, Parks Canada ensures their preservation for the benefit and enjoyment of future generations.

Role of Inverarden in the National Historic Sites System

The National Historic Sites of Canada Systems Plan identifies historic themes and site representation through the current system of national historic sites. Inverarden House commemorates the Architecture and Design sub-theme, which is part of the "Expressing Intellectual and Cultural Life" theme.

3.0 COMMEMORATIVE INTEGRITY

3.1 CONCEPT OF COMMEMORATIVE INTEGRITY

The primary purpose of a management plan is to ensure the commemorative integrity 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 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 resources not related to national significance, are respected by all whose decisions or actions affect the site.

3.2 THE COMMEMORATIVE INTEGRITY STATEMENT FOR INVERARDEN HOUSE

A Commemorative Integrity Statement (CIS) is an elaboration of what is meant by commemorative integrity at a particular national historic site. Providing information about where value lies, it is fundamental to the decision-making process for any national historic site, and is the framework to assess the impact of proposed action.

The commemorative integrity statement for Inverarden House identifies what is commemorated at the site and why. It determines which resources of the site are directly related to the reasons for designation, (known as Level 1 resources); articulates their value and the objectives for their protection; and identifies the messages of national significance and objectives for their effective communication. As well, the CIS identifies other heritage values, cultural resources, (known as Level 2 resources), and messages associated with the site.

3.3 STATEMENT OF COMMEMORATIVE INTENT

Commemorative intent refers to the reasons for a site's designation as a national historic site by the Historic Sites and Monuments Board of Canada.

Inverarden House was designated a national historic site in 1968. The reasons for national significance as identified in the 1977 plaque inscription are:

- it is a fine early example of Regency architecture;
- a fitting home for a country squire, it was built for retired Northwest Company fur trader John McDonald of Garth.

Inverarden House was commemorated because it is a superb expression of Regency architecture embodied in its overall design, decorative elements, detailing, evidence of skilled craftsmanship, and survival of the riverscape views, traditional approach to the house and the cultural landscape of the site.

3.4 DESIGNATED PLACE

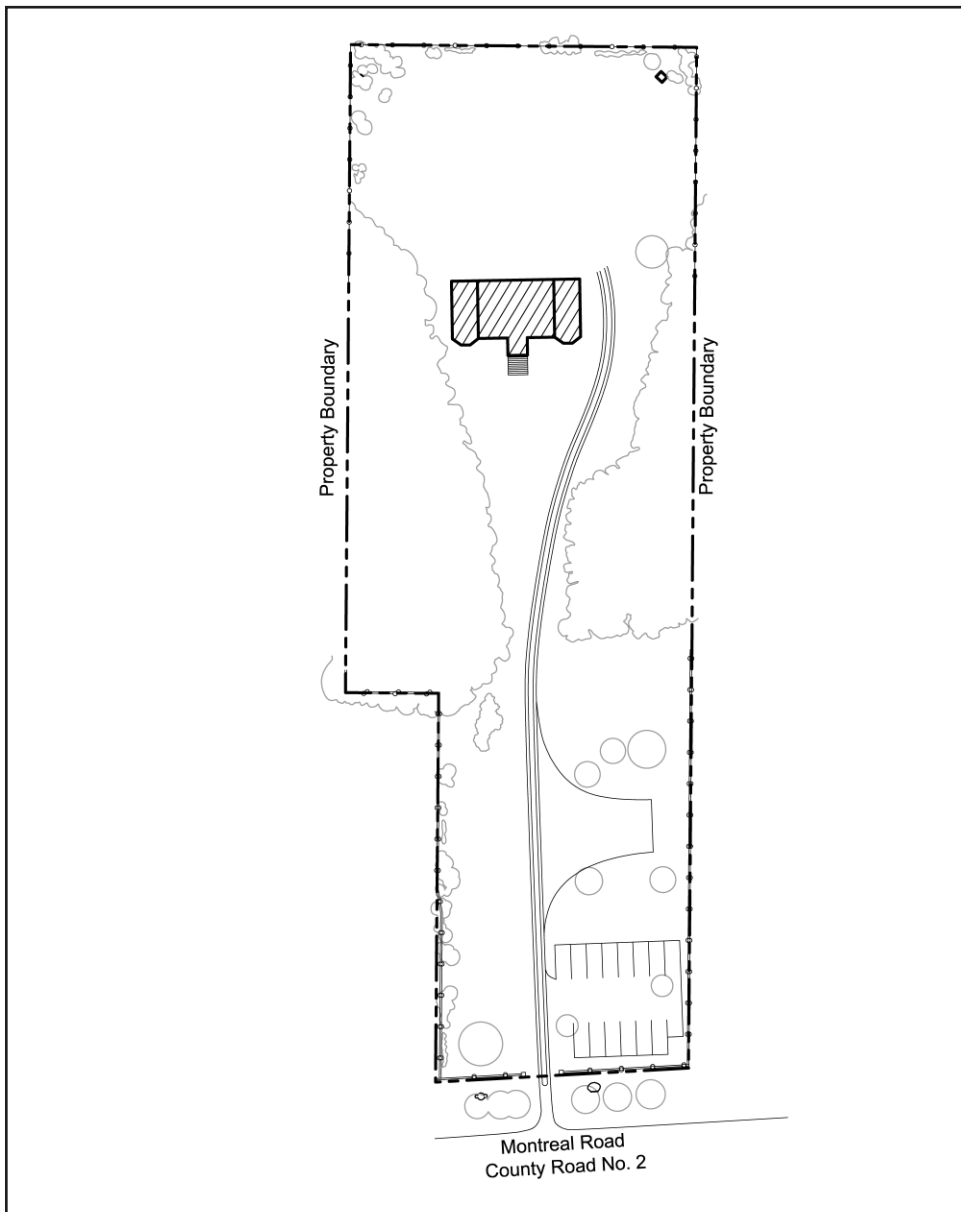
Designated place refers to the place designated by the Minister responsible for national historic sites on the recommendation of the HMSBC. When considering the commemoration of Inverarden House, the HSMBC clearly focused on the house as the designated place. The designated place is thus defined as the house delineated on its footprint.

3.5 ADMINISTERED PLACE

The administered place is the one-hectare parcel owned by Parks Canada, including the house, the driveway to the site, trees and other vegetation (Figure 2).

Figure 2

INVERARDEN HOUSE
NATIONAL HISTORIC SITE OF CANADA
Administered and Designated Place



4.0 CURRENT SITUATION ANALYSIS

This section presents the issues to be resolved in the management plan. Impairments and threats to the cultural resources at the site are examined in some detail, as well as the state of heritage presentation. Issues related to the administered place are also addressed, including the overriding Parks Canada imperative of limited resources to implement the management plan and the need to find a qualified tenant to operate the site.

The state of commemorative integrity for Inverarden House was evaluated by the planning team, in consultation with Public Works Canada and Government Services staff, as part of the site's management planning process. This assessment concluded that the structure's commemorative integrity was threatened, owing to inadequate drainage and water penetration. Further, the report concluded that heritage presentation at Inverarden was inadequate, because of the lack of public access to the site

4.1 CULTURAL RESOURCES

4.1.1 Nationally Significant Cultural Resources

Nationally significant cultural resources or Level 1 resources are those which are directly related to the reasons for designation. These consist of the house and the collection of historic objects.

In response to the need to ensure the commemorative integrity of the site, Parks Canada has undertaken a considerable amount of urgent conservation work. The roof was replaced in 2003, the problems of inadequate drainage and water penetration into the structure were resolved, and the exterior steps and porch were replaced.

The following issues are outstanding:

- an up-dated conservation strategy is required which will outline the defining heritage features of

the structure, provide an overall assessment of its condition and procedures for monitoring and maintaining the building; and

- remaining water penetration and moisture control issues need to be addressed through the replacement of gutters and downspouts and the installation of humidity controls.

During the site's restoration in the 1970's, archaeological excavations were completed inside the designated place and around the foundations of the building. Cultural material from these excavations are in good condition.

The only Level 1 historic objects owned by Parks Canada are architectural components removed from the house during its restoration. These resources are also in good condition.

4.1.2 Other Cultural Resources

The site also possesses other physical and associative values, called Level 2 or other cultural resources, that contribute to its heritage character.

The Level 2 archaeological resources consist of cultural material related to the occupation of the site from 1825 to 1965. These include the underground remains of the various outbuildings which once occupied the grounds: the ice house and shed, garage and storage shed, hot house, milk house, tool shed, the original roadbed, landscape features and middens. The condition of these features is unknown as the archaeological inventory is not complete.

There is also a collection of artifacts associated with the occupation of the house from 1825 to 1965. The inventory and evaluation of these resources is not complete.

The landscape surrounding the house was designed following Picturesque design principles. This cultural landscape design approach is evident in the central open space axis and curvilinear entrance lane framed by woodlands and shrubs so that the house can be seen from the river and the river and mountains are

visible from the front of the house. While the overall Picturesque landscape design is still evident, shrubs and trees have encroached onto the lawn in front of the house. As a result, there has been a constriction of the view planes to and from the house and thus an impairment of the original landscape layout. A landscape rehabilitation and maintenance plan was prepared which identifies actions to restore and maintain the Picturesque design for Inverarden.

The lands north and west of Inverarden House have been subdivided for residential purposes. Although development will not occur for many years there is a need to ensure that future urban growth will not affect the heritage character of the site.

The City of Cornwall owns a one metre strip of land along the east boundary of the site. This land was acquired by the city to aid in the protection of the site. The City is not able to manage the land effectively.

4.2 HERITAGE PRESENTATION

Although Inverarden House and its surrounding grounds have excellent potential for a memorable visitor experience, this potential has not been realized because of the lack of public access to the site. The HSMBC plaque, located near the entrance to the site along County Road 2, conveys the reasons for national historic and architectural significance of the site. An interpretive panel along the bicycle path provides more information about John McDonald of Garth. With no public access to the site, however, there is no opportunity to appreciate the architectural details of the house, which is the basic reason for Inverarden's national significance. Other presentation messages (i.e. those not related to the site's national significance) are also not conveyed to the public. These include other fur trade sites associated with Inverarden, the history of the site after 1825 and the relationship between this site and other national historic sites. The overall state of heritage presentation at the site, therefore, is poor and in need of fundamental enhancement.

4.3 SITE OPERATIONS AND VISITOR FACILITIES

Operational management responsibility for Inverarden House NHSC rests with the National Historic Sites Programme Manager who reports to the Field Unit Superintendent, Eastern Ontario.

Inverarden has been closed since the Stormont, Dundas and Glengarry Historical Society vacated the structure in 1999 and no services are currently offered for visitors. The building is heated to a minimal level and an adequate security system is in place.

Inspection of the site is done on a regular basis by Parks Canada staff. The following visitor facility and operational issues need to be addressed:

- Parks Canada is not in a financial position to open the site to the public; without a suitable tenant, the site will remain closed;
- despite the security system, the isolated location of the house renders it vulnerable to unauthorized entry and damage to the building;
- the public washrooms and associated plumbing system are in very poor condition and must be replaced before the public can use the building;
- the water supply system is at the end of its lifecycle and may require upgrading, should it not meet current water quality standards;
- the existing sewage disposal system may be inadequate for future public use of the site;
- the radiating heating system is inefficient and expensive to operate;
- the public parking area does not have a safe entrance to, and egress from County Road 2; and
- Inverarden House is difficult to find and would benefit from improved directional signage, both within the City of Cornwall and on provincial highways in the area.

5.0 MANAGEMENT OBJECTIVES AND ACTIONS

This section addresses the issues and problems identified in the current situation analysis by identifying objectives for Inverarden House and prescribing specific actions to achieve these objectives. It should be noted that finding a suitable tenant is an overriding objective for the site, the achievement of which will direct or facilitate the other objectives.

5.1 OVERALL MANAGEMENT OBJECTIVES

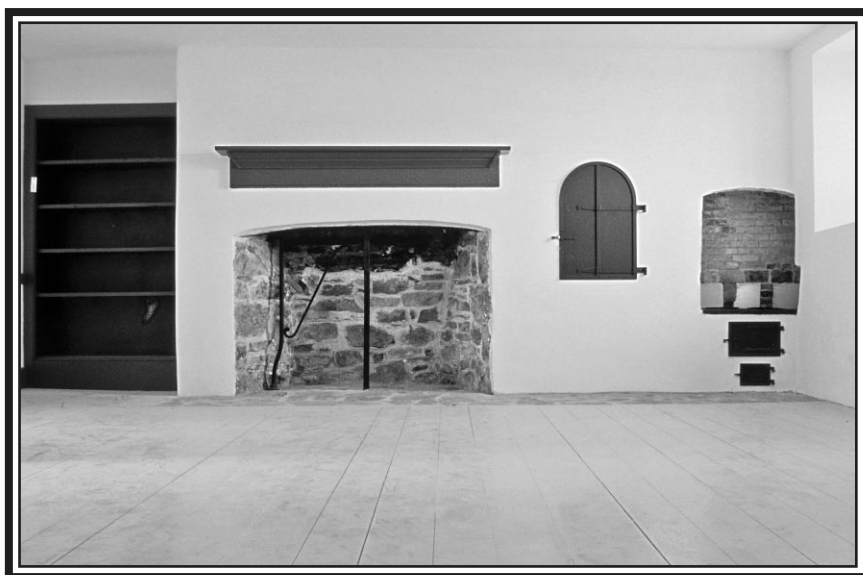
- To seek a suitable tenant for Inverarden who would occupy the site in a manner consistent with its commemorative integrity and the principles and practices of cultural resource management.
- To protect the cultural resources of the site and communicate its historic values to visitors and off-site audiences.
- To provide visitor with opportunities for a memorable and meaningful visitor experience which will facilitate their understanding of the messages of national significance and the place of Inverarden House within the family of national historic sites.
- To manage the site in a cost-effective manner, in light of the minimal resources available to manage it as a Parks Canada facility.

5.2 HERITAGE PROTECTION

5.2.1 Objectives

- To ensure cultural resources are not impaired or under threat.

- To provide for an ongoing program of monitoring, maintenance and remedial action to ensure the long-term protection of Inverarden House.
- To apply the principles of cultural resource management to all operational programs that affect cultural resources, visitor services and site operation agreements.
- To preserve the heritage character of the cultural landscape of Inverarden House.



Open hearth and bake oven in the basement.

5.2.2 Management Actions: Nationally Significant Cultural Resources

- Prepare and implement an up-dated conservation strategy including a condition assessment and monitoring and maintenance program to ensure the preservation of the structure.
- Continue with the program of conservation projects and preventative maintenance to address the issue of moisture and water penetration in the house.
- Evaluate Inverarden's Level 1 archaeological resources for potential information on the structural history of the house.

- Complete the 1977 excavation report and respond to any threats to archaeological resources.
- Cooperate with the custodians of private and public collections to inventory and assess Level 1 objects as to their potential for illustrating the material history of Inverarden House.

5.2.3 Management Actions: Other Cultural Resources

- Assess the collection of Level 2 archaeological material and complete reports on the various archaeological excavations and surveys done to date.
- Ensure that all construction or maintenance work, either by Parks Canada or a tenant, that may result in below ground disturbance is evaluated to determine the potential impact on archaeological resources. Where the disturbance of archaeological resources cannot be avoided, archaeological research will be undertaken.
- Implement the recommendations of the Landscape Rehabilitation and Maintenance Plan to conserve the original design intent of the Picturesque landscape.
- Request that the City of Cornwall recognize the national significance of Inverarden House in its Official Plan and protect its historic character by designating the property under the Ontario Heritage Act.
- Work with the City of Cornwall to ensure that the proposed residential development adjacent to the site will complement the historic character of Inverarden.
- Request the transfer of a 1 metre wide parcel of city-owned land on the east side of the site as a means of further protecting the integrity of the site.

5.3 HERITAGE PRESENTATION

Ensuring the commemorative integrity of Inverarden requires a heritage presentation program to foster public understanding, appreciation and enjoyment of the site. The program will communicate the national historic significance of the site, and related stories in an interesting, informative and engaging manner while meeting the needs and expectations of the visitors. The overall goal is a memorable and meaningful visitor experience that engages visitors to appreciate the site for its unique Regency architecture and Picturesque landscape design and to create their own connections to this national treasure.



View of the fine original architectural details.

5.3.1 Objectives

- To present the messages and heritage values of Inverarden House in an interesting, informative and innovative manner that will allow diverse audiences, with special needs and personal interests, to gain an understanding and appreciation of its national significance, as well as its regional and local significance.
- To tell visitors why Inverarden House is a national historic site and to communicate the historic values of the site's cultural resources.

- To offer a memorable visitor experience at Inverarden House and an informative and educational experience to off-site audiences.
- To present other messages at the site as well as its role as part of a nation-wide system of national historic sites.
- To assess the effectiveness of heritage program delivery and the response to key messages by visitors and off-site audiences.
- To make the public aware of the challenges facing Parks Canada in the management of national historic sites.

5.3.2 Messages

Through the heritage presentation program, visitors will be able to learn why Inverarden House is a national historic site, how Regency design is expressed in the house and how it served as a fitting home for a country squire, the retired fur trader John McDonald of Garth. These messages will be supported by the contextual messages identified in the Commemorative Integrity Statement, such as the elements of Regency design and the Picturesque landscape. Finally, the site's other messages such as the relationship of Inverarden to other fur trade sites and museums and to other national historic sites in the system will be conveyed to visitors.

5.3.3 Audiences: On and Off-Site

The audience segments that are targeted for heritage presentation include people visiting the site as well as members of the public who will not necessarily visit but are interested in learning about this nationally significant historical place. This type of segmentation allows for the development of programs suited to the audience's respective needs.

On-Site Audiences:

Educational Groups: The main education groups consist of school groups in the local area.

Commercial Tour Groups: Arriving mostly by bus, these groups tend to have minimal advance

knowledge of the site, come from diverse backgrounds and have limited time to spend on site.

Residents of Cornwall and area: This segment consists of residents who may feel a special connection to the site as it is a longtime locally recognized.

Special Events Participants: This group includes potential theme related users of the house, such as historical societies or events associated with Canada Day, Heritage Day, etc.

Vacation Travellers: These visitors are on vacation and looking for interesting and informative attractions to visit. These are mainly adults and family groups.

Off-Site Audiences:

Educational Groups: This consists mainly of school groups, who would access the site via the web.

Virtual Travellers: This is a potential audience receptive to pre-trip and general information.

The Canadian Public: The broader Canadian public is an audience for messages related to the site's significance to Canada's history and its role in a system of protected heritage areas.

5.3.4 Management Actions

Assuming a suitable partner can be found for this site, the heritage presentation program will provide for visitor access to ensure the effective conveyance of messages of national significance and contextual messages. Although a presentation and education plan has yet to be prepared, interpretive programming may consist of a self-guiding pamphlet focusing on the house itself and the surrounding landscape, supplemented by personal services, ground signage and a web site. The following management actions are proposed:

- Conduct a thorough review of the site's resources and messages and prepare a heritage presentation and public education plan to identify the programming required for a memorable and meaningful visitor experience. This strategy will outline specific directions to ensure the effective

communication of messages of national historic significance as a primary goal and to take into account the needs of various audiences, both on and off-site.

- Implement the heritage presentation and education plan.
- Work in partnership with other stakeholders, agencies and the local community on the planning, development and delivery of heritage presentation programming.
- Once the site is open to the public, develop mechanisms through the heritage presentation and education planning process, including visitor surveys and other means, to evaluate and monitor whether heritage presentation outcomes have been achieved, both in the delivery of the site's key messages and in the response to these messages by a diverse audience.

If a partner cannot be found, there will be no public access to the house. The presentation program, therefore, will have to rely on the existing HSMBC plaque and a ground interpretation panel in the parking lot to convey messages about Regency architecture and the Picturesque landscape. This level of on-site presentation does not fully meet Parks Canada's standards for commemorative integrity. An outreach program aimed at educational and other off-site users, however, would increase the public understanding of the site.

5.4 SITE OPERATIONS AND VISITOR FACILITIES

5.4.1 Guiding Principles for a Third Party Operation of Inverarden House

In Parks Canada's search for a suitable tenant, four decision-making criteria must be met for a leasehold agreement:

- the proposed use for the house must be compatible with the historical character of the site;

- the selected tenant must have the demonstrated capacity to operate Inverarden on a long-term basis;
- at least some portion of the house relating to its national significance must be made available for key presentation messages and public access; and
- the tenant will be responsible for leasehold improvements to a standard necessary for the intended use.

5.4.2 Management Actions

Assuming Parks Canada can arrive at an acceptable arrangement with a tenant, the following site infrastructure improvements are proposed:

- assess the condition of the washrooms, water supply and sewage disposal systems and upgrade them, as appropriate, to meet acceptable standards;
- install a more efficient heating system in the house and improve site security;
- expand the parking area and up-grade the site's entrance and exit; and
- improve directional signage to Inverarden, both within the community of Cornwall and along major highways leading to the site.

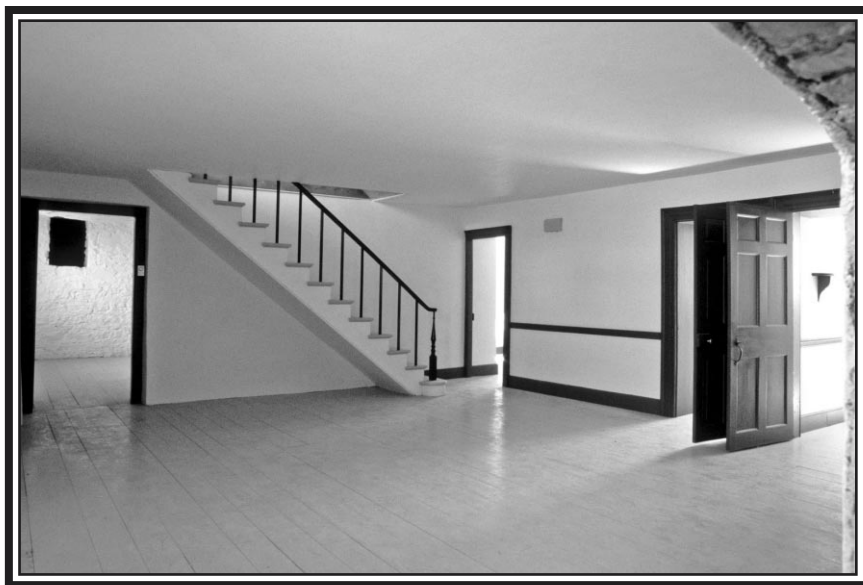
6.0 ON-GOING PARTNERSHIP AND PUBLIC INVOLVEMENT

The principal contact with the public for the Inverarden Management Plan was at an open house convened at the site on August 3, 2006 to discuss draft management proposals for the site. The newsletter containing the draft management proposals was sent to various stakeholders in Cornwall and surrounding region, including the Mohawk Council of Akwasasne.

Participants at the open house were virtually unanimous in their view that Inverarden House is an architectural gem, which should be opened to the public as soon as possible. There was general public support for the draft proposals for the site, which form the basis of this management plan. This plan will, therefore, be implemented according to the priorities outlined in the following section (Section 7).

The completion of this management plan does not mean the end of consultation with the public, but rather the establishment of an ongoing partnership with the community, government agencies, interested heritage groups and businesses.

Over the following five years, the management actions in this plan will be implemented. After this time period, the plan will be reviewed and revised, as necessary, to ensure its continued relevance. Parks Canada is committed to ensuring that the public, interested stakeholders and potential partners are aware of actions taken toward the implementation of the plan and they will be invited to participate in the review and revision process after the five-year cycle.



View of the large kitchen scullery in the basement.

6.1 MANAGEMENT ACTIONS

- Ensure that the public, interested stakeholders and potential partners are aware of actions taken toward the implementation of the plan and that they are invited to participate in the review of the plan after five years.

7.0 PLAN IMPLEMENTATION

Whereas the management plan provides the statement of strategic objectives for a national historic site, Parks Canada's annual business plans will identify the specifics of when and how the management plan will be implemented. It should be noted, however, that approval of this management plan neither constitutes nor guarantees funding for its implementation.

Implementation of the actions recommended in this management plan is the responsibility of the National Historic Sites Program Manager for the Eastern Ontario Field Unit. The following is a summary of the phasing of the various management actions.

Phase I: 2007-2009

- 1) Find a suitable tenant for the site.
- 2) Prepare an up-dated conservation strategy for Inverarden House NHSC.
- 3) Conserve the Picturesque landscape to complement the design of the house.
- 4) Inventory and assess Level 1 archaeological resources and objects.
- 5) Cooperate with the City of Cornwall to protect Inverarden's historic character, including the designation of Inverarden House under the Ontario Heritage Act.
- 6) Complete conservation works related to water penetration, such as the replacement of the gutters and downspouts, and install humidity controls in the house.
- 7) Prepare a presentation and education plan.
- 8) Cooperate with the City of Cornwall regarding the impact of a potential subdivision adjacent to the site.
- 9) Cooperate with custodians of private and public collections to inventory and assess Level 1 objects in their care.

Phase II: 2009-2012

- 1) Evaluate the site's washrooms, plumbing, water supply and sewage disposal systems and up-grade as necessary.
- 2) Up-grade house heating system and improve site security.
- 3) Expand parking facility.
- 4) Acquire title to city land bordering on the site.
- 5) Implement presentation and education plan.
- 6) Carry out archaeological impact assessments and salvage, as required.
- 7) Inform the stakeholders of progress towards implementing the plan.
- 8) Improve directional signage to Inverarden House NHSC, both within the community of Cornwall and along major highways leading to the site.

Phase III: 2013-2017

- 1) Inventory and assess Level 2 archaeological resources and complete remaining archaeological reports.
- 2) Complete 1977 archaeological excavation report.
- 3) Evaluate and monitor whether heritage presentation outcomes have been achieved, both in the delivery of the site's key messages and in the response to these messages by a diverse audience.
- 4) Ensure that the public, stakeholders and partners are aware of actions taken toward implementation of the plan and review the plan every 5 years.

Note: Actions 1, 2 and 3 in Phase II will be implemented in 2007-2009 if a suitable tenant is found in 2007.

8.0 SUMMARY OF ENVIRONMENTAL ASSESSMENT

The actions in the Inverarden House management plan were assessed to identify any adverse environmental effects. The environmental assessment was conducted according to direction in the *Parks Canada Management Directive 2.4.2-Impact Assessment* (1998), *Parks Canada Guide to the Environmental Assessment of Management Plans* (2000) and the *Environmental Assessment Process for Policy and Programs* (Federal Environmental Assessment Review Office, 1993). The environmental assessment ensures the plan adheres to Parks Canada's environmental policies and those of the Government of Canada in general. The environmental assessment of the management proposal was conducted in the final stage of the drafting of the management plan to allow for the incorporation of necessary changes into the final document.

The proposed activities and actions in the Inverarden House NHSC management plan are positive in nature and supportive of the overall goals of the site. Actions that were identified as having a potential negative impact on the natural, cultural or socio-economic environment were given recommendations to mitigate the effects. If the proposed mitigation measures are taken into consideration and followed then the actions in the plan can be considered beneficial to both the commemorative and ecological integrity at the site. Management actions resulting in positive environmental impacts include improved heritage presentation and public access to the site, as well as a long-term tenant to re-open Inverarden House for public access and enjoyment.

In the future, should any maintenance and conservation work be undertaken at the site, a project specific environmental assessment may be required under the *Canadian Environmental Assessment Act*.

The Inverarden House NHSC management plan initiatives contribute to the commemorative integrity of the site and clearly demonstrate adherence to Parks Canada's cultural resource management goals and objectives. In so doing, they should enable Parks Canada to achieve its objectives for Inverarden House National Historic Site of Canada.