



LAURIER HOUSE

NATIONAL HISTORIC SITE
OF CANADA

Management Plan



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Government of Canada Catalogue No. R64-261/2006E

ISBN: 0-662-32946-5

Aussi disponible en français.

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“Home of Two Prime Ministers”

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 Laurier 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 Laurier House National Historic Site of Canada Management Plan.

A handwritten signature in black ink, which appears to read "John Baird". The signature is written in a cursive, flowing style.

John Baird
Minister of the Environment

**Laurier House National Historic Site of Canada
Management Plan**

This management plan has been recommended for approval by:



Alan Latourelle
Chief Executive Officer
Parks Canada



Gavin Liddy
Field Unit Superintendent
Eastern Ontario Field Unit, Parks Canada

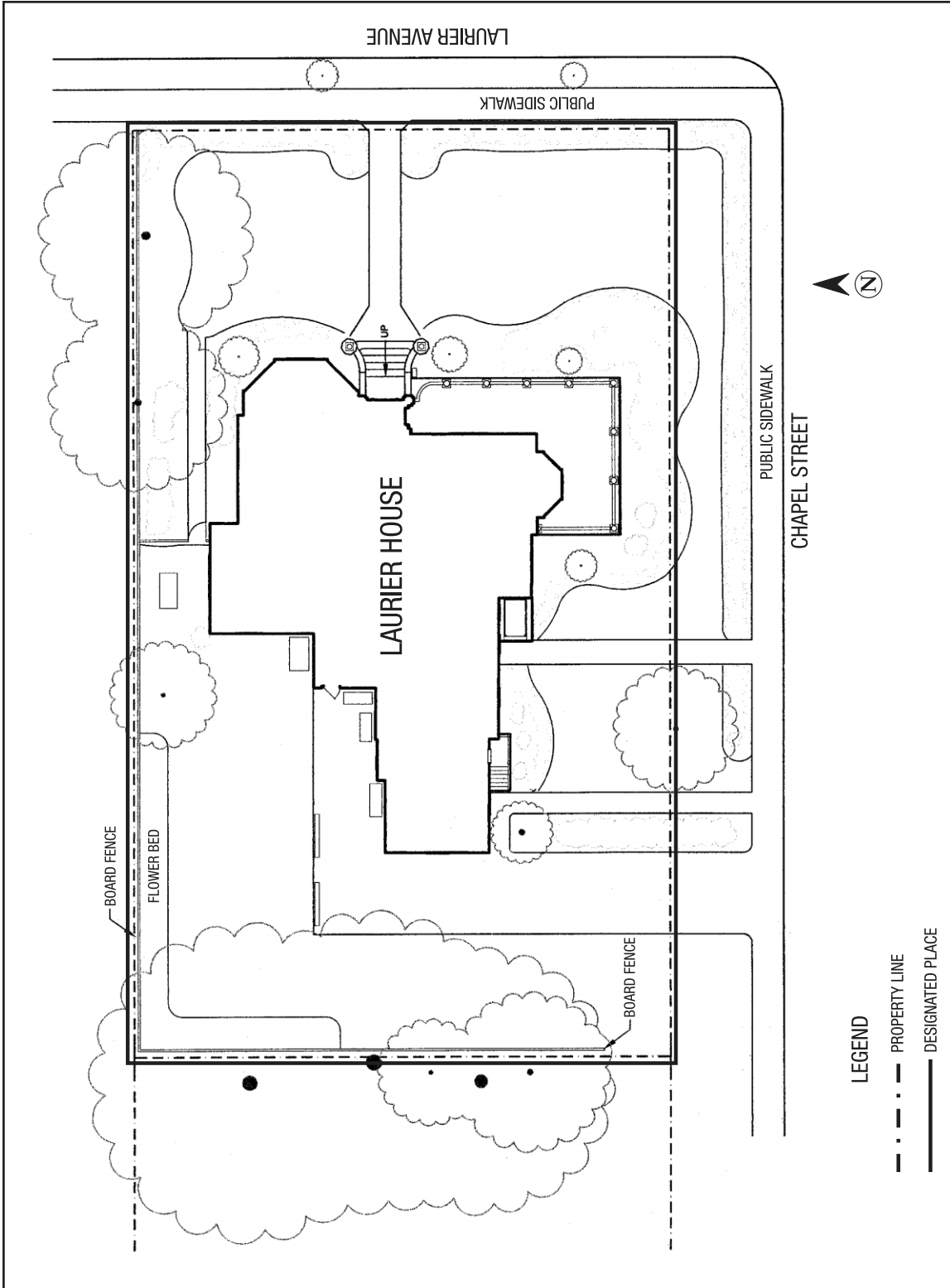
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LAURIER HOUSE

NATIONAL HISTORIC SITE OF CANADA

Management Plan Site Plan



1.0 INTRODUCTION

1.1 The Purpose of a Management Plan

A management plan is one of the key documents which guide Parks Canada in the establishment, development and management of national parks, national historic sites and national marine conservation areas.

Management plans are required in legislation, prepared with public involvement, approved by the Minister responsible for Parks Canada, and tabled in Parliament. As such, they represent Parks Canada's commitment to the Canadian people for the responsible stewardship of those irreplaceable heritage places under its jurisdiction.

The *Act to Establish the Parks Canada Agency* (1998) requires that management plans be reviewed every five years, and any revisions tabled in Parliament. The Agency Act further extends the legislative requirement for preparing management plans to national historic sites for the first time. Such a plan must include, but is not limited to, consideration of commemorative integrity, resource protection and visitor use. Parks Canada's *Guiding Principles and Operational Policies* (1994) provides the policy basis for the preparation of management plans.

The goal of management planning for national historic sites is to ensure commemorative integrity, a term which refers to the wholeness and health of an historic site. A site is said to possess commemorative integrity when the resources that symbolize or represent its importance 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 are respected by all whose decisions or actions affect the site. Parks Canada also has the

responsibility to provide quality service to clients and to provide wise and efficient use of public funds within the context of ensuring commemorative integrity.

As a strategic document, a management plan is not an end in itself; rather, it provides a framework within which subsequent management, planning and implementation take place. Implementation of the management plan will be tied directly to Field Unit business plans.

This is the first management plan for Laurier House. It was prepared by a multi-disciplinary team; was based on current knowledge of the site, its history and its visitors; and was discussed with the public. In addition to the overall Parks Canada legislation and policy documents mentioned above, the terms of the *Laurier House Act* (1951) and the will of the Rt. Hon. William Lyon Mackenzie King, who bequeathed the house to the nation, were also considered in the development of the management plan.

1.2 The Fiscal Context of the Management Plan

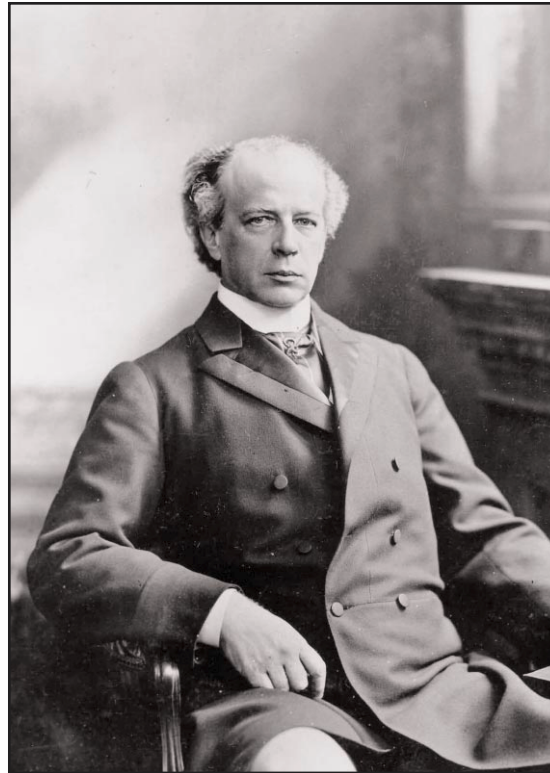
The management plan sets out a long term vision for the site and actions to achieve that vision. Much still needs to be done to realize the potential of this national historic site in the nation's capital. Threats to commemorative integrity will be addressed through the activities outlined in the implementation schedule. Conserving the site's cultural resources, improving the site's messaging and outreach programmes and providing a high quality visitor experience are immediate priorities. Improved visitor amenities will be planned and implemented as resources allow.

During the next 5 years there is no expectation of resources beyond the existing field unit budget being received to implement the management plan. Progress will be made towards ensuring commemorative integrity and providing quality service through existing resources and partnerships with others. The implementation table of the plan shows that many of the actions of the plan will be implemented within 5 years using the existing financial and staff resources. Any other projects will only be undertaken if additional funds are secured.

1.3 Laurier House and its Role

Laurier House is located at 335 Laurier Avenue East in Ottawa. The house, in the Second Empire style, was built in 1879 for John Leslie, an Ottawa jeweller. In 1897 the house was sold to friends of Sir Wilfrid Laurier to provide a home for Sir Wilfrid and Lady Laurier, and from then until 1948 it was successively the homes of two Liberal Prime Ministers. During the years when the Liberals did not hold power in the government (1911-1921, 1925-1926, and 1930-1935), Laurier House remained the home of the leader of the opposition. Canada did not have official residences for the Prime Minister or the leader of the opposition until after 1950.

The Lauriers resided at Laurier House until Sir Wilfrid's death in 1919, and Lady Laurier remained there until her death in 1921. She willed the house to William Lyon Mackenzie King, Sir Wilfrid's successor as leader of the Liberal Party and Prime Minister of Canada. While the Lauriers used the house primarily as their residence, King transformed the third floor into his unofficial office, where much of the nation's business was carried out during the years that he was Prime Minister.



Sir Wilfrid Laurier

Library and Archives Canada

When King died in 1950, he willed Laurier House to the nation, "...in the belief that as the years pass, the citizens of Canada will take an increasing interest and pride in the preservation of a house occupied through many years by two of Canada's Prime Ministers and reminiscent of an environment that was part of their daily lives." After 1951, by the terms of the *Laurier House Act*, the care and maintenance of the house and property was placed in the hands of the National Capital Commission, the Department of Public Works and the National Archives of Canada. Since 1988, Parks Canada has administered the property. The National Capital Commission retains responsibility for outdoor grounds maintenance and the National Archives of Canada retains ownership of all archival material in or

originating from Laurier House (including photographs, documents and paintings, and a collection of artifacts relating to former Prime Minister Lester B. Pearson).

Laurier House is situated at the corner of Laurier Street East and Chapel Street in Sandy Hill, historically a residential area of single family dwellings, with a mixture of detached and row houses. Traditionally this was a prestigious area of Ottawa, settled by wealthy merchants and senior civil servants. Today, strips of commercial enterprises have developed on Laurier Street East, the University of Ottawa has grown to occupy much of the western part of Sandy Hill, foreign embassies have moved into some of the stately homes in the area, and high rise apartments have replaced some of the original housing. However, much of the traditional low rise residential character of Sandy Hill remains.

In 1956, the Historic Sites and Monuments Board of Canada recommended that a plaque be affixed to Laurier House commemorating its role as the home of two prime ministers. In 1996, the Board was asked for a clarification of commemorative intent for Laurier House. As a result, the Board recommended that:

“Laurier House National Historic Site is of national significance by virtue of its former role as residence of two Canadian Prime Ministers, Sir Wilfrid Laurier and William Lyon Mackenzie King.”

This recommendation was accepted by the Minister, and forms the commemorative intent of the designation.

Laurier House is part of a system of approximately 850 national historic sites

which speak to the full range of the Canadian experience. Within the National Historic Sites System Plan, it represents the theme “Governing Canada”, and the sub-theme “Politics and Political Processes”. While other Prime Minister’s homes have been commemorated (and both Laurier and King are commemorated at other sites as well), Laurier House is unique in being the home of *two* former Prime Ministers; including the years when they served as leaders of the Opposition, this house remained at the centre of Canadian political life for over fifty years. Laurier House is also unique for the collection of over 10,000 items of furniture, furnishings and personal effects willed to the public by Mackenzie King, along with the house. No other Parks Canada site has so many historic objects with a direct, known linkage to the site’s commemorative intent. Unlike most other historic museum homes, Laurier House has not been restored to period: it *remains* as it was when King died, where it is forever 1950.



Madame Laurier and Friends
Library and Archives Canada

2.0 COMMEMORATIVE INTEGRITY

The concept of commemorative integrity is fundamental to Parks Canada’s management of national historic sites, and the purpose of management planning is to ensure the commemorative integrity of the site. The concept is therefore woven throughout this management plan. A Statement of Commemorative Integrity is prepared at the outset of the planning process, and specifies the following:

- what is nationally significant about the site?
- what resources of the site are of national historic significance: what constitutes their value and what should be their appropriate physical condition?
- what resources of the site embody other heritage values, what constitutes their value and under what conditions are they said to be respected?
- what messages about the site’s national historic significance should be communicated to the public?

The answers to these questions, as described in the commemorative integrity statement, provide the primary accountability framework for evaluating how well Laurier House is being managed. Threats which might impair or diminish the integrity of the site must be monitored, but so must those management actions described in this plan, in order to ensure that the intended results are being achieved. On-going monitoring, evaluation and mitigation are thus key elements of Parks Canada’s management practices.

The actual place which is deemed to be of national historic significance is referred to as the “designated place”. For Laurier House National Historic Site of Canada, the designated place is defined as the historic house and the land within the legal boundaries of the property on which the house is situated, 0.15 hectares (0.37 acres).

The Commemorative Integrity Statement for Laurier House was approved in December 1998. The protection and presentation actions outlined in this plan derive from the Commemorative Integrity Statement.



Mackenzie King at Laurier House
Library and Archives Canada

3.0 CURRENT SITUATION ANALYSIS

Upon completion of the Commemorative Integrity Statement, an assessment of the current conditions at Laurier House was undertaken to see how well commemorative integrity is currently being achieved. Where shortfalls or threats to commemorative integrity are identified, the management plan must identify strategies for dealing with them such that commemorative integrity is maintained. In all other respects, Laurier House will be managed in accordance with the Commemorative Integrity Statement, and with the principles of cultural resource management.

3.1 Cultural Resource Protection

For several years, Parks Canada has been carrying out much-needed repairs to Laurier House, as part of a comprehensive maintenance plan. Major capital projects have been completed to replace the roof, repair the foundation, verandah and windows, along with other minor elements. On-going and timely maintenance will ensure that the house remains in good condition, in order to ensure commemorative integrity.

Archaeological investigations have been undertaken to mitigate the foundation and verandah repairs, and to provide information for landscape restoration. Through this work, the foundations of the garage/chauffeur's quarters built during the Lauriers' occupation of the house were located, as well as the site of King's flagpole and the front yard fence. Because of their direct association with Laurier and King, these are Level 1 resources, ie. resources of national historic significance. In addition, the excavations recovered 29,438 Level 1 and 2 artifacts, which are inventoried,

catalogued and managed according to the principles of cultural resource management. A study to determine the level of significance of these artifacts is currently underway. While the majority are believed to relate to the original owners' occupation (and are mainly kitchen artifacts) there are several architectural items and some flower pots which probably date to the Lauriers.

A *Historic Landscape Conservation Study* was carried out in 1997, which documented the evolution of the grounds at Laurier House from its construction and provided recommendations to guide the conservation of that landscape. Based on the documentary and archaeological evidence, as well as an assessment of the existing conditions, the grounds have been restored to the period of Mackenzie King's ownership of the house.

Many of the documents, works of art and photographs, as well as some of the artifacts in the House at the time of King's death have been removed, either for storage in Parks Canada's collections, or to the National Archives of Canada. The Archives were formerly responsible for the management of Laurier House and its contents, in accordance with the *Laurier House Act* (1951), and retains ownership of much of the archival material.



Dining Room

Brian Morin, Parks Canada

Preparation of a complete inventory of all moveable objects and associated material in the house at the time of the transfer to Parks Canada in 1988 is essential to properly identify all Level 1 resources and to ensure that Level 1 resources are managed according to the principles of Cultural Resource Management; to refine the scope of collections statement; and to determine what objects, if any, should be repatriated to ensure commemorative integrity. This inventory has recently been completed.

The site has recently compiled "Operating Procedures" which outline the full set of procedures for the daily operations of the site including open/close procedures, fire safety, emergency response, occupational health and safety. This was undertaken to ensure staff know the appropriate response to mitigate threats or damage to the house and its artifacts, as well as threats or medical emergencies involving both staff and visitors.

3.2 Heritage Presentation

The quality and effectiveness of heritage presentation is compromised at Laurier House due to several factors. Although the house is dedicated to both Sir Wilfrid Laurier and Mackenzie King, there is an imbalance in presentation of the messages associated with the two. Although the presentation of lifestyle (particularly for King) is very strong, there is a lack of context to place either man or their achievements against the background of their times. At present, messages relating to Laurier are offered only in the two rooms currently furnished to represent the Laurier occupancy, furthering the imbalance in presentation. One of the issues for the management planning programme is therefore to determine appropriate means to provide additional

presentation of Laurier, as well as more coverage of the times and achievements of both men.

Since May 2000, Laurier House has been staffed by a complement of trained Parks Canada personnel, who are responsible for the communication of the site's stories to the public. Prior to this, the site was staffed by members of the Corps of Commissionaires, whose primary responsibility was security rather than heritage presentation. This is a fundamental change in the operation of the site, and will permit the development and delivery of a variety of heritage presentation programmes, such as curriculum-based school programmes, which are keyed to the interests and needs of the audience.

In 1974, the north wing of the third floor was converted to represent the basement recreation room and office of former Prime Minister Lester B. Pearson. A large collection of objects and mementoes associated with Pearson's career, including a replica of his Nobel Peace Prize, are housed here. The value of the collection as a collection, and as a reflection of Pearson as an historic figure, is recognized. However, Pearson had no connection to Laurier House. The presence of the collection is confusing to visitors, and occupies space which could be utilized to communicate more complete messages about Laurier and King. There is general agreement that the Pearson Collection should remain together, be managed according to cultural resource management principles, and remain accessible to the public, but that it should be removed from Laurier House to a more appropriate location.

3.3 Other Issues

There are other issues which are not directly related to commemorative integrity. There are insufficient public washrooms, and no on-site parking. Because of the lack of staff until very recently, marketing efforts have been limited, and awareness of Laurier House is low among residents of the National Capital Region and visitors alike.

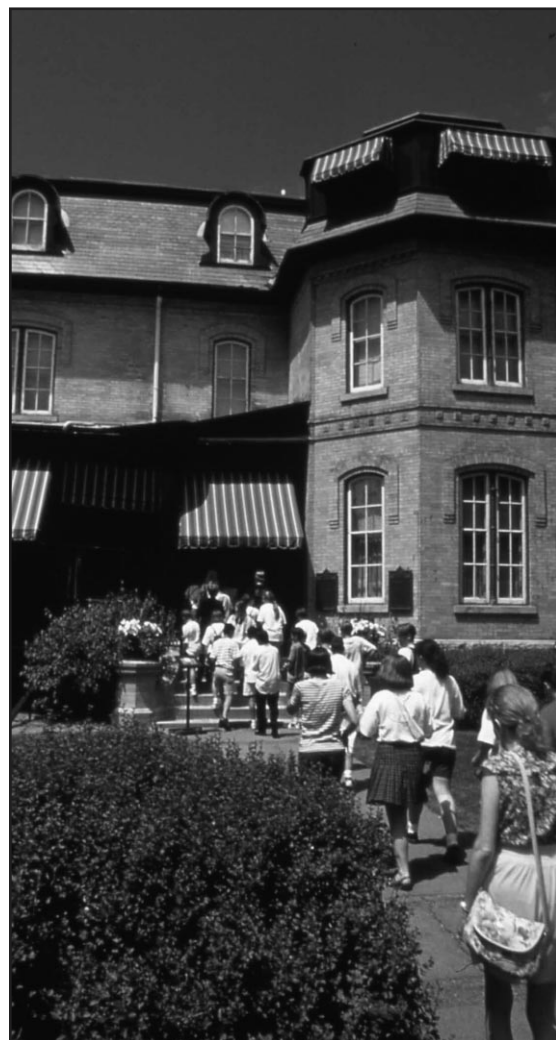
The first floor is accessible to visitors with disabilities, but the second and third floors are not accessible at the present time. King installed an elevator, one of the first in a private residence in Canada, which until recently could be used by visitors unable to walk up the stairs to access the upper floors, if accompanied by an attendant. The elevator is scheduled for repairs and once these are complete it will again provide access to the upper floors for visitors with disabilities.

There is a shortage of space for services for the public and for staff. Apart from the lack of washrooms, identified space shortfalls include exhibit space (to provide context to the historic presentation, and improve the balance between Laurier and King), change room, storage, lunch room/board room (at present the kitchen, which as a part of the house is a Level 1 resource, is used for these functions); and staff work space.

The relocation of the Pearson Collection will open up space on the second floor for the presentation of other messages. An Interpretation Plan was completed for Laurier House in 2001. This plan provides the direction for media planning which will determine the future development of interpretation throughout the house. The Pearson Room is being considered for future development as a multi-purpose

classroom/exhibit room for the use of school classes and other groups. Use of this room will provide a space for programming within the house.

Laurier House currently receives approximately 10,000 visitors per year. Of these, about 4500 are casual tourists, and about 3000 come as part of an educational group tour. These groups are usually grade 7 and 8 students from south-central Ontario, who come to Laurier House as one stop on an extended visit to Ottawa in May and June.



Visitors arriving at Laurier House

Brian Morin, Parks Canada

Their stop at Laurier House is brief, generally half an hour or so, and the students are often not prepared for the visit; the quality of the experience is therefore rather low. The majority of casual visitors (80%) are adult couples, who visit in the summer, and who spend an hour to an hour and a half on site. Repeat visitation is low, at 12%, suggesting that residents of the National Capital Region seldom come to Laurier House. Visitor satisfaction levels are extremely high, with the guided tour (the basic service offer at Laurier House) scoring a 90% 'very satisfied' rating.

4.0 A VISION FOR LAURIER HOUSE

The vision describes the state in which Parks Canada and Canadians wish to see Laurier House in 2016, at the end of the life of this plan. As with all elements of the plan, the vision will be reviewed every five years.

In 2016:

- Laurier House will be widely recognized as the home of two former Prime Ministers, and for the role it played at the centre of Canadian political life for over fifty years.
- Laurier House will offer visitors the opportunity to gain insights into the lives of Sir Wilfrid Laurier and William Lyon Mackenzie King.
- Laurier House and its associated heritage resources will be unimpaired and not under threat.
- all messages identified in the commemorative integrity statement will be effectively communicated to as many Canadians and others as possible.
- adequate background information will be provided on the Laurier and King eras, and their roles in the events of the times, to allow their achievements to be fully appreciated.
- visitors to the site will receive an enjoyable and educational experience because their needs and expectations will have been considered in planning services and programmes.
- Laurier House will broaden its appeal through the development of school and outreach programmes, and through special events.
- visitors will appreciate the importance of protecting special places like Laurier House, and will see that they share responsibility for their future protection.
- awareness of Laurier House will increase, among both residents of, and visitors to, the National Capital Region. Effective partnerships with other institutions which tell aspects of Canada's political history, such as Kingsmere (Mackenzie King's country estate, owned and operated by the National Capital Commission), and Parliament Hill will offer a more complete experience of the political story of the nation's capital.
- site activities and proposals for development will be evaluated according to their effect on the commemorative integrity of the site.
- staff will have the facilities, knowledge and tools they require to fulfill properly their responsibilities as custodians and interpreters of Laurier House.

5.0 PROPOSED MANAGEMENT STRATEGY

The overall objective of this plan is to provide direction which will ensure the commemorative integrity of Laurier House National Historic Site of Canada for the next fifteen years, through the application of the principles and practice of cultural resource management. Key objectives of the management plan are:

- to ensure the protection of heritage resources owned by Parks Canada in a manner consistent with their commemorative integrity;
- to enhance communication of the nationally significant stories associated with Laurier House, and in particular to provide information on the achievements of Laurier and King within the context of their times;
- to increase awareness, support for and use of Laurier House, particularly within the local community, and ensure client satisfaction; and
- to communicate the “Family of National Historic Sites of Canada”.

In striving towards these objectives, Parks Canada will remain accountable for providing quality service to its clients, and for the effective management of public funds.

5.1 Cultural Resource Protection

Since the transfer of Laurier House to Parks Canada in 1988, a number of initiatives have been completed which were necessary to ensure commemorative integrity. As part of a comprehensive maintenance programme, repairs were completed on the foundation, verandah and windows; repairs to the slate roof were undertaken in the fall of 2001.

Laurier House is a ‘Classified’ federal building, and therefore all proposed interventions must be brought to the attention of the Federal Heritage Building Review Office before they are undertaken.

A “Building Envelope Maintenance Manual” will be prepared to ensure that, once immediate repairs are completed, timely and appropriate maintenance activities are carried out to ensure the commemorative integrity of the house.

Archaeological investigations undertaken to mitigate the foundation and verandah repairs also located the foundations of the garage and chauffeur’s quarters erected during the Lauriers’ occupation of the house. As cultural resources of national historic significance, these archaeological resources will be protected.

An Historic Landscape Conservation Study was completed to document the evolution of the site over the years, and the grounds have been restored to the King period. A Landscape Maintenance Manual, prepared in 1999, will assist in the appropriate maintenance of the restored landscape.

A site emergency plan has been prepared in 2002 to address both cultural resource management issues and staff and visitor safety.

5.2 Heritage Presentation

The term “heritage presentation” refers to interpretation, communications and outreach presentation programming that provides opportunities for enjoyment and active learning. Heritage presentation fosters understanding of the importance of protected heritage areas. Parks Canada’s goal is that “as many Canadian visitors and citizens as

possible will be touched by meaningful, captivating and enjoyable interpretation and outreach experiences so that these audiences will appreciate, understand and support: Canada's system of nationally significant heritage places; the essence of each heritage place and how it is significant to the country and relevant to individuals; and the need to protect heritage resources, and obtain an understanding of how their own actions within and outside the area can have significant impacts." (From the Parks Canada Guide to Management Planning, draft October 1999)

A comprehensive interpretation plan for Laurier House, to guide the development and delivery of future heritage presentation efforts, was completed in 2001. Important objectives for heritage presentation include increasing awareness of the site, and enhancing the understanding of the achievements of Laurier and King in the context of their times.

5.2.1 Messages

There are two key types of messages to be communicated concerning Laurier House:

- **messages of national significance** include why Laurier House was designated and set aside as nationally significant. These messages give visitors an overview as to why Laurier House, and Sir Wilfrid Laurier and Rt. Hon. William Lyon Mackenzie King, are important and relevant to the visitor and to Canada;
- **Parks Canada messages** convey that Laurier House is part of a "Family" of National Historic Sites, some of which (like Laurier House) are managed by Parks Canada, and many of which are managed by others. These in turn are part of a

national system of protected heritage areas, which represent our legacy as Canadians.

The following message of national significance will continue to form the nucleus of communication and programming for Laurier House:

Laurier House National Historic Site of Canada is the former residence of two Canadian Prime Ministers, Sir Wilfrid Laurier and William Lyon Mackenzie King.

The context messages, which provide a fuller understanding of the key messages, are:

- Sir Wilfrid Laurier resided in the house from 1897 until his death in 1919. He was Prime Minister from 1896-1911 and leader of the opposition from 1911-1919.
- While some political occasions (such as dinners for cabinet ministers) took place in the house during Laurier's residence there, it was primarily a private residence.
- The house came to William Lyon Mackenzie King in 1921 through Lady Laurier's will.
- King resided in the house from 1923 until his death in 1950; he was Prime Minister from 1921-1925, 1926-1930, 1935-1948 and leader of the opposition from 1925-1926, 1930-1935.
- While this was a private residence for King, he also used the part of the third floor as an unofficial extension of the Prime Minister's office, preferring to work there rather than at his office in the East Block of the Parliament Buildings.
- As Prime Ministers and leaders of the opposition during a period which saw a period of boom and expansion, two major wars and a decade long economic

depression, Laurier and King played a major role in the growth of Canada in the first half of the 20th century.

Other messages to be communicated at Laurier House are:

- Laurier House is a one of the Family of National Historic Sites of Canada;
- Laurier House is one of a number of national historic sites in the National Capital Region which together represent the history of the political life of the capital (for example, the Parliament Buildings);
- Laurier House is one of a number of sites in Canada which commemorate Sir Wilfrid Laurier and William Lyon Mackenzie King (for example Sir Wilfrid Laurier National Historic Site of Canada and Woodside National Historic Site of Canada);
- Laurier House has been designated as a heritage site of local importance by the City of Ottawa under the *Ontario Heritage Act*, and has been designated as a “Classified” federal building by the Federal Heritage Building Review Office.

5.2.2 The Visitor Experience

Most of the rooms in Laurier House are furnished to the King period; in fact, one of the unique features of Laurier House is the remarkable collection of King objects, and the fact that the room settings are believed to be largely as King knew them. For the visitor, this provides an unusually authentic experience. At present, the basic visitor experience is a guided tour of the house. The guided tour is extremely popular with visitors, as the quality of experience is high, and the guides are able to tailor the tour to the specific interests of visitors while ensuring that the key messages are delivered. Because

of concerns for the security of the historic objects, visitors must be accompanied by a guide and a self-guided tour is not an option. Large groups will be divided into smaller parties if necessary, which both enhances the quality of the experience as well as makes it easier to provide adequate security. The guided tour will remain the key service offer for visitors in the short term.

Within the scope of this management plan, an interpretation plan was prepared to examine additional requirements to meet commemorative integrity objectives and to meet the needs of visitors to the site. Subject to



Mackenzie King's Study

Brian Morin, Parks Canada

the availability of funds, some progress may be made in these program areas.

Additional interpretive presentations on Sir Wilfrid Laurier will be developed to address the current imbalance between Laurier and King which is conveyed by the period rooms in the house, only two of which are currently furnished to the Laurier era. The interpretation plan and subsequent media plans will outline the approach to be taken, and where the additional material will be best presented. The removal of the Pearson collection to another repository, for example,

will free up space on the second floor which could be used as additional presentation space.

The ground floor of Laurier House is accessible to visitors with mobility disabilities most of the year; the present wheelchair lift cannot be used during the winter. The second and third floors are not accessible, as described earlier. An alternate experience will be provided in the long term, and, if funds are available, improved access to the first floor of the house will be developed.

5.2.3 Primary Target Audiences

The primary target audiences for the first five years of this Management Plan will be tourists to the National Capital Region; Action Sandy Hill; local school groups; the educational travel trade; and the local tourism industry. The focus during this period is on a limited number of (mostly) regional target markets, due to the need to:

- raise awareness of the site; and
- begin implementation of the interpretation plan, one objective of which is to address those improvements to heritage presentation which are essential to achieving commemorative integrity.



The Drawing Room

Brian Morin, Parks Canada

Tourists to the National Capital Region: This group currently accounts for 75% of all independent visitors to Laurier House, or approximately 3375 people per year. Their purpose in coming to the National Capital Region is to experience “the Nation’s Capital”, particularly the historical and cultural aspects, and a visit to Laurier House fits well with their interests. Although there is little opportunity to expand visitation to the house in the summer, there is a great deal of potential to attract more visitors during the shoulder seasons of April to June and September through October. Increased spring shoulder season visitation by tourists is dependent on demarketing to the educational group tours (see below); the site has established an objective of expanding fall shoulder season visitation by 25% over the next two years.

The learning objectives for this audience are:

- that they become aware of the reasons for the national historic significance of Laurier House.
- that Laurier House is part of Parks Canada’s system of protected heritage areas, which belongs to present and future generations of Canadians. It is a place worth protecting and presenting with respect and integrity.
- that Laurier House is a “hidden jewel, a must see” part of a visit to the Nation’s Capital.

Action Sandy Hill is the local residents association for the Sandy Hill community. The group, which has a membership of about 250, is concerned with quality of life issues in the neighbourhood, particularly development, traffic and parking, and is extremely influential. While Action Sandy Hill is very

appreciative of the role of Laurier House as an historical asset to the community, they are less aware of its national historic significance. They seldom visit the site, although they have expressed some interest in special events.

Learning objectives for this group include:

- that Laurier House is part of Parks Canada's system of protected heritage areas, which belongs to present and future generations of Canadians. It is a place worth protecting and presenting with respect and integrity.
- that they become aware of the reasons for the national historic significance of Laurier House.
- that there are opportunities to return to the site and take in different programmes and events.
- that Laurier House is a "must see" attraction for friends and relatives visiting Ottawa;
- that protection of our natural and cultural heritage contributes to our legacy as Canadians, and that successful heritage protection starts in the local community.

Local educational groups have not been a significant market for Laurier House in the past but, as teachers look for educational resources closer to home, it is believed this market will be more important to the site in the future. This market is interested in more in-depth programming and has the time to take advantage of it. The themes of Canadian history which Laurier House represents appears to fit best with grades 5, 8, 10 and 12 in the new Ontario school curriculum.

Linkages with the Quebec curriculum need to be established.

The learning objectives for this audience are:

- that educators and students become aware of the reasons for the national historic significance of Laurier House, including the historic values and resources which give the place importance.
- that Laurier House is part of Parks Canada's system of protected heritage areas, which belongs to present and future generations of Canadians. It is a place worth protecting and presenting with respect and integrity.
- that there are opportunities to return to the site with their parents, and to take in different programmes and events.
- that protection of our natural and cultural heritage contributes to our legacy as Canadians, and that successful heritage protection starts in the local community. Students are the future stewards of heritage conservation.

The educational travel trade: Many visitors in May and June are groups of grade 7 and 8 students from southcentral and southwestern Ontario, on an extended bus trip to visit the Nation's Capital. The trips are arranged through educational group tour brokers, and Laurier House is one of many stops. These groups have very little time to spend at the site - the average visit is around 30 minutes - and have no advance preparation for their visit. The quality of the experience is therefore low. Consequently, the site will reposition itself to the educational travel trade to focus on Laurier House's ties to the school curriculum and the need to schedule sufficient time for students to participate in the site's educational programmes. While improving the quality of the learning experience, this repositioning may result in some reduction in

the numbers of groups. This would, however, permit the delivery of enhanced, curriculum-based programming to local school groups.

The learning objectives for this audience are:

- that educators and students become aware of the reasons for the national historic significance of Laurier House, including the historic values and resources which give the place importance.
- that Laurier House is part of Parks Canada's system of protected heritage areas, which belongs to present and future generations of Canadians. It is a place worth protecting and presenting with respect and integrity.
- that protection of our natural and cultural heritage contributes to our legacy as Canadians, and that successful heritage protection starts in the local community. Students are the future stewards of heritage conservation.

The local tourism industry includes hotels, motels, and bed-and-breakfast operations; staff at other tourist attractions; the Ottawa Tourism and Convention Bureau; etc. This group is important both as a market and as a means of approaching other markets, especially tourists, since they can influence visitor's decisions to come to Laurier House. Awareness of Laurier House is however generally low at present.

Learning objectives for this group include:

- that Laurier House is part of Parks Canada's system of protected heritage areas, which belongs to present and future generations of Canadians. It is a place worth protecting and presenting with respect and integrity.

- that Laurier House is a "hidden jewel", and a "must see" part of a visit to the Nation's Capital.

Outreach: There are both commemorative and promotional messages to be communicated to off-site audiences who may have a direct or indirect interest in the site. Some of these outreach needs will be addressed through national programmes as part of Parks Canada's external relations strategy; others must be developed specifically for Laurier House. Outreach programming provides learning opportunities for Canadians (and others) to gain an awareness, understanding and appreciation of Laurier House and support for the protection of Canada's natural and cultural heritage.

Along with participation in national awareness programmes and co-operative promotion of regional heritage experiences, the Laurier House web site will be greatly enhanced to provide a quality outreach experience. In particular, it will be a key means of raising awareness of Laurier House, and of the accomplishments of Laurier and King, to a wide audience. It will also serve as a vehicle for delivering school programmes; five curriculum-linked lesson plan packages for different grade levels have been prepared for distribution through the website.

The learning objectives for this audience are:

- that they become aware of the reasons for the national historic significance of Laurier House.
- that Laurier House is part of Parks Canada's system of protected heritage areas, which belongs to present and future generations of Canadians. It is a place worth protecting and presenting with respect and integrity.

- that they become aware of the connection of Sir Wilfrid Laurier and William Lyon Mackenzie King with Laurier House.
- that they recognize and support Laurier House as providing a unique, educational and entertaining window on Canada's history and on our identity as Canadians.

5.2.4 Monitoring and Evaluation

Heritage presentation will be monitored and evaluated on an on-going basis to ensure that Parks Canada is effectively communicating the reasons for the national significance of Laurier House. There are three elements to be considered when measuring the effectiveness of heritage presentation programmes: is the intended audience using the programme or media? Is the intended audience satisfied with the programming? Does the audience understand and retain the messages? All three elements will be considered in measuring the effectiveness of heritage presentation at Laurier House.

Utilization of programmes and media will be measured through a variety of means specific to the programme or type of medium in question. These indicators may include the number of bookings for school programmes; attendance at special events; number of "visitors" or "hits" on the website; focus groups; peer audits; and through the on-going visitor surveys.

Audience satisfaction with the heritage presentation programming, and understanding of the messages, will continue to be measured as part of the regular visitor surveys. Specific benchmarks for satisfaction with the heritage presentation programme need to be established as the current surveys request information on the overall visitor experience.

All participating teachers will be asked to rate their satisfaction with the school programmes and the level of understanding achieved.

Because these programmes are new, benchmarks for measuring their effectiveness will also be established.

5.3 Heritage Tourism, Marketing and Partnerships

Because Laurier House is not a tourism destination on its own, but rather one of many attractions in the National Capital Region, it is important that the site work closely with the local tourism community to build awareness and appreciation of the site's offering. Site staff are currently involved with both Ottawa Cultural Attractions, an umbrella group of area museums, and with Heritage Ottawa in joint promotional activities. New partnership opportunities may exist with Kingsmere, Mackenzie King's country estate in the Gatineau Park, operated by the National Capital Commission, and with the Parliament Buildings, especially East Block; these historic sites commemorate closely related themes. Laurier House must also develop closer relations with the Ottawa Tourism and Convention Bureau, and with the operators of various overnight accommodations (hotels, motels and B&Bs) to encourage awareness and word of mouth promotion of Laurier House, since 45% of tourists, a key target market for the site, stay in commercial accommodations.

Both Laurier and King are commemorated in other locations, including Woodside National Historic Site of Canada, King's boyhood home in Kitchener, Ontario; Sir Wilfrid Laurier National Historic Site of Canada in Laurentides, Quebec; and the Sir Wilfrid Laurier House / Laurier Museum National

Historic Site of Canada in Victoriaville, Quebec. Closer links with these sites, and other national historic sites which commemorate the theme of “Governing Canada”, would be desirable to increase awareness and promote the “Family” of National Historic Sites.

A marketing plan is currently under development for Laurier House and, when completed, will indicate how these objectives will be accomplished.

5.4 Administration and Operations

There is currently no public parking at Laurier House. Parks Canada will continue to encourage visitors to use public transit where possible (there is a bus stop immediately in front of the site on Laurier Avenue), and will continue to work with the City of Ottawa and the surrounding community of Sandy Hill to identify alternative locations for parking.

5.5 Adjacent Land Use

Laurier House is located in Sandy Hill, an historic area of Ottawa which was once a preferred locale for the residences of wealthy merchants and senior civil servants. The character of the neighbourhood has changed somewhat, with the introduction of new land uses, but is still recognizable; Sandy Hill has,

as noted, been designated by the City of Ottawa under the *Ontario Heritage Act*, as a Heritage District. The ambiance of the neighbourhood provides the appropriate setting for Laurier House, and Parks Canada will continue to work with the City, the National Capital Commission and Action Sandy Hill, the local residents’ association, to encourage protection of the character of the neighbourhood.

5.6 Public Involvement

The public has an expectation of ongoing involvement in aspects of site management and implementation of the management plan, and in its eventual review in five years. The Superintendent will provide an annual update to the public on the implementation of this management plan.



Laurier House

Brian Morin, Parks Canada

6.0 IMPLEMENTATION

Implementation of this management plan is the responsibility of the Superintendent of Laurier House National Historic Site of Canada. The implementation of the prescribed actions is dependent on the availability of financial resources and an adequate base of research. Parks Canada uses its annual business planning process to identify the funding and timing of actions called for in management plans. The business plan will ensure that priorities are implemented with a view toward client service and the wise and efficient use of resources.

The following table summarizes the various actions contained throughout this management plan. It also considers whether funding has currently been identified for each individual action or whether the action will be on hold until a source of funds is identified, through reallocation or through revenue generation or partnering. Implementation priority categories are:

1. The project or activity must proceed as a high priority action and funding is in place or earmarked in future years. The project or activity is necessary to achieve commemorative integrity or quality service to clients, or has a significant bearing on future projects aimed at ensuring commemorative integrity.
2. The project has an impact on commemorative integrity or on quality service to clients, and should proceed subject to results of the above, should funding become available due to savings extracted from priority 1 items.

3. Implementation is preferable, but not essential to ensuring commemorative integrity or quality service to clients. Projects should be considered as opportunities and funding availability permit.

The Superintendent will report on the implementation of the management plan through, the biannual State of the Protected Heritage Areas Report and through the annual business planning implementation review.

LAURIER HOUSE NATIONAL HISTORIC SITE OF CANADA

Implementation

Management Plan

Protecting Heritage Resources

ACTIVITY	PRIORITIES	IMPLEMENTATION
Protect archaeological resources	1	on-going; Ontario Service Centre

Presenting the Site's Messages

ACTIVITY	PRIORITIES	IMPLEMENTATION
Improve presentation of Laurier messages	1	projects identified in Field Unit capital plan, implementation over five years
Remove Pearson Collection to more appropriate alternative location	1	negotiations on-going between Parks Canada and National Archives of Canada
Develop presentation media and programming for house	1	projects identified in Field Unit capital plan
Develop curriculum-based school programmes	1	on-going; links to Ontario curriculum; web-based
Restore kitchen and service areas	3	media will be developed in-house as resources allow projects identified in capital plan
Enhance web site (outreach)	1	on-going; partnership with National Archives of Canada for virtual tour of Laurier House
Establish evaluation programme	1	Service Delivery Agreement 2005/06

Improving Administration and Operations

ACTIVITY	PRIORITIES	IMPLEMENTATION
Improve staff accommodations	2	on-going as resources are available
Develop tourism partnerships	1	on-going
Provide public washrooms	1	future development dependant on availability of resources

Improving Administration and Operations (continued)

ACTIVITY	PRIORITIES	IMPLEMENTATION
Work with City and ASH to resolve parking issues	3	on-going
Work with City and ASH to encourage local heritage protection	3	on-going

7.0 ENVIRONMENTAL ASSESSMENT

As part of the management planning programme, an environmental assessment was undertaken of both existing and proposed facilities and services. The requirement to identify any adverse environmental effects is established in a number of Federal government policies and directives, including the 1999 Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals (Canadian Environmental Assessment Agency, 1999); the term “environmental effects” includes impacts not only on the natural environment but the cultural and socio-economic environment as well.

To quote from the environmental assessment:

“The existing activities/operations/uses on site have no significant negative impact on the key components of the natural, cultural or socio-economic environments...In addition, there are no identifiable sources of stress emanating from the proposed activities/concepts in the plan. The activities and concepts, both existing and proposed, can only be looked upon as positive and supportive of the overall goals of the site....

“Monitoring in the traditional sense is not required, given the absence of anticipated impacts....

“The 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 the site to achieve its vision for Laurier House.”