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PARKS CANADA

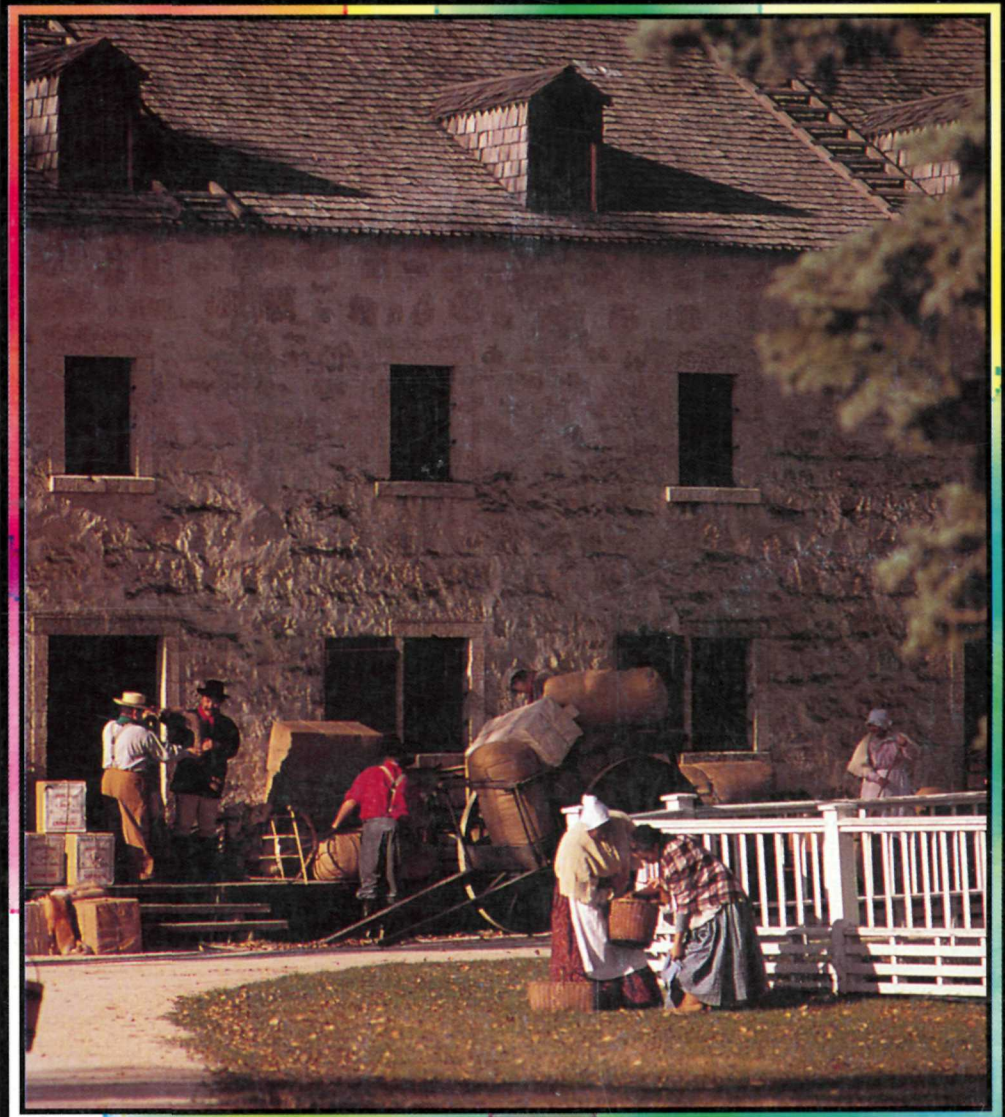
PATRIMOINE CANADIEN
PARCS CANADA



LOWER FORT GARRY

NATIONAL HISTORIC SITE

MANAGEMENT PLAN



Canada



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Preface

Lower Fort Garry National Historic Site is situated on the banks of the Red River, approximately thirty kilometres north of Winnipeg. Today the surviving historic resources and land base at Lower Fort Garry is administered by Parks Canada as one of the major visitor attractions in the national system of historic sites.

This management plan sets out how Lower Fort Garry National Historic Site will be developed and operated in the future. It describes the facilities, services and programs which will be available to visitors and elaborates upon how site resources will be protected and preserved in the 1990's.

Ideas and concerns expressed by the public through two rounds of community consultation represent the core of the Lower Fort Garry Management Plan. I am particularly pleased by the involvement of the Lower Fort Garry Volunteer Association in the proposals and concepts presented in this document.

I am pleased to approve this plan, and I am confident that it will serve as an important guideline in the Department of Canadian Heritage's commitment to Lower Fort Garry National Historic Site.

Michel Dupuy

Minister of Canadian Heritage



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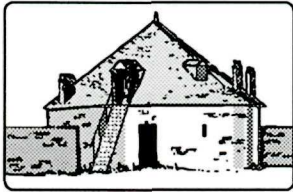
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GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

TABLE OF CONTENTS

1.0 INTRODUCTION	1
1.1 BACKGROUND	1
1.2 MANAGEMENT PLAN	3
1.3 PARKS CANADA POLICY	3
2.0 NATIONAL HISTORIC SITE CONTEXT	5
2.1 NATIONAL SIGNIFICANCE	5
2.1.1 Commemorative Intent	5
2.1.2 Historic Themes	5
2.2 DESCRIPTION OF CULTURAL RESOURCES	9
2.2.1 Site Plan	9
2.2.2 Buildings and Structures	9
2.2.3 Archaeological Resources.....	9
2.2.4 Landscape Resources	11
2.2.5 Curatorial Resources	11
2.2.5.1 Lower Fort Garry Curatorial Collection	11
2.2.5.2 Hudson's Bay Company Collection	12
2.3 REGIONAL CONTEXT	13
2.3.1 Regional Setting	13
2.3.2 Zoning	13
2.3.3 Visitor Use and Trends	15
2.3.4 Revenue Generation.....	15
2.4 VISITOR ACTIVITIES, SERVICES AND FACILITIES	15
2.4.1 Visitor Facilities	15
2.4.2 Presentation Program.....	15
2.4.3 Special Events/Extension Program	18
2.4.4 Lower Fort Garry Volunteer Association	18
2.5 SITE OPERATION	19
2.5.1 Lower Fort Garry Administration.....	19
2.5.2 Manitoba South District	19
2.5.3 Regional Restoration Workshop	19
3.0 MANAGEMENT PLAN PROPOSALS	21
3.1 PLAN OVERVIEW	21
3.2 REGIONAL ALLIANCES/PARTNERSHIPS	22
3.3 COMMEMORATIVE INTEGRITY.....	23
3.3.1 Introduction	23
3.3.2 Historic Structures.....	25
3.3.2.1 Fort Area.....	25
3.3.2.2 Outside Fort Walls	31
3.3.3 Historical Landscape	32
3.3.4 Historical Artifacts	32
3.3.4.1 Hudson's Bay Company Collection	32
3.3.4.2 Curatorial Resources	32
3.3.5 Archaeological Resources.....	32
3.3.6 Natural Resource Protection	33



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

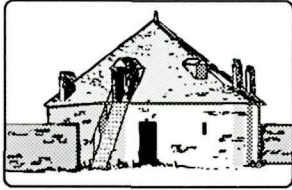
3.4 CULTURAL HERITAGE CITIZENSHIP	33
3.4.1 Visitor Experience	33
3.4.2 Road Access/Orientation	35
3.4.3 Visitor Reception Centre	35
3.4.4 Picnic Area	35
3.4.5 Vehicle Access	35
3.4.6 Visitor Pedestrian Flow	37
3.4.7 Industrial Complex	37
3.4.8 River Transportation Interpretive Area	39
3.4.9 Aboriginal Camp	39
3.4.10 Fort Area	39
3.4.11 Agricultural Complex	39
3.4.12 River Access	40
3.4.13 Special Events - Programming	40
3.4.14 Special Needs Visitors	41
3.4.15 Winter Use Guidelines	41
3.5 COMMUNICATION AND MARKETING STRATEGY	41
3.6 STEWARDSHIP OF HUMAN AND FINANCIAL RESOURCES	42
3.6.1 Manitoba South District Office	42
3.6.2 Operational Facilities	43
3.6.3 Public Safety	43
3.6.4 Security	43
3.6.5 Waste Disposal	43
3.6.6 Environmental Assessment	44
4.0 MANAGEMENT PLAN IMPLEMENTATION STRATEGY	45

FIGURES

1 Regional Setting	2
2 Management Planning Process	4
3 Overall Site Plan of Cultural Resources.	8
4 Landscape Zones, Contemporary Facilities, and Site Boundaries.....	10
5 Selkirk and District Planning Area	14
6 Management Plan Proposals	20
7 Extant Buildings Within the Fort	24
8 Visitor Reception Centre	34
9 Industrial Complex Archaeological Features.....	36
10 Agricultural Complex Archaeological Features.....	38

TABLE

Table One Lower Fort Garry Visitor Groups Profile and Needs	16
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**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

1.0 INTRODUCTION

The Management Plan for Lower Fort Garry National Historic Site (NHS) presents the strategic direction for the site in the 1990s. It sets the operational context for Lower Fort Garry NHS to meet the Parks Canada mandate to achieve commemorative integrity and to foster environmental and cultural heritage citizenship. The Management Plan is also the strategic framework for the ongoing management and operation of the national historic site within the Department of Canadian Heritage.

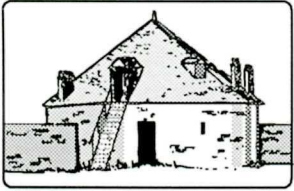
The management plan defines the program direction required to maintain Lower Fort Garry NHS at the forefront of the Parks Canada program in Canada. It is recognized that in this period of persistent economic restraint, the Lower Fort Garry Visitor Experience can only be achieved through careful redeployment of staff, expanded partnerships with the Lower Fort Garry Volunteer Association and others, alternative methods of programming and, generally, a different approach to “business.”

1.1 BACKGROUND

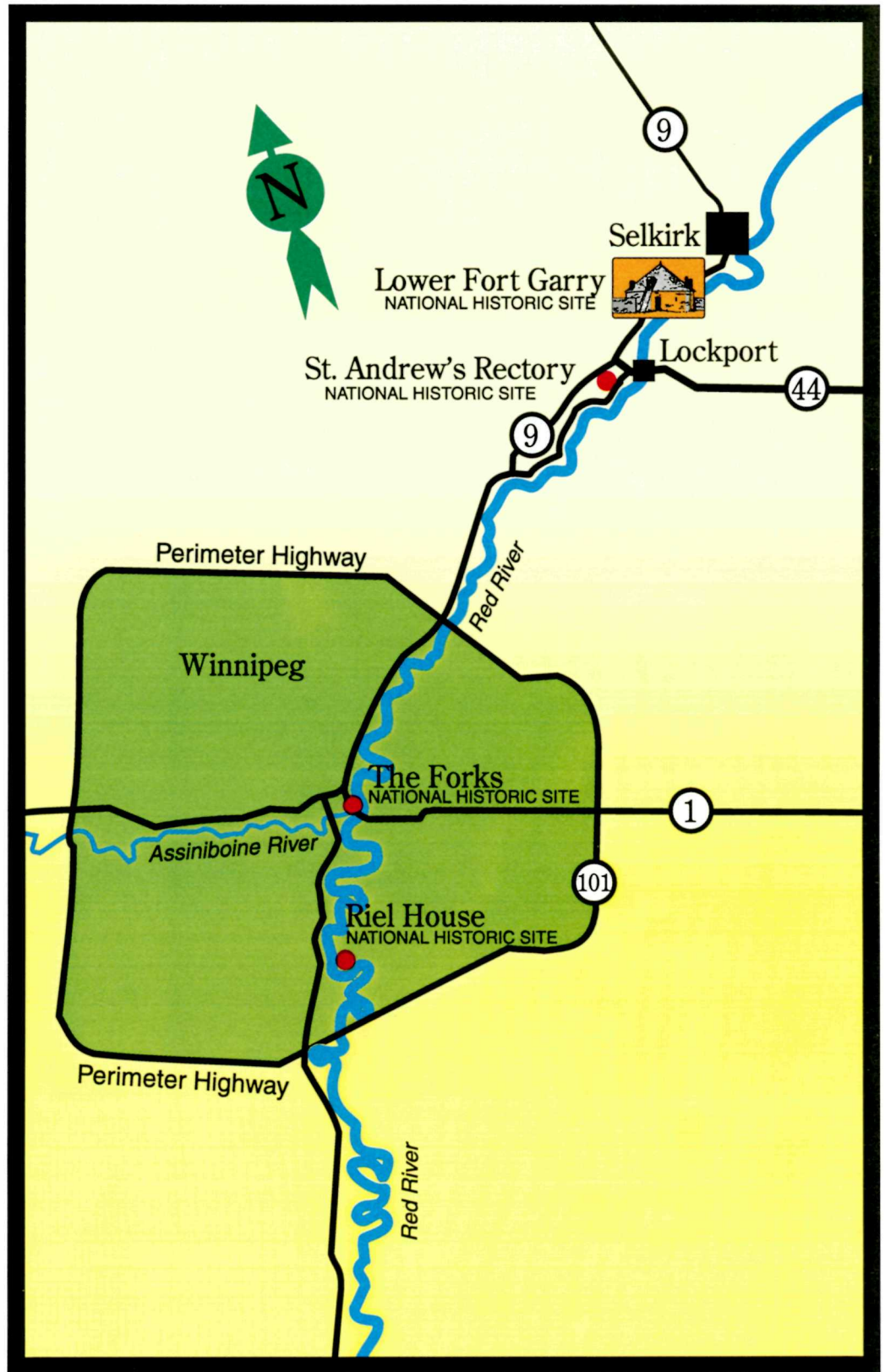
Lower Fort Garry National Historic Site is situated on the banks of the Red River, approximately thirty-two kilometres north of Winnipeg (Figure 1). Today the surviving cultural resources and land base at Lower Fort Garry (35 hectares) is administered by Parks Canada as one of the major visitor attractions in the national system of historic sites.

Lower Fort Garry, which was established in 1830, represents one of the largest concentrations of fur trade structures remaining in Canada. Besides its occupation by the Hudson’s Bay Company, the Lower Fort served as a military post, the first Western Canadian barracks for the North-West Mounted Police, a penitentiary, and in 1884-85 as a temporary location for the Manitoba Lunatic Asylum. After the Hudson’s Bay Company closed its Lower Fort Garry operation in 1911, the Motor Country Club leased the fort’s structures and grounds as a country retreat and recreational area.

In 1951 by an Order-in-Council, Lower Fort Garry became a National Historic Park, donated to the people of Canada from the Hudson’s Bay Company. In 1965, the federal Department of Indian Affairs and Northern Development initiated a program of planning, research, architectural restoration and interpretation for the national historic site. Lower Fort Garry National Historic Site, after three decades of development and public use, now contains a major administrative and operational infrastructure which supports the site’s interpretation program and the protection of Canada’s largest assemblage of original fur trade structures.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**



**Figure 1.
Regional
Setting**



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FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

1.2 MANAGEMENT PLAN

The goal of the Management Plan is to present the priorities for long-term preservation, use, development and management of Lower Fort Garry and its resources. A multi-disciplinary team, which included site staff as well as specialists in cultural resource management, including research, visitor activities and architectural preservation, contributed to the plan. More detailed research studies will be conducted to support project implementation. The Management Plan is also prepared in conjunction with other Parks Canada planning processes such as the Visitor Activity Management Plan (VAMP) and the Environmental Assessment Review Process.

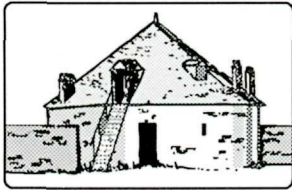
1.3 PARKS CANADA POLICY

This Management Plan applies Parks Canada policies to develop operational and long term strategies for achieving the commemorative objectives for Lower Fort Garry National Historic Site. The National Historic Sites Policy treats preservation, protection and presentation as integral parts of the commemorative mandate. The policy sets out objectives, describes how to achieve them, and provides guidelines for evaluating the program using such concepts as commemorative integrity. These objectives are:

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

Further policy direction is provided in the Cultural Resource Management (CRM) Policy, which is a complement to the National Historic Sites Policy. CRM provides guidance for management planning and identifies the principles and practice by which cultural resources are cared for and presented by Parks Canada. The CRM policy objective is to manage cultural resources administered by Parks Canada in accordance with the principles of value, public benefit, understanding, respect and integrity. The practice of cultural resource management provides a framework for decision-making, which ensures that the historic character for which resources are valued is identified, recognized, considered, communicated and implemented.

The preparation of this Management Plan followed the established Parks Canada management planning process (Figure 2).



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

**LOWER FORT GARRY
NATIONAL HISTORIC SITE
MANAGEMENT PLANNING
PROCESS**

PROCESS STAGES

**PUBLIC
PARTICIPATION**

Themes and
Objectives



Information
Exchange
and issues



Public Meeting
Newsletter No.1



Issue Analysis



Draft Plan Concept



Public Meeting
Newsletter No. 2



Management
Plan



Plan Summary

**Figure 2.
Management
Planning
Process**



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NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

2.0 NATIONAL HISTORIC SITE CONTEXT

2.1 NATIONAL SIGNIFICANCE

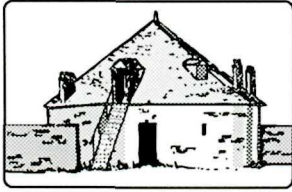
2.1.1 Commemorative Intent

A national historic site is said to possess commemorative integrity when the resources that symbolize or represent its importance are not impaired or under threat, when the reasons for the site's national historic significance are effectively communicated to the public, and when the heritage values are respected by all whose decisions or actions influence the site. The commemoration of Lower Fort Garry National Historic Site, or the purpose for which the site was originally designated as nationally significant by the Minister of Canadian Heritage, on the recommendation of the Historic Sites and Monuments Board of Canada, is to commemorate the site's association with the signing of Treaty Number One and the important association of Lower Fort Garry with the Hudson's Bay Company from 1830 to 1911.

Parks Canada will protect and present the cultural resources and landscape associated with the national historic significance of Lower Fort Garry. While the visitor presentation program at Lower Fort Garry will continue to focus upon the Hudson's Bay Company occupation with particular emphasis upon the period 1850-1865, this Management Plan identifies a strategy to place greater emphasis upon the historic association of Aboriginal people with Lower Fort Garry and specifically the events and activities surrounding the signing of Treaty Number One at the fort in 1871. Lower Fort Garry NHS will develop these themes in concert with a focused research program that recognizes the importance of underrepresented groups in the national system of national historic sites such as women, aboriginal people and minorities.

2.1.2 Historic Themes

Each national historic site represents some aspect of Canadian history. Theme statements provide the historic rationale and national context for the planning and development of these sites. Three key historic themes have been identified for Lower Fort Garry, which focus on the particular significance of this historic site in a national system and provide a framework for the site's visitor programs and facilities. The themes for Lower Fort Garry NHS complement other national historic sites in the Parks Canada program such as Fort Langley and Fort St. James in British Columbia, York Factory and The Forks in Manitoba.



LOWER FORT GARRY


NATIONAL HISTORIC SITE

MANAGEMENT PLAN

The primary themes are:

1. The development of Lower Fort Garry as a transshipment depot and agricultural supply centre for the Rupert's Land fur trade.
2. Lower Fort Garry as a focal point for the aboriginal communities of the lower Red River settlement and as a company administrative centre in the early 1850s.
3. Lower Fort Garry and the evolution of fur trade architecture and landscape.


Theme One

-  The development of Lower Fort Garry as a transshipment depot and agricultural supply centre for the Rupert's Land fur trade.

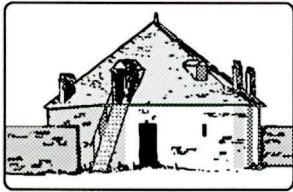
By the mid 19th century Lower Fort Garry had developed a very important transportation and service role in the Rupert's Land fur trade. It served as a major embarkation point for the annual York boat brigades to the interior, shipping locally produced goods and agricultural produce throughout the Northern Department. After 1850 the Hudson's Bay Company operated a number of light industrial and artisan activities at Lower Fort Garry, including a boat-building operation, grist and saw mill and a lime kiln. Besides cereal crops, the lower fort also supported a considerable livestock operation. Oxen from the fort were used in the cart brigades which transported goods and supplies between Red River and western posts such as Carlton and Fort Edmonton.

Lower Fort Garry's role as a transshipment centre and agricultural supply point involved all the employees resident at the Fort, from the Chief Trader who hired the company tripmen to the labourers who cut the hay, packed the furs and operated the grist mill. Local produce was also sold to the company at Lower Fort Garry by the farmers of St. Andrews, St. Clements and St. Peters parishes.

Theme Two

-  Lower Fort Garry as a focal point for the Aboriginal communities of the lower Red River settlement and as a company administrative centre in the early 1850s.

Lower Fort Garry performed an important economic role in the lives of the Cree, Ojibwa and Métis peoples of the lower settlement in Red River. As well as being a centre for the exchange of locally manufactured products, agricultural foodstuffs and furs, the fort also purchased the labour services of a number of the Aboriginal peoples of the surrounding community. These services included domestic labour, work on the York boat brigades which travelled each spring to Norway House, and fieldwork at the HBC farm located adjacent to the lower fort.




**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

The historic connection between Lower Fort Garry and the aboriginal peoples of southern Manitoba was further strengthened by the signing of Treaty Number One at the fort in 1871. The treaty, the first in Western Canada, was signed by the Canadian Government and representatives of the Cree and Ojibwa nations, and served as the model for all future treaties signed by aboriginal peoples and the federal government throughout the Canadian West.

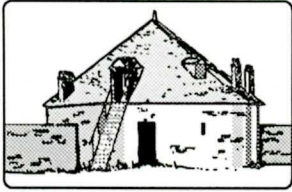
During the residency of Associate Governor Eden Colvile at Lower Fort Garry between 1850 and 1852, the post was the focal point of fur trade society in the lower Red River area. From his headquarters in the Big House, Colvile administered the Company's operations throughout Rupert's Land. Meanwhile, Chief Trader John Black managed the day-to-day operations of the post as well as the movement of goods, agricultural produce and furs between Lower Fort Garry and other Northern Department establishments. Besides its importance to the Company's trading system, the lower fort also served as a retail outlet and merchandising centre for the lower Red River community.

Theme Three

 Lower Fort Garry and the evolution of fur trade architecture and landscape

This theme recognizes the various building stages, architectural styles and land use represented by Lower Fort Garry. The lower fort was one of only three Hudson's Bay Company posts, along with Prince of Wales Fort and Upper Fort Garry, which adopted masonry technology in the construction of its buildings. While masonry building was not common in the fur trade, it was more prevalent in new settlement areas such as Red River.

The plan of Lower Fort Garry and the surviving architectural forms are significant resources to interpret the operation of a Hudson's Bay Company establishment. The development of Lower Fort Garry followed a familiar pattern. Once the Big House and main storage facilities were completed, walls and bastions were erected. The buildings and facilities required to support the post's agricultural and transportation functions were located outside the main compound adjacent to the river. When Associate Governor Colvile and his wife arrived at the Fort in 1850, they undertook the landscaping of the fenced area surrounding the Big House. This area has been restored to its 1850s appearance and is used to interpret various aspects of the lifestyle of commissioned officers in this period, including early experiments in horticulture.



LOWER
FORT
GARRY
NATIONAL HISTORIC SITE
MANAGEMENT
PLAN

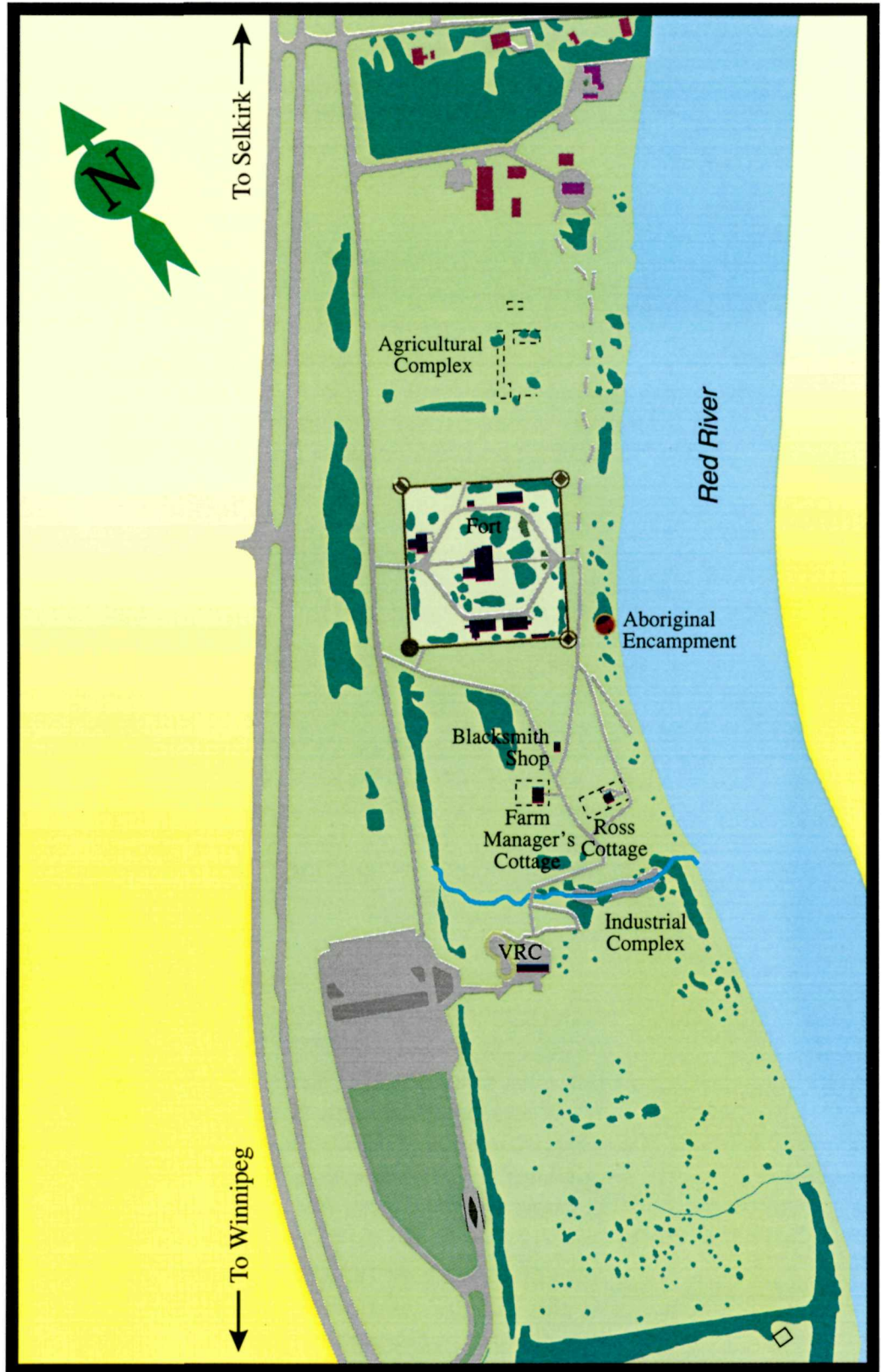


Figure 3.
Overall Site
Plan of
Cultural
Resources



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GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

2.2 DESCRIPTION OF CULTURAL RESOURCES

2.2.1 Site Plan

Lower Fort Garry NHS encompasses 35 hectares, including approximately two hectares within the walls of the Fort itself. The site contains numerous extant historic structures, important archaeological resources and a significant cultural landscape dominated by the setting along the Red River (Figure 3).

Besides the preservation work at the site, there has been considerable contemporary facility development over the past twenty-five years. This includes a major road access and parking area, a 10,000 square foot Visitor Reception Centre, construction of the Museum Building to house the Hudson's Bay Company Collection, as well as the introduction of an administrative and general maintenance centre at the north end of the historic site (Figure 4).

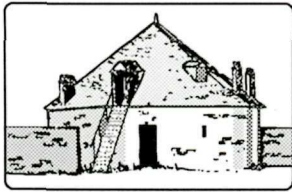
2.2.2 Buildings and Structures

The extant buildings at Lower Fort Garry, while not always typical of the construction techniques and architecture of the fur trade, represent a variety of building styles derived from both British and French traditions that were modified by local conditions and materials. Together with the Farm Manager's House, which was relocated to the site in 1971, and the reconstructed Blacksmith Shop, the buildings of Lower Fort Garry represent an outstanding assemblage of fur trade architectural types.

The historic buildings at Lower Fort Garry have been evaluated by the Federal Heritage Buildings Review Office (FHBRO). Two buildings, the Salesshop/Furloft and Big House were designated as "Classified" buildings which is the highest heritage designation for federally owned buildings. The Men's House, Warehouse, and South West Bastion were deemed to be "Recognized" buildings which also ensures that any proposed intervention must carefully respect their architectural style, building construction and layout. The FHBRO assessments will form an important influencing factor in the proposed cultural resource management strategy for the site's historic structures. The research program over the past twenty-five years has also contributed to the recognition of the buildings' heritage value and integrity.

2.2.3 Archaeological Resources

Archaeological excavations have been carried out at Lower Fort Garry intermittently from 1962 until the present. Structural remains were uncovered and recorded, artifacts were collected and reports were written. Except for the Big House and Blacksmith's Shop, there has not been a major association between archaeological information and development.



LOWER FORT GARRY
 NATIONAL HISTORIC SITE
MANAGEMENT PLAN

-  Historic Landscape Zones
-  Contemporary Landscape Zones
-  Parking
-  VRC - Orientation
- Restaurant
- Theatre
- Gift Shop
-  Picnic Facilities
-  Washroom

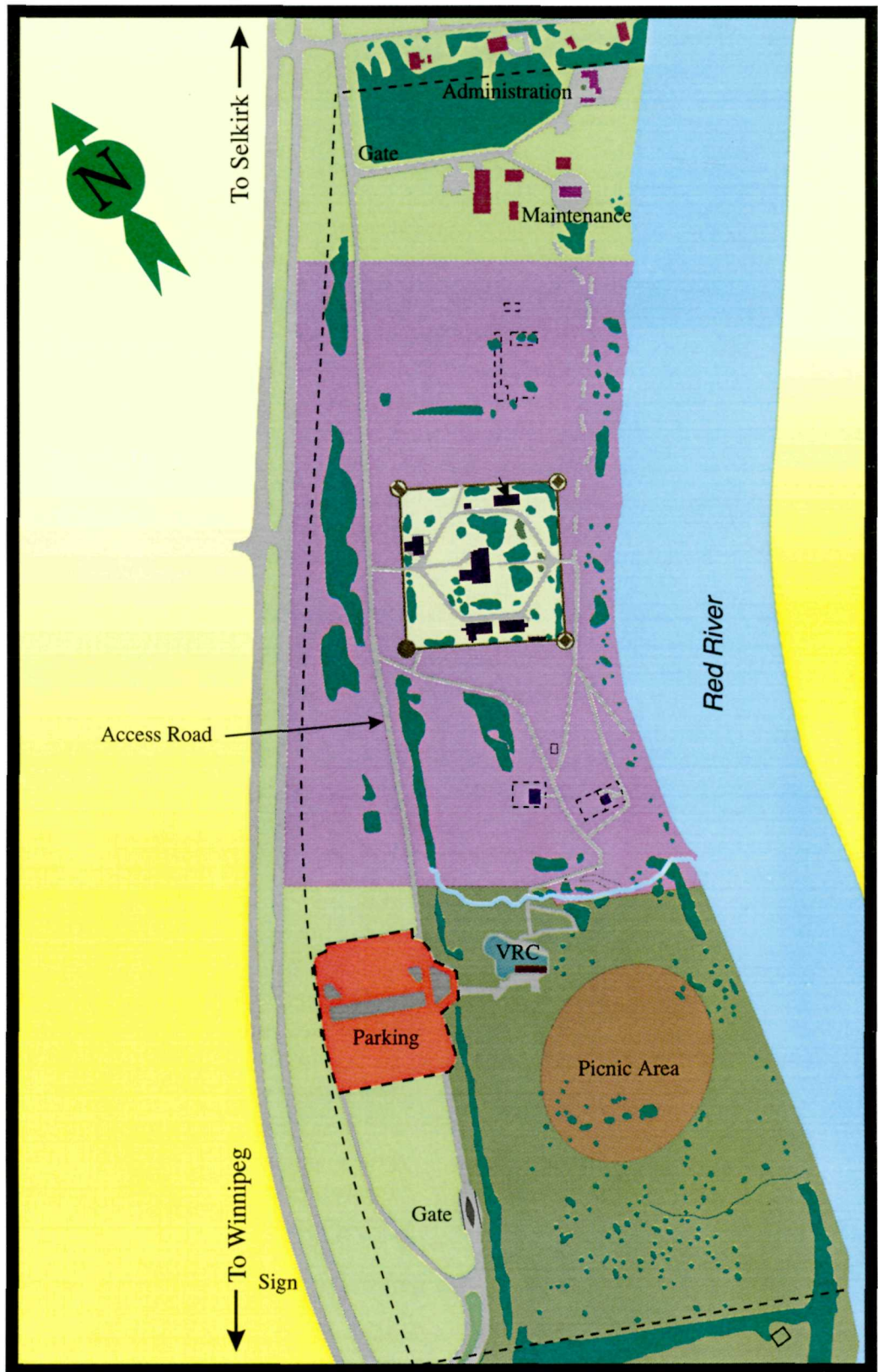


Figure 4.
Landscape Zones,
Contemporary Facilities and
Site Boundaries.



**LOWER
FORT
GARRY**

NATIONAL HISTORIC SITE

**MANAGEMENT
PLAN**

Most recent archaeological investigations have been concerned primarily with establishing archaeological clearance on proposed locations for new utility installations and monitoring work on projects such as the fort walls. There is also a major ongoing project known as the LFG Threatened Collections initiative which is treating archaeological specimens assembled over the past twenty-five years.

2.2.4 Landscape Resources

When Lower Fort Garry was declared a national historic site, the initial plan was to concentrate upon the stabilization of the surviving structures, and then to proceed with the buildings' restoration and interpretation to the fur trade period; circa 1850-1865. By the early 1980s the result was a Big House restored to the 1850-52 period which was surrounded by a landscape which more closely approximated its appearance during the Motor Country Club occupation, 1913-1963.

Following a detailed research program, the site began to implement a period landscape restoration strategy with the initial emphasis upon the grounds surrounding the Big House. A landscape restoration plan was prepared, historically accurate flower beds introduced, and the picket fence adapted to reflect its appearance during the Colville occupation. This emphasis upon the period landscape restoration within the fort walls has been complemented by site landscape rehabilitation in areas outside the fort such as shelterbelt planting along the creek south of the fort and service road refurbishing. This landscape work was carried forward following a comprehensive period landscape research and analysis.

Today, the Lower Fort Garry landscape is divided into two broad areas for operational purposes; the period and contemporary zone (see Figure 4).

2.2.5 Curatorial Resources

The Lower Fort Garry artifact collection has been comprised of two main and separate groups; the historic objects and period reproductions used for the historic site's ongoing interpretation program, and what is known as the Hudson's Bay Company Collection.

2.2.5.1 Lower Fort Garry Curatorial Collection

Six historic buildings at Lower Fort Garry have been furnished. They include the Big House, the Men's House, the Furloft/Saleshop Building, Ross Cottage (originally called the Engineer's Cottage), the Farm Manager's House, (originally called Fraser House) and the Blacksmith's Shop. These buildings were furnished by Parks Canada curators between 1971 and 1978. Each building was furnished to a different period varying from 1830 to 1875 with mainly original artifacts. No furnishing plans were prepared for the buildings, nor were comprehensive post-furnishing reports prepared to describe each building's furnishings and their context within the different periods.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

In the late 1980s an Artifact Recapitalization project was initiated to replace deteriorating original artifacts with reproductions for the animation program, and to replace the most obvious of the artifact anachronisms with artifacts of the 1850-1865 time period. The result is that a large number of furnishings have been changed to reflect the 1850-1865 period of interpretation.

The other major development at the site in recent years was in 1990 when the Visitor Activities staff at Lower Fort Garry enhanced their interpretation program by developing an Aboriginal peoples' encampment outside the walls of the fort. The modest furnishings of this site, which consist of three teepees, a Red River cart, furs and several other items, launched Lower Fort Garry in a new direction in terms of on-site programming and presentation of Aboriginal peoples' history.

2.2.5.2 Hudson's Bay Company Collection

The origins of the Hudson's Bay Company (HBC) Collection dates to 1920, the year of the Company's 250th Anniversary. Two years earlier, in 1918, a former employee of the company suggested the gathering of materials and donations from various company posts and former employees in order to mount a permanent exhibit. The company agreed with this plan and by 1922 the Hudson's Bay Company Museum located in its Winnipeg retail store was opened to the public, its goal "to depict by means of relics, pictures, documents, models, etc. the history of the Hudson's Bay Company".

By 1960 the collection totalled 6,000 items related to the ethnographic, archaeological, fine art, military and numismatic tradition of Canada. The collection primarily reflects Aboriginal peoples' objects indigenous to the woodland, prairie, Pacific coast and northern areas. As a significant number of those artifacts date from the 1800-1850 period, they are a valuable documentation of Aboriginal peoples' material culture.





**LOWER
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GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

In 1962 an agreement was signed between the Government of Canada and Manitoba which transferred responsibility for the HBC Collection to the Government of Canada on a long term basis. The 1962 agreement stipulated that the collection was to be housed and exhibited at Lower Fort Garry together with a curator appointed to oversee the management and care of the collection. To meet the immediate terms of the agreement, Parks Canada constructed the Museum Building at LFG to house the collection.

The three curatorial staff at LFG are responsible for ensuring that the Hudson's Bay Company remains satisfied with the standard of stewardship provided by Parks Canada by maintaining a high professional standard of care for the collection. The majority of the collection has been inventoried and catalogued as well as donor and research files established. Proper storage facilities with environmental control have been developed and a basic collections maintenance program has been implemented.

Parks Canada is the primary user of the collection. The site curatorial staff are also responsible for making the collection available to qualified researchers and to institutions for the loan of artifacts.

2.3 REGIONAL CONTEXT

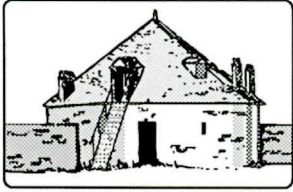
2.3.1 Regional Setting

Lower Fort Garry National Historic Site is located within the marketing region known as Triple "S" which includes the town of Selkirk and the municipalities of St. Andrews and St. Clements. The Triple "S" region is the fastest-growing area in the province of Manitoba. The municipalities have experienced rapid development in the form of housing development and increased infrastructure. Within this changing environment, Lower Fort Garry remains a flagship attraction and an important economic influence. Not only do many of the site staff live in the Triple "S" area, but the site's many visitors buy services in Selkirk and environs as part of their activities.

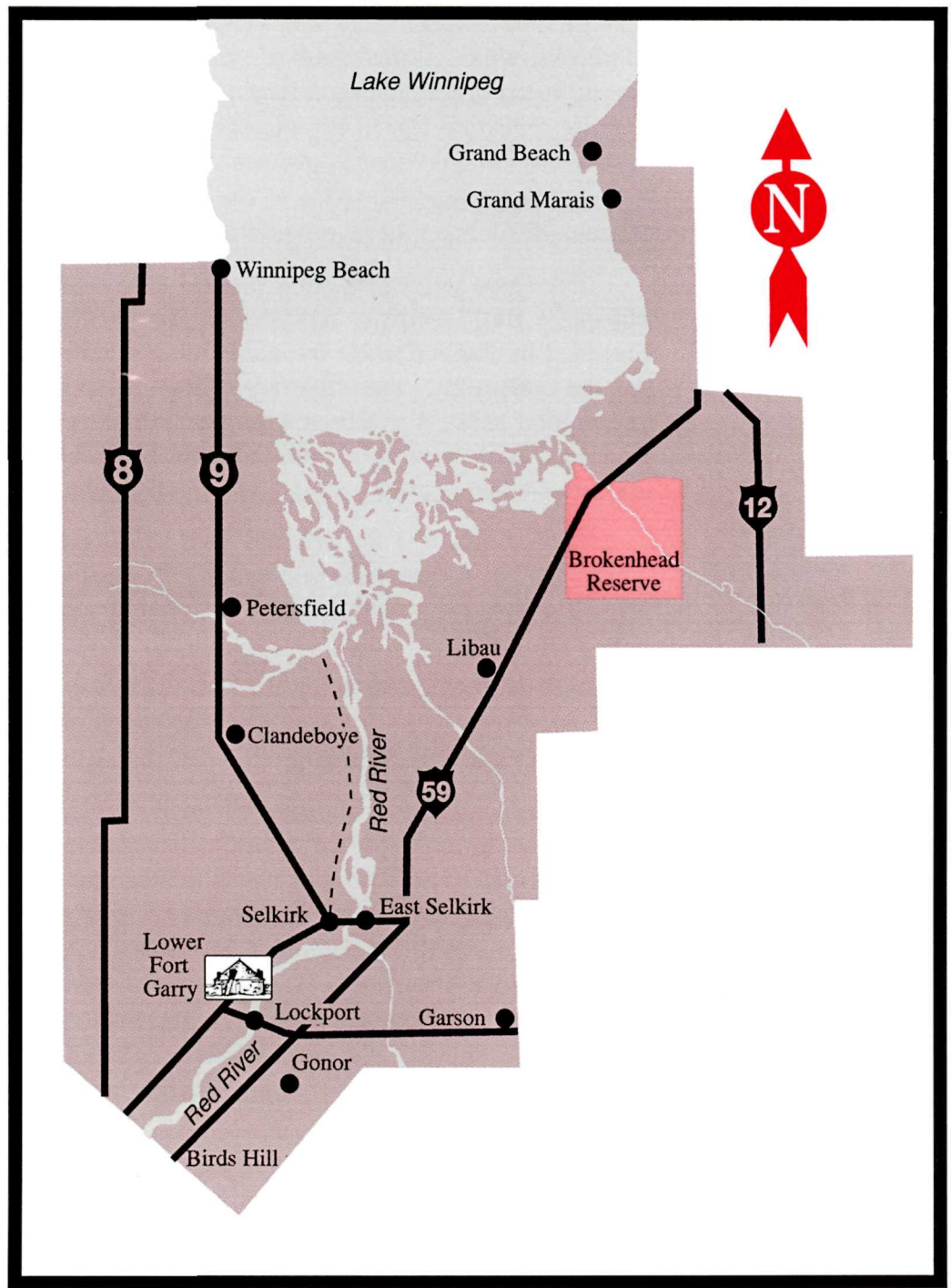
2.3.2 Zoning

Lower Fort Garry is located within the confines of the Selkirk and District Planning Area (Figure 5). Consisting of the Rural Municipalities of St. Andrews and St. Clements and the Town of Selkirk, the district is located northeast of the City of Winnipeg and, straddling the Red River, reaches up to the southern shores of Lake Winnipeg.

A Development Plan (By-law No. 15) for the area was approved on 16 September 1981. The properties adjacent to Lower Fort Garry are zoned as RR-Rural Residential". As well, all properties along the opposite river bank are designated as "RR" (Development Plan Map II-2, Selkirk and District Planning Area). Development is restricted to single family dwellings, on a minimum of 60,000 square feet (1.38 acres) with a height maximum of 35 feet.



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**MANAGEMENT
PLAN**



**Figure 5.
Selkirk and
District
Planning Area.**



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GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

2.3.3 Visitor Use and Trends

Most visitors access the Triple S region via Highway 9, an extension of Winnipeg's Main Street. The highway is a four-lane, undivided highway that provides access to LFG both for automobiles and buses. The automobile is certainly the most popular mode of transportation, although the area is served by bus (Beaver Bus) operating on a daily schedule between Winnipeg and Selkirk.

Lower Fort Garry NHS attracted 66,000 visitors in 1993 from May to September. Table 1 illustrates one way to segment the current market for Lower Fort Garry. These segments are based primarily on visitors' motivation (benefits sought).

2.3.4 Revenue Generation

Lower Fort Garry's main form of revenue generation is its admission fee. The existing schedule ranges from \$3.25 for an adult visitor to \$8.00 for a family group or \$2.50 for a commercial tour. A revenue generation strategy will be developed for Lower Fort Garry. As part of this strategy a "willingness-to-pay" survey will be conducted. It is anticipated that the existing fee schedule will increase in 1995.

2.4 VISITOR ACTIVITIES, SERVICES AND FACILITIES

2.4.1 Visitor Facilities

Lower Fort Garry contains a number of contemporary facilities (see Figure 4). Once a visitor arrives at the historic site, they can park their car in a main parking area which has spaces for two hundred vehicles. Visitors then proceed to the Visitor Reception Centre which functions as an orientation area, exhibit and theatre area, as well as the gift shop, food service and restroom location.

From the Visitor Reception Centre the majority of visitors walk the trail network to the fort area where they have access to the various historic buildings and the living history program.

Lower Fort Garry also provides an attractive picnic site south of the Visitor Reception Area. This area has tables and benches as well as access to a water supply. A winterized picnic shelter is being constructed in this area.

2.4.2 Presentation Program

Visitors can participate in a varied interpretation program at Lower Fort Garry. It features a major exhibit and audio-visual program in the Visitor Reception Centre, tours to the site's six restored and furnished buildings, and costumed "animators" who provide a living history program to visitors. Interpretive signs located throughout the site provide basic information on various historic events and land use.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

TABLE 1. Lower Fort Garry Visitor Groups Profile and Needs
TOURISTS (35% of Site Visitation)

Profile:

This segment includes all visitors who live outside the Winnipeg and Triple “S” areas and are not part of an organized tour. They are usually visiting LFG for the first time, and typically arrive by car in groups of four, many with children.

Benefits Sought:

This segment visits LFG to sightsee and learn some history. As tourists, they often visit historic sites when they travel.

Special Concerns:

Signage along Highway 9 (from Winnipeg) is weak.

Orientation to the VRC and the site is confusing from the parking lot.

LOCAL RESIDENTS (30% of Site Visitation)

Profile:

This segment consists of local residents (Winnipeg and Triple “S” areas) who do not arrive as part of an organized tour. They tend to visit on weekends, coming in carloads of four people, often with visiting friends and relatives. Nearly half visit with children.

They are familiar with the site. In fact many have visited three or more times in the past two years. Other than LFG, they tend not to visit historic sites.

Benefits Sought:

When local residents bring visiting friends or relatives to the site, they want to show it with pride. Because of their familiarity with the site, they may only want an overview of the thematic messages.

Special Concerns:

These visitors tend not to use all of the facilities in the Visitor Reception Centre.

They want to see the site involved in the local community.

VERY IMPORTANT PERSONS (1% of Site Visitation)

Profile:

LFG’s profile and proximity to Winnipeg attract a host of VIP tours. Many take weeks of preparation by site staff. The site hosts five or six such tours each year, and usually one very high-profile tour per year (e.g., Prime Minister, Governor General, First Ministers, and the President of Iceland have visited in recent years).

Benefits Sought:

VIP tour organizers look for a smooth, well-run site tour, with proper security measures, attention to protocol, well-maintained facilities, and suitable photo opportunities.

Special Concerns:

The site calculates that 0.25 of a PY is devoted to VIP tours each year.
STUDENTS (20% of Site Visitation)



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

**TABLE 1. Lower Fort Garry Visitor Groups Profile and Needs
Educational Experience (20% of Site Visitation)**

Profile:

This segment has two distinct components:

- Grades 1, 2, 6, and 11 come in May and June, and
- Grades 4, 5, and 6 come in the winter months.

The site also hosts some adult groups seeking an educational experience.

Benefits Sought:

This segment seeks special programs to complement their classroom learning through:

- active participation with hands-on access,
- costumed animation, and
- site-specific audio-visual presentations.

These groups need a site interpreter to relay the messages and protect the site's resources. Most need some sort of lunch facilities (depending on season), either a picnic area or indoor area.

Teachers and principals generally use four criteria to select field trip destinations:

- the students' potential enjoyment,
- the site program's relevance to curricula,
- the cost of transportation and admission, and
- the time required (most school buses are available only between regular school hours, from 9:00 to 3:00).

The adult education groups usually seek enrichment in English, history, or other special interests.

Special Concerns:

School groups have limited amount of time on site. Access to many buildings is limited by the time restrictions.

Shrinking budgets may put field trips out of some schools' reach.

TOUR GROUPS (14% of Site Visitation)

Profile:

These visitors come to LFG by bus as part of an organized tour, but not as part of an educational trip. At one time this segment had two distinct components:

- **Riverboats** brought some tour groups to LFG. Visitors landed on the shore of the river, paid their admission fee to a waiting attendant, and proceeded to the fort for a one-hour visit.
- **Buses** still bring tour groups. These visitors pay their admission fee at the front gate, get let off at the VRC, and continue their visit (typically about 2 hours) from there.

Benefits Sought:

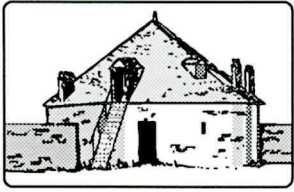
Tour visitors want an entertaining visit, not a history lesson. They have very little time on-site so they are unable to experience all of the site's services or facilities. Comfort and convenience are very important.

Special Concerns:

Boat landing facilities are completely inadequate to receive visitors.

Visitation numbers by boat decreased over the five years before boat landing ceased.

Bus tours operators have expressed a concern that the site opens too late (10:00).



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

2.4.3 Special Events/Extension Program

The major on-site special events sponsored by Lower Fort Garry NHS are the Canada Day celebrations on July 1 and the “Red River Rendezvous”, an annual event usually held at the beginning of August.

Lower Fort Garry NHS has introduced a winter educational program. Each staff visit to schools is custom tailored to suit the curriculum requirement of the teacher, as well as the resources and abilities of Lower Fort Garry staff. The teachers are given a number of subject areas from which they can choose, with each presentation being supported with artifact reproductions and other available resources.

2.4.4 Lower Fort Garry Volunteer Association

In 1985 the Lower Fort Garry Volunteer Association (LFGVA) was formed and incorporated as a non-profit organization. A formal agreement was negotiated between Parks and the LFGVA which outlined the objectives of the association, as well as the responsibilities of the Parks Canada.

Association objectives include the responsibility to support and supplement the Parks Canada mandate at the fort; to develop educational and park-specific products for sale and distribution; to promote compatible special events and initiatives and; to accept financial donations on behalf of Parks Canada. In return Parks Canada was to provide limited financial assistance to the association, help implement its activities, assist the LFGVA to acquire and design sale items, provide administration space, as well as to allow the association to review and comment on Parks Canada’s plans regarding facilities and services at Lower Fort Garry.

Today the LFGVA is recognized nationally as one of the most progressive volunteer and cooperating associations within Parks Canada. It has a membership of around 300 people and continues to provide assistance to the living history program, participates in the winter interpretation program, sponsors workshops, operates the bakehouse and holds period dinners and fashion shows. In 1990 LFGVA assumed responsibility for the restaurant in the VRC and introduced a Youth Day Camp as part of its heritage awareness program. The LFGVA is also a major organizer and participant in all the special events held at Lower Fort Garry N.H.S. including Canada Day, Parks Day, Red River Rendezvous and more recently the annual Community Appreciation Day.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

2.5 SITE OPERATION

2.5.1 Lower Fort Garry Administration

Lower Fort Garry NHS is the headquarters of Parks Canada's Manitoba South District. The District Superintendent located at Lower Fort Garry is also responsible for the management and operation of St. Andrew's Rectory NHS, Forks NHS and Riel House NHS. The Lower Fort Garry administration housed in the Simkin House (Administration Building) and the adjoining general works complex includes managers overseeing Program Management, Financial Administration, General Works and Visitor Activities. Besides the traditional operational duties, the Superintendent and staff oversee a number of service and concession agreements that govern site security, the Lower Fort Garry Volunteer Association, janitorial services and other areas of the program.

2.5.2 Manitoba South District

The Manitoba South District includes the aforementioned four national historic sites as well as over fifty sites commemorated by a Historic Sites and Monuments Board of Canada plaque. The district administration has also been involved in the implementation of the National Historic Site Cost-Sharing Program as it pertains to St. Andrew's Church, Grey Nuns Convent, the Walker Theatre, the Canadian Pacific Railway Station, and Gardenton Homestead.

The major development within the district in recent years has been the development and opening of the Forks National Historic Site. Although the Forks has its own Operations Manager and small Visitor Activity staff, it depends upon the Lower Fort Garry administration for major support in the areas of program management, finance, and general works.

2.5.3 Regional Restoration Workshop

Since 1978 Lower Fort Garry NHS has been the operational headquarters for the Prairie and Northwest Territories Region's (PNWT) Restoration Workshop. The mandate of this working group of artisans is to provide preservation skills for various projects throughout Prairie and Northwest Territories Region. Their complex at Lower Fort Garry consists of a workshop building and storage facilities.

In 1992 a study was initiated by Architectural and Engineering Services to evaluate and assess potential alternative methods of operating and resourcing the Regional Restoration Workshop. This study includes a market analysis to identify prospective clients for the specific expertise held by the workshop personnel and a Multi-Year Operational Strategy.

Site Maintenance & Administration

1. Relocate Administration to VRC
2. Increase Space for Maintenance Operations
3. Landscape Screening of Maintenance Area

Agricultural Complex

4. New Pedestrian Circulation
5. Agricultural Complex Interpretive Node

Fort

6. Interpretation Enhancement
 - Warehouse (Theme 1)
 - Men's House (Theme 2)
 - SW Bastion (Theme 3)
7. Transfer of HBC Collection to MMMN
8. Wall Conservation
9. Aboriginal Encampment Interpretive Node

Buildings South of Fort

10. York Boat Interpretive Node
11. Interpretation Enhancement
12. New Pedestrian Circulation

Industrial Complex

13. Industrial Complex Interpretive Node
14. New Pedestrian Circulation

Site Entry & Services

15. Site & Theme Orientation, Visitor Services, LFG VA, & Administration
16. Parking Area Improvements
17. Picnic Area Enhancement
18. River Access

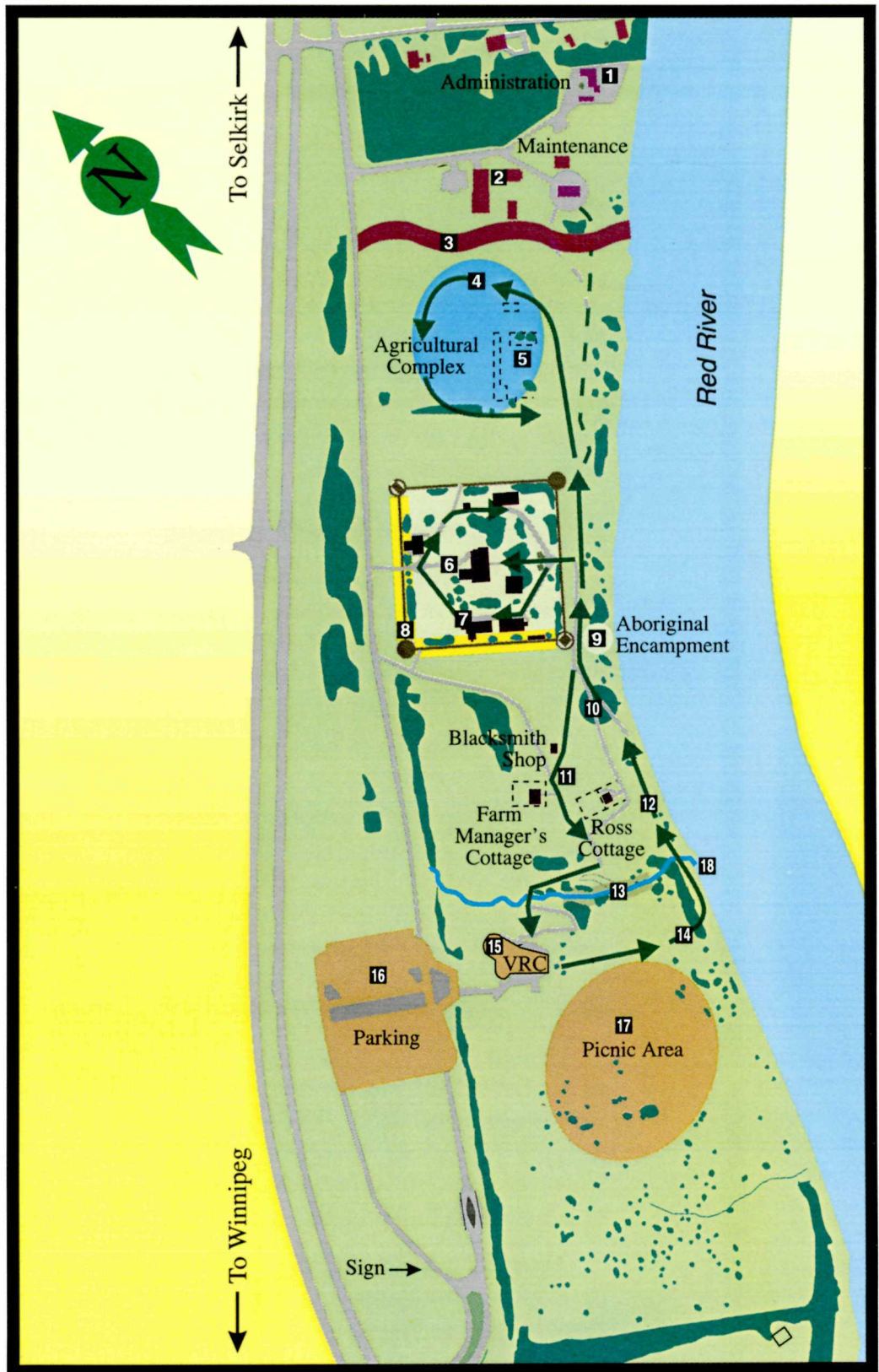


Figure 6
Management
Plan
Proposals



LOWER
FORT
GARRY
NATIONAL HISTORIC SITE
MANAGEMENT
PLAN

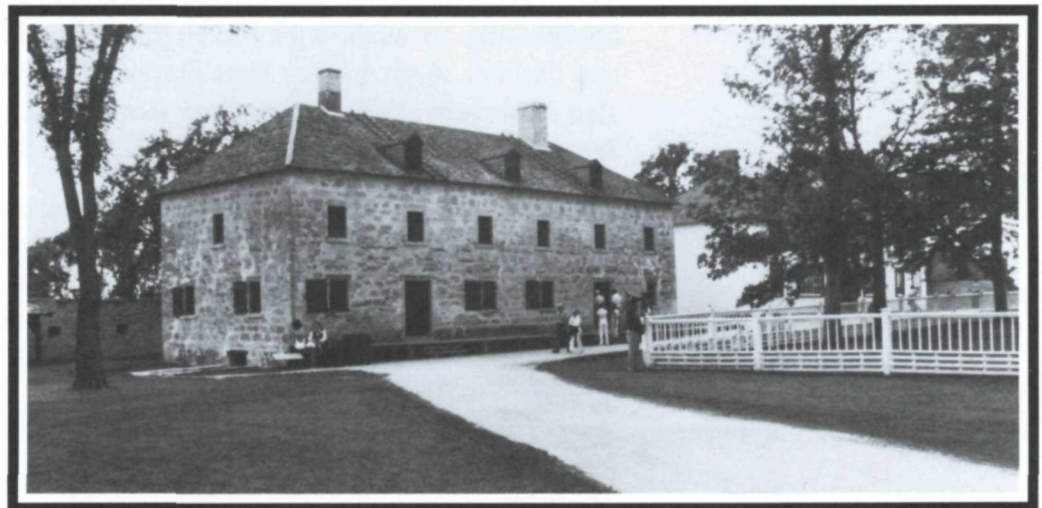
3.0 MANAGEMENT PLAN PROPOSALS

3.1 PLAN OVERVIEW

The Management Plan provides opportunity for an expanded and more comprehensive presentation of Lower Fort Garry's three major themes. It takes advantage of the existing cultural resources and interpretive approaches at the national historic site to offer a comprehensive site experience within the traditional two to three hour visit (Figure 6). While the May to September visitor season will remain the focus of the site operation, the goal is to once again provide programs at Lower Fort Garry on a year round basis through a consolidated effort to centralize visitor services and site administration at the Visitor Reception Centre. This plan also offers visitors a revitalized circulation route which enhances the site's historic association to the Red River and introduces new interpretive nodes along the river bank.

Renewed emphasis will be placed upon Lower Fort Garry's long standing relationship with the surrounding Triple "S" communities of Selkirk, St. Clements and St. Andrew's. Of critical importance is the alliance with the Lower Fort Garry Volunteer Association. The introduction of additional presentation programs and expanded visitor facilities will depend in large measure upon the evolving relationship between the site administration and the Volunteer Association.

The following section will define Parks Canada's approach to the protection and presentation of Lower Fort Garry NHS. The initial emphasis will be placed on the development of the historic industrial and agricultural areas to enhance the presentation of Theme One, "The Development of Lower Fort Garry as a transshipment depot and agricultural supply centre for the Rupert's Land fur trade," together with a general enhancement of the visitor experience.



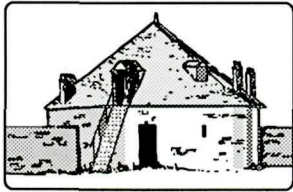


**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.2 REGIONAL ALLIANCES/ PARTNERSHIPS

Lower Fort Garry has established positive relationships with the adjoining municipalities, community of Selkirk and organizations such as the Lower Fort Garry Volunteer Association. Lower Fort Garry has also built a special relationship with the museums and heritage sites that have been developed over the past two decades along the Red River Corridor. Lower Fort Garry staff will continue to nurture these regional relationships, particularly in the area of commemorative integrity, joint marketing, special event planning and shared expertise. Key strategic alliances that will be fostered in the future include:

- ❁ Emphasizing the major alliance between the site administration and the Lower Fort Garry Volunteer Association. Recognizing the core service provided by the site staff in the living history program, the move toward a year-round public program will depend upon very careful coordination between the site administration and the Volunteer Association in terms of complementary visitor services, special events and potential revenue generation;
- ❁ Monitoring of the zoning regulations of the surrounding municipalities to ensure the visual integrity and rural character of the Lower Fort Garry NHS landscape. Specifically, the LFG administration will seek confirmation from the Rural Municipality of St. Clements that the current residential zoning will continue, particularly along the eastern river bank area across from the national historic site;
- ❁ Continuing to play a leadership role in the Red River Heritage Corridor Tourism network. Initiatives to be pursued by this network of organizations will include joint promotional packages, integrated special events, market information exchange, and other opportunities associated with cooperative heritage tourism;
- ❁ Striving to establish contacts with the regional Aboriginal community. The development of the LFG Aboriginal encampment is a strong opportunity to work with the Peguis First Nation who traditionally had contact with Lower Fort Garry. The national historic site will also explore ways to present the story associated with the signing of Treaty Number One at Lower Fort Garry in 1871; and
- ❁ Sponsoring of annual information sessions at LFG to foster partnerships and positive community relationships as well as to discuss issues of mutual concern. These discussions could be combined with presentation programs and special events.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.3 COMMEMORATIVE INTEGRITY

3.3.1 Introduction

The achievement of commemorative integrity for special places such as Lower Fort Garry NHS requires the consideration of two major results. Parks Canada must ensure that the integrity of the historic site is perpetuated and, concurrently, that the public is aware of the importance of that special place and what is required to protect it. For national historic sites, these results translate into the successful application of the Cultural Resource Management Policy both within the boundaries of the historic site and throughout the surrounding communities.

Parks Canada is committed to the protection of the cultural resources at Lower Fort Garry. Protection and preservation of the structural, archaeological and curatorial resources involves an ongoing program of archaeological and historic research, building investigation and maintenance, curatorial material culture research and maintenance as well as monitoring of the environmental impact associated with the various visitor service and site development programs. Of particular importance for the ongoing success of the LFG Living History program will be attention to the need for furnishing plans and post-furnishing reports for the majority of the furnished buildings and the historic landscape.

The approach to the management of the cultural resources at Lower Fort Garry NHS will conform to the guidelines contained in the Cultural Resource Management (CRM) Policy adopted by Parks Canada in 1990. The refined CRM policy is an integrated and holistic approach to the management of cultural resources. It applies to all activities that influence cultural resources administered by Parks Canada, whether those activities pertain primarily to the care of cultural resources or to the promotion of public understanding, enjoyment and appropriate use.

In managing cultural resources Parks Canada will adhere to five principles: value, public benefit, understanding, respect and integrity. Proposals for all cultural resources at LFG (historic buildings, landscape, and artifacts) will be guided by these principles. These principles have been applied in the development of the proposals contained in this Management Plan.

This section will layout the CRM strategy for Lower Fort Garry's cultural resources. It will integrate the information provided by the planning team, Federal Heritage Building Review Office assessment, the Access plan and the general concept for visitor services. The site's Service Plan will provide the detailed approach for each of the cultural resources. The strategy will also include some reference to the resource's relationship with the site's three major themes the basis for defining and measuring heritage value and public understanding at a national historic site.



LOWER
FORT
GARRY
NATIONAL HISTORIC SITE
MANAGEMENT
PLAN

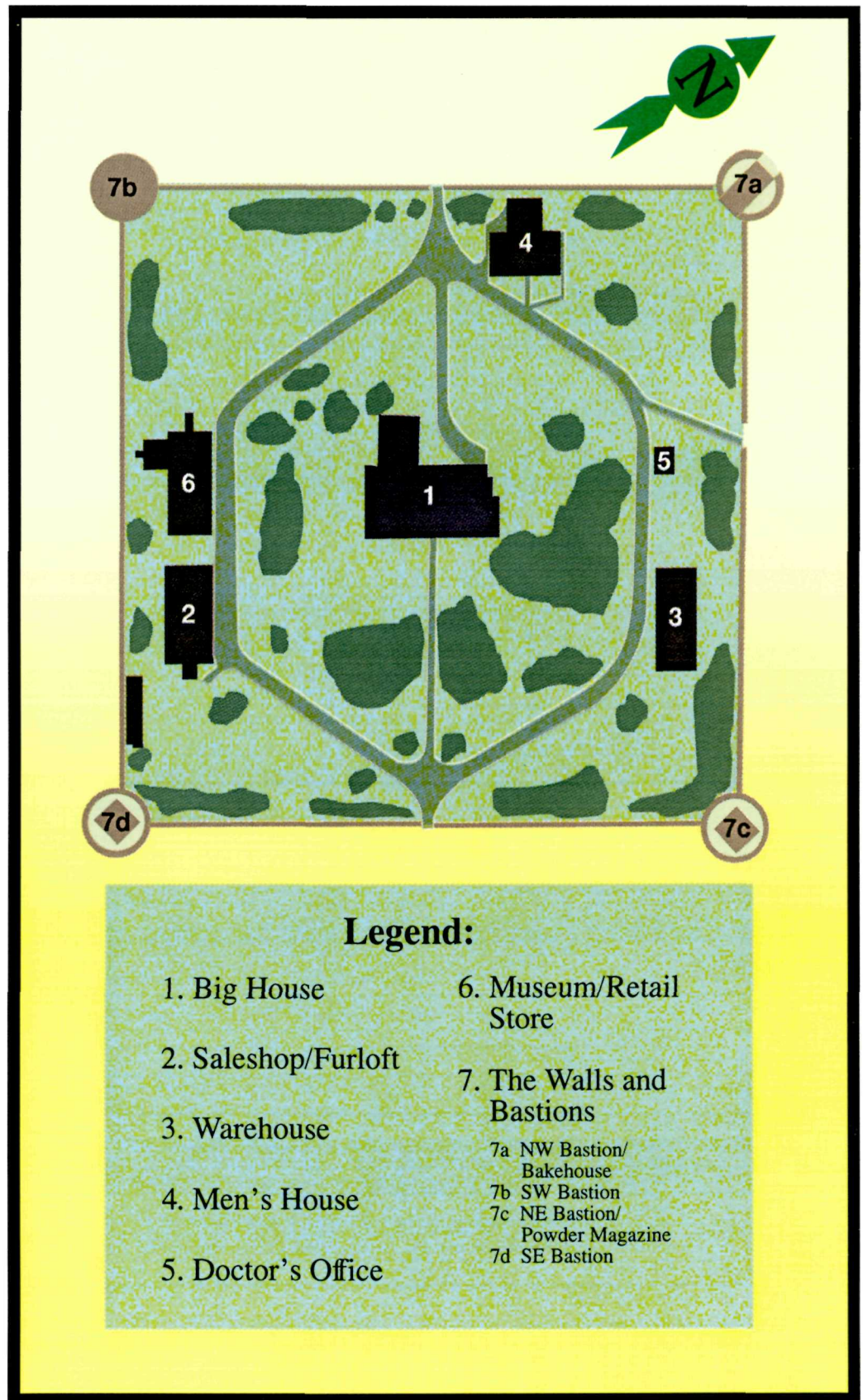


Figure 7.
Extant
Buildings
Within the
Fort



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.3.2 Historic Structures

3.3.2.1 Fort Area (Figure 7)

Introduction

The Fort area contains the core of the historic buildings and cultural landscape at the national historic site. These buildings and landscapes represent the central resource to present Theme Three, “Lower Fort Garry and the evolution of fur trade architecture and landscape.”

Big House

The historic significance of the Big House is directly related to its dual role as the living accommodation and administration centre for the senior Hudson’s Bay Company officers assigned to Lower Fort Garry. During two periods, 1831-33 and 1850-52, the Big House was the headquarters of two important Governors of the Company, Sir George Simpson and Eden Colvile. Today the Big House interpretive program uses the historic residence as the major setting to interpret Theme Two.

The architectural significance of the Big House relates to its architectural style and limestone construction. Commenced under the direction of stonemason Pierre Leblanc in 1831, the Big House was a simple rectangular one and one-quarter storey structure, with a hipped roof.

A “Classified” FHBRO building, the Big House will continue to serve as a focal point for thematic presentation. Regular maintenance should be the only conservation work required. The Access Plan identifies several requirements for the Big House and environs, including a lift to access the porch and a pathway to the lift location.

The LFG Service Plan will examine options for changes to the interpretation program in the Big House. The “contemporary” area of the basement will house a first aid area, staff lunchroom and washroom, as well as an animation preparation area.

Saleshop/Furloft

Built in 1830-31, the Saleshop/Furloft was constructed to serve as a retail and warehouse/storage facility. The Saleshop/Furloft had an impact both locally, as it served the surrounding community for many years as a retail outlet, and regionally in that goods and produce which were stored there supplied the interior network of Hudson’s Bay Company trading posts. Today, the Lower Fort Garry interpretation program uses the restored and furnished structure as a major resource to present Theme One.

The Saleshop/Furloft is a two and one-half storey, limestone rectangular structure under a medium pitched hipped roof anchored by two stone chimneys. Its architectural significance is defined by its exterior design and by elements of its interior which exhibit the standard features of the Hudson’s Bay Company’s warehouse design.



LOWER
FORT
GARRY
NATIONAL HISTORIC SITE
MANAGEMENT
PLAN

A “Classified” FHBRO building, the Salesshop/Furloft will continue to serve a central role in the site’s interpretation program. No major conservation work is required in the immediate future. The Access Plan identifies a variety of requirements generally associated with improved access throughout the interior. This building also requires a furnishing plan which implements the appropriate material culture from the 1850s.

The Warehouse

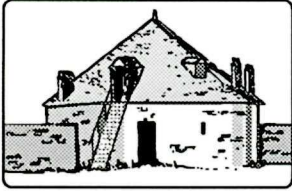
The historic significance of the stone Warehouse is its association with the fort’s function as a transshipment centre and storage area for the site’s agricultural complex which reached its full potential after 1857. Supplies for the HBC’s boat brigades and the independent Red River freighters were kept, in part, in the Warehouse. When Lower Fort Garry was given responsibility for the Red River, Swan River and Saskatchewan River districts after 1861, goods were organized into inland packages in the Warehouse building.

The Warehouse was built in the late 1830s under the direction of Hebredian stonemason, Duncan McRae. It is a two and one-half storey rectangular building constructed of rubble and cut quarried limestone. Its heritage character is defined by the integrity of its exterior design and by elements of its interior which express the Georgian architectural tradition and the standard features of the HBC’s warehouse design. FHBRO designated the building “Recognized” because of its historical associations, its architectural significance and its environmental value.

The Warehouse building is currently used by the LFG Volunteer Association to house their food outlet and headquarters for the Youth Day Camp operated in July and August. This function will continue for the foreseeable future.

The Warehouse building has excellent potential to further the site’s presentation of Theme One. The following approach is recommended in the long term:

- ❁ furnishing of the first floor with reproduction artifacts to present its historic function as a storage area for agricultural produce;
- ❁ development of theme-related interpretation displays on the second floor including consideration of a model of the agricultural complex;
- ❁ consideration through the site’s service plan of how much physical access can be provided to the second floor for the mobility impaired.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

The Men's House

The Men's House was constructed in the early 1850s to serve as the living quarters for LFG's post servants. The upstairs portion of the house was used for the bedrooms during the historic period, the lower storey contained the "community kitchen", eating area and recreational space. Quarters for the married servants might have been located in the north end of the building.

The Mens' House is a T-shaped, one and one-half storey structure built in the *colombage pierroté* style and sided with stucco. It has been designated a "Recognized" building by FHBRO for its historic association and architectural integrity with the Hudson's Bay Company occupation. The Mens' House is a major resource used at the site to present Theme Two.

The plan proposes the following strategy for the Men's House:

- ❁ Expanded use of the Men's House in the Living History program to present Theme Two.
- ❁ The Access Plan identifies various requirements for the Mens' House which should be implemented.

Museum/Retail Store

The Museum building was constructed during the mid 1960s as an exterior replica of the Hudson's Bay Company Retail Store that stood at the same location between 1873 and 1924. Behind the period facade is a concrete and steel shell building which houses the museum of the Hudson's Bay Company Collection, an artifact working area, storage space and the site's costume facility, curatorial offices and visitor activities offices.

The HBC Collection will eventually be relocated to the Manitoba Museum of Man and Nature, leaving the Museum/Retail Store space available for site operational needs. In the short term, the first floor exhibits will be relocated to the Visitor Reception Center to allow for the required facilities for the Visitor Activities staff. In the long term, this building will house the following activities: costume production and storage; staff changing rooms, showers and washrooms; visitor activity supervisor's office and site curatorial services.

Doctor's Office

A small wooden frame building adjacent to the Warehouse, the Doctor's Office was built in 1885 as a dispensary for the doctor in charge of the asylum. Over the years the building has been maintained and used for various purposes. FHBRO evaluated the structure as "Not Heritage." The Doctor's office will remain closed to the public with only minimum maintenance required.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

North West Bastion and Bakehouse

The North West Bastion was constructed around 1848 during the occupancy of the Sixth Regiment. After the bastion was completed, part of the wall was dismantled and the bakehouse was constructed. The bakehouse at the lower fort provided hardtack biscuit for the HBC's Northern Department and Red River posts for nearly thirty years.

The North West Bastion was dismantled and rebuilt by Parks Canada in 1977. as a consequence the bastion has been identified as "Not Heritage" by FHBRO.

The bakehouse is a very useful resource to present Theme One. The following strategy is recommended for the North West Bastion and bakehouse:

- ❁ Ongoing use by the LFGVA as part of the organization's public program; and
- ❁ Consideration will be given to introduce furnishings to support the theme presentation as part of the Service Plan.

South West Bastion

Construction of the South West Bastion began in the early 1840s under the direction of stonemason Duncan McRae and John Clouston and was completed by the members of the Sixth Regiment of Foot. It is a circular limestone structure with a medium-pitch conical roof complete with two gable-roofed dormers and two stone chimneys. The Sixth Regiment of Foot used the bastion as a cook house and, after their departure, it was occupied by the company as a storage area.

The South West Bastion was designated a "Recognized" building by FHBRO. The following approach is recommended for this cultural resource:

- ❁ rehabilitation of the interior to serve as the main resource within the fort area to provide a rest area with water facilities for visitors and to interpret Theme Three, "Lower Fort Garry and the evolution of fur trade architecture and landscape"; and
- ❁ definition of the interpretation techniques and media will be confirmed in the Service Plan but it may include small displays of stand-alone exhibits on fur trade architecture and building technology at Lower Fort Garry NHS.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

North East Bastion/Powder Magazine

Construction of the North East Bastion, which contains the fort powder magazine, began in the early 1840s and was completed by members of the Sixth Regiment in 1846. The bastion itself is a plain limestone structure with no roof while the powder magazine is a limestone, gable roofed building which conforms to the standard design for 19th century powder magazines.

Preservation work has been carried out in the powder magazine and today it is in good structural condition. The North East Bastion walls were dismantled and reconstructed in 1990 by the Regional Restoration Workshop. The following approach is recommended for the powder magazine.

- ❁ Methods will be investigated for providing controlled public access to the powder magazine; and
- ❁ Resources and access permitting, the powder magazine will be furnished with reproductions to represent its historic use. The Powder Magazine can be used to interpret aspects of Theme One and Two.

South East Bastion

The South East Bastion was completed by the Sixth Regiment during their stay at Lower Fort Garry. For many years the South East Bastion housed the fort's ice house. In 1956 the National Historic Sites Directorate constructed a public washroom in the bastion. The bastion itself is not a roofed structure and therefore does not meet criteria to be evaluated by FHBRO.

The South East Bastion will continue to house public washrooms with minor modifications to meet Access requirements.





**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

Walls

Construction of the walls at Lower Fort Garry commenced in 1838 when Governor George Simpson ordered Chief Factor Alexander Christie “to get stones quarried and hauled so as to form a strong wall around that establishment with flanking bastions for protection”. Work on the walls was completed by the Sixth Regiment during their occupation of the lower fort between 1846 and 1848. The three gates - located at the west, east and north sides - were original to the fort construction, although the north gate, originally a narrow entrance, was widened in 1885 to permit the passage of larger wheeled vehicles. A small gate along the north wall, near the North East Bastion, was opened in the 1870s during the use of the Warehouse as a penitentiary. The walls are an excellent resource to present aspects of Themes One and Three.

Since 1987 the east and north walls and bastions at Lower Fort Garry have been dismantled and reconstructed. Preservation work on the west and south walls of Lower Fort Garry will proceed in accordance with the 1992 Wall Conservation Report. This conservation report was prepared in conjunction with a comprehensive application of Parks Canada’s Cultural Resource Management Policy.

The following sequence of activity is proposed for the west and south walls based upon the Wall Conservation Report:

- ❁ Introduction of a well-defined monitoring program to measure areas of deterioration. This monitoring program would not include those areas of the west wall that are judged to be in a severe state of deterioration in the project design;
- ❁ Preparation of a comprehensive conservation design which addresses the replacement of the coping and other protective measures such as selective repointing to extend the life of the original resource;
- ❁ This conservation design would integrate the necessary landscape treatment, archaeological intervention and, equally important, a detailed maintenance strategy with appropriate assessment mechanisms to determine at which point the wall or portion thereof has reached an advanced level of deterioration; and
- ❁ Introduction of an ongoing Wall Implementation Team with representation from the site, Restoration Workshop, Professional Services (A&E), Visitor Activities, Historical and Archaeological Services.



LOWER
FORT
GARRY
NATIONAL HISTORIC SITE
MANAGEMENT
PLAN

3.3.2.2 Outside Fort Walls (see Figure 3) *Farm Manager's House*

Originally built in 1835 by Scottish settler James Fraser, the Farm Manager's House (formerly called the Fraser House) was moved to Lower Fort Garry in 1971. The cottage is a one and one-half storey, gable roofed building constructed in the Red River frame style. Designated "Not Heritage" by FHBRO, no major changes are recommended for this building. The Farm Manager's House is an excellent resource to present Theme One. Further historic research should be considered to integrate the Lillie family occupation with the living history program. To strengthen the relationship of the house to its immediate landscape, it is recommended that a privy and other landscape features be added to strengthen the ties to the historic farm complex.

Blacksmith's Shop

The LFG Blacksmith Shop is a reconstructed building introduced in 1971. It is situated adjacent to the location of the original forge that operated from this area from the early 1840s. The Blacksmith Shop will continue to be an important component of the living history program and a key resource to interpret Theme One. The building itself requires ongoing maintenance and modest improvements to meet the recommendations of the Access Plan. Further material culture research is also required to confirm the appropriateness of the artifacts displayed in this building.

Ross Cottage

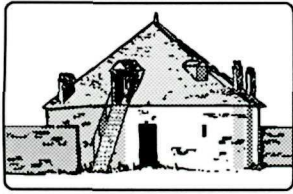
The Ross Cottage situated south of the fort was constructed in connection with the first buildings of the company's industrial complex located near the creek - the 1845 brewery and distillery. During the occupancy of LFG by the Sixth Regiment, the company shifted its trade operations to the buildings south of the fort and John Black, the clerk in charge, was the house's first occupant. In 1851, the cottage was occupied by Donald Ross and his wife Mary. Ross, the long-time Chief Factor of Norway House, moved to the lower fort to recover from an illness but died there in 1852.

The Ross Cottage is a four room, single storey house constructed of irregular limestone on a stone foundation with a shingled, hipped roof. The Ross Cottage was identified by FHBRO as "Not Heritage".

The Ross Cottage is in good structural condition and only requires regular maintenance. The cottage will continue to be a key destination for visitors and a modest resource to interpret Theme Two.

The following approach is recommended:

- ❁ implementation of the recommendations contained in the Access Plan for the Ross Cottage; and
- ❁ historic and archaeological research and furnishing plan to reinforce the interpretation of the cottage as the residence of Donald Ross including landscape features.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.3.3 Historical Landscape

A Site Development Plan will be prepared for the entire site to consolidate and define specifically how the landscape at Lower Fort Garry is to be redeveloped, maintained and integrated into the living history program. This Site Development Plan will provide specific guidelines for the historic and contemporary landscape zones. The Site Development Plan will place particular emphasis upon specific cultural landscape areas such as the Big House grounds, the agricultural complex and the industrial complex adjacent to the creek. While the exact landscape cannot be replicated, all efforts will be made to provide a rehabilitated landscape which is sympathetic to the time period.

3.3.4 Historical Artifacts

3.3.4.1 Hudson's Bay Company Collection

Parks Canada has completed consultation with the Hudson's Bay Company and the Province of Manitoba to begin the process towards a long-term strategy for the care and management of the collection. The Hudson's Bay Company collection will be transferred to the Manitoba Museum of Man and Nature (MMMN) in Winnipeg. Parks Canada and the MMMN are presently working on the approaches and logistics required to maintain the integrity of the collection in its transfer.

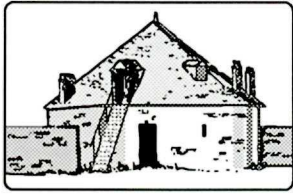
The curatorial staff at Lower Fort Garry will continue to have a major responsibility for the artifacts that will remain on site and will play a critical role in their care and management.

3.3.4.2 Curatorial Resources

Paralleling the HBC Collection Plan, a curatorial resource strategy will be prepared for Lower Fort Garry which defines the strategic role required to care for and develop the LFG artifact collection. The strategy would recognize the major work requirements ongoing at the site as well as the expanding responsibilities of the Manitoba South District.

3.3.5 Archaeological Resources

Parks Canada has a substantial artifact collection at its archaeological facilities in Winnipeg and Ottawa. This major collection will continue to be stored and managed in accordance with the Parks Canada Collections Management Directive. Where possible, artifacts from the collection will be examined for their potential use in the site's presentation program. Archaeological Services, PNWT, is proceeding with the upgrading of the LFG Archaeological Collection to collection management standards. A goal of this project is to select a reference collection of representative artifacts which reflect the LFG themes.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.3.6 Natural Resource Protection

Lower Fort Garry does not require a comprehensive conservation plan. Any modification to the natural landscape, and particularly to the sensitive areas along the riverbank, will be carefully monitored through the Environmental Assessment Review Process and the preparation of the Site Development Plan. Areas that have been identified for particular attention include river access, water consumption, exotic vegetation, turf management, weeds, noxious plants and waste disposal. Considerable landscape research and analysis has been completed and will be incorporated in addressing these issues.

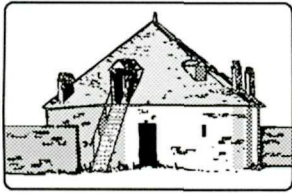
3.4 CULTURAL HERITAGE CITIZENSHIP

3.4.1 Visitor Experience

The goal of Parks Canada is to present and protect Lower Fort Garry for the benefit, education and enjoyment of this and future generations in a manner that respects the significant and irreplaceable legacy represented by its resources. LFG is significant for the number and quality of its original historic resources. The visitor to LFG will be offered the opportunity to gain an understanding of the significance of the site throughout the traditional and non-traditional visitor seasons. An extensive living history program will be the focal point of the experience during the main operating season. The Visitor Reception Centre, in conjunction with the extension programming, will provide the means of delivering primary interpretive messages during the remainder of the year.

In order to provide the visitor with the most enjoyable and educational experience during the main operating season, the primary focus of the site will be the living history program. All aspects of the visit from promotion to departure will be in support of this goal. To this end, every effort will be made to provide a period atmosphere within the historic grounds so that the visitor can derive the most benefit from this immersive experience. Throughout the historic grounds, costumed staff will present the site's primary themes through personal interpretation and animation. The VRC will provide basic support services and site orientation including a short audio-visual presentation introducing the living history program.

An opportunity will be provided for visitors to gain an understanding of the site's historical significance during the non-traditional visitor season through the use of the VRC and extension programs. A relatively detailed audio-visual program will assist in the presentation of the site's primary themes that are interpreted through the living history program.



LOWER
FORT
GARRY
NATIONAL HISTORIC SITE
MANAGEMENT
PLAN

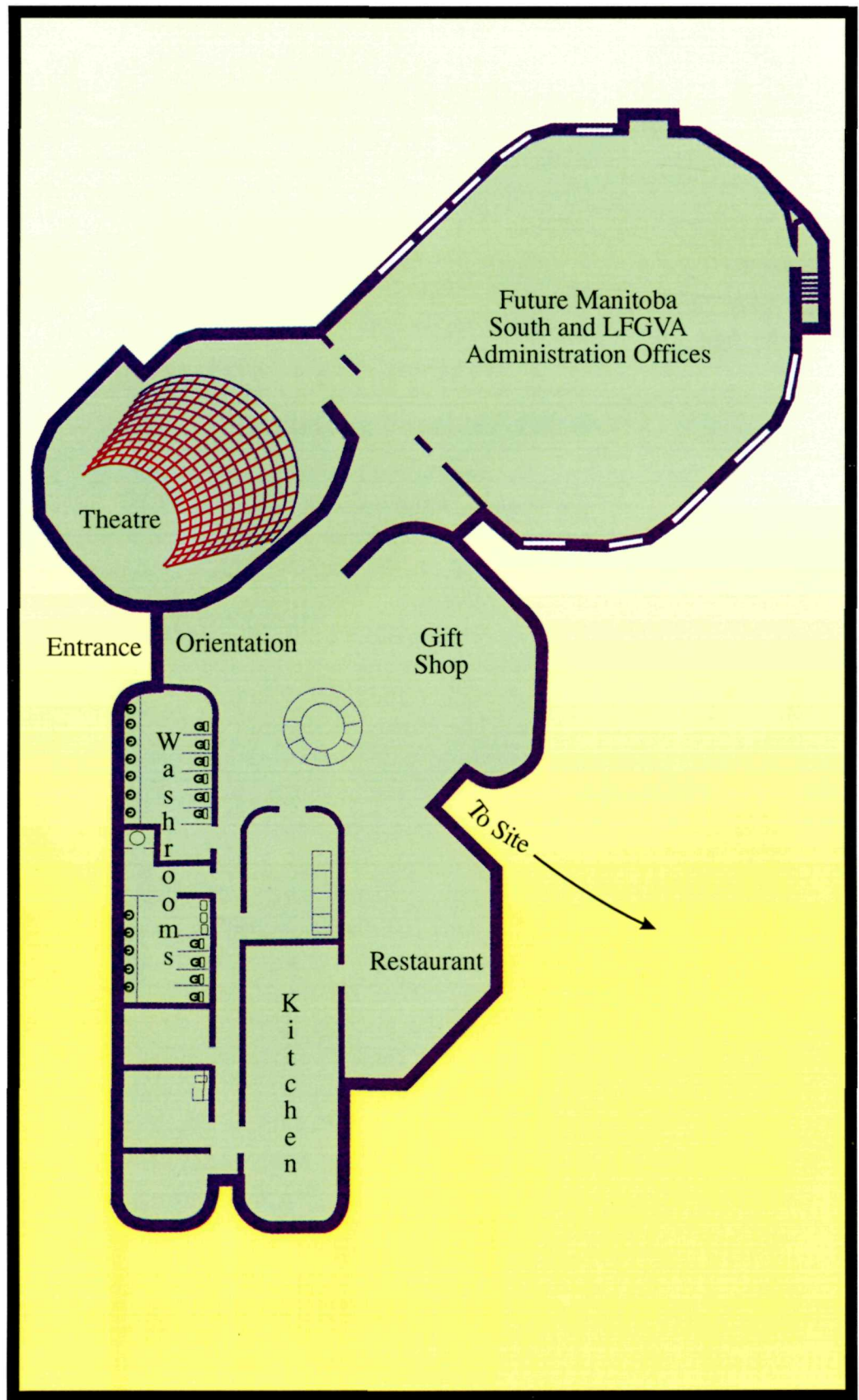


Figure 8.
Visitor
Reception
Centre



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.4.2 Road Access/Orientation

The Site Development Plan will consider modest changes to the parking area, including the entrance kiosk, to provide safe, secure parking which is welcoming to visitors. A formal drop-off area will be introduced for the buses and disabled. The fee collecting service will be relocated closer to the Visitor Reception Centre and situated to direct visitors to that central orientation facility. A formal location for a bus stop will also be pursued for those visitors arriving and departing at Lower Fort Garry by public transit.

3.4.3 Visitor Reception Centre

The Visitor Reception Centre will become an important facility in the site's year-round operation (Figure 8). With a year-round facility an opportunity will be provided for visitors to gain an understanding of the site's historical significance during the non-traditional visitor season through special events, a revitalized extension program and a more comprehensive audio-visual program. During the main visitor season the VRC will provide basic support services such as visitor orientation, first aid, washrooms and a short audio-visual presentation introducing the living history program. Further discussions will be held with the Triple "S" community regarding the location of a regional tourism information function in the Visitor Reception Centre.

In the short term, the gift shop operated by the Lower Fort Garry Volunteer Association will continue to offer historically authentic sales items, books and accessories such as film. The restaurant will continue in its present location. Possible modifications to the Visitor Reception Centre will be made to house the site administration, including the Superintendent and senior managers, and the LFGVA administration.

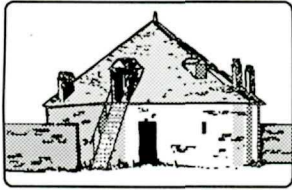
3.4.4 Picnic Area

The site Service Plan will detail the facilities to be located in the traditional use area south of the Visitor Reception Centre. These services will include wheelchair accessible picnic tables, a multipurpose picnic shelter building, and may include a theme-related play area.

3.4.5 Vehicle Access

The existing service road will be modified to present a more historic appearance. Since the road must provide access to firefighting equipment, mobility impaired visitors and site vehicles, there will be a requirement for a certain level of surface to be determined as part of the Site Development Plan.

The existing service road will also be the main designated route for the period transportation services to be pursued in conjunction with the Lower Fort Garry Volunteer Association or some other third party.



LOWER
FORT
GARRY
NATIONAL HISTORIC SITE
MANAGEMENT
PLAN

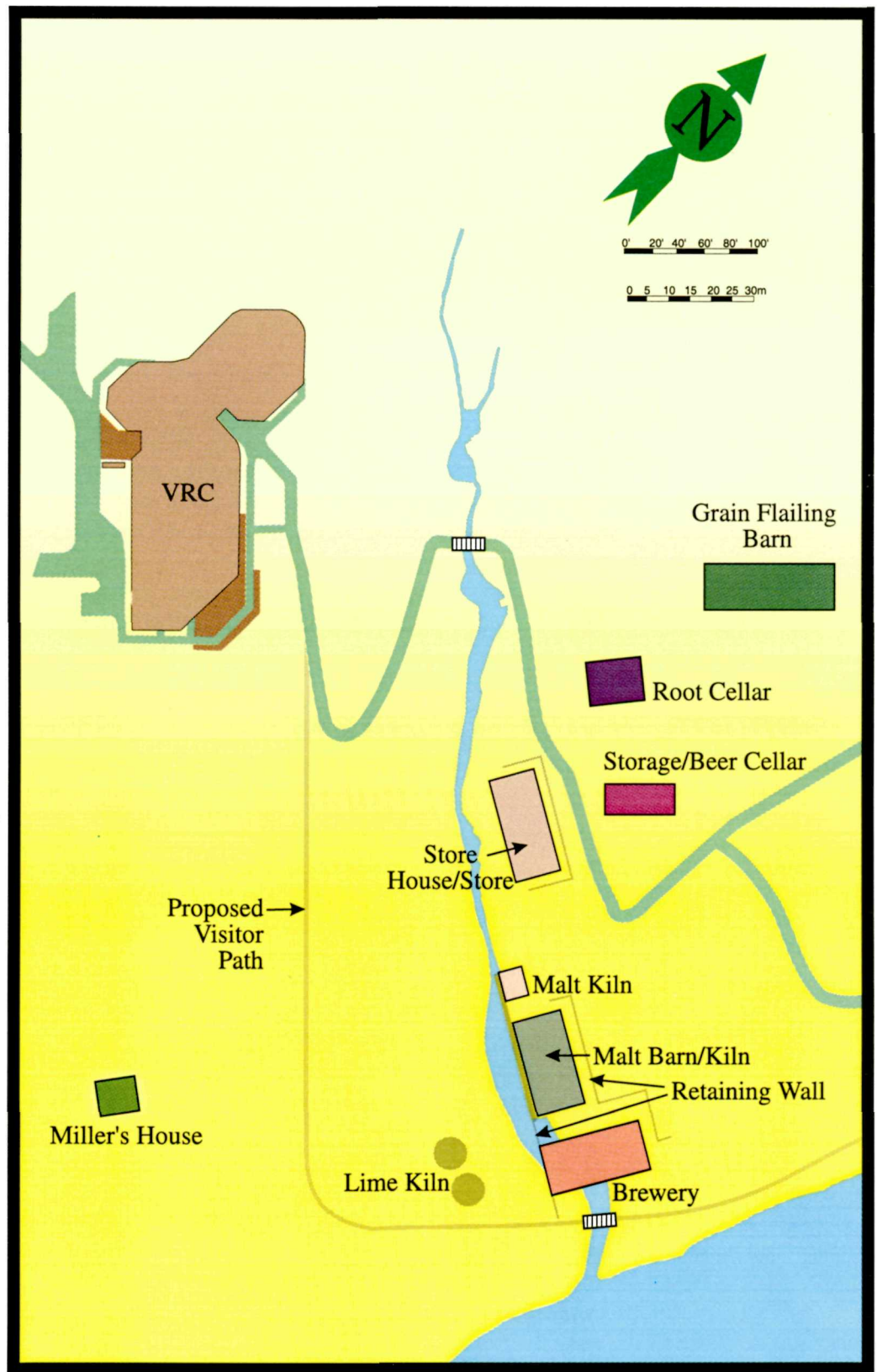
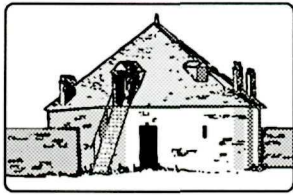


Figure 9.
Industrial
Complex
Archaeological
Features.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.4.6 Visitor Pedestrian Flow

The pedestrian circulation system will be redesigned to provide visitors with a new orientation to the historic site and its themes as well as a new perspective on the living history program. The role of the Red River in Lower Fort Garry's history will be emphasized to visitors as they travel to and from the fort area. Some important new interpretive areas will be introduced as part of this revitalized pathway system.

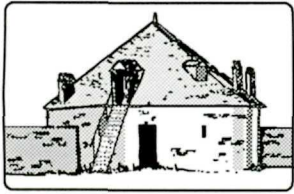
Figure 6 traces the proposed circulation system. The pathway from the Visitor Reception Centre will head south to the river, passing the proposed industrial complex interpretive building (see 3.4.7) and the archaeological ruins of the site's lime kiln. The new pathway system will then take visitors across the creek, pause to explore the history of the industrial area, and then follow the riverbank to the interpretive areas for transportation and Aboriginal history. The visitor will then proceed to the fort, which remains the centre-piece of the living history program. After touring the area within the fort walls, the visitor will exit by the east gate and return to the VRC by way of the Blacksmith Shop, Ross Cottage and Farm Manager's House. In the long term, this pathway system will be extended to the agricultural area north of the fort.

3.4.7 Industrial Complex

Between 1845 and the late 1860s the Hudson's Bay Company constructed a number of buildings south of the fort including a grain flailing barn, storehouse, brewery, distillery, grist mill, sawmill, lathe room, malt house, lime kiln and miller's house (Figure 9).

The industrial complex has long been considered for potential development as an interpretive resource. To integrate the industrial complex into the proposed pedestrian flow, a feasibility study would consider:

- ❁ Construction of a new structure located south of the creek to interpret the industrial era story. This contemporary structure would be built in partnership with the Lower Fort Garry Volunteer Association;
- ❁ Introduction of appropriate landscaping techniques to provide access and awareness of the archaeological resources in this area; and
- ❁ Consideration of a new bridge across the creek area.



LOWER
FORT
GARRY
NATIONAL HISTORIC SITE
MANAGEMENT
PLAN

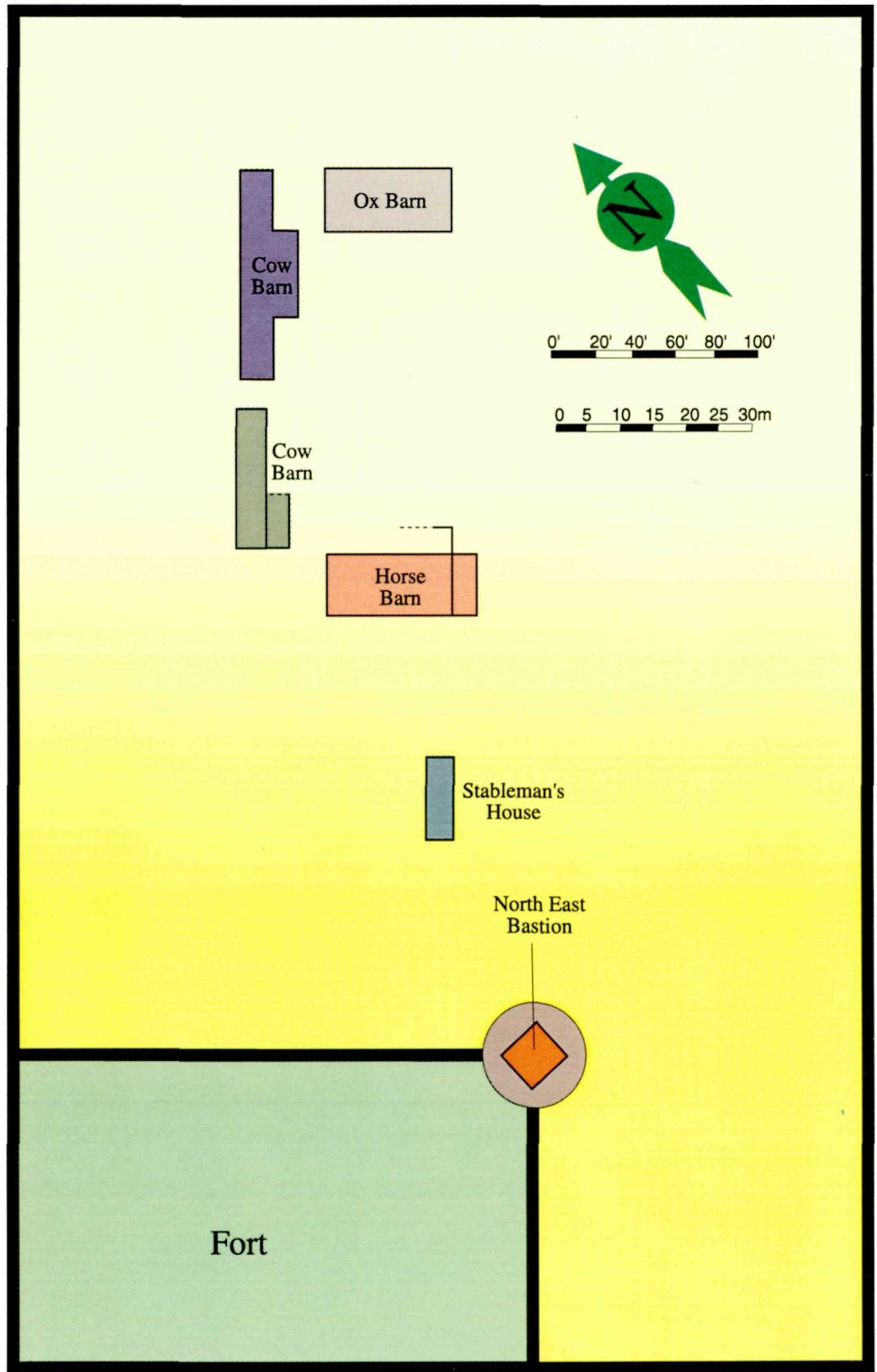
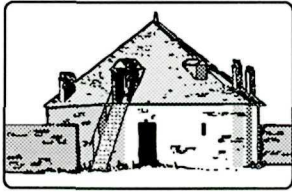


Figure 10.
Agricultural
Complex
Archaeological
Features.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.4.8 River Transportation Interpretive Area

The York Boat is an important resource to interpret the theme of transshipment and to emphasize the importance of the river as the central transport corridor throughout the fur trade era. Reproduction York Boats will be located on-shore adjacent to the historic landing area. Interpretive activity such as the loading and unloading of boat cargo could be incorporated into the living history program.

3.4.9 Aboriginal Camp

The Management Plan proposes the relocation of the Aboriginal camp to a more historically appropriate location southeast of the fort walls to represent the major resource to interpret the relationship of Aboriginal People with Lower Fort Garry. The relocation and redevelopment of the Aboriginal camp will be carried out in conjunction with a comprehensive research and communications strategy including consultation with the appropriate persons in the regional community.

3.4.10 Fort Area

When the visitor arrives at the fort new additions to the interpretation program are proposed for the Mens' House, South West Bastion and North East Bastion. There will be modifications to the landscape to introduce historic features such as woodpiles, Red River carts, and other appropriate reinforcements for the living history program.

3.4.11 Agricultural Complex

The importance of this historic activity is recognized in Theme One. North of the fort the Company established its large agricultural operations in the 1850s which included cattle, oxen and horse stables, gardens, a stableman's house, lime house, and hay yard (Figure 10).

The Management Plan proposes the gradual implementation of certain aspects of the Living History Farm concept if outside funding such as the Canada-Manitoba Tourism Agreement becomes available. Local community and agricultural organizations will be contacted to discuss their involvement with this project, including the potential opportunity to introduce farm animals at some juncture. The first phase would see the traditional enhancement of the agricultural activities at the site centred around gardens, the processing and handling of agricultural crops and re-establishing landscape features such as the fence-lines around the stables.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.4.12 River Access

This plan proposes to explore one major river access location at Lower Fort Garry (see Figure 6). The following principles will govern the potential future development of the river access location south of the mouth of the creek.

- ❁ Continued access to the site by private tour boat companies should not proceed without a contractual agreement and a financial contribution toward the cost of access development;
- ❁ River access development will meet the standards set in the federal policy on accessibility of real property for disabled persons. More specifically, river access proposals will have to conform with objectives and proposals set out in the Lower Fort Garry Access Plan;
- ❁ The experience provided to visitors arriving by boat should be a quality one and include an overview of the three major themes and some level of exposure to the living history program prior to arrival at the site; and
- ❁ If a river access development is pursued, the facility would be available to the general public and would conform to all government standards pertaining to public safety.

3.4.13 Special Events - Programming

Lower Fort Garry NHS will continue to develop its special events potential in cooperation with the Lower Fort Garry Volunteer Association. The LFGVA already sponsors an impressive array of special events.





**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.4.14 Special Needs Visitors

Parks Canada has prepared an Access Plan for Lower Fort Garry NHS. The plan outlines how the site can make its facilities and services accessible to persons with moderate to severe impairments of sight, hearing and mobility. Parks Canada is committed to providing barrier-free access for all visitors to LFG.

3.4.15 Winter Use Guidelines

Introduction of winter programs at Lower Fort Garry NHS will provide opportunities for non-traditional groups such as winter recreationalists to visit the national historic site. Before a winter program is introduced, specific guidelines will be introduced to govern winter use on the landscape.

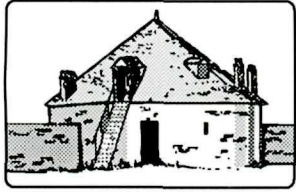
3.5 COMMUNICATION AND MARKETING STRATEGY

Parks Canada will prepare a strategy for Lower Fort Garry to include marketing, communication, advertising and promotion initiatives addressing the current and future needs of Lower Fort Garry stakeholders and visitors.

Key aspects of this strategy will include:

- ❁ Continued liaison and cooperation with the Lower Fort Garry Volunteer Association;
- ❁ A strong emphasis upon the marketing opportunities associated with the Red River Corridor Heritage Tourism Network and the Canada-Manitoba Tourism Agreement;
- ❁ Development of a marketing/communication/advertising and promotion plan for Lower Fort Garry NHS; and
- ❁ Cross promotions with Parks Canada/provincial parks/sites and others in the heritage business in Manitoba and Western Canada.





**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.6 STEWARDSHIP OF HUMAN AND FINANCIAL RESOURCES

The achievement of this plan's goal will only be accomplished by organizational and program change. As a first step, a major review of the Parks Canada Manitoba South District will proceed to determine the most effective organizational structure prior to the implementation of proposals contained in this Management Plan. The analysis will build upon the strategic direction contained in the Prairie and Northern Region's Strategic Plan and its associated reorganizational studies.

Parks Canada will address:

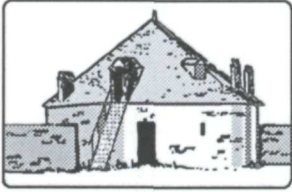
- ❁ Feasibility of the year-round operational concept through implementation of the VRC administrative relocation and introduction of compatible events and programming;
- ❁ Determination of the long-term relationship of the site to the Regional Restoration Workshop; and
- ❁ A comprehensive evaluation of the site's security and waste disposal systems to identify the current and future requirements.

3.6.1 Manitoba South District Office

The implementation of this Management Plan will require some organizational change, particularly with respect to Lower Fort Garry's relationship to the Manitoba South District and its overall responsibility for the four national historic sites which Parks Canada owns.

Proposals for Lower Fort Garry cannot be made in isolation. The financial and human resource aspects of projects and proposed programs will have major implications for the Forks, as well as St. Andrews Rectory and Riel House. It is also recognized that visitor programs and services, promotional activities, and most aspects of regional integration should be coordinated in a cooperative manner, involving the entire District.

The plan recommends that a review be conducted of the Manitoba South District to determine the most effective organizational structure. This strategy should be undertaken prior to the implementation of major proposals contained in this Management Plan.



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.6.2 Operational Facilities

The feasibility of relocating the majority of the administrative function to the Visitor Reception Centre to support the year-round operational concept for the site will be examined. Space is required for offices and programming capabilities.

When the Hudson's Bay Company Collection's transfer is completed, there may be available space in the Museum building. Functions that will continue to use this building will be Visitor Activities and Collections Management.

General Works have ongoing needs for increased work and storage space in the general maintenance compound.

3.6.3 Public Safety

The services, facilities and activities offered at Lower Fort Garry will ensure a safe and healthy environment for the public and staff. The safety guidelines will be provided by Parks Canada, in adherence with Labour Canada standards.

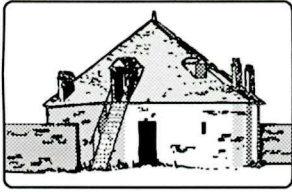
3.6.4 Security

This plan recommends funding for a comprehensive evaluation of the site's security program to identify the current and future security requirements. Expansion of some facilities and changing use for others will result in evolving security needs.

3.6.5 Waste Disposal

An assessment is required to determine the full cycle of materials that are utilized at the site by visitors and park operations. Quantifying and tracking waste generated at the facility will help to determine where reduction can be effective and where recycling is applicable. The remaining waste will require landfill disposal. The suitability and stability of the municipal landfill should be assessed in relation to park use to ensure environmentally sound waste management.





**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

3.6.6 Environmental Assessment

The Lower Fort Garry Management Plan was subjected to an environmental screening in accordance with the “Environmental Assessment Process for Policy and Program Proposals” (FEARO February 1993) and “Procedures for the Application of the Environmental Assessment and Review Process (Parks Canada Management Directive 2.4.2). The screening report (LFG 93-01 February 1993 and addendum dated November 1994) is on file with Canadian Heritage, Professional and Technical Service Centre, Winnipeg. The environmental screening was prepared as an integral part of the planning process to ensure that the environmental implications were fully considered before irrevocable decisions had been taken.

Many of the proposals in the Plan are conceptual in nature and will require further environmental assessment or screening when the specific proposals have been developed. The overall implications of many of the proposals that were evaluated will be positive, and will result in greater protection to the cultural and natural resources of Lower Fort Garry NHS. For other proposals where possible adverse environmental effects are identified, these effects can be mitigated to insignificance using established procedures.

The Plan was also evaluated for cumulative effects to the environment. Since the initiatives in the Plan may result in increased year-round visitation, the development of a strategy to identify acceptable and manageable levels of impact to both natural and cultural resources, and to monitor change over a period of time, is recommended.

The environmental screening determined that no significant impacts are associated with the proposals outlined in the Plan, whether individually or collectively. There is a need to establish a strategy to address cumulative impacts as a result of possible increased visitation. Generally, the environmental impacts from the initiatives will be insignificant or mitigable to insignificance with known technology.



LOWER
FORT
GARRY

NATIONAL HISTORIC SITE

MANAGEMENT
PLAN

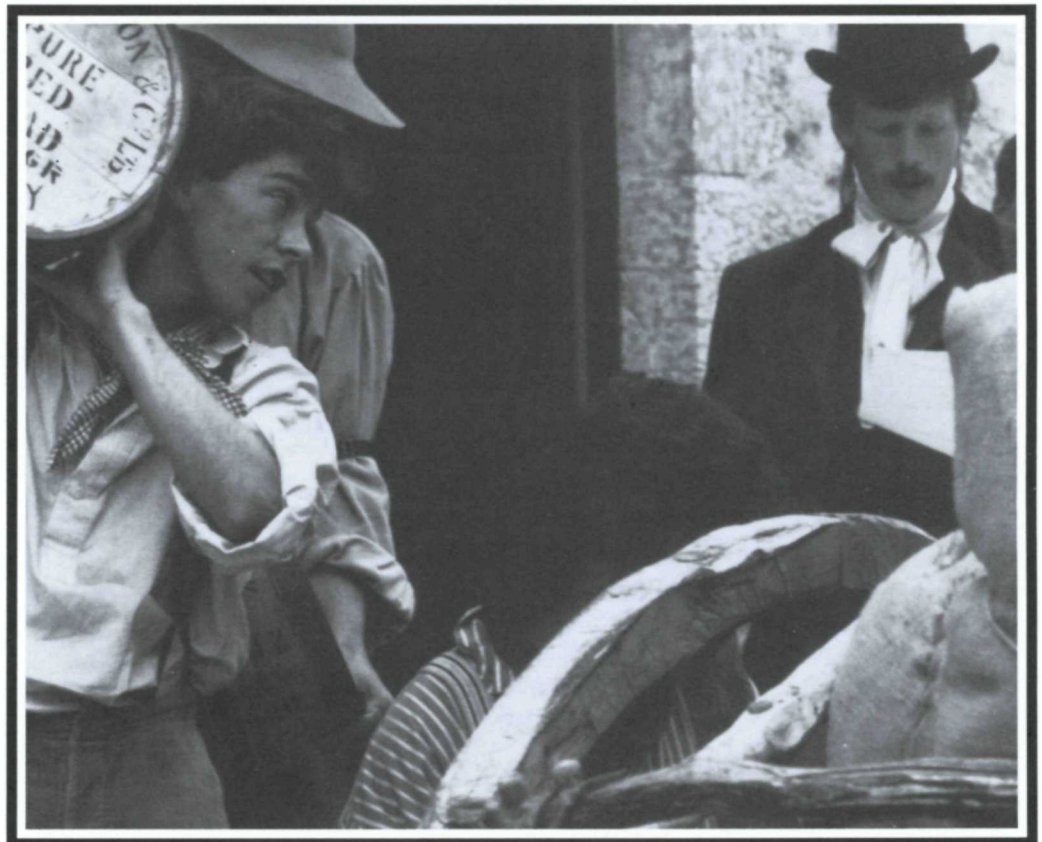
4.0 MANAGEMENT PLAN IMPLEMENTATION STRATEGY

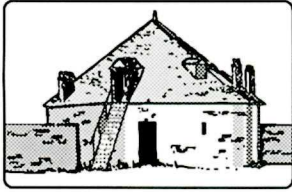
Upon Ministerial approval, Parks Canada will prepare a comprehensive implementation strategy to ensure that the provisions of the Management Plan are carried out in a systematic and timely fashion.

Responsibility for the preparation of this strategy will rest with the District Superintendent, Manitoba South, and with the co-operation of the various disciplines represented on the management planning team.

The implementation of many provisions in this Management Plan are dependent on the availability of financial resources and an adequate base of research. Approval of this plan does not constitute automatic approval of funding for implementation. Standard federal government financial management requirements, funding procedure approvals and the directives of control agencies responsible for government spending and accountability will be adhered to at all stages of the implementation.

It should also be recognized that Parks Canada, in conjunction with the Lower Fort Garry Volunteer Association, will be pursuing corporate and community sponsorship to implement various aspects of the plan.





**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

MANAGEMENT PLAN IMPLEMENTATION FRAMEWORK

PLAN PROVISIONS	PHASE 1 (YEAR 1-5)	PHASE 2 (YEAR 6-10)
-----------------	-----------------------	------------------------

I REGIONAL RELATIONSHIPS

- | | | |
|--|---|--|
| 1. Municipal Zoning | X | |
| 2. Red River Corridor Tourism Network | X | |
| 3. Partnership Project with Manitoba
Aboriginal Community | X | |

II CULTURAL RESOURCE MANAGEMENT

A. Fort Area

Big House

- | | | |
|--|---|---|
| 1. Modifications to Basement
re: Service Plan | | X |
| 2. Access Requirements | X | |
| 3. Furnishing Plan/Curatorial Handbook | X | |
| 4. Furnishing Plan Modifications | | X |

Saleshop/Furloft

- | | | |
|--|---|---|
| 1. Access Requirements | X | |
| 2. Furnishing Plan/Curatorial Handbook | | X |
| 3. Furnishing Plan Modifications | | X |

Warehouse

- | | | |
|---|---|---|
| 1. Furnishing/interpretation of First Floor | | X |
| 2. Theme-Related Interpretation Displays
(2nd floor) | | X |
| 3. Access Requirements | X | |
| 4. Curatorial Handbook | | X |

Mens' House

- | | | |
|---------------------------------------|---|---|
| 1. Historic Research | X | |
| 2. Furnishing Plan and Implementation | X | |
| 3. Curatorial Handbook | | X |

Museum/Retail Store

- | | | |
|---|---|--|
| 1. HBC Collection Action Plan | X | |
| 2. Implementation of Recommendations
influencing Museum Building | X | |
| 3. Access Requirements | X | |

North-West Bastion/Bakehouse

- | | | |
|--|---|---|
| 1. Access Requirements | X | |
| 2. Furnishing Plan/Curatorial Handbook | | X |
| 3. Furnishing Plan Implementation | | X |

South-West Bastion

- | | | |
|---------------------------------------|---|--|
| 1. Interior Rehabilitation | X | |
| 2. Interpretation Program Development | X | |
| 3. Access Requirements | X | |

North-East Bastion/Powder Magazine

- | | | |
|--|---|---|
| 1. Access Requirements | X | |
| 2. Furnishing Plan/Curatorial Handbook | X | |
| 3. Furnishing Plan Implementation | | X |
| 4. Interpretation Development | | X |

Walls

- | | | |
|---------------------------|---|---|
| 1. Conservation Strategy | X | |
| 2. Conservation Design | X | |
| 3. Project Implementation | X | X |



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

MANAGEMENT PLAN IMPLEMENTATION FRAMEWORK

PLAN PROVISIONS	PHASE 1 (YEAR 1-5)	PHASE 2 (YEAR 6-10)
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B. Outside Fort Walls

Farm Manager's House

1. Historical Research	X	
2. Landscape Modifications		X
3. Furnishing Plan/Curatorial Handbook		X
4. Furnishing Plan Modifications		X

Blacksmith Shop

1. Access Requirements	X	
2. Furnishing Plan/Curatorial Handbook		X
3. Furnishing Plan Implementation		X

Ross Cottage

1. Access Requirements	X	
2. Historical Research	X	
3. Furnishing Plan/Curatorial Handbook	X	
4. Implementation of Changes		X

C. Historical Landscape

1. Site Development Plan	X	
2. Landscape Modifications	X	X
3. Furnishing Plan/Curatorial Handbook		X

D. HBC Collection

1. Action Plan	X	
2. Implementation of Plan Recommendations	X	X
3. Curatorial Resource Strategy	X	

E. Archaeological Resources

1. Collections Management Strategy	X	
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F. Costuming Program

1. Costume Plan Update	X	
2. Implementation of Changes		X

III VISITOR ACTIVITIES SERVICES AND FACILITIES

LFG Service Plan X

Orientation/Road Access

1. Design	X	
2. Implementation	X	

Visitor Reception Centre

1. Design Revisions	X	
2. Implementation of Recommendations	X	

Service Roads

1. Surface Modifications		X
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Visitor Pedestrian Flow

1. Design	X	
2. Implementation of Pathway System		X



**LOWER
FORT
GARRY**
NATIONAL HISTORIC SITE
**MANAGEMENT
PLAN**

MANAGEMENT PLAN IMPLEMENTATION FRAMEWORK

PLAN PROVISIONS	PHASE 1 (YEAR 1-5)	PHASE 2 (YEAR 6-10)
Industrial Complex		
1. Feasibility Study	X	
2. Business Plan	X	
3. Design	X	
4. New Structure		X
5. Landscape Modifications		X
6. Interpretive Media		X
York Boat Interpretive Node		
1. Landscape Modifications	X	
2. Interpretive Implementation		X
Native Encampment		
1. Historic Research/Material Culture Research	X	
2. Implementation Plan (including Material Culture and Costuming Plan)	X	
3. Implementation	X	
Agricultural Complex		
1. Warehouse Interpretation Media	X	
2. Landscape Design	X	
3. Project Implementation		X
River Access		
1. Project Design	X	
2. Construction	X	
3. Contractual Agreement	X	
IV MARKET DIRECTION		
1. LFG Marketing Strategy and Communications Plan	X	
2. Strategy Implementation	X	X
V SITE ADMINISTRATION AND OPERATION		
1. Manitoba South District Organizational Review	X	
2. VRC Administration Centralization	X	
3. General Works Operational Review	X	
4. LFG Security Action Plan	X	
5. Waste Disposal Study	X	