



# Manoir-Papineau

National Historic Site of Canada

**State of Site Report**

**2011**



Catalogue n°. R61-69/2011E (print version)

ISBN: 978-1-100-19602-2 (print version)

Catalogue n°. R61-69/ 2011E (PDF version)

ISBN: 978-1-100-19603-9 (PDF version)

Ce document est également disponible en français.

Front page picture credits:

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**MANOIR-PAPINEAU NATIONAL HISTORIC  
SITE OF CANADA**

State of Site Report

December 2011

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Manoir-Papineau National Historic Site of Canada  
**State of Site Report**

RECOMMENDED BY:



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# 1. Summary

This report outlines the status of the cultural resources, visitor experience, learning program and partnership relations of Manoir-Papineau National Historic Site.

It provides specific information about:

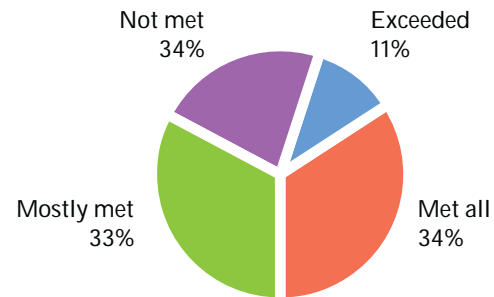
- Progress to date against Parks Canada’s performance expectations<sup>1</sup>
- What has been accomplished since the 2005 Management Plan
- The site’s key issues.

In 2008, the commemorative integrity of Manoir-Papineau was assessed at 7/10. Since that date, the state of the cultural resources has deteriorated. The three elements that were evaluated—state of resources, effectiveness of communications and management practices—were assessed as fair.

Two visitor surveys were conducted, the first in 1994 and the second in 2009. With some exceptions, such as access to certain buildings and pre-visit information, visitor satisfaction was fairly high. The elements assessed in both surveys showed that visitor satisfaction is rising.

The efforts on the part of the historic site to meet the performance objectives set by Parks Canada have produced results, as shown by the following figure (percentage of Management Plan objectives met by Manoir-Papineau).

## Performance Expectations



The 2005 Management Plan set out the directions for the historic site. The key projects completed over the past years to put the plan into action are:

- Creation of a parking area along route 148 to
- Work on the granary, including the restoration of a fresco by Napoléon Bourassa
- Creation of viewsapes to enable visitors to situate the manor house in its setting.

## Key Issues

The last chapter of the report presents the key issues for consideration:

- 1) The deterioration of the cultural resources
- 2) The current offer, which has not met the performance objectives for learning and meaning
- 3) The site’s relative poor public recognition




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1. In preparing this report, the historic site must take into consideration the 2005 Management Plan and Parks Canada’s Corporate Plan, which contains the performance objectives and the strategic outcome.

- 4) The need to grow and consolidate partner commitment and involvement
- 5) The emphyteutic lease and its impacts on the site planning and management.




On the following page you will find a table summarizing the state of Manoir-Papineau. The legend is immediately below.

## Rating Legend

STATE					
			<b>N.S.</b>	<b>- (Less)</b>	<b>+ (Plus)</b>
Good	Acceptable	Poor	Not scored	At the bottom range of the colour	At the upper range of the colour

TREND			
↑	↔	↓	<b>N.S.</b>
Improving	Stable	Deteriorating	Not scored

## Table Summarizing the State of Manoir-Papineau

INDICATOR	STATE	JUSTIFICATION
<b>Resource Conservation - Commemorative Integrity (7/10 – minor change)</b>		
State of resources		Degradation of 4 Major Level 1 <sup>2</sup> buildings since 2008: the Manor and the granary are in an acceptable state, but the tea house and the museum are in poor condition, as is the exterior woodwork on the manor house. The collection of objects is in good condition.
Effectiveness of communications		The historic messages associated with the site are many and complex. The site is only partially presented and requires more modern communications. The information communicated should also be updated.
Management practices		Weak points in the maintenance program and the lack of a conservation plan for the collections, the buildings and the landscape have been noted.

2. Resources directly related to the reasons supporting the designation of national historic site.

<b>Visitor Experience (trend)</b>		
Visits	↓	Between 2009 and 2010, attendance decreased 5% (843 fewer visits).
Learning	<b>N.S.</b>	In the 2009 visitor survey, 74% of respondents felt they had learned about the site's cultural heritage. The data gathered in the next survey will help establish the trend of this indicator.
Enjoyment	<b>N.S.</b>	The 2009 survey showed 95% of visitors enjoying their visit (80% enjoyed it very much). Nevertheless, more than half of the visitors would have like access to more manor house rooms and buildings and suggested improving signage and recreational activities.
Satisfaction	↑	Overall, visitor satisfaction is high. A verification of the elements studied in 1994 and 2009 confirms that the score of satisfaction is rising.
Meaning	<b>N.S.</b>	In the 2009 survey, 77% of visitors felt that the site meant something to them. This was the first data collected for this indicator.
<b>Public Appreciation and Understanding</b>		
Appreciation and understanding	<b>N.S.</b>	The historic site has a website. A number of articles about the site have appeared in magazines and newspapers in past years. One of the schools in the region prepared an exhibit on Louis-Joseph Papineau.
Support	<b>N.S.</b>	Stakeholders from the surrounding area sit on an advisory committee. The main partners are the Château Montebello on the neighbouring property, the municipality of Montebello, the Louis-Joseph Papineau Historical Society and Outaouais Tourism.

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# 1. Introduction

The purpose of the report on site status is to:

- Provide a snapshot of the state of the historic site
- Describe the progress towards meeting Parks Canada's performance objectives
- Present the work done to maintain or improve the state of the site since the 2005 Management Plan
- Determine the weak areas in indicator monitoring
- Define the key issues associated with the historic site so that they can be taken into consideration in the management planning.

## 1.1 Background

Manoir-Papineau National Historic Site is located in Montebello, on the north shore of the Ottawa River, approximately 146 km west of Montréal. It is made up of a small part of the former seigneurial estate at the centre of the seigneurie of La Petite-Nation<sup>3</sup>. It represents less than 1% of the original estate in Louis-Joseph Papineau's time. The original plan for the estate, laid out by Louis-Joseph Papineau and his son Amédée, is still very evident. We can see the social ambitions and tastes of the Seigneur of La Petite-Nation.

The manor house and part of the former seigneurial estate were transferred to Parks Canada in 1993 under an agreement formed

between the Canadian government and the Canadian Pacific Hotel Corporation (today the Fairmont Corporation). The agreement takes the form of a 42-year emphyteutic lease, which expires on June 1, 2035. It stipulates that: « *The leaseholder agrees to transform the Property into a national historic site, at its own expense, in order to acquaint the public with the life of Louis-Joseph Papineau and his family, according to the themes and objectives of the Property* » [(Article 3.5)] and for that purpose « *agrees to make, within a reasonable timeframe and at its own expense, the Improvements...* » [Article 3.1.] [translation]

Since 1998, the historic site has undergone some major work, totalling an investment of over 3.7 million dollars. A large part of the investment went towards restoring the manor house and bringing the building up to code: upgrading the heating system and redoing the fire protection system; preserving the exterior; repairing and painting the parging; drainage and restoration of the foundation walls; partial restoration of the greenhouse and stairway towers; restoration of the exterior trim, repairs to the metal roof of the annex; painting the wooden and metalwork exteriors; installation of rain gutters; restoration of the woodwork on the piano nobile, or main floor; and installation of a ceiling and temporary bathrooms in the basement and furniture on the main floor. The money invested has paid for improvements to the granary, including installing an exhibit and restoring the fresco by Napoléon Bourassa. There has also been some cursory work on the cultural landscape.

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3 See Annex 3 for a map of the historic site.

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Visitors can access the historic site by one of two main entrances—either via the new parking lot close to the old train station or via the Château Montebello. The pathways and roads lend themselves to the exploration and discovery of the site's natural and heritage treasures. Visitors can relax on one of the benches and take in some spectacular vistas. Three buildings are open to visitors: the manor house and its main floor, the granary with its exhibit, and the funeral chapel, which is offered in partnership with the Joseph-Louis Papineau Historical Society. During the 2010 season, the funeral chapel was open five days a week. A fourth building, the museum also opens its doors to the public on special occasions.

## 1.2 Commemorative Intent

Manoir-Papineau has been designated a national historic site since 1968. The commemorative intent is defined as follows:

- Manoir-Papineau National Historic Site of Canada principally commemorates Louis-Joseph Papineau and the architectural significance of his manor house, as a reflection of his social ambitions, tastes and personality.
- It also bears witness to the man who, after leaving the political stage, devoted his entire life to the construction of an ideal estate and the management of his seigneurie at La Petite-Nation.
- Finally, it recalls the role of the Papineau family in constituting the estate.

The manor house and the granary are classified federal heritage buildings, while the family museum and tea house are recognized federal heritage buildings. The manor house and funeral chapel are classified historic monuments of Quebec under Quebec's *Cultural Property Act*.



Aerial view of the Monte-Bello estate in 1929. Magazine *The Seigneur*, summer 1964 ; photo that appeared in an article by J. J. Willis.  
Reproduction : Parks Canada, neg. : 206/ic/PR-6/S-160, n° 6

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## 2. State of the Site

### 2.1 Background

Various aspects of the historic site were evaluated to determine the state of the site: its commemorative integrity, its visitor experience and the public's appreciation and understanding of the site.

In the commemorative integrity of the site section, the manor house, the estate and its components, Papineau's resources and those of his family were scored Level 1<sup>4</sup> according to Parks Canada's Cultural Resource Management Policy<sup>5</sup>.

The following indicators were used to evaluate the commemorative integrity of Manoir-Papineau: state of resources, effectiveness of communications and management practices.

The report goes further to evaluate the visitor experience using five other indicators: visits, learning, enjoyment, satisfaction and meaning. As well, the public, the historic site's partners and associated stakeholders are assessed using two indicators.

Note that many of the indicators concerning visitor experience and partners are not scored. This is due to changes in Parks Canada's evaluation method. New indicators developed in recent years will require surveys before they can be scored.

### 2.2 Commemorative Integrity – 7/10

In 2008, Manoir-Papineau received a score of 7/10 for its commemorative integrity. The evaluation brought forward some important points:

- The main floor of the manor house underwent major work which enabled it to be presented.
- The quality and authenticity of the resources are extremely positive factors.
- The topic appears to be inexhaustible, with a wealth of documentation.

On the negative end of the scale, a number of weak points were identified:

- The cultural landscape has been considerably altered, in large part due to vegetative overgrowth.
- The physical and commemorative integrity of the buildings is fragile despite stabilization work and ongoing maintenance.
- The media used for broadcasting the messages are limited.
- There is not a well-defined conservation and maintenance plan in place for the landscape, the buildings and the collection.

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











4 Resources directly related to the reasons supporting the designation of national historic site.





5 Ten or so cultural resources linked to the objective are located outside of the boundaries of the national historic site managed by Parks Canada (the funeral chapel and its cemetery, the stables and the gardener's house, for example)

## 2.2.1 State of Resources










The commemorative integrity of the Manoir-Papineau scored “yellow minus” (acceptable) for the state of its resources. The state of the main Level 1 resources on Parks Canada territory varies from good to poor:

CULTURAL RESOURCES	STATE	JUSTIFICATION(S)
<b>Built Heritage</b>		
Manor house		Water infiltration, dampness, deterioration of exterior (woodwork), worn carpeting
Granary		Dampness and water seepage that could possibly damage the building and fresco.
Museum		Unstable soil under the foundations causing cracks in the building, dampness, roof needs redoing
Tea house		Obsolete stabilization, dampness, infested with rodents
Kiosk (old campanile)		Damaged caused while moving it
<b>Site and historic landscape</b>		
Cape Bonsecours and surrounding area		Overgrown by vegetation
The large wooded park		Overgrown by vegetation
Various trails		Soil erosion: several trails have already disappeared
Manor House Road		Soil erosion: drainage control problem
Cape Road		Modification of road surface and route
Lawns surrounding manor house		Flower beds mostly gone
Old vegetable plot		No signs of vegetable plot

Terraces		Terraces at the foot of the stairs gone
Stone staircase		Overgrown with vegetation
Vestiges and archaeological collection		
Ethnological collection <sup>6</sup>		

### Commemorative Integrity Evaluation - 2008

SUMMARY – STATE OF RESOURCES	SCORE 2008
Resources related to the objective of commemoration <sup>7</sup>	
Resources unrelated to the objective of commemoration	
<b>TYPES OF CULTURAL RESOURCES:</b>	
Landscape characteristics	
Buildings, works	
Archaeological sites	
Objects	
General	

<sup>6</sup> 1 625 objects, including furniture, light fixtures, accessories, decorative elements, clothing accessories, paintings, engravings, photographs and garden ornaments. The majority of these come from the manor house. More than 450 objects are currently on exhibit at the site.

<sup>7</sup> See section 1.2



## 2.2.2 Effectiveness of Communications



Parks Canada has a duty to introduce visitors to the heritage values and characteristics commemorated at Manoir-Papineau. The commemorative integrity evaluation of the historic site scored the effectiveness of communications “yellow minus” (acceptable). In the 2009 visitor survey, 87% of participants obtained at least two correct answers out of four true-or-false questions, and 69% obtained three. These results demonstrate to managers the knowledge that visitors have acquired of certain distinctive elements of the historic site.



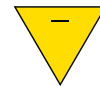
Guided tour of the manor house  
Parks Canada

While visiting Manoir-Papineau, visitors can learn about its history and the reasons for its commemoration by taking a guided tour, picking up a brochure or a visitor’s guide, reading the plaque installed by the Historic Sites and Monuments Board of Canada and by questioning the guide-interpreters. Two buildings are closed to the public and a third is only occasionally opened. This last houses an exhibit that can be seen on independent visits. Special activities are also organized during the summer: tours of certain buildings normally closed to the public, concerts, garden tours, etc.

## Commemorative Integrity Evaluation - 2008

EFFECTIVENESS OF COMMUNICATIONS	SCORE 2008
Commemorative Intent <sup>8</sup>	
Messages unrelated to the reasons for the designation	
General values of Parks Canada’s historic sites	
Effectiveness of commemoration messages presented	
General	

## 2.2.3 Management Practices



The unflagging efforts of the site team to apply the principles of the *Cultural Resources Management Policy* have produced the following:

- Inventories completed
- Site documented
- Work completed on various components
- Continued maintenance of buildings and stabilization measures.







Although an intervention program for the conservation and presentation of the gardens was prepared in 2006, to date there is not a clear conservation and maintenance plan<sup>9</sup> for the landscape components, the buildings or the collection.

<sup>8</sup> See section 1.2

<sup>9</sup> A conservation plan is a document that recommends conservation and maintenance actions for stabilizing existing cultural resources.

These elements earned the historic site's management practices a yellow score (acceptable) in the commemorative integrity evaluation.

### Commemorative Integrity Evaluation - 2008

SELECTED MANAGEMENT PRACTICES	SCORE 2008
Inventory and evaluation of cultural resources	
Adherence to cultural resource management principles and practices	
Archives and records	
Maintenance program	
Monitoring and corrective measures	
General	

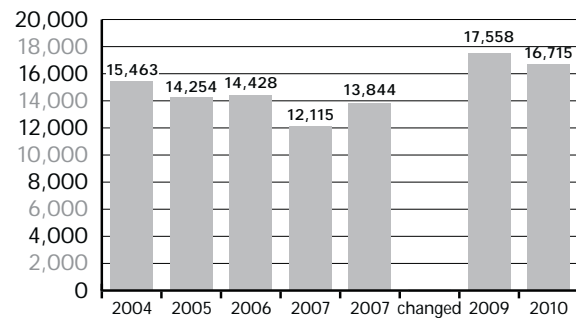
## 2.3 Visitor Experience

### 2.3.1 Visits Indicator



Between 2004 and 2008, the site received an average of 12,019 visitors annually. However, the method for calculating attendance at the historic site was changed in 2009. As a result, it is not possible to compare the number of visits in 2009 and 2010 with the data from the previous years. In 2010, the historic site recorded 16,715 visits, of which 15,617 were individual visits, 157 were school groups and 941 were other groups. The visits indicator is down for 2010 due to the 5% drop in attendance (843 fewer visits than in 2009).

### Number of Visits to Manoir-Papineau



The graph above shows a decrease in visitors of over 2,000 in 2007. This is because the site closed its doors for eight days in August of 2007 during the North American Leaders' Summit.

Visitors were polled during the summer of 2009. Consequently, we have recent visitor data. Manoir-Papineau's clientele, for example, is largely from Quebec (73%) and Ontario (18%). Of those living in Quebec, 26% are in the Outaouais, 12% in Montréal and 10% in Montérégie. A visitor survey conducted in 1994 showed that about three-quarters (72%) of visitors entered the site via the Château Montebello access. In 2009, approximately 30% of visitors used this access. This marks a big change in site access; the clientele includes fewer visitors that are staying at the Château.

Visitor origins have changed over the years. In 1994, only 3% of visitors came from Montebello and the municipalities of La Petite-Nation, whereas in 2009, 18% came from the neighbouring area (within a radius of less than 40 km, which is somewhat larger than the area covered by La Petite-Nation). The origins of the other visitors break down as follows: 8% from elsewhere in Outaouais, 8% from elsewhere in the Laurentides region, 12% from Montréal, 10% from Montérégie, 7% from Laval/Lanaudière and 18% from Ontario.

Visitors are for the most part adults unaccompanied by children (86%) and French-speaking (83%). In 2009, nearly three quarters (70%) of visitors to the site were 45 or over. At the lower

end of the scale, children 16 and under represented 9% of the clientele. The average age of visitors is 48. Of note is that 50% of the clientele have visited the site previously.



Guided tour of the surroundings of the manor house  
Parks Canada

### 2.3.2 Learning Indicator – Not scored

In the 2009 visitor survey, the following question was asked: “I learned something about the cultural heritage of this site during my visit.” More than three quarters (74%) of respondents agreed with this statement. This number falls short of the 85% objective set by Parks Canada for this element. Since this is the first data collected for this aspect, we cannot determine a trend for this indicator.

The data from the 2009 visitor survey provided information about visitor interest in learning. We can see that more than half of visitors used the interpretation panels (55%) or visited independently (54%). In addition, 40% of visitors took a guided tour, 44% chatted with the staff and 38% took in an exhibit.

The following table presents the visitor satisfaction scores for interpretation services. Some services did not achieve 90% satisfaction, which is the minimum score recommended by Parks Canada.

### Visitor Satisfaction (2009 Survey)

	Very Satisfied	Satisfied	Total of Both
Learning activities	54%	39%	93%
Guided tour of manor house	87%	7%	94%
Granary exhibit	60%	27%	87%
Funeral chapel <sup>10</sup>	60%	20%	80%

These numbers do not include the approximately 325<sup>11</sup> students who participated in the school program each year. Three programs are offered: one is aimed at last cycle elementary students (*La tête à Papineau*) and two others for secondary students (*Louis-Joseph Papineau, Great Canadian Democrat and Nature and Heritage*). The programs are tailored to the needs and expectations of the groups, based on the age of the participants, the time allotted (40 minutes to 3 hours) and the curriculum requirements set by the education ministry of the province of origin (Quebec or Ontario).

### 2.3.3 Enjoyment Indicator – Not Scored

Visitor appreciation of a visit depends on a number of factors, some of which were measured in the 2009 visitor survey. For the question, “How much did you enjoy your visit to this site,” Not only did 95% of visitors state having enjoyed their visit, exceeding the 90% objective set by Parks Canada, but 80% of them enjoyed it very much (5/5). Since, this is the first data collected for this indicator, we cannot establish a trend. The survey also showed that 99% of polled visitors would recommend Manoir-Papineau to their family and friends.

10 The Funeral Chapel can be visited due to a partnership with the Louis-Joseph Papineau Historical Society.

11 An average of the years 2002 to 2009.



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Visitors appeared to greatly appreciate the staff; more than 95% were satisfied with all aspects concerning staff and 100% with staff courtesy and the services offered in their official language.

In 2009, when visitors were asked which part of the visit was their favourite, most responded that it was nature and the walking trails (30%), the manor house itself (21%) and the manor house tour (19%) as well as their strolls on the paths around the manor house (14%). In 1994, responses to the same question produced the following: 34% said that nature was the aspect they most appreciated on their visit and 33% mentioned the manor house.



Walk in the garden  
Parks Canada

The following question was also asked in order to improve response to visitor needs and expectations: “What could we do to make your next visit more enjoyable?” Despite the high satisfaction and appreciation rates scored, more than half of visitors (56%) offered suggestions. One visitor in six (15%) suggested improvements such as the installation of drinking fountains, improvements to the gardens and restorations to the library and tearoom. More than 10% of visitors wanted access to more rooms in the manor house or better signage<sup>12</sup>.

In the assessment of the factors influencing visitor experience (March 2010), participants<sup>13</sup> identified certain elements that could make the visitor experience at Manoir-Papineau more enjoyable. They mentioned the need to make the site more appealing to families and to find ways to make the woodland park feel more like a public place. Some components could be added, such as rest areas along the Manor House Road and electric carts for people with reduced mobility. Participants also mentioned the need for more recreational activities.

#### 2.3.4 Satisfaction Indicator

The 2009 visitor survey revealed that 96% were satisfied overall with their visit. Of these, 74% were very satisfied. The target numbers for satisfaction, 90% of visitors satisfied and 50% of visitors very satisfied were exceeded for this element. As the following table shows, several aspects exceed this target. On the other hand, the overall offer of activities, information prior to visits, the library and most particularly the tea house, did not.

Some of the elements assessed in 2009 were also evaluated in a 1994 visitor survey. One element, overall satisfaction with the visit, scored the same (96%) in both evaluations. On the other hand, two others scored higher in 2009 - satisfaction with the signage and the state of the installations. With this information we can determine that the satisfaction indicator is rising.

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<sup>12</sup> The signage has been improved: new panels were installed at the site in fall 2010.

<sup>13</sup> Parks Canada employees (from historic site, Field Unit, Quebec Service Centre and National Office) and Outaouais Tourism.

**Results of the 1994 and 2009  
Visitor Surveys (% of Visitors Satisfied)**

Element Evaluated	1994	2009
Overall visit	96%	96%
Overall quality of services		97%
Cleanliness of restrooms		96%
State of installations at the site	88%	95%
Viewscapes		90%
Signage	60%	90%
Value for entrance fees paid		91%
Overall offer of activities		84%
Pre-visit information		78%
Library		65%
Tea house		29%

In the 2009 survey, the aspect that concerned Parks Canada employees scored in excess of 95%, higher than the recommended satisfaction threshold of 90%.

The assessment of the factors influencing visitor experience revealed that some elements received a lower score: the range of activities and interpretation programs offered and the souvenir offerings. The diversity of these factors provides a broad base for improving visitor satisfaction by further tailoring the offer to the needs and expectations of visitors.

**2.3.5 Meaning Indicator – Not Scored**

The visitor experience is as much about planning the trip to the historic site as it is the experience onsite and the memories afterwards. Parks Canada hopes that these experiences will encourage a feeling of personal connection with the historic site among visitors.

A new indicator was introduced to the visitor information programs: this place is meaningful to me. In the 2009 visitor survey, 77% of visitors polled felt that the site meant something to them (scores of 4/5 and 5/5). Since this question was asked for the first time, we cannot produce a trend for this indicator. Although more than three quarters of visitors felt a connection with the site, seemingly not a poor result, it falls short of the 85% threshold set by Parks Canada.



Guide-interpreter in period costume  
Parks Canada



Croquet on the grounds of the manor house  
Parks Canada

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## 2.4 Public Appreciation and Understanding

### 2.4.1. Public Appreciation and Understanding Indicator – Not Scored

#### National Scale

Parks Canada goes beyond welcoming visitors to its heritage sites; it also reaches out to Canadians in their homes, schools, communities and recreational pursuits. Parks Canada accomplishes this through communications and educational programs designed to build awareness and bring people to a better appreciation and understanding of these heritage places. The degree of appreciation and understanding is not measured at the local level for the historic site. It is assessed on a national scale in a more general manner. In the next state of site report, two indicators will illustrate the degree of public appreciation and understanding:

- 1) Canadians appreciate the significant value of the heritage sites administered by Parks Canada.
- 2) Canadians support the protection and presentation of heritage sites administered by Parks Canada.

#### Manoir-Papineau

The Parks Canada website<sup>14</sup> is the main educational tool for people who do not visit the site. It presents the history of the site along with numerous photos from the past. The site also posts a list of special activities, useful information for visitors and a description of the school programs.

In the past few years, articles about the historic site and its gardens have been published in certain magazines about old gardens, in *l'Actualité* and both local and Montréal newspapers. The gardens

have also been headlined among Quebec's must-see gardens in *La Presse* and by Jean-Claude Vigor of *Le Devoir*. The historic site has appeared on television in an episode of *Trésors de la Petite-Nation* and on the Assemblée nationale channel in the *Great Democrats series*.

Other activities in the area demonstrate a public connection to Papineau and the historic site. Among these is the Papineauville secondary school, which put together a permanent exhibit on Louis-Joseph Papineau inside the main entrance of the school. The school principal reported that the exhibit was great team effort that fostered a sense of connection to the site not only among the students, but in the larger community of La Petite-Nation<sup>15</sup>. The annual "Montebello en peinture" event is hosted in part at the historic site.

### 2.4.2. Support Indicator – Not Scored

This section of the report outlines the state of the support offered by Manoir-Papineau's partners and stakeholders. Parks Canada seeks support from stakeholders and partners in the protection and presentation of its heritage sites.

In accordance with one of the provisions of the emphyteutic lease, an advisory committee composed of area stakeholders has been formed. On the committee are members of the Montebello municipality, the Corporation de la Gare de Montebello, the Ministère de la Culture, des Communications et de la Condition féminine du Québec, Heritage Canada, the Louis-Joseph Papineau Historical Society and Outaouais Tourism. The committee is the voice of the area and provides Parks Canada with information about local concerns and expectations. It also acts as a source of recommendations and advice on the direction of proposed actions for ensuring the commemorative integrity of the site and integrating it into the surrounding area.

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14 [www.parkscanada.gc.ca/papineau](http://www.parkscanada.gc.ca/papineau)

15 [www.info07.com/Football/2009-06-22/article-658887/Le-hall-dentree-de-lecole-LJP-se-transforme-en-exposition/1](http://www.info07.com/Football/2009-06-22/article-658887/Le-hall-dentree-de-lecole-LJP-se-transforme-en-exposition/1)

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Managers from Manoir-Papineau also sit on local and regional committees, including the tourism board of the Centre local de développement Papineau, the new Pôle touristique of Montebello and the municipality of Montebello's cultural committee.

The Louis-Joseph Papineau Historical Society opens the funeral chapel for visits. This partnership enables visitors to diversify their experience and, for some, to capture a very moving moment.



Special activity : Lace Makers  
Parks Canada

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## 3. Performance Evaluation

Parks Canada seeks to achieve the following strategic outcome:

Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.

To achieve this outcome, Parks Canada has defined performance objectives for each of the programs described in its corporate plan. The performance objectives for the 2005 Parks Canada Corporate Plan were used for this report. This chapter outlines to what extent the site has met

these performance objectives, which in turn contributes to the overall ability of Parks Canada to achieve its strategic outcome.

### 3.1 Strategic Outcomes

The restoration of the manor house, begun in 1999, is the element that has contributed most to achieving Parks Canada's strategic outcome. The work has allowed visitors access to an exceptional building and the furnished rooms featuring objects that are, for the most part, authentic. The guided tour of the manor house and granary exhibit illustrates quite clearly the rationale for commemorating the site.

### 3.2 Performance Scores

#### Protection of Heritage Resources

<b>Performance Expectations: 2004-2005 Corporate Plan</b>	<b>Score</b>	<b>Result/Justification</b>
Improve weak areas of commemorative integrity.	Not applicable	Viewscapes have been created in recent years.
Improve the state of other resources managed by Parks Canada by 2014.	Somewhat met	Presentation of southern flower bed, vestiges of the ice house brought up to standard, stabilization and relocation of the campanile, historical research on cultural landscape.
All historic sites managed by Parks Canada have a current management plan by December 2006.	Met all	The plan currently in force was tabled in November 2005.

## Heritage Presentation

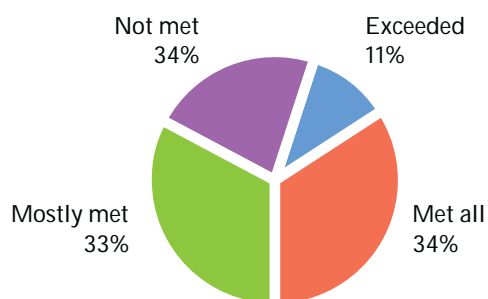
<b>Performance Expectations: 2004-2005 Corporate Plan</b>	<b>Score</b>	<b>Result/Justification</b>
80% of visitors to historic sites participate in a learning experience on cultural heritage.	Mostly met	In the 2009 survey, 79% of respondents had used one of the eight elements that contribute to learning.
85% of visitors are satisfied and 50% are very satisfied with the presentation and heritage program.	Met all	93% of visitors are satisfied with learning activities and 94% are satisfied with the guided tour of the manor house. The granary exhibit satisfies 87% of visitors.
75% of visitors understand the importance of heritage sites.	Mostly met	In the 2009 survey, 69% of visitors responded correctly to three or four out of four questions.
Canadians, visitors and stakeholders actively support the integrity of the heritage site.	Mostly met	More than 75% of visitors attest that the site means something to them. In addition, members of the advisory committee support the conservation of the site.

## Visitor Services

<b>Performance Expectations: 2004-2005 Corporate Plan</b>	<b>Score</b>	<b>Result/Justification</b>
Increase by 10% the number of visitors to national historic sites by March 2008.	Not met	A comparison of attendance in 2004 and 2008 shows that there has been a 10% drop, which is confirmed by a 7% reduction in admission charges.
85% of visitors are satisfied and 50% are very satisfied with their visit.	Exceeded	95% of visitors are satisfied with their visit and 80% are very satisfied.
Reduce the number of safety-related incidents.	Met all	Only three incidents were reported, all in 2005.

The following figure shows a summary of the preceding tables. It is the percentage achievement towards the Corporate Plan objectives.

### Performance Expectations





## 4. Results Related to Management Plan

This section offers a portrait of the directions established in the management plan and the management measures associated with them. These measures have been undertaken in the past five years to maintain or improve the state of the site or to offer a more diversified visitor experience. The following table outlines the key achievements. In the management plan, 54 directions were targeted. Of these, 37 (68.5%) were either partially or fully achieved.



Consolidation of Napoléon Bourassa fresco  
Parks Canada / George Vandervlugt

### 4.1 Achievements

The highlights at the historic site over the past five years have been:

- Construction of a parking lot along route 148, allowing direct access to the site
- Improvements to the granary, including the restoration of the roof and the fresco by Napoléon Bourassa
- Rehabilitation of a small portion of the cultural landscape (garden bed, cedar hedge and path near the manor house).

### Results Related to Management Plan

Directions in 2005 Management Plan	Results
Protect the visual and organic link between the manor house and the surrounding landscape.	Some viewscapes were created near the south lawn.
Make the reading room available to small groups of visitors, within the bounds of security.	This room was open to the public during special tours held three times a week in 2010.
Protect the exterior and interior features of the granary.	The roof was replaced, the painting workshop was protected and its fresco restored.
Protect the characteristics of the kiosk (campanile) and reveal its purpose.	The roof and structure of the kiosk were brought up to standard and it was moved back to its original position.
Begin restoring former flower beds.	Approximately 35% of the former gardens have been restored in the south flower beds.

Protect the route and outline of the Manor House Road and other paths on the estate.	This work has been completed and routine maintenance is done.
Repair the vestiges on the site and preserve their physical integrity. Improve visitor awareness of their presence and their meaning.	The ice house was cleaned out and an archaeological dig was conducted before the parking lot was built. No particular vestiges were being sought, nor were any found. Guide-interpreters promote awareness of the vestiges.
Communicate with landowners situated within the original boundaries of the seigneurial estate to inform them about the identification and protection of archaeological remains.	The managers of the Château Montebello, the principle landowners, remain up to date through the site manager's involvement in the area.
Guides accompany visitors in their exploration of the manor house and explain the role of protection.	Visitors are all accompanied by a guide while visiting the manor house.
Tailor the heritage experience to the needs and interests of a diverse clientele.	Tours are tailored to the clientele by reason of the diverse activities that have been developed. School programs have also been tailored to the needs of the groups.
Install period furnishings in the manor house.	The main floor furnishing has been 85% completed.
Display an exhibit featuring the seigneurie inside the granary.	The exhibit has been set up and is accessible to all visitors.
Form an agreement with the Château Montebello and the train station to showcase the historic site.	There is a ticket booth at the train station where visitors can get information and buy an admission pass. A memorandum of understanding was signed in April 2004, guaranteeing site visitors access to the parking area, which was built in 2007 on property belonging to the Fairmont Corporation.
Participate in the evaluation process that was initiated to develop regional tourism and join in developing and promoting tourism.	The site is represented on several area committees, including the tourism board (CLD Papineau) and the new committee for the Pôle touristique of Montebello.
Work in close collaboration with the Château Montebello to offer a topnotch nature and culture product.	Packages including a visit to Manoir-Papineau are now sold by the Château Montebello.



Visitors in the garden  
Parks Canada



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## 5. Key issues

This chapter presents the key issues at Manoir-Papineau relative to the evaluations in the preceding chapters. It illustrates the link between the report and management planning. These issues will be dealt with in the next planning cycle.

### PROTECTION

#### 1) Deterioration of cultural resources

The great number of cultural resources, their state and the site's ability to preserve them pose major problems. Some resources may be lost. At present, the physical and commemorative integrity of the buildings remains fragile despite efforts to stabilize and maintain them. Some issues that were raised during the commemorative integrity evaluation are ongoing: water seepage, unstable soil under the foundations of the family museum, dampness in all of the buildings and soil erosion on the path leading to the Manor House Road. It is not possible to restore all of the cultural resources on the site to good condition. Priorities will have to be established for restoring cultural resources.

### VISITOR EXPERIENCE

#### 2) Current offering does not meet the performance objective for learning and meaning

In the 2009 visitor survey, the learning indicator<sup>16</sup> scored 74% and the meaning indicator<sup>17</sup> scored 77%. These two indicators should score 85% according to Parks Canada standards. One of the challenges facing the site, therefore, is to invent ways to improve the personal connection visitors and local residents feel with the historic site. The

other issue is to find ways to share messages about the Papineau family and the historic site with visitors who do not take the guided tour. Among the possibilities are learning activities that focus on elements already favoured by visitors at Manoir-Papineau, such as nature, walking trails, the manor house itself and the guided tour of the manor house.

#### 3) The site's poor public recognition

Visitors to Manoir-Papineau are very satisfied with their experience at the historic site. They enjoy the manor house and its surroundings. However, the site is not well known outside of the area. This lack of presence in the public eye can be explained by the historic site's relatively recent opening in 2001. The site is not a destination in itself and has not yet integrated with the area's star attractions (Parc de Plaisance, Park Oméga and the Château Montebello). A promotional strategy developed jointly with the Pôle touristique of Montebello and the regional tourism industry should be explored and implemented in order to capture the clientele targeted by these organisms.

### PARTNERSHIPS

#### 4) The need to consolidate and grow partner commitment and involvement

Manoir-Papineau is a key element in La Petite-Nation's local tourism offer and several partners readily recognize it as such. Parks Canada has formed valuable partnerships with the Château Montebello, the municipality of Montebello, the Louis-Joseph Papineau Historical Society and Outaouais Tourism. These partnerships are vital to the activities at the historic site and must be

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<sup>16</sup> The question asked of visitors: I learned something about the cultural heritage of this site from my visit.

<sup>17</sup> The question asked of visitors: This place has meaning for me.

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nurtured in order to increase the site's public recognition and attendance. The Château Montebello is a very valuable and indispensable partner. Many aspects of site management can be improved in collaboration with the Château, since there are obligations related to the current emphyteutic lease. There are a number of unexplored opportunities for collaboration which need to be examined over the next few years.

### **5) The emphyteutic lease and its impacts on the site planning and management**

The emphyteutic lease was signed in 1992 by Parks Canada and the Canadian Pacific Hotel Corporation in order to convert the property to



Guide-interpreter in period costume  
Parks Canada

a historic site commemorating Louis-Joseph Papineau. The lease terminates on June 1, 2035. Parks Canada's long term plan and the obligations related to the lease will obviously affect management decisions over the next 24 years, including investments to protect the site and its cultural resources. Under the terms of the lease, Parks Canada must:

- Completely restore the leased building for the commemorative purposes of a national historic site
- Make repairs to the property overall
- Leave the property in good condition and repair, taking into consideration any normal aging.

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## ANNEX 2 – Scores and trends

### Description of scored assigned to the state of the commemorative integrity

<b>Good</b>	Good, effective, or not deteriorated.	
<b>Acceptable</b>	Acceptable: slight to moderate deterioration: improvements required	
<b>Poor</b>	Weak, ineffective, severely deteriorated: lack of significant attribute (whether related to the state, communications or management practice)	
<b>Not scored</b>	N.S.	Not scored: information not available
<b>Not applicable</b>	N/A	Not applicable: the question does not apply

### Description of trends for the indicators related to state

<b>Improving</b>	The state has improved since the last evaluation
<b>Stable</b>	The state has not changed since the last evaluation
<b>Deteriorating</b>	The state has deteriorated since the last evaluation

# ANNEX 3 – Map of Site

