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March 1991

**Statement for Management
International Peace Garden**

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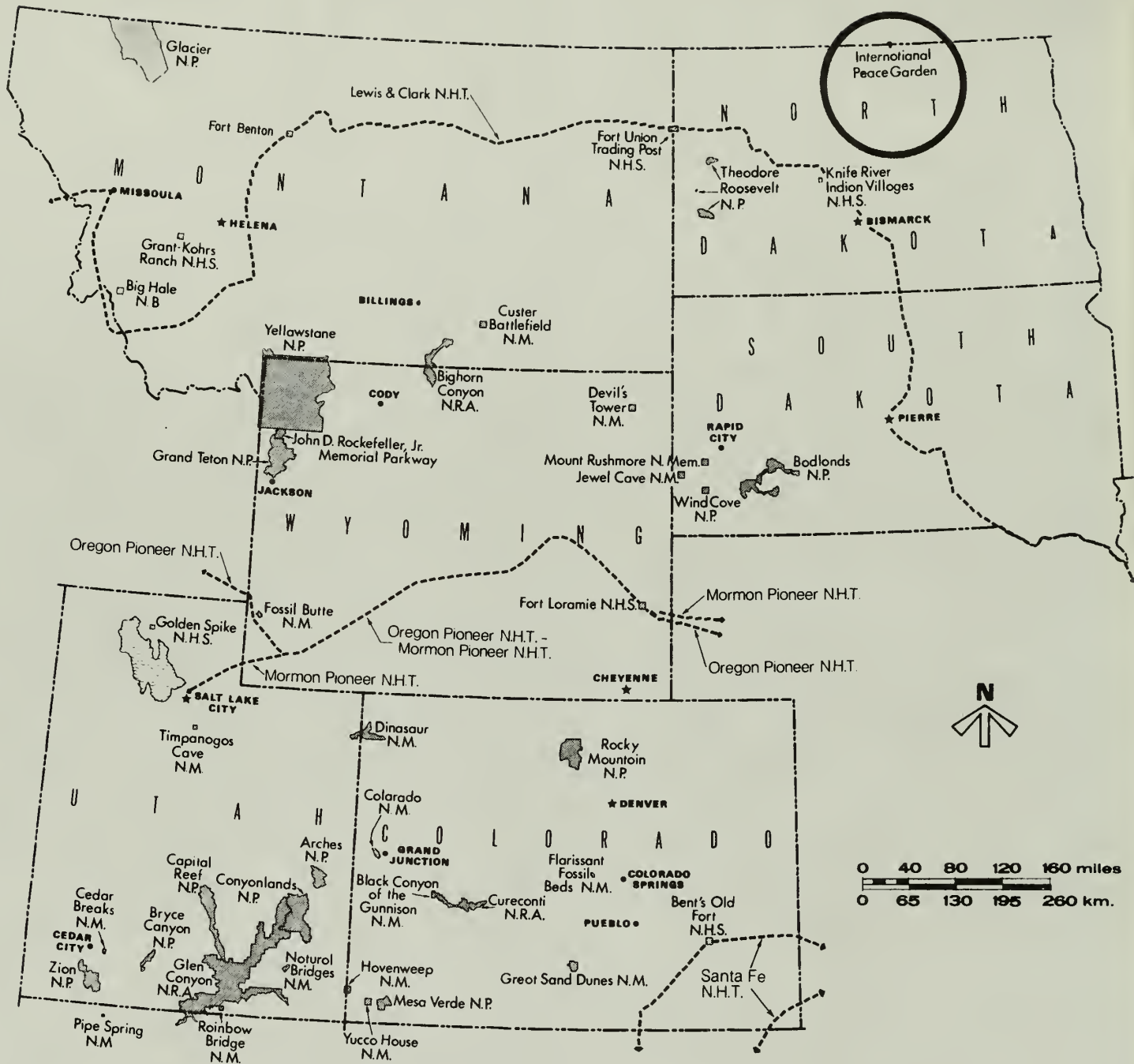
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TABLE OF CONTENTS

Location	1
Purpose and Significance	1
National Park System Affiliation	3
Influences: Inventory and Analysis	3
Legislative and Administrative Requirements	3
Resources	5
Land Uses and Trends	6
Visitor Use Analysis	6
Facilities and Equipment Analysis	7
Status of Planning	13
Existing Management Zoning	14
Major Issues	17
Adjacent Land/External Threats	17
Interpretation	17
Planning	17
Visitor Services	18
Youth Activities Area	19
Administration/Operations	19
Facilities	20
Concessions	20
Management Objectives	20
Visitor Services	20
Resource Management	21
Development	21
Planning	22
Administration	22
Appendices	23
International Peace Garden, Inc., Articles of Incorporation . . .	24
1935 Report of a Committee of the Executive Council	25
1950 Memorandum of Agreement	27
1978 Supplemental Memorandum of Agreement	30
Illustrations	
Region Map	ii
Vicinity Map	2
Visitation Graphs	8
Boundary Map	9
Management Zoning Map	15



Legend

- Locations of Major Cities
- * Locations of State Capitals
- State Boundary Lines
- National Park Service Areas
- National Park Service Historical Trails

ROCKY MOUNTAIN REGION

National Park Service

United States Department
of the Interior

LOCATION

The International Peace Garden is located in the Turtle Mountains of North Dakota, USA and Manitoba, Canada. These mountains are approximately 2,200 feet above sea level and rise about 1,000 feet above the surrounding plain. Located only a few miles north of the geographic center of the North American continent, the garden is accessible by U.S. Highway 281 from the south and Manitoba Highway 10 from the north.

The location for the International Peace Garden was selected because of the natural scenic beauty of the area, the wide variety of vegetation, the abundance of wildlife, the large number of lakes in the area, the lack of barriers, which facilitates free movement of people, its proximity to the center of the North American continent and its accessibility from highway systems. Total area of the International Peace Garden is about 2,339 acres. 1,451 of these acres are located in Manitoba and 888 acres in North Dakota. The Formal Garden consists of approximately 160 acres equally distributed on either side of the international boundary.

PURPOSE AND SIGNIFICANCE

The International Peace Garden was dedicated in 1932. The Articles of Incorporation of International Peace Garden, Inc. describe the purpose of the corporation as follows: "The purposes for which it is to be formed are the creation and maintenance of a garden or gardens approximately one half of each of which shall be situated in the United States of America along the boundary between the Dominion of Canada and the United States of America and the other approximately one half of each of which shall be situated in the dominion of Canada and contiguous thereto, as a memorial to the peace that has existed between the United States of America and the Dominion of Canada."

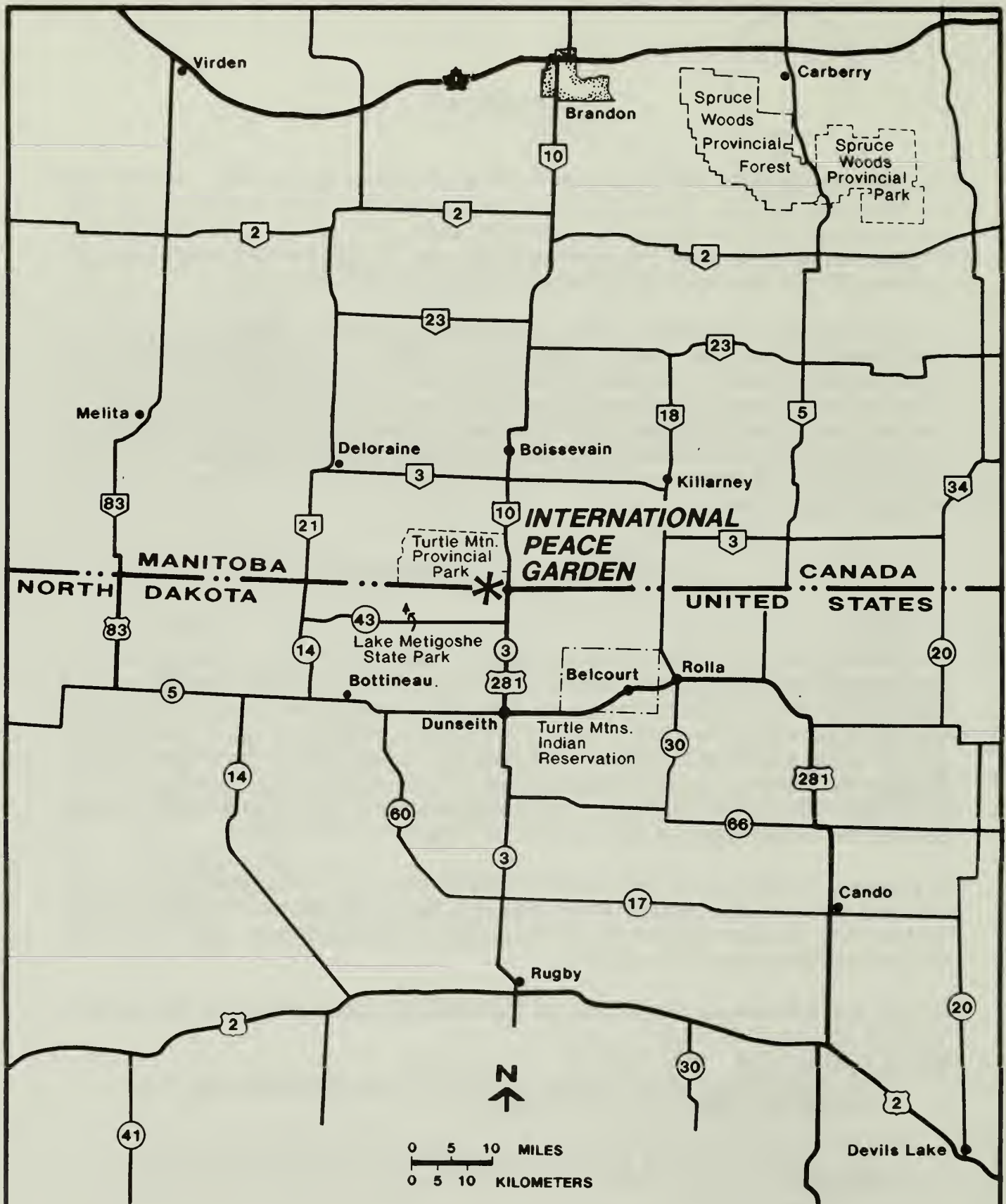
Its purpose, therefore, is to commemorate and perpetuate the long-standing friendship and trust between the peoples of Canada and the United States, by establishment, maintenance, and development of a living garden of flowers, shrubs, and trees on the longest unfortified border in the world.

In 1990 the International Peace Garden Planning Committee articulated the garden's "mission statement" as follows:

The garden serves as a memorial commemorating peace and friendship between the United States and Canada.

The garden serves as a place of inspiration and contemplation for all peoples.

The garden serves as a horticultural and botanical center featuring formal and informal garden landscapes.



Vicinity International Peace Garden

The garden will serve as an arboretum to display a vast assemblage of woody and herbaceous plants, both native and exotic, which successfully grow in northern latitudes.

The garden is to serve to encourage the science, art and practice of horticulture.

The facilities and activities within the garden are intended to promote peace as well as the respect and understanding for other nations and peoples.

The garden provides programs whose mission is to enhance the mental, physical and ethical well-being of mankind through education, interpretation, and conservation.

The garden serves to promote a reciprocal spirit of peace, good will, admiration, respect and trust between all nations and people.

NATIONAL PARK SYSTEM AFFILIATION

In an Act of August 18, 1970, the National Park System was defined in law as "any area of land or water now or hereafter administered by the Secretary of Interior through the National Park Service for park, monument, historic, parkway, recreational, or other purposes." The same law specifically excluded "miscellaneous areas administered in connection therewith," that is, those properties that are neither federally owned nor directly administered by the National Park Service, but which use NPS assistance.

International Peace Garden is recognized as a National Park System Affiliated Area by virtue of federal aid and assistance authorized in the Acts of October 25, 1949; June 28, 1954; August 28, 1958; and October 26, 1974.

INFLUENCES: INVENTORY AND ANALYSIS

LEGISLATIVE AND ADMINISTRATIVE REQUIREMENTS

The responsibility for management and operation of International Peace Garden lies with the superintendent, with major decisions on policy matters and overall guidelines provided by International Peace Garden, Inc., acting through the board of directors.

For lands within the United States, title is held by the State of North Dakota in trust for benefit and use of International Peace Garden, Inc. Terms of the trust provide for reversion of the lands to the state if the area is not maintained as the International Peace Garden. Control, custody, possession, supervision, management and operation are

vested in the board of directors of the corporation for maintenance and operation of International Peace Garden, in accordance with original plans and purposes for its establishment. The state is not responsible for maintenance and operation. The State Historical Society has general supervision and responsibility to see that terms of the trust are complied with and to cooperate in promulgation, promotion, and development of the garden.

Lands in Canada were set aside from a portion of the Turtle Mountain Forest Reserve in the Province of Manitoba. The Act being the "International Peace Garden Act," sets crown land apart as an International Peace Garden, the control and management of said land is vested in International Peace Garden, Inc., subject to certain terms and conditions. Terms provide that lands are to be used and maintained for purposes of an international peace garden and if not complied with, all lands will revert to the Province of Manitoba.

Memorandum of agreement, dated April 14, 1950, between the Governor, State of North Dakota and U.S. Secretary of the Interior, transferring federal funds to the state for the purpose of completing the International Peace Garden.

Supplemental memorandum of agreement, dated September 15, 1978, between the Governor, State of North Dakota and Regional Director, Rocky Mountain Region, National Park Service making funds available for the planning, design, and construction of the peace tower and Formal Garden.

In response to P.L. 100-336, the National Park Service prepared an affiliated area criteria report in 1988. That report is in the process of being cleared by the Department of the Interior for transmittal to Congress. Recommendations in the report pertinent to International Peace Garden are as follows:

Continue to recognize International Peace Garden as one of thirteen affiliated areas.

The term "affiliated area" should be used for a select group of nationally significant areas that have a formal cooperative relationship with the National Park Service.

Affiliated areas should be managed consistent with basic operational standards that apply to National Park System units. These standards are important to assure that the quality of visitor services and resource management provided to the public is what people have come to expect from the National Park Service. Cooperative agreements that address basic operations, should be developed with affiliated areas.

Affiliated area status should be recognized as being subject to periodic review for consistency with established standards.

RESOURCES

International Peace Garden lies in the heart of the Turtle Mountain plateau, a remnant of an older landscape lying lengthwise astride the international boundary. All around the formation, lands have eroded away, leaving an undulating turtle-shaped hump with gentle slopes rising to heights of not more than 1,000 feet above the adjacent area. The plateau is made up of rock strata, which were once continuous with formations in the great Missouri plateau to the west, and which also extended far to the north, east, and south. Numerous pockets in the landscape, many of which contain ponds and lakes, are a result of materials dumped during the melting of the continental ice sheet. Granite and quartz boulders strewn over grounds in the Turtle Mountain vicinity and used extensively in garden architecture, are also a result of this glacial action.

Only minor and intermittent drainage from surface runoff occurs in the garden. There are several small natural lakes, and many swamps and marshes in the northern sections of the garden. The largest body of water, Lake Stormon, located in the Canadian section, was formed by construction of a dam prior to 1939, by Ducks Unlimited, Canada. In 1934, the Civilian Conservation Corps built the Lake Udall dam, located in the American section.

According to the Treaty of 1818, the boundary between the United States and Canada from Lake of the Woods to the Rocky Mountains was set at the 49th parallel. In 1873, a survey of the line was begun. The boundary was marked at one-to-three-mile intervals with monuments built of earth or stone. They have since been replaced with iron monuments.

Native vegetation consists of deciduous trees and shrubs, with an undergrowth of herbs and grasses. Conifers do not occur naturally. There is a dense growth of shrubs and herbaceous plants. Willow are frequent around moist depressions. Grasses are scattered throughout the woods and are most common in open meadows and along forest margins. The dominant tree is the quaking aspen. Paper birch and bur oak are abundant. Green ash, box-elder and some balsam poplar are scattered throughout.

Many exotic species have been introduced in various locations. Some of the principal species are Black Hills spruce, laurel and golden willow, Russian olive, ponderosa pine, mountain ash, amur maple, red elder, buffalo berry, and cotoneaster.

White-tailed deer are common in the garden. On rare occasions elk and moose are seen in the vicinity. Muskrat, beaver, mink, and weasel are present. Coyote, squirrel, and smaller rodents are also observed. Several species of waterfowl frequent the many lakes and marshes, a few of which are gulls, herons, geese, and many kinds of ducks.

Mean temperatures during April to October are above freezing, and July and August are the warmest months. From November to March temperatures are well below freezing. January and February are the coldest months. Yearly precipitation varies widely from 12 to 30 inches. Prevailing winds are from the northwest.

LAND USES AND TRENDS

There are 2,339.3 acres within the boundaries of the garden. In the United States there are 888 acres, with title held by the State of North Dakota in trust for benefit and use of International Peace Garden, Inc. In Canada there are 1,451.3 acres, the control and management of which is vested in International Peace Garden, Inc. All garden uses are limited to those consistent with garden purposes previously described. The garden is not available for mineral exploration or development.

Adjacent lands on the United States side are primarily agricultural. On the Canadian side, on the north and west is the Turtle Mountain Provincial Park and to the east is federal community pasture land. Other features of interest in the garden's vicinity include Riding Mountain National Park, Turtle Mountain Indian Reservation, Fort Totten Indian Reservation, Upper and Lower Souris National Wildlife Refuges, Spruce Woods Provincial Park, Lake Metigoshe State Park, Fort Totten Historic Site, and the Geographic Center of North America, at Rugby.

Nearby communities in the United States include Dunseith, Bottineau, Rolla, Rugby, Minot, Devil's Lake and Bismarck-Mandan, North Dakota. In Canada they include Boissevain, Killarney, Deloraine, Brandon, and Winnipeg. Population trends in the region seem to indicate little change.

Tourism has been recognized as a growing and viable industry to the Turtle Mountain region. Increased efforts in marketing these resources will undoubtedly increase visitation to the garden.

VISITOR USE ANALYSIS

Approximately 67 percent of the vehicles entering the garden come from the United States and 32 percent from Canada. The remaining 1 percent of the visitors come from other countries. Seventy-one percent of the garden's visitors are non-local. Most visitors arrive in family groups, but church, school, and service club groups are common in the spring and fall. Most groups range from 30 to 50 persons and spend a majority of their time in the Formal Garden. Visitor activities are primarily day-use. In addition to visiting the Formal Garden, activities include picnicking, attending concerts, and camping. Average length-of-stay in the garden is about three hours.

In 1989 there were 201,801 visits to the garden, an 8.5 percent increase over 1988. Since 1980 visitation has grown by more than 71 percent. These visitation patterns indicate the level of use is growing some 7 to 8 percent annually. The primary visitor-use season is June through September, when 89 percent of visitation occurs. Seasonal patterns are as follows:

Winter	(Jan-Mar)	-	1 percent
Spring	(Apr-Jun)	-	18 percent
Summer	(Jul-Sep)	-	74 percent
Fall	(Oct-Dec)	-	7 percent

Peak day use occurs during holidays and weekends of the primary use season. Peak day visitation exceeds 2,200 visitors. For the most part, weekday use represents approximately 30 percent of total visitation. Correspondingly, 70 percent occurs on the weekend.

Visitation is affected by weather conditions. Because visitors must leave their vehicles to view the Formal Garden, inclement weather dramatically reduces use.

As is the case with national parks, visitation to this area could be influenced by rising costs of gasoline.

Increased efforts by provincial and state governments to market tourism in the area appear to have contributed to some increases in visitation. These efforts will continue in the future.

While the Formal Garden is the primary visitor attraction, the concept of peace and tranquility is a year-round attribute. The garden's purpose, dedication to peace, continues to attract visitors throughout the year, not just when the flowers are in bloom.

FACILITIES AND EQUIPMENT ANALYSIS

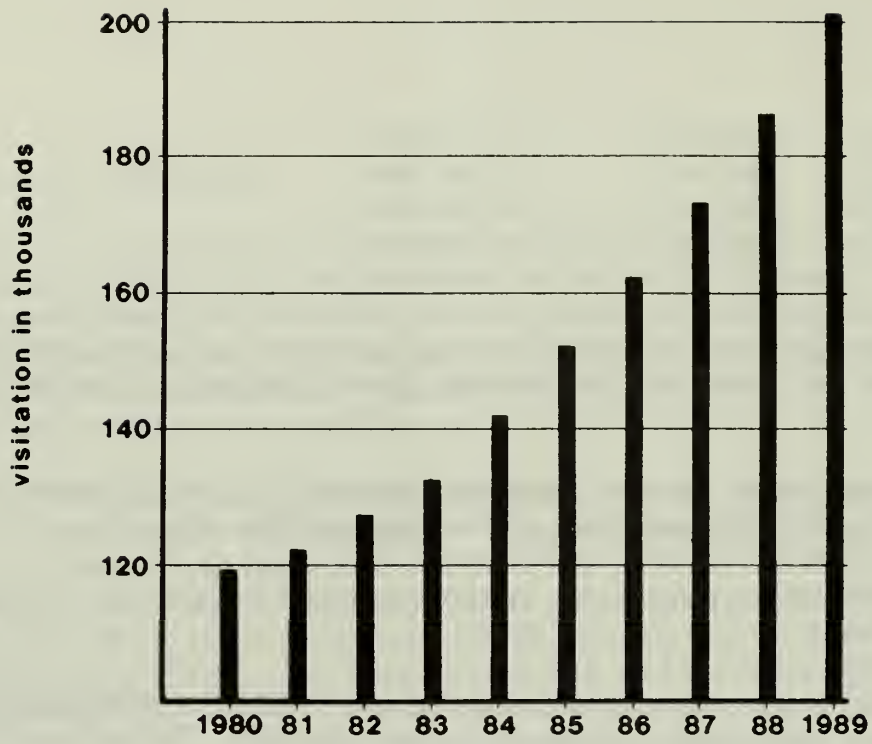
Roads and Trails

There are approximately 10 miles of roads in the garden. Eight miles are paved and 2 miles are gravel. All roads are generally in good condition, but lack structural subbases and width for today's larger vehicles. The State of North Dakota and the Province of Manitoba have provided some maintenance and reconstruction work on the road system. It is essential that the garden road standards be retained when road systems are reconstructed. When road reconstruction occurs, existing drainage and ditch problems should be corrected.

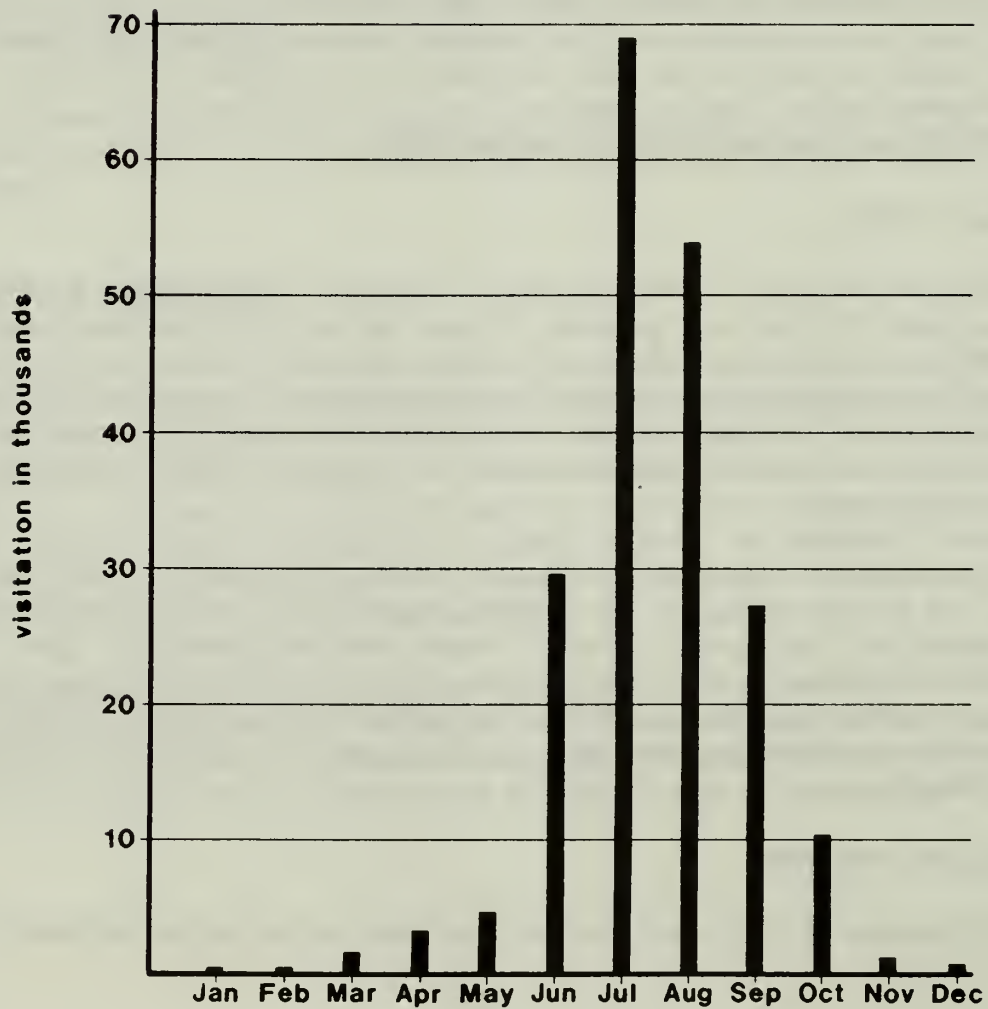
The garden has about 3 miles of trails and 2 miles of walkways. Trails are generally primitive and provide access to the garden's natural zone and access between youth activity areas and the Formal Garden. These trails are generally in good condition. Walkways are confined to the Formal Garden. Walkways providing access between the terrace and peace chapel are in excellent condition. Other walkways and the upper and lower terraces require improvements to eliminate uneven surfaces and provide better access to the visitor.

Buildings and Facilities

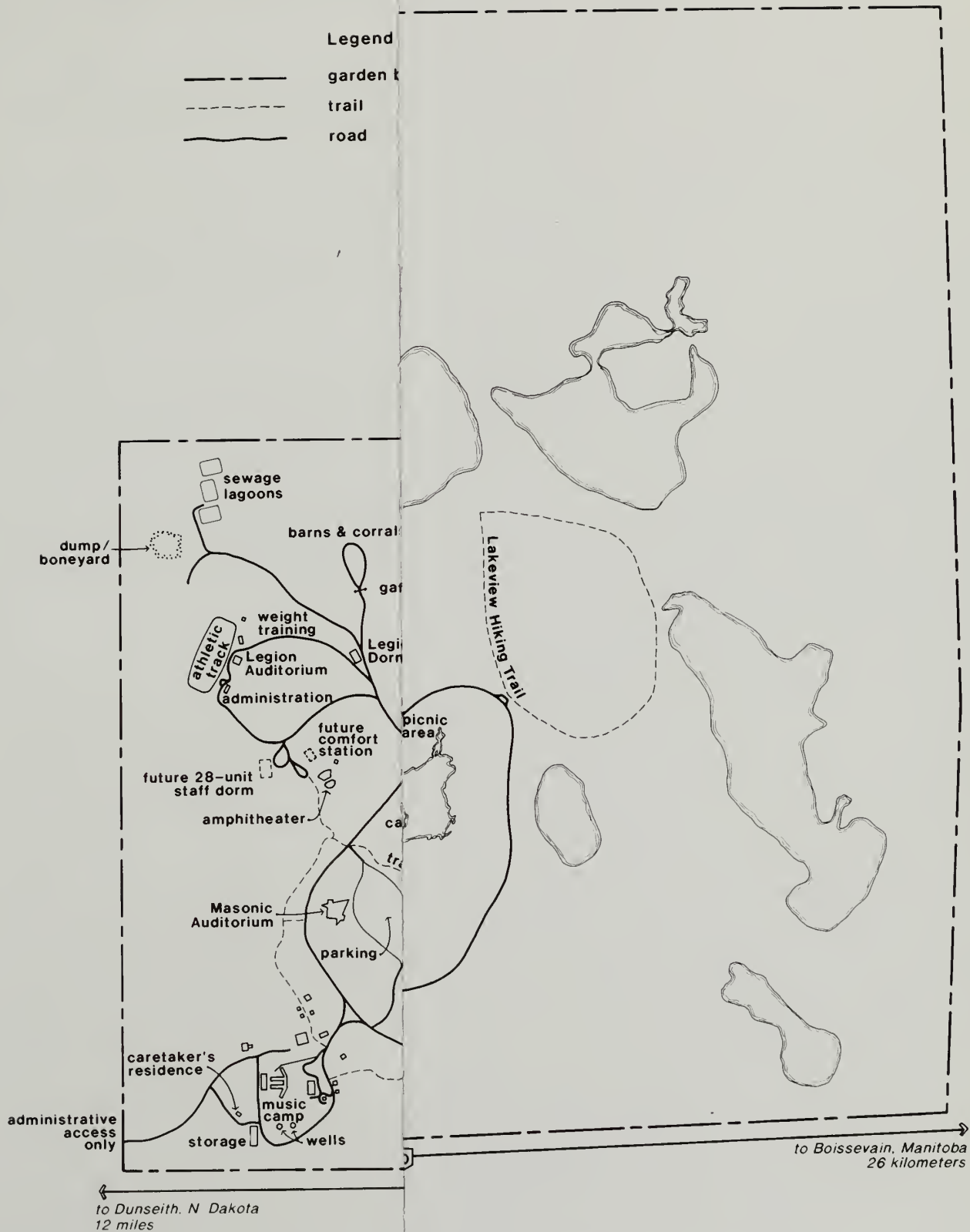
Parking for visitors of the Formal Garden is provided at the two lots adjacent to the



Annual Visitation



**1989 Monthly Visitation
International Peace Garden**



Boundary Map International Peace Garden

entrance and at a lot south of the chapel. Capacity of these parking lots is between 140-170 vehicles.

Additional parking lots serve the youth activities area, the masonic auditorium, and Errick Willis Pavilion. Generally these lots are in fair condition, however, there is an extreme shortage of parking throughout the garden.

There are seven picnic areas in the garden. These picnic areas are located in settings where the visitor can experience the garden's natural resources. They generally consist of tables, fire grates, shelters, and a few have children's play equipment. Six of these picnic areas are sponsored by civic organizations or groups who reimburse the garden for annual operating funds of their respective area. As a result, picnic areas are in good condition.

On the United States' side, there is a 34-unit campground, consisting of 20 serviced sites, 6 electricity-only and 8 unserviced or primitive sites. This campground also has 2 comfort stations and overflow parking for 80-90 vehicles. On the Canadian side, a 7-unit campground with electrical hookups is provided. No other services exist.

The following is a list of the primary structures owned and operated by the International Peace Garden. For the most part, buildings are in fair to good condition, however, each has specific needs that must be met.

Building	Condition
7 CCC Cabins	Poor
Main Lodge (CCC)	Fair
South Caretaker's Residence (CCC)	Fair
Old Dormitories (CCC)	Poor
4 Wings of Old Dormitory	Poor
U.S. Concession	Fair
U.S. Souvenir Shop	Good
South Shop	Good
Youth Camp Dining Hall	Good
Canadian Concessions	Good
Fine Arts Building	Good
Canadian Souvenir Shop	Good
Amphitheater	Good
New-Old Dormitory	Good
Errick Willis Pavilion	Fair
North Foreman's Residence	Good
Greenhouse	Good
Peace Chapel	Good
New Dormitories	Good
Lissaman Building	Good
Carillon Bell Tower	Good
Birch Grove Washroom	Fair

Peace Garden Administration Building	Good
Superintendent's Residence	Good
Masonic Auditorium	Good
Peace Tower	Good
Greenhouse (1989)	Good

Utility Systems

The garden operates its own water and sewage treatment facilities. Capacities of these facilities are adequate to meet current and anticipated needs. The water treatment plant was constructed in 1980, and the new sewage facility in 1988. With the exception of the leak in the sewage lagoon, which will be repaired under warranty, both facilities appear to be in good condition. This municipal sewage system only serves facilities on the U.S. side, however, it includes provisions for future connection to a Canadian municipal system. Facilities on the Canadian side are currently served by septic tank and leach field systems. These systems are old and may be violating environmental and health standards.

Electricity is purchased from United States' and Canadian power companies, North Central Electric Power Cooperative and Manitoba Hydro, respectively.

Manitoba Telephone provides service to Canada and Souris River Telephone provides service to the United States.

Major Equipment Owned or Leased

Large tractors, equipment, and all small tools are owned by the International Peace Garden, Inc. Only two mid-size lawn and garden tractors are leased on an annual basis. Most pieces of equipment are in good working condition, but are nearing the end of their useful lives.

North Dakota State fleet vehicles are provided for use by the garden. Those vehicles include pickups, cars, and a dump truck. Because of a lack of specialized equipment, some maintenance and operational activities are not conducted in the most efficient manner. Specialized equipment needs include such items as a bobcat with attachments, backhoe, tractor with attachments, dump trucks, large mowers, sewer auger, snow removal equipment, fire truck and related equipment for structural and wildfires, and emergency medical response equipment.

Historic Structures

A number of structures in the garden, including the historic lodge, were constructed in the 1930s by the Civilian Conservation Corps. Most of them are included in the list of buildings previously provided. These structures require evaluation to determine their eligibility for listing on the United States' National Register of Historic Places.

Youth Activities Area

The Youth Activities Area is composed of the Canadian Legion Sports Camp and International Music Camp. Facilities in the sports camp include an auditorium and gymnasium, running track, weight-lifting complex, ball courts, staff housing and dorms, barns and corrals, and a variety of equipment to support the sports program. All buildings and facilities are owned by the Canadian Legion Sports Camp. The Legion is responsible for operation and maintenance of all buildings and facilities. The peace garden provides water and sewage services.

The International Music Camp consists of buildings owned by the International Peace Garden, the State of North Dakota, and the music camp itself. Buildings owned by the International Peace Garden are 7 CCC cabins in poor condition, 4 wings of the old dormitory in fair condition, and the dining hall, fine arts building, new-old dormitory and new dormitories, all in good condition. The State of North Dakota owns the caretaker's residence, which is in fair condition and John Howard Hall, Cushman Hall, the music camp infirmary building and the music camp administration building, all of which are in good condition. The music camp owns 6 4-plexes used for music camp staff housing, the fine arts center, the percussion hut, the music camp director's home and the nurses station/laundromat, which are all in good condition, two recital halls and the music camp library, which are in fair condition and a dance studio, a warehouse and 39 practice huts, all of which are in poor condition. Unlike with the sports camp, the majority of buildings and facilities in the music camp are maintained by garden staff.

STATUS OF PLANNING

Plan/Study	Preparer	Dated	Adequacy
Master Plan	U.S. National Park Service	1966	Obsolete
Interpretive Prospectus	U.S. National Park Service	1965	Obsolete
Completion of Formal Garden	AWBW- Bismarck, P.C	1980	Current
Formal Garden Concept & Priorities List	INPG Planning Committee	1987	Current
Development Policy Guidelines	INPG Planning Committee	1990	Current
The Avenues of Canada and America, International Peace Garden	Manitoba Department of Tourism and Recreation	1970	Obsolete

EXISTING MANAGEMENT ZONING

Management zoning for International Peace Garden has been divided into five categories (see Existing Management Zoning map): Outstanding Feature Zone, Natural Zone, Visitor Services Zone, Youth Activity Zone and Administrative Support Zone.

Outstanding Feature Zone

The Outstanding Feature Zone, about 7 percent of the garden, is comprised of the Formal Garden area in both the United States and Canada. Management of this area emphasizes the fundamental purpose for establishment of the garden: "...the creation and maintenance of a garden or gardens...as a memorial to the peace that has existed between the United States of America and the Dominion of Canada." In this zone, uses and facilities that are not compatible with the Formal Garden will be prohibited and removed, where necessary.

Natural Zone

The Natural Zone, which encompasses 74 percent of the garden, is the largest management zone in the garden. It includes the garden's relatively unspoiled natural landscapes and water features. Management emphasizes conservation of natural resources and processes, and accommodation of uses that do not adversely affect these resources and processes. Buildings and facilities and other developments that may be proposed should not be located in the natural zone.

Visitor Services Zone

About 13 percent of the garden is dedicated to the Visitor Services Zone. It is composed in part by the of the garden's road network, picnic areas, campgrounds, auditorium, and historic lodge. Any developments that occur in this zone are limited to those necessary to provide essential visitor services consistent with the garden's primary purpose. Facilities should be located and designed to avoid conflicts with the Formal Garden and to harmonize with the garden's natural setting. Administrative, operational, maintenance and other facilities not directly related to existing visitor services should be removed, relocated, or avoided.

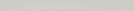
Youth Activities Zone

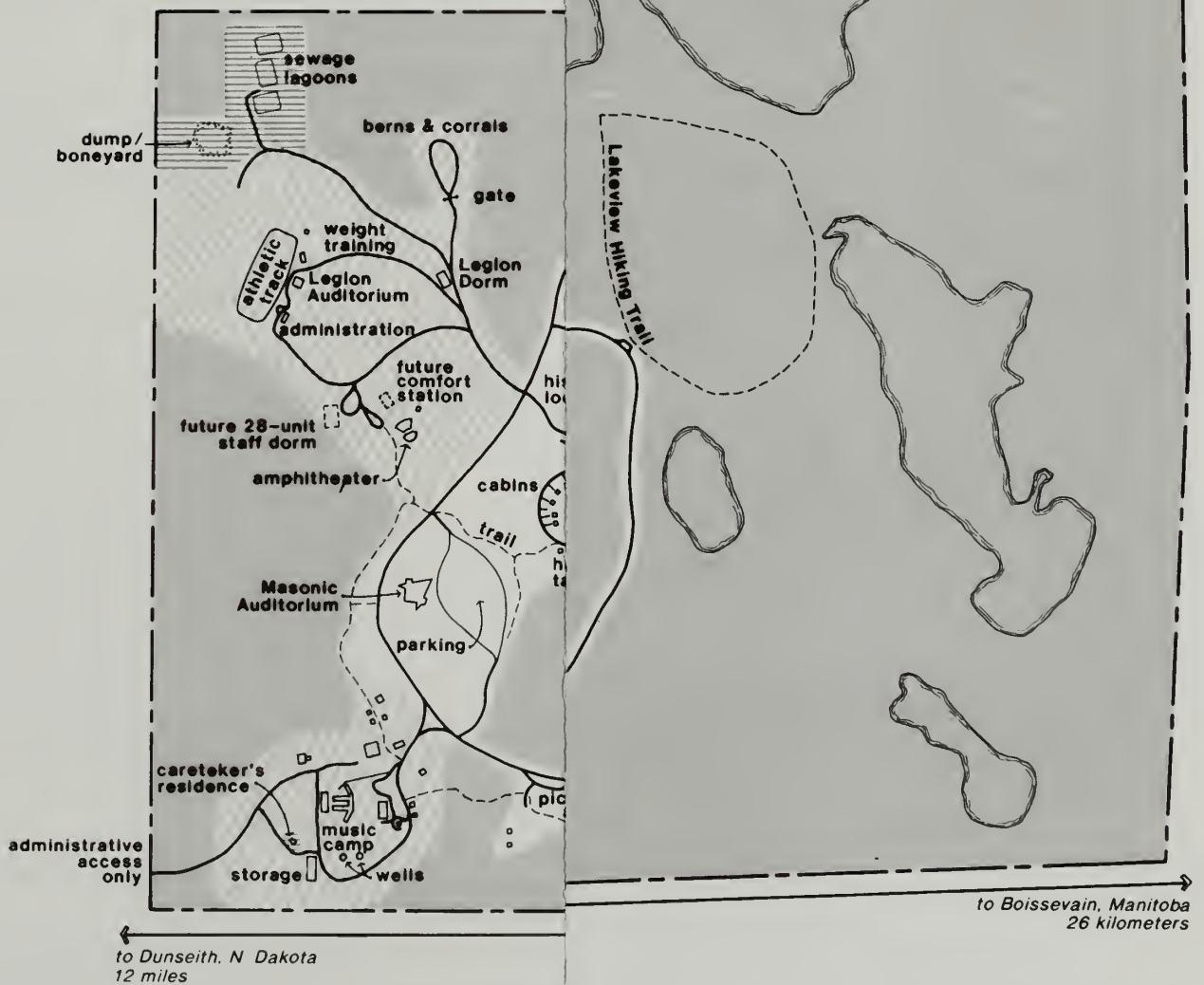
The Youth Activities Zone is about 5 percent of the garden and is composed of the International Music and Royal Canadian Legion Sports camps. All land uses and facilities in this zone are limited to those associated with the youth camps. In addition, youth camp facilities are limited to this zone, to avoid encroachment upon visitors and the garden's primary purpose.

Administrative Support Zone

The Administrative Support Zone is the smallest zone of the garden, composed of about

Legend

-  garden bound
-  trail
-  road
-  management
-  natural zone
-  visitor service
-  youth activitie
-  outstanding fe
-  administrative



Existing Management Zoning International Peace Garden

1 percent of the garden. It includes International Peace Garden staff housing, greenhouses, maintenance area, administration building, water and sewage treatment facilities. Management in this zone is oriented towards continuance of existing uses, and consolidation and improvement of facilities. Any future administrative support facilities and improvements should be placed in this zone.

MAJOR ISSUES

ADJACENT LAND/EXTERNAL THREATS

The majority of land uses surrounding the garden are oriented to agriculture and other uses that are compatible with garden purposes, resources, and values. To insure adjacent uses will not adversely affect the garden, there is a need to continue monitoring activities so that various proposals will be developed with measures and controls that recognize the need to protect the International Peace Garden.

It appears that lands surrounding the garden in Canada are not open for mineral entry, however, surrounding lands on the United States side are. Potential for mineral development is low. The nearest primary oil and gas development is some 50 miles west of the garden. These developments have been functioning since the 1950s.

INTERPRETATION

Interpretation of the garden's significance, purpose and concept is lacking. Key elements of garden design, flowers used, history, and other factors that may be of interest to the visitor are not available because of a lack of funds and staffing.

An *Interpretive Prospectus (IP)* was prepared for the garden in 1965 by the U.S. National Park Service. Changing garden conditions, new facilities, and increased visitor use have rendered the *IP* obsolete. A new *IP* is needed to provide interpretive direction for garden management. There is a need to pursue possible preparation of the *IP* by the National Park Service's Harpers Ferry Center. The *IP* would address interpretive needs for the entire garden and would focus on specific needs such as those associated with the Formal Garden and a proposed visitor reception center. Actual location and functions of a visitor reception center will be identified during preparation of a General Management Plan or Interpretive Prospectus.

PLANNING

A *Master Plan* (now referred to as a general management plan [GMP]) was prepared for the garden in 1966 by the U.S. National Park Service. General in nature, the *Master Plan* no longer provides management direction necessary to respond to changing needs and

demands. There have been various proposals submitted to the planning committee and the board of directors that are not addressed in the *Master Plan*. As a result, decisions are being made without the benefits of a comprehensive and long-term management document. There is a need to obtain the funds necessary for the National Park Service to prepare a master plan for the garden.

VISITOR SERVICES

International Peace Garden is open to the public year round. The garden experiences the majority of use during June, July, and August. Overcrowding occurs during special occasions and events and on Sundays, as a result of "changeovers" associated with the music and athletic camps. This changeover often involves more than 900 students. Management strategies that would help minimize periods of overcrowding need to be identified. These strategies need to recognize the diversity of uses that occur at the garden, while providing quality visitor experiences that are consistent with garden purposes.

The garden's roads and parking systems are inadequate. Most of the garden's road system was constructed in the 1930s. The road's subbase, drainage system and width are inadequate to accommodate today's larger vehicles and increased use. While the State of North Dakota and the Province of Manitoba have provided some maintenance and reconstruction support, road standards typically used by these government entities are inappropriate for the garden. When reconstruction occurs, it is essential that garden road standards are retained to maintain the integrity of the garden's natural setting.

On weekends during the primary visitor use season, more than 1,000 vehicles enter the garden each day. Parking for the Formal Garden has a design capacity of 140-170 spaces. An overflow lot for an additional 70 spaces has been established on the Canadian side. These parking lots were designed for sedans and small pick-up trucks. Spots for larger recreation vehicles and buses are not provided. Consequently, when buses and RVs do enter the garden, one of them could occupy space originally designed to accommodate up to five vehicles. Size of the parking lots also do not provide sufficient space to handle turning radius required by buses and RV's. The parking lots are also dead-ended, which inhibits smooth vehicular circulation. There is a need to analyze parking capacity and circulation needs to meet present and future demands.

Vehicle congestion is common in the main entrance, near the floral clock, and by the display gardens. Because all of these elements are located in the same vicinity, traffic backs up and there is a mixing of pedestrians and vehicles. Methods to reduce this congestion, such as relocation of the floral clock, should be explored.

Many buildings and facilities were not designed to provide access to the disabled and elderly, or walking surfaces have deteriorated, which makes access difficult. Use of the garden by the disabled and elderly has been growing as a result of increased tour bus use and aging of the American and Canadian populations. Provisions for barrier-free design need to be explored, while retaining the integrity of the Formal Garden.

The garden is pursuing formal agreements with local communities to provide fire protection services. The nearest community that has fire protection services is 13 miles to the south. On-site initial-attack fire protection capabilities are necessary to insure adequate protection of life and property. Emergency medical services, including first aid and CPR, are not available in the garden, except when the youth camps are in operation and nurses are on site.

While local law enforcement officials patrol the garden on an unscheduled basis, there is no formal cooperative relationship with either Canadian or American authorities.

YOUTH ACTIVITIES AREA

The youth activities area includes the International Music Camp and Royal Canadian Legion Sports Camp. Both of these uses were recognized by the 1966 *Master Plan*, but growing popularity and use has resulted in expansion of facilities beyond land areas envisioned by the *Master Plan*. The camps serve thousands of students each year, and the recently completed food service facility serves more than 80,000 meals annually. These use pressures have resulted in addition to utility systems, a need for more classroom and upgraded student dormitory space, and a lack of housing for staff of both camps. There is a need to analyze these operations to determine present inadequacies and future needs. It is also necessary to analyze these uses as they relate to other uses and purposes of the garden. Needs of the youth camps compete with limited dollars available to the International Peace Garden. As a result, funding that could go towards completion of the Formal Garden, increased visitor services, and maintenance of facilities that serve the garden's original purpose have not been available to the degree necessary.

While the youth activities areas serve a useful and necessary function, these operations should be treated as self-sustaining, without impact on the garden itself.

ADMINISTRATION/OPERATIONS

As with most park operations, available funding for the International Peace Garden has not kept pace with operational and maintenance needs. Buildings and facilities have been constructed by donation and grants from various entities. Responsibility for operation and maintenance of most buildings and facilities fell to the garden, yet funds for these responsibilities have not been made available.

Management of the garden, its Formal Garden, and its visitors is very labor intensive. Yet staff in the last year has been reduced by four positions. Staff is not available to provide needed interpretive services, preventive maintenance, concession administration, routine visitor protection, and other essential services.

The garden lacks administrative equipment such as cameras, audio-video devices to record the garden's history and to market the garden's resources. Each year, the Formal

Garden changes. Design and plant materials are different. Video equipment would allow a recorded history.

Proper maintenance equipment for specialized needs are also not available. Without proper equipment, jobs take longer and cannot be done properly.

An area south of the sewage lagoon has been used for the dumping of debris. This debris ranges from snags, stumps and brush piles to old appliances and garbage. The garden no longer uses this area for the dumping of material. This dump site needs to be cleaned up and rehabilitated and the area returned to its natural condition for ultimate use by the sports camp.

FACILITIES

Many of the garden's facilities require rehabilitation. Also comfort facilities, particularly at the Chapel are inadequate. The campground is used to capacity and does not meet present use demands. Staff housing is "spread out", sometimes resulting in conflicts with other uses. A consolidation of housing may be necessary. Facilities should be evaluated to determine what is necessary to carry the garden into the next century.

CONCESSIONS

Fast food services and sales of gifts are provided by concessioners on both the American and Canadian sides of the garden. Concession facilities' requirements and the type and level of concession services appropriate for the garden need to be determined.

Administration of garden concessions is being accomplished without the benefit of directives or consistent policies. Because of a lack of staff, the garden is unable to provide the level of concessions administration that may be necessary to insure visitor services are handled in the most efficient manner. There is a need to develop a systematic method of determining levels of concession fees that should be returned to the garden.

MANAGEMENT OBJECTIVES

VISITOR SERVICES

To encourage more visitors from beyond the range of local use, from Canada and the United States, and from foreign countries, to use and enjoy the garden as an inspiration in the cause of international peace.

To insure that all services and facilities provided in the garden are of a quality appropriate

to the high ideals that are consistent with National Park Service standards.

To communicate to the visitor through interpretive services and devices, and particularly through the use of appropriate features in the Formal Garden, the full meaning and significance of international peace, its background and what it means to our future.

To provide for activities and events in the garden, where they do not conflict with quiet contemplative enjoyment and appreciation of the Formal Garden as a memorial to peace. To demonstrate in a living manner that people of the two nations can come together in social harmony, thus giving reality to the peace theme.

To encourage use of the garden and its facilities by youth of both nations together for a common purpose, or who otherwise may benefit from the garden environment in advancement of good citizenship, but to control the type and extent of such use as necessary to not impede or distract from the general public's full use of the garden and their appreciation of the garden's fundamental purpose.

RESOURCE MANAGEMENT

In northern sections of the garden, to protect and preserve natural values in those extensive portions where natural conditions have been relatively undisturbed, and where water, wooded lake shores, and wildlife combine to form an outstanding biotic community.

In the garden's southern sections, to manage woodlands, open spaces, and wildlife so as to maintain an optimum degree of naturalness consistent with the use of the area by large numbers of visitors for a variety of activities, which do not conflict with the fundamental purpose of the garden.

DEVELOPMENT

In development areas, to manage artificial landscape features to harmonize with and take best advantage of the natural setting and landscape characteristics.

Throughout the garden, to manage all natural resources and to construct and maintain facilities in a manner that lends to a quiet, peaceful environment.

To protect the garden's simplicity as a vital element in the appropriate expression of the international peace theme. To avoid installation of 1) memorials and markers that do not promote a better understanding of the garden's fundamental purpose, but tend to clutter or distract from the visitor's contemplations, and 2) facilities and uses that do not have a place in approved plans and that add to the burden of operations or maintenance out of proportion to their value in fulfilling the garden's dedicated purpose.

Adopt and implement the planning committee's "Development Policy Guidelines" and to use the committee as a source of professional knowledge, to assure developments are appropriate in terms of types, locations, and designs.

PLANNING

To obtain assistance from the U.S. National Park Service and others to update, revise, or amend the garden's 1966 *Master Plan*.

To adhere strictly to approved plans in the guidance and control of garden undertakings, to confine development to the kinds and locations identified in plans and to develop a schedule for the systematic review, evaluation, and update of this *Statement for Management* and the garden's *Master Plan* to assure adequacy under changing conditions and use pressures.

Use the garden's planning committee as a mechanism to arrange for competent preparation of plans and designs for major construction projects.

ADMINISTRATION

To achieve unity of goals among all who have a voice in garden affairs, to the end that all efforts will be efficiently focused on things essential to fulfillment of the garden's purpose.

To retain affiliation with the U.S. National Park Service and develop agreements that formalize cooperative relationships and to seek similar recognition and cooperative relationships with the Canadian National Park Service. Through appropriate signing and use of publications, recognize the garden's affiliation with the U.S. National Park Service.

To sustain the high degree of interest and enthusiasm developed by the International Peace Garden, Inc., among the numerous contributing or participating organizations and agencies.

To encourage maximum financial participation from non-government sources to supplement appropriations and strive for financial self-sufficiency, while providing essential visitor services and facilities fundamental to the garden's purpose.

APPENDICES



DEPARTMENT

OF STATE

State of North Dakota

To All to Whom these Presents shall Come,

I, BEN MEIER, Secretary of State of the State of North Dakota and Keeper of the Great Seal thereof, do hereby certify that the annexed copy of

Articles of Incorporation
and any documents on file
for

INTERNATIONAL PEACE GARDEN, INC.
(a New York corporation)

has been compared by me with the...articles of incorporation and any documents on file and of record filed February 4, 1933, in this Department, and that the same is a true copy thereof, and of the whole of such instruments.

In Testimony Whereof, I have hereunto set my hand and affixed the Great Seal of the State at the Capitol in the City of Bismarck, this 11th day of March A. D., 19 77

B. Meier
Secretary of State

By

Deputy



A.
CERTIFICATE OF INCORPORATION
of
INTERNATIONAL PEACE GARDEN, INC.

Pursuant to the Membership Corporations Law

We, the undersigned, for the purpose of forming a membership corporation pursuant to Article II of the Membership Corporation Law of the State of New York, certify:

1. The name of the corporation shall be INTERNATIONAL PEACE GARDEN, INC.

2. The purposes for which it is to be formed are the creation and maintenance of a garden or gardens approximately one-half of each of which shall be situated in the United States of America along the boundary between the Dominion of Canada and the United States of America and the other approximate half of each of which shall be situated in the Dominion of Canada and contiguous thereto as a memorial to the peace that has existed between the United States of America and the Dominion of Canada.

3. The territory in which its operations are principally to be conducted shall be the United States of America and the Dominion of Canada.

4. The office of the corporation shall be located in the City of New York, County of New York, and State of New York.

5. The number of its directors shall be nine.

6. The names and residences of the directors until the first annual meeting are:

<u>NAMES</u>	<u>RESIDENCES</u>
Robert P. Brydon	3505 Mayfield Road, Cleveland Heights, Ohio
William Crichton	383 Lake Shore Road, Grosse Pointe Farms, Mich.
Donald J. Dighton	Hollow Hill Farm, Convent, New Jersey
Joseph Dunlop	Franchester Farm, South Euclid, Ohio
Dorothy Ebel	38 Beauvoir Avenue, Summit, New Jersey
Montague Free	Brooklyn Botanic Gardens, Brooklyn, New York
William J. Gray	3203 'S' Street, N.W., Washington D.C.
Allen Jenkins	Shrewsbury, Massachusetts
Joseph Tansey	Woodland, Tuxedo Park, New York

7. That all of the subscribers to the Certificate are of full age; that at least two thirds of them are citizens of the United States; that at least one of them is a resident of the State of New York, and that of the persons named as directors at least one is a citizen of the United States and a resident of the State of New York.

IN WITNESS WHEREOF, We have made and subscribed this Certificate in triplicate, this 5th day of August, in the year one thousand nine hundred and thirty.

MONTAGUE FREE

DOROTHY EBEL

DONALD J. CRIGHTON

ROBERT P. BRYDON

JOSEPH R. DUNLOP

WILLIAM CRICHTON

To His Honour

Administrator.
Lieutenant-Governor.

The Honourable JAMES EMILE PIERRE PRENDERGAST

~~Lieutenant-Governor of the Province of Manitoba~~

Administrator of the Government of the Province of Manitoba

Report of a Committee of the Executive Council

on matters referred to their consideration

PRESENT:

The Honourable Mr. HOEY

(in the chair)

Mr. MAJOR

Mr. McDIARMID

Mr. GRIFFITHS

Mr.

Mr.

Mr.

Mr.

ON MATTERS OF STATE

May it please your Honour

The Honourable the MINISTER OF MINES AND NATURAL RESOURCES submits to Council a report setting forth -

WHEREAS Section 2 of "The International Peace Garden Act", being Chapter 21, Statutes of Manitoba, 1932, provides that the Lieutenant-Governor-in-Council may:

- (a) set apart certain Crown lands therein described for the purposes of an "International Peace Garden";
- (b) subject to such terms and conditions as he sees fit to impose, vest the management and control thereof in such person or persons as is considered desirable and confer such powers as are deemed necessary for the purpose;
- (c) enter into any agreement and make such orders and regulations in connection therewith as are necessary for the proper development of the "International Peace Garden" and for the purposes of the said Act.

AND WHEREAS it is deemed expedient to set aside lands hereinafter described for the purposes of an International Peace Garden.

AND WHEREAS International Peace Garden Inc., duly licensed to carry on its business and objects in the Province of Manitoba as authorized under "The Companies Act", has applied for the right of management and control of the said lands for the purposes of an International Peace Garden.

On the recommendation of the Honourable the Minister,
Committee advise -

1. THAT the following lands, namely:

All that portion of section three (3) and parts of sections two (2), ten (10) and eleven (11) in township one (1), range twenty (20), West of the Principal Meridian in Manitoba, as shewn bordered pink on a plan of survey of the portion of the International Peace Garden in Manitoba deposited in the Boissevain Land Titles Office as No. 205,

be and are hereby set apart as an International Peace Garden.

2. THAT the management and control of the lands be vested in International Peace Garden Inc., an incorporation created for the purpose among
Executive Council Chamber, }

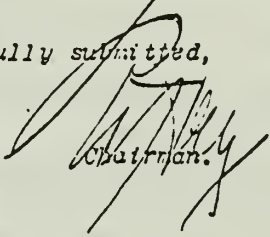
others of:

"the creation and maintenance of a garden or gardens approximately one-half of each of which shall be situated in the United States of America along the boundary between the Dominion of Canada and the United States of America and the other approximate half of which shall be situated in the Dominion of Canada and contiguous thereto as a memorial to the peace that has existed between the United States of America and the Dominion of Canada",

subject to the following terms and conditions, namely:

- (a) That the said lands shall be at all times used and maintained for the purposes of an International Peace Garden;
- (b) That the number of directors of International Peace Garden Inc., shall at all times be maintained at an equal number of Canadian and American citizens save one, who may be of either citizenship;
- (c) That if, at any time, the lands set apart shall cease to be used and maintained as an International Peace Garden or if the terms and conditions hereby imposed are not complied with then the rights conferred on the said corporation shall lapse, be determined and at an end and the said lands together with all buildings, plantings, works and improvements thereon shall revert to and become the absolute property of the Province of Manitoba.

Respectfully submitted,


Chairman.

Executive Council Chamber,
June 21st, 1935.

MEMORANDUM OF AGREEMENT

MEMORANDUM OF AGREEMENT made this 14th day of April, 1950, by and between the State of North Dakota, hereinafter called the "State," and the Secretary of the Interior of the United States, hereinafter called the "Secretary."

WITNESSETH: That by the act of October 25, 1949 (Public Law 370 - 81st Congress) authorization was granted for assistance to the State of North Dakota to complete, in accordance with plans heretofore approved, the International Peace Garden established in North Dakota on the international boundary line between the United States and Canada for the purpose of furthering peace among the nations of the world, and

WHEREAS, the act of October 25, 1949 also provides that any funds appropriated pursuant thereto shall be expended only in accordance with the terms of an agreement between the Secretary of the Interior and the State of North Dakota, and

WHEREAS, as the act approved October 14, 1949 (Public Law 358 - 81st Congress) appropriated the sum of Twenty Five Thousand Dollars (\$25,000) for the construction of roads and other facilities necessary for the completion of the International Peace Garden,

NOW, THEREFORE, in consideration of these premises and of the several promises to be performed, the Secretary and the State hereby mutually agree as follows:

The Secretary shall cause to be transferred to the State the sum of Twenty Five Thousand Dollars (\$25,000) appropriated by the act of October 14, 1949.

The Secretary further agrees that when and if further funds are appropriated by the Congress under the authorization contained in the act of October 25, 1949, that such funds shall also be transferred to the State for expenditure for the purposes of the said act.

The State agrees that all funds made available to it by the Secretary shall be used for the sole purpose of the completion of the International Peace Garden established in North Dakota on the international boundary line between the United States and Canada for the purpose of furthering international peace among the nations of the world. Such work shall be performed under the direction of the North Dakota State Historical Society, an agency of the North Dakota State Government: Provided that all work on the project shall be in accordance with general plans heretofore approved and which are attached hereto as Exhibits A and B, and reapproved as a part of this agreement: And provided further that all work shall be in accordance with detailed plans which shall be furnished by the State and concurred in by the National Park Service. The Secretary shall make such investigations through the National Park Service, as may be necessary to ascertain that the work being performed on the area is in accordance with the plans approved for the project.

The State further agrees to furnish the Secretary on or before the fifteenth day of July a statement showing the expenditure and unpaid obligations of all funds transferred by the Secretary under this agreement for the preceding fiscal year. In addition to this statement, the State will retain copies of paid vouchers, receipted bills, or other evidence

of payment until audit of such documents has been made by representatives of the National Park Service or until authorized in writing by the National Park Service to destroy or otherwise dispose of such documents. The State agrees to return to the Secretary any and all unexpended balances of funds transferred under the terms of this agreement upon completion of the project or at any time when it is determined jointly by the Secretary and the State that the unexpended balance is insufficient to warrant retention by the State.

In carrying out the provisions of this agreement the State shall not discriminate against any employee, or applicant for employment, because of race, creed, color, or national origin, and shall require an identical provision to be included in all sub-contracts hereunder.

No Member of, or Delegate to, Congress or Resident Commissioner shall be admitted to any share or part of this agreement or to any benefit that may arise herefrom but this restriction shall not be construed to extend to this agreement if made with a corporation or company for its general benefit.

IN WITNESS WHEREOF, the parties hereto have affixed their signatures and official seals.

Attest

Thomas Hall
Secretary of State

State seal applied

(sgd) Fred G. Aandahl
Governor, State of North Dakota

(sgd) Oscar L. Chapman
Secretary of the Interior

SUPPLEMENTAL MEMORANDUM OF AGREEMENT

International Peace Garden

Memorandum of Agreement made this 15 day of September, 1978, pursuant to the Memorandum of Agreement made on April 14, 1950, between the State of North Dakota and the Secretary of the Interior of the United States by and between the State of North Dakota, hereinafter called the "State" and the Regional Director of the National Park Service, Rocky Mountain Region, hereinafter called the "Regional Director".

WHEREAS, the Act of October 25, 1949 (Public Law 370, 81st Congress) authorized assistance to the State of North Dakota to complete, in accordance with plans heretofore approved (1938 and 1941) and as subsequently amended (1966 and 1967) the International Peace Garden established in North Dakota on the international boundary line between the United States and Canada for the purpose of furthering peace among the nations of the world and

WHEREAS, by appropriation acts in fiscal years 1976 and 1978 an additional \$100,000 and \$1,200,000 respectively have been appropriated for that purpose

NOW THEREFORE, in consideration of these premises and of the several promises to be performed, the Regional Director and the State, in addition to the stipulations contained in the Memorandum of Agreement dated April 14, 1950, mutually agree as follows:

The National Park Service has \$1.3 million presently available to the State of which \$100,000 is for the planning and design, and \$1.2 million for construction of the peace tower and formal garden. The expenditure of these funds shall be restricted to the formal garden area. The funds are to be expended either under a letter of credit to the State in accordance with 31 CFR 205 or on a reimbursable basis as invoiced from time to time.

A final concept on the formal garden and tower shall be agreed to by the International Peace Garden Board of Directors, the National Park Service, the State of North Dakota, Province of Manitoba, and Parks Canada before the design and specification phase is started.

The professional service process for the design and specifications of the formal garden and peace tower will be determined by the International Peace Garden Board of Directors and agreed upon by the National Park Service, the State of North Dakota, Province of Manitoba, and Parks Canada.

All National Park Service funds shall be used according to design and specifications approved by the National Park Service and Parks Canada. The State of North Dakota is required to comply with the spirit of the Federal Procurement Regulations in all contract advertisements, bids, awards, and related matters.

The State will encourage matching Canadian contributions of funds to complete the tower and formal garden area.

Upon completion of the National Park Service part as funded, a completion report will be provided.

James Thompson *Sept 18 1978*

acting Regional Director Date
United States Department of the Interior
National Park Service
Rocky Mountain Region

Arthur A. Link *Sept. 15, 1978*

Governor Date
State of North Dakota

Prepared by staff of International Peace Garden and the U.S. National Park Service,
Rocky Mountain Region and Theodore Roosevelt National Park.

