

DRAFT HERITAGE POLICY





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This draft Heritage Policy is in response to a commitment made at the Montréal Summit



A WORD FROM THE MAYOR

It is with great pleasure that I bring to the attention of all Montrealers the first proposed *Heritage Policy*.

The quality of life, conviviality and attractiveness of Montréal are, in large part, derived from its heritage, which helps define who we are and allows us to move confidently toward the future. More than just an added value, it is a key tool for the cultural, social and economic development of our community.

The development of our city must include the protection, revitalization and management of this heritage. Old Montréal is a perfect example. For 25 years, the city, in collaboration with the *Ministère de la Culture et des Communications*, has invested \$200 million dollars in the restoration and renovation of certain buildings in the area, thereby initiating the revitalization of the territory. Many new residents have moved in, the number of hotel rooms has multiplied and the tax base has grown by some \$300 million dollars, 17% higher than downtown. More than 14 million tourists from throughout the world visit Old Montréal each year.

Other districts in the city and other forms of heritage also possess an undeniable value. I encourage all our partners to discover this wealth. Our heritage is a major asset for us today, and makes us one of the most favoured cities in North America. The Urban Plan, which will be adopted soon, will have an impact on more than 30% of the Montréal territory, because of the historical, architectural or contextual value of the heritage it possesses.

It is our duty to protect this collective heritage and enhance it in order to hand it down to future generations in excellent condition. The *Heritage Policy* of the city of Montréal puts forward a form of proactive management that is at once respectful and energetic. As the Mayor of Montréal, I invite all of my fellow citizens to participate.

Our past has a future!

A handwritten signature in black ink, which appears to read "Gerald Tremblay". The signature is fluid and cursive.

The Mayor of Montréal,
Gérald Tremblay



A WORD FROM FRANCINE SENÉCAL

Our Administration is proud to present this Heritage Policy draft.

The city of Montréal is responding to the expectations expressed by the participants in the working group on heritage that was put together following the Montréal Summit. The municipal administration is confirming its commitment to recognize, conserve and enhance its material and non-material heritage. According to the terms of the Montréal Declaration, ratified on October 8th, 2003, as part of the 8th World Conference of Historic Cities, the city today would like to work with civil society in implementing its policy.

The interest sparked by projects such as the *Plan lumière*, the *Opération patrimoine architectural de Montréal*, the preservation and restoration of historic buildings such as the Cinéma Impérial and the Marché Bonsecours, architectural digs in Old Montréal, or even the many initiatives of private property owners who want to revitalize their buildings, all illustrate the importance the population already places on protecting and enhancing its heritage.

Maintaining and transmitting this collective wealth requires a communal commitment. The city not only intends to assume, in an exemplary manner, its responsibilities as an owner and manager, but, above all, it intends to work closely with all of its partners. It plans on exercising its leadership in order to invite all Montrealers, both ordinary citizens and major developers, to share the responsibility for protecting, preserving and promoting their heritage.

I would like to once again thank the advisory group we had mandated, chaired by Ms. Gretta Chambers, chancellor emeritus of McGill University, for having laid the foundation for this first-ever Heritage Policy.

The draft Heritage Policy that we are presenting to you today is therefore the result of reflection by both parties from the milieu, as well as the city. I now invite the citizens of Montréal, as well as our partners, to contribute to this project and improve it by participating in great numbers in the public consultations that are just beginning.

A handwritten signature in black ink, appearing to read 'Francine Sénécal', written in a cursive style.

Ms. Francine Sénécal

Vice-Chairperson of the Executive Committee
Responsible for Culture and Heritage for the city of Montréal



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Foreword



If Montréal can today lay claim to being a distinctive metropolis in North America, a focal point of the *francophonie* and an important cultural, economic, scientific and intellectual centre on both the continental and world stages, this is mainly due to its identity—solidly rooted in its history yet resolutely turned toward the future.

Montréal is one of the rare North American cities whose culture and development are indebted to contributions from First Nations, from the French and the British, as well as from numerous groups of immigrants. The historic depth found on the territory makes the quality and significance of its heritage even more tangible and gives Montréal its particular texture.

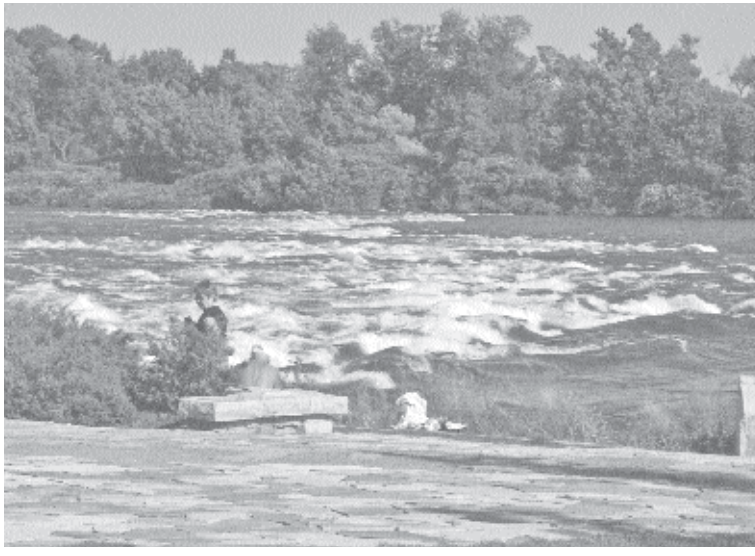
The confidence Montréal draws from its identity, far from frozen in nostalgia for times gone by, enables it to present itself as an innovative city, open to the world, and offering an enviable quality of life. From this perspective, the conservation and enhancement of its heritage should be part of its evolution and should participate in the vitality of the metropolis: heritage provides an equilibrium to the effervescence of the contemporary world by providing durable landmarks; it keeps alive the memory of those who created today's society, thus helping orient its future destination.

Montréal can thus build on its distinctive urban nature against a contemporary backdrop of competition between major cities, where heritage—a reflection of the history of a city in constant change—inspires contemporary production and becomes a cultural, social and economic lever of development.

In Montréal, as elsewhere in the world, the concept of heritage goes far beyond historic monuments to encompass a large part of the living environment and ways of life. Understanding and integrating so vast and diversified a heritage into a city in evolution calls for an overall vision. This is even more important since the multiple aspects of this fragile and non-renewable resource concern all Montrealers.

The conservation and enhancement of heritage, including its promotion, are thus part of a collective vision, a shared responsibility. Through the development of a Heritage Policy, the Ville de Montréal intends to exercise exemplary leadership to encourage the development of this vision and to ensure its transformation into a collective project that speaks to all Montrealers.

Background to the Development of the Policy



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2.1 Montréal Summit

2.2 Characteristics of Montréal's Heritage

2.3 Contribution from Montréal Society

2.4 Development and Consolidation of Municipal Expertise



2.1 MONTRÉAL SUMMIT

Background to the Development of the Policy

The Montréal Summit, held June 5 and 6, 2002, permitted the City to hear the concerns of citizens and to clarify a shared vision of the future of Montréal that consolidates and reinforces its role as a metropolis. The importance of heritage enhancement and the quality of development are clearly seen in the following themes:

- A metropolis that is innovative and creative, open to the world
- A metropolis of knowledge and culture
- A metropolis for sustainable development
- A metropolis that is a good place to live, united and inclusive
- A metropolis that is democratic, fair and transparent
- A metropolis with an effective, citizen-focused administration

The commitments made at the Montréal Summit are being translated into multiple proposals of policies, strategies and comprehensive plans, many with links to heritage (*see boxed text*).

It was specifically recommended that the City create a *Heritage Policy* "in order to construct the present and future of Montréal," a policy that should serve as a frame of reference for municipal interventions at several levels, particularly from the perspective of integrated planning and management.

The importance the City accords to heritage can be seen in the forming of the *Groupe-conseil pour une politique du patrimoine* in the fall of 2003, under the presidency of Gretta Chambers. The reflections of the *Groupe-conseil* were nourished by position papers, progress reports, and memoranda produced by corporate and borough municipal departments, by the *Conseil du patrimoine de Montréal*, as well as by briefs tabled by various groups during the exercise. The *Énoncé d'orientation pour une politique du patrimoine* produced by the *Groupe-conseil* was made public by municipal authorities in April 2004.

The *Énoncé d'orientation* and the consensus reached at the Summit are the bedrock on which the Policy is built, while the foundations laid at the same time by all the policies, plans and strategies in process have resulted in the mutual enrichment of all the orientations which are being developed.

MUNICIPAL DOCUMENTS BEING DEVELOPED THAT HAVE LINKS TO HERITAGE

The **Master Plan** makes the conservation and enhancement of built, archeological and natural heritage one of its principal orientations; the **complementary document** establishes regulatory guidelines designed to ensure that its orientations are translated into action.

The **Cultural Development Policy**, based on accessibility, covers some aspects of heritage promotion.

The **Policy respecting the Protection and Enhancement of the Natural Environment** addresses the preservation of Montréal's ecosystems and exceptional natural landscapes.

The **Strategic plan for Sustainable Development** is aimed at fostering development that meets the needs of the present without compromising the ability of future generations to meet theirs.

The **Tree Policy** recognizes that trees are witnesses of the past and that they are part of a humanized landscape laden with history.

The **Strategic Plan and the Development and Enhancement Plan of the Green and Blue Network** is aimed at the better protection, accessibility and integration of major parks, shorelines and waterways.

The **Montréal Charter of Rights and Responsibilities** enshrines the safeguarding of the city's architectural, historic and natural heritage as one of its guiding principles.

The **Montréal Economic Development Strategy (Horizon 2008)** makes quality of the environment and the living environment, local community life and the promotion of the City's facilities, strategic issues.

The **Municipal Strategy on Housing** aims at striking a balance between the development of housing stock and the conservation of existing housing.



2.2 CHARACTERISTICS OF MONTRÉAL'S HERITAGE

Background to the Development of the Policy

The City, like the *Énoncé d'orientation pour une politique du patrimoine*, recognizes that Montréal's heritage legacy makes it a metropolis that is distinct in North America. From prehistory to the modern era, from a single isolated object to complicated urban structures, from archives to examples of intangible heritage, Montréal's heritage includes a multitude of elements whose significance to the community is as much a result of their individual intrinsic value as their collective contribution to the the city's distinctive heritage.

The built, archeological, landscaped and natural heritage of Montréal is rich and varied. It calls for management that is quite complicated but, in return, its many elements impart an understanding and appreciation of the evolution of the city and the Montréal community.

This heritage includes, in particular, archeological sites, landscapes, traces of the first French settlements, diverse relics of Montréal's commercial and industrial activity, various kinds of residential districts, abundant examples of heritage and a dense downtown core.

Montréal is located at the confluence of major waterways, and its island setting and its geography are some of the principal determining factors of its identity. The Lachine rapids, waterways, riverbanks and shorelines, Mount Royal with its three summits and the richness of the flora and fauna, characterize an exceptional natural setting that has been welcoming human settlement for centuries and that has inspired and shaped its development.

The site where Montréal was founded in 1642 and the traces of the fortified city of the 18th century are landmarks of incalculable value. Remnants can also be found in Montréal of old farmhouses and the cores of villages dating from the first settlements of the 17th and 18th centuries. They illustrate the first agricultural activities on the territory which although they today almost entirely disappeared, are still visible in the urban layout inherited from the seigniorial regime. That period marks the origin of a diverse built heritage that also includes the convents, churches, hospitals, mills and gardens that dot the island's periphery.

Montréal has been a busy commercial trading city since its birth. Old Montréal eloquently reminds us of the expansion of trade in the 19th century with its many warehouse-stores and the banking institutions that line Saint-Jacques Street. The large shops and commercial buildings on Sainte-Catherine Street and on Saint-Laurent Boulevard illustrate the later relocation of some commercial activities.

Montréal's industrial activities are responsible for part of its development along the major communication routes of the 19th century—the river, the Lachine Canal and the railroads. Working-class neighbourhoods, some amongst the oldest in Canada, sprung up alongside these structural axes, near the major industrial complexes. Amongst others, they include Pointe-Saint-Charles, Lachine, Rosemont, Plateau Mont-Royal, Villeray and Maisonneuve. Here are the two- and three-apartment homes, or 'plexes', in brick or stone with outside staircases, which still very much dominate the Montréal streetscape.

Elsewhere, the bourgeois residential legacy is composed of rows of Victorian houses in the Latin Quarter, or neoclassical villas, Victorian or beaux-arts homes on the slopes of Mount Royal. The building of summer cottages in the 19th century and at the start of the 20th century also grace the built landscape of the island's shoreline. The visual character of Montreal becomes more diverse as a result of the many ethnocultural communities that have chosen to live in the city, imprinting their traditions and their art of building.

Montréal's heritage is also characterized by a large number of civic buildings such as public markets, fire stations, baths and libraries. Many public spaces and squares, some featuring works of art, are part of the urban layout and structure the city, while the large parks add to the quality of life of Montrealers by offering vast natural spaces and views of the city and surrounding region. The Ville de Montreal is thus a major owner of built, archeological, landscaped and natural heritage (*see boxed text*).

Montréal is also characterized by the abundance and quality of its religious heritage. The urban skyline is punctuated by several hundred places of worship, around which villages or neighbourhoods developed. In addition to their religious and monumental character, these buildings have great historic and artistic value.

Lastly, the different generations of skyscrapers that nudge elbows, as well as the Montréal Métro (subway) are the most obvious signs of its modernity. Some buildings, like Place Ville-Marie, Place Bonaventure and Westmount Square, are standard-bearers of the modernist movement. Modernism also brings with it new ideas in construction and housing, encouraging the appearance of suburbs and of some innovative urban complexes.

The most recent studies carried out during the preparation of the *Master Plan* pointed out that more than 30% of the territory of Montréal was of interest from a heritage perspective, because of the historic, architectural and contextual value it holds.

In terms of **movable heritage**, the municipal collections include fields as varied as archives, libraries, the natural sciences, archeology, art and history (*see boxed text*).

The City keeps well-stocked archival collections related to the municipal administration of Montréal, as well as to the history of Québec and Canada, from their origins to the present day.

The natural science collections are held and made accessible to the public by the Botanical Garden, the Insectarium, the Biodôme and the Planetarium.

The archeological collections include items found on archeological sites that bear witness to Amerindian, European and Québec cultures from prehistoric and historic times to the present day. Amongst other things, they include written, computerized, graphic, iconographic and photographic items produced during research on archeological sites.

The artistic collections are classified into four categories. The *art collection* includes paintings, works on paper, art objects, sculptures, installations and photographs. The *public art collection* includes both ancient and contemporary works, allegories, sculpted monuments, fountains that integrate artistic compositions, works related to *land art* and to landscape, depictive sculptures, photographs and banners. The *collection of works of art integrated into architecture* includes stained glass windows, wall relief treatments, painted murals, photographs and sculptures created specifically for the buildings into which they are integrated. Lastly, the *plaque and commemorative objects collection* is also a part of the artistic collections.

The municipal museums include other specific collections. For example, the *Musée de Lachine* houses archeological, historical and artistic collections, as well as archives, while the *Centre d'histoire de Montréal* has a collection interpreting Montréal's ethnohistory.

Finally, the City's movable property (furniture, lamps, etc.), medals, protocolary collection, and objects related to municipal activities (firefighting, water treatment, pumping, etc.) make up an ethnohistoric collection that has not been inventoried because it has been accumulated haphazardly by different administrative units.

Montreal's **intangible cultural heritage** is the evolving fruit of heritage that often originates from rural communities, here and elsewhere, but transformed by history, by the social and economic context, by events, by the industrialization and urbanization of Montréal. It is the legacy of the founding peoples of Montréal, of groups and communities that have built, inhabited and, most of all, marked the city. It is in constant evolution, fed by the historic, religious, social and cultural currents that underlie the urban culture. It is transmitted via the carriers, players and practitioners—and by Montréal's citizens.

MUNICIPAL HERITAGE PROPERTIES

Rich and diversified, the municipal heritage includes many landmarks, both local and metropolitan, which identify the city. Many properties are on historic Montréal sites or located in a historic and natural borough as designated under the *Cultural Property Act* (R.S.Q., c. B-4); some are cultural assets classified by Québec, while others are part of federal national historic sites of a federal national historic site. The short selection below gives an overview

Some municipal properties in the Old Montréal Historic District:

- Pointe-à-Callière – (1642) – 1992
Site where Montréal was founded, classified a historic and archeological site (Québec); and designated a national historic site (Canada)
- Édifice Lucien-Saulnier (Old court house) – 1851-1856
- Champ de Mars – around 1815
- Marché Bonsecours – 1844-1847
- Place d'Armes – 1845
- Place Jacques-Cartier – 1848
- Édifice Jacques-Viger (Old Viger Station) – 1896-1898
- Centre d'Histoire de Montréal – 1903-1904 (Old Central Fire station on Place D'Youville)
- Cour municipale (Old Recorder's Court) – 1912-1913
- Hôtel de ville de Montréal (City Hall) – 1922-1926

Some municipal properties in the Historic and Natural District of Mount Royal:

- Mount Royal Park – 1876
- Sir Georges-Étienne Cartier Monument – 1919
- Cross atop Mount Royal – 1924
- McTavish reservoir and pumping plant – 1928
- Quartier général des incendies (fire headquarters) – 1930-1931

- Chalet on Mount Royal – 1931-1932
- Lac aux Castors (Beaver Lake) – 1938
- Lac aux Castors chalet – 1955-1958

Some properties located on existing or Oplanned historic sites:

- Dorchester Square and Place du Canada – 1872-1875 (Old Dominion Square)
- Ile Sainte-Hélène Park – 1874
- Saint-Louis Square – 1880
- Lafontaine Park – 1890
- Maisonneuve Market – 1912-1914
- Bain Maisonneuve (Morgan Baths) – 1914-1916
- Botanical Garden – 1931-1937
- Atwater Market – 1932-1933

Classified historic or archeological site

- Site of the Musée de Lachine and Maison Leber-Lemoyne – 1669
- Pointe-Claire windmill – 1709-1710
- Pointe-aux-Trembles windmill – about 1721
- Fleming windmill

Some public services structures

- Aqueduc canal – 1856
- Craig pumping station – 1887
- Filtration plant (Édifice Desbaillets) – 1923-1924

A BRIEF PORTRAIT OF THE MUNICIPAL COLLECTIONS (JULY 2004)

Archives

- 200 institutional collections (decision-making authorities and Montréal municipal departments and the Montréal Urban Community)
- 100 private collections (annexed municipalities, private organizations and individuals closely related to the municipality)
- 100 collections from the *Bibliothèque centrale* (people who have contributed to the history of Montréal, Québec and Canada)

Natural sciences collections

- 230,000 specimens divided into 21,000 plant species cultivars (Botanical Garden)
- 175,000 insect specimens (Insectarium)
- 6,540 animal specimens (Biodôme)
- 6,191 vegetal specimens (Biodôme)
- 191 meteorite specimens (Planetarium)

Archeological collections

- 130 collections from sites recorded in the *Inventaire des sites archéologiques* du Québec
- 20 municipal collections from sites that are being appraised
- 7,000 objects that have been subjected to a detailed identification and included in the reference collection

Artistic collections

- 300 movable works of art
- 220 works of art permanently installed in the public domain
- Some 50 works of art integrated into architecture
- More than 150 plaques and commemorative objects

Municipal museum collections

Musée de Lachine

- 300 archeological objects and fragments
- 32,000 archeological fragments related to the occupants of the *Maison LeBer-LeMoynes*
- 6,400 objects related to Lachine's historic heritage
- 2,000 works of art
- 50 contemporary monumental sculptures
- Photographic and textual archival collection that includes 10,000 pieces

Centre d'histoire de Montréal

- 3,000 objects related to the history of Montréal
- Collection of 5,000 photographs on Montréal's architectural heritage

Pointe-à-Callière, Montréal Museum of Archeology and History

- Vestiges from the site where Montréal was founded
- 10,000 fragments and objects from the archeological collection
- 250 ethnohistoric objects



2.3 CONTRIBUTION FROM MONTRÉAL SOCIETY

Background to the Development of the Policy

The interest heritage arouses today and the recognition that protecting it is a collective responsibility are mostly attributable, throughout the history of the city, to the work, initiative and determination of its citizens and influential people, of Montréal's associative groups and civil and religious institutions.

This appreciation of heritage is made possible by the **rich corpus** of archival, iconographic, literary, archeological, ethnohistoric and other works put together or enriched by citizens, patrons of the arts, humanists and philanthropists, foundations, institutions and researchers in all disciplines. They have studied the social, cultural and economic evolution of Montréal that shapes lifestyles, the development of the territory and the image of a metropolis that is characterized mainly by its historic sites and objects.

The contribution of individuals and associative groups to the debates and battles over recognizing heritage values and safeguarding assets, sites and neighbourhoods also needs to be acknowledged. The statements made and positions taken, sometimes on the side of public authorities, sometimes in opposition to them, have constantly fuelled the debates, leading to an awareness of the need to expand the concept of heritage that today encompasses almost all the living environment; to the modification of legislative and regulatory frameworks, often sorely tested in the dynamics of urban development and the preservation of individual and collective interests; to the development of approaches that encourage the evolution of attitudes and ways of doing things by both real estate developers and public administrations.

The contribution from civil society in the defense of heritage was particularly noticeable in the years from 1950-1960, especially in Old Montréal. Incidentally, the beginning of construction of projects that modernize the city—whether major transformations of central neighbourhoods or social housing projects in the middle of residential areas—led to the re-appropriation of that living environment and the values attached to it. Thus, several protection groups specifically dedicated to heritage were formed and mobilized during the 1970s, in particular, *Sauvons Montréal* and *Héritage Montréal*. In the 1970s and 1980s, urban renewal projects like Cité Concordia in Milton Park mobilized citizens and volunteer organizations interested in heritage. They joined community groups in the difficult battles that were as much about saving the architectural characteristics as the social aspects that define the quality of community life.

On another front, **the growing concern for protecting the environment** led to the declaration of the natural district of Bois-de-Saraguay by the Québec government in 1981, and to the creation of the Mount Royal heritage site by the City in 1987. Founded in 1986, the *Amis de la Montagne* organization is dedicated to, and focuses its action on this broad swath of territory that is highly symbolic of Montréal. In 2003, the *Ministre de la Culture et des Communications du Québec* announced the Québec government's intention to declare the historic and natural district of Mount Royal, a first in Québec.

Like the *Société historique de Montréal*, created in 1858, **local historical societies** have also played an important role in affirming the identity of the city's inhabitants. **Associations** active on the provincial scene, dedicated to the knowledge and safeguarding of heritage that is particularly misunderstood and often threatened, are also active in Montréal. They

include the *Association québécoise pour le patrimoine industriel* (AQPI) and *DOCOMOMO Québec* (*Documentation et Conservation du Mouvement Moderne*), founded with the objective of understanding and promoting modern heritage, as well as the *Conseil québécois du patrimoine vivant*. Similarly, the contribution from Montréal organizations has helped develop ways of imparting knowledge that integrate many cultural, social, economic and other aspects of heritage. Worthy of particular mention in this respect is the innovative approach of *l'Autre Montréal*, *Collectif d'animation urbaine*.

The contribution of **religious communities** must also be acknowledged. They are major owners of exceptional patrimonial assets that include convents, hospitals, colleges and chapels around which the life of neighbourhoods is organized. Some have also created museums from their collections.

Montréal's museums, sometimes established from donations or created by foundations, are the guardians of the memory of Montréal from prehistory to the present day. They not only work on conservation, education and the imparting of knowledge; they also are devoted to the cultural life of the city. Their activities are often the departure point for the creation and appropriation of a territory or an urban identity. Other **cultural organizations** play an essential role, through their original approaches, in imparting knowledge to the general public. Also, many of them, with support from the City, have chosen to demonstrate the value of municipal or private heritage buildings by choosing to base their operations in them and ensuring public access¹.

Montréal's archivists, of whom about 20 belong to the *Groupe d'archivistes de la région de Montréal* (GARM), acquire, treat, preserve and make public documents that bear witness to all the activities of the Montréal society from its origins.

Through the work of many researchers, the city's **universities** make a first-rate contribution to knowledge, to the debates and reflections on approaches that orient decision-making with regard to the conservation and enhancement, and spreading of information about heritage.

The **private sector** has contributed to the safeguarding and enhancement of Montréal's heritage, by patrons of the arts, foundations, real-estate developers, contractors, professionals and tradespeople. Many exemplary projects have made their mark on the whole territory, in particular in Old Montréal, in the old faubourgs, and in the immediate area surrounding the Lachine Canal.

1 For example: the *Éco-musée du Fier Monde*, an interpretation centre in the Centre-sud district, occupies the old Bain Généreux; the *Théâtre Sans Fil* has taken up residence in the old Létourneux fire station in the Hochelaga-Maisonneuve district; *Quartiers Éphémères* is installed in the old Darling

Foundry in Faubourg des Récollets; *Carbone 14* is investing in the old Raymond jam factory in the Centre-sud district; the *Fondation Jean-Pierre Perreault* has taken on the challenge of recycling the Saint-Robert-Bellarmin church on Sherbrooke Street East.



2.4 DEVELOPMENT AND CONSOLIDATION OF MUNICIPAL EXPERTISE

Background to the Development of the Policy

This reminder of the contributions from various sources to the knowledge, recognition and protection of heritage shows that Montrealers are quite vigilant. It also highlights the fact that the Ville de Montréal has been the trustee, since the 19th century, of an impressive legacy of material resources, knowledge and expertise, and that it continues, along with civil society, a long tradition of heritage conservation and enhancement.

For example, there are the **prestigious collections** ceded to, or acquired by the Ville de Montréal, such as part of the archives of the first mayor or Montréal, Jacques Viger, the Gagnon collection, and **visionary projects**. Amongst these are the creation of the Mount Royal, Lafontaine and Île Sainte Hélène parks in the 1870s, designed by Frederick Law Olmsted and Frederick Todd, internationally renowned experts; the creation of the Botanical Garden (1931), on the instigation of Frère Marie-Victorin; and the establishment of a municipal public library (1903). Amongst others, the large urban parks and public squares and the neighbourhoods developed at the end of the 19th and the start of the 20th century have played a role in preserving symbolic sites that enrich the quality of life both in the centre city and the outskirts.

The City also has **municipal museums**, recognized both nationally and internationally. These museums are themselves heritage sites: the *Musée de Lachine* (1948), which includes the *Maison LeBer-LeMoynes* and a outbuilding dating back to the French regime, the *Centre d'histoire de Montréal* (1983), located in an old fire station on Place d'Youville, and Pointe-à-Callière, a history and archeology museum (1992), built on the initiative of public authorities on the site where Montréal was founded and considered a first-rate example of a municipal initiative.

In 1913, the City created the **Service des archives** with the mandate to bring together documents that record the activities of the municipality since its founding in 1833. The City's archives thus offer a collection that covers some 200 years of history and documents municipal activities over that time. Since 1997, the City's archivists have made their research instruments, virtual exhibitions and more and more digitized documents available on the Internet.

The City has acquired and developed enviable museographic, scientific and technological expertise. To the Botanical Garden, a pearl in the eyes of Montréalers, were successively added first-rate **scientific institutions**, including the Planetarium (1966), the Insectarium (1990), and the Biodôme (1992). The City thus develops policies and procedures on research, acquisition, preservation, conservation, computerization, enhancement, and promotion.

Municipal action related to **intangible cultural heritage** began early in the 20th century, mainly in recreation. This has been expanded since the 1950s and 1960s through social and community activities that have led to today's enthusiasts practicing art and cultural activities in parks and recreation centres. As well, the City gives its support in various ways to metropolitan or neighbourhood activities and festivities, many of which promote intangible cultural heritage.

QUELQUES JALONS DE L'EXPÉRIENCE MONTRÉLAISE

- 1858 : Creation of the *Société historique de Montréal*, on the initiative of Jacques Viger
- 1862 : Founding of the *Société d'archéologie et de numismatique* de Montréal
- 1876 : Inauguration of Mount Royal park, according to plans by Frederick Law Olmsted
- 1898 : Inauguration of the Westmount municipal library, the first municipal library in Canada
- 1913 : Creation of the Ville de Montréal *Service des archives*
- 1915 : Adoption, in Outremont, of a policy to improve the public domain, aimed at the sustained planting of trees along public streets
- 1917 : Inauguration of the building housing the *Bibliothèque centrale de Montréal*, constituted in 1903
- 1942 : Commemoration of Montréal's third centennial with guided tours of Montréal's historic sites
- 1962 : Creation of the *Commission Jacques-Viger* with the mandate to study issues regarding the conservation of Old Montréal
- 1965 : *Master Plan for Old Montréal* proposed by the City's urban planning department, following the study by Van Ginkel in 1963, the first overall vision for Old Montréal
- 1979 : First Agreement between the City and the *Ministère des Affaires culturelles* regarding the enhancement of Old Montréal
Start of a process by the Montréal Urban Community (MUC) to acquire and improve the natural spaces that today are known as the *Réseau des parcs-nature*
- 1980-1990 : Preparation by the Montréal Urban Community (MUC) and publication in instalments of the *Répertoire d'architecture traditionnelle*
- 1981 : Creation of the *Société immobilière du patrimoine architectural* (SIMPA), whose mandate was taken over by the *Société de développement de Montréal* (SDM) in 1996
Creation of the first *Maison de la culture* in Montréal
- 1982 : Creation of the *Groupe d'archivistes de la région de Montréal* (GARM), the first concerted effort to acquire private archives in Montréal
- 1985 : Creation of the *Musée plein-air de Lachine*
- 1987 : Creation of the *Comité consultatif de Montréal sur la protection des biens culturels* (CCMPBC); Report from the *Comité sur la préservation du patrimoine immobilier montréalais* entitled *Éléments d'une politique de valorisation du patrimoine immobilier montréalais*, which led to the creation of an administrative unit responsible for built heritage, as well as the adoption of a bylaw on demolition
- 1989 : Adoption of the *Action Plan on Public Art* and start of work on restoring the municipal art collection
- 1990-1992 : Ville de Montréal *Montreal City Plan* and publication of the regulatory framework: sectors and buildings of heritage interest identified and protected by prescriptive measures along with qualitative assessment of projects
- 1991 : Creation of the Montréal Popular Heritage Campaign (later called the Montréal Architectural heritage Campaign)
- 1992 : *Plan for the enhancement of Mount Royal*
- 1996 : Integration of a contemporary art section into the municipal collection, enriched by works by the winners of the *Pierre-Ayot* and *Louis-Comtois Visual Arts Awards*, and of the *François-Houdé Award for Arts and Crafts*, created in the same year
- 1999 : Inauguration of the *Centre des collections muséales*, which brings together the municipal collections and those from Montréal museums and organizations
- 2002 : Creation of the *Conseil du patrimoine de Montréal*;
Montréal Summit, where it was proposed to adopt and implement a policy on heritage
- 2003 : *Déclaration de Montréal*, adopted at the 8th World Conference of Historic Cities
- 2004 : *Énoncé d'orientation pour une politique du patrimoine* (Directional Statement, Ville de Montréal Heritage Policy) tabled by the *Groupe-conseil*

Municipal expertise related to **built, archeological, landscaped and natural heritage** has been acquired over the years through projects and debates, mostly within the **regulatory framework** on heritage and cultural property, through the gradual integration of heritage concerns into its urban planning and by-law instruments. The question of heritage has progressively influenced Montréal's urban planning. In the case of the former Ville de Montréal, some examples from the first Urban Plan in 1941 to today are the creation of the Commission Jacques-Viger in 1962, the *Master Plan for Old Montréal* in 1965, the issuing of citations and the creation of heritage sites between 1987 and 1992, the *Plan for the Enhancement of Mount Royal* in 1992 and the *Montreal City Plan* in 1992, with its innovative regulatory framework, identifying sectors and buildings of heritage interest and enabling their protection by prescriptive measures (norms) and by the qualitative appreciation of projects.

For their part, the former municipalities integrate the heritage aspect into their bylaws by adopting Site Planning and Architectural Integration Programmes, or by other specific instruments. In the case of Baie-d'Urfé, Beaconsfield, LaSalle, Outremont, Saint-Laurent, Sainte-Geneviève and Île Bizard, they exercised their jurisdiction to issue citations and create heritage sites under the *Cultural Property Act* (R.S.Q., c. B-4).

The signing of the first **Agreement between the Ville de Montréal and the Québec Ministère des Affaires culturelles** in 1979 on the Old Montréal Historic District gave rise to a number of building restoration and recycling projects, the re-development of public squares, archeological studies and the enhancement of vestiges of former buildings, the implementation of the *Old Montréal Lighting Plan*, the promotion and exhaustive documentation of the history and structural framework of the historic district, mostly available on the Web. To these are added publications designed to increase the knowledge and recognition of heritage, as well as restoration and renovation know-how¹ and awareness-raising events such as the Montréal Architectural Heritage Campaign, run in collaboration with *Héritage Montréal* since 1991.

The implementation of the Agreement created a kind of laboratory that fostered the development of expertise, which became more refined through its use in many projects on the territory. The City thus acted as a motor for the re-development and enhancement of some sectors on the periphery of Old Montreal, amongst others through the **Société immobilière du patrimoine architectural (SIMPA)**, later the **Société de développement de Montréal (SDM)**. As concerns the Lachine Canal, the former cities of LaSalle, Lachine and Montréal contributed to the enhancement of their respective portions of the territory.

The Montréal Urban Community (MUC) created eleven large regional parks at the turn of the 1980s. These large parks, for which the Ville de Montréal is now responsible, represent ecological and natural reserves of the Montréal archipelago and include a large part of Montréal's shoreline and wetlands.

Four of these parks are in the west of the island, three in the centre and four in the east². The *parc des Rapides* is the only park created on property that did not belong to the MUC, following agreements between Hydro-Québec, the municipality of LaSalle and the *Ministère du Tourisme, de la Chasse et de la Pêche du Québec* in 1978. The park includes seven islands.

The City has demonstrated sound expertise in the restoration of its **corporate buildings** in model projects such as the Maisonneuve market, the Botanical Garden and Hôtel de ville. In terms of **archeology**, besides establishing a management framework for its properties and those of its agencies, the City conducts research, thus participating in the understanding of cultural and temporal horizons and the quite diverse forms of development of the territory. Montréal is also the first Canadian city to adopt, in 1989, an action plan on **public art** that integrates all the activities of managing a rich artistic heritage into one administrative unit. The City has developed exceptional expertise in the conservation of public works of art.

A BRIEF PORTRAIT OF MUNICIPAL MUSEUMS AND SCIENTIFIC INSTITUTIONS

The **Musée de Lachine**, founded in 1948, preserves, studies and presents the archeological, photographic and ethnohistoric heritage of Lachine, including the site of the *Maison LeBer-LeMoyné* classified as an historic and archeological site by the Québec government in 2000 and designated as a national historic site by the Canadian government in 2002. Research and promotion are central to the mission of the *Musée de Lachine*, which contributes to understanding the material culture and social history related to the development of the Island of Montréal and that of the beaux-arts from a national perspective.

The **Centre d'histoire de Montréal**, created in 1983 in the Old Montréal Historic District, has the mission of interpreting the history and heritage of the Montréal of yesterday and today and to transmit this to its citizens, students, families, new arrivals and tourists. It contributes to understanding, exploring, appreciating the city and, for new Montrealers, to developing a sense of belonging. This mission is expressed not only in its exhibitions and collections, but also in its organized and interpretation activities *intra-* and *extra-muros*, guided visits, publications, Internet sites, oral history workshops, and through various kinds of collaborative endeavours.

Pointe-à-Callière, Montréal Museum of Archeology and History, is a non-profit organization, created in 1992 in the flurry of events celebrating Montréal's 350th anniversary, to enhance the archeological site where Montréal was founded. It is designated a national historic site, called the *Cradle of Montréal* by the Canadian government in 1924. It was also classified as a historic and archeological site by the Québec government in 1999. Mandated by the City to promote and present Montréal's archeological heritage, Pointe-à-Callière organizes various research activities, exhibitions, searches, organized and educational activities on historic and archeological themes, some of which are of an international calibre.

The **Botanical Garden** was officially founded in 1931 on the instigation of Frère Marie-Victorin. Today, its vast collection of plants, ten exhibition greenhouses, arboretum, some 30 theme gardens spread over 75 hectares, its team of researchers and organized programs make it a major tourist attraction as well as a scientific reference recognized the world over.

The **Insectarium**, created in 1990 by entomologist Georges Brossard, presents populations of insects from the planet's six bio-geographic zones. Through its educational vocation, it makes thousands of young people aware of entomology, thus contributing to a better understanding of, and a greater respect for nature.

The **Biodôme**, inaugurated in 1992, was created in the old velodrome used for the 1976 Summer Olympic Games. Its uniqueness stems from its representation of the four ecosystems of the Americas. A veritable living laboratory, the Biodôme conducts research and conservation projects and fulfills its educational mission through activities for school groups and the general public.

The **Planetarium**, created in 1966, produces multimedia shows and organizes astronomic observation activities. It's mission is to popularize scientific research through diversified activities designed by a team of professional astronomers.

SOME MILESTONES IN HERITAGE RECOGNITION IN MONTRÉAL

These milestones indicate the first elements to be formally recognized; they illustrate how the concept of heritage expanded throughout the 20th century

- 1929 : Classification of the Château Ramezay by the Québec government (first building in Montréal to be classified)
Designation of the Lachine Canal as a national historic site by the Canadian government
- 1964 : Declaration of the Old Montréal Historic District by the Québec government
- 1981 : Declaration of the natural district of Bois-de-Saraguay by the Québec government
- 1986 : Citation of the Saint-Laurent Church in the borough of the same name
- 1987 : Creation of the heritage site of Mount Royal by the Ville de Montréal
- 1996 : Designation of Saint-Laurent Boulevard as a national historic site by the Canadian government
- 1999 : Classification of the site where Montréal was founded by the Québec government
- 2003 : Publication of the recommendation from the *Ministre de la Culture et des Communications du Québec* regarding the declaration of the historic and natural district of Mount Royal

Through these various projects and activities, the former municipalities that today make up the Ville de Montréal carried out or oversaw a number of **inventories** and **studies** that help better understand, interpret, manage and publicize the components of urban heritage and the organization of the territory. They encourage the **pooling of expertise** called for by the multiple aspects of spatial organization, such as public art, commemoration, landscape architecture, urban planning, architecture and archeology. It is this perspective of integrating heritage values that coloured the recent re-development of Square Victoria in Montreal's International District.

The Ville de Montréal has more than a century and a half of dedication, knowledge, know-how and projects under its belt—a 'civic' expertise to be recognized, promoted, brought alive and made productive.

1 For example: the historic guide, *À la découverte de Lachine* (1986), *Pignons sur rue* (1991), *Le patrimoine de Montréal* (1998), *Montréal, la ville aux cent clochers* (2002)—publications produced jointly by the Ville de Montréal and the Ministère de la Culture et des Communications du Québec (MCCQ)—and, more recently, *Le Vieux Montréal à travers son patrimoine* (2004), an initiative of the Société de développement de Montréal and the MCCQ.

2 The Cap-Saint-Jacques nature park, Bois-de-la-Roche agricultural park, Anse-à-l'Orme nature park, the Île-Bizard wood nature park, and the natural district of Bois-de-Saraguay, including Île aux Chats, parc des Rapides, Île-de-la-Visitation nature park, next to the village of Sault-au-Récollet heritage site, Pointe-aux-Prairies nature park, De Montigny stream and Bois-D'Anjou nature park.

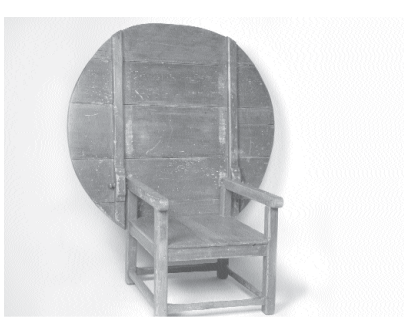
Concepts of Heritage



3

3.1 Concept

3.2 Heritage values



3.1 CONCEPT

Concepts of Heritage

A review of the key components of Montreal's heritage, as well as reminders of the contribution from Montréal's civil society and municipal experience are convincing evidence of the expanded concept of heritage.

Concern for safeguarding sites, monuments, documents, traces and traditions is shared worldwide and is the subject of research that translates into conservation principles and charters produced by ICOMOS, ICCROM AND UICN, consultative organizations to UNESCO; international agreements are ratified in the form of conventions, under the aegis of UNESCO or the Council of Europe, as the case may be, by participating countries and states.

Additional definitions have added to and supplemented the charters, conventions and international declarations from the *Carta del Restauro* of Athens in 1931 to the present day.

In Québec, the *Déclaration de Deschambault*¹, produced in 1982 by the *Conseil des monuments et sites du Québec*, was a forerunner of present-day concepts. Citizens are also identified as key players in the process of heritage conservation and enhancement. The *Déclaration québécoise* proposed by the *Forum québécois du patrimoine* in 2000 and tabled at the Montréal Summit corroborates this expansion of the notion of heritage.² The *Déclaration de Montréal*, ratified on October 8, 2003 on the occasion of the 8th World Conference of Historic Cities, confirms the recognition of the many aspects of heritage, a commitment to their conservation and enhancement, as well as the need to involve civil society. The Ville de Montréal has adopted the general definition of heritage of the *Conseil du Patrimoine de Montréal*, restated in the *Énoncé d'orientation pour une politique du patrimoine*, recognizing that it is an evolving concept.

"Heritage means any asset or group of assets, natural or cultural, tangible or intangible, that a community recognizes for its value as witness to history and memory, while emphasizing the need to safeguard and protect it, make it their own, develop it and disseminate it."³

The Ville de Montréal's *Heritage Policy* considers all the facets of heritage defined by UNESCO, that is, tangible, intangible and natural heritage. In the context of the application of the Policy, it is proposed to treat it as follows:

BUILT AND LANDSCAPED HERITAGE:

- Architectural and urban, civil and municipal works: Immovable property (buildings and sites), large properties; the public domain, the street layout; sectors with heritage value. Built heritage includes many categories related to functions and to the socio-historic context; for example, rural groupings, industrial heritage, street furniture. These functions cover all the periods, including that corresponding to the modern era, between 1930 and 1975.
- Landscaped:⁴ Landscaped heritage refers to landscaped sites, to works produced by man and nature together, whose heritage value is in their qualities, either historic, aesthetic, symbolic or scientific, such as the large parks conceived by renowned designers or that have historic significance; gardens, squares, as well as exceptional trees. It also includes the modern period as defined above.

NATURAL HERITAGE

- Natural heritage principally encompasses natural settings, consisting of biophysical and hydrographic formations characteristic of Montréal that have a significant value from the point of view of science, conservation or natural beauty.

ARCHEOLOGICAL HERITAGE

- Vestiges, layers of soil and objects brought to light, any traces of human existence on sites where activities were carried out, be they structures, constructions, groups of buildings, developed sites, as well as their context and all movable effects that bear witness to them.

PUBLIC ART:

- All the works of art located in urban settings, such as public squares and parks; works incorporated into street furniture, buildings or landscape; principally sculptures, monuments, murals and landscape elements.

MOVABLE HERITAGE

- Municipal collections: artistic, archeological, documentary, ethnohistoric and scientific, as well as heritage assets such as corporate, industrial and urban movables.
- Archives: "... the body of documents of all kinds, regardless of date, created or received by a person or body in meeting requirements or carrying on activities, preserved for their general information value;" (*Archives Act*, R.S.Q., c. A-21.1, a. 2).

COMMEMORATION

- Reminders of facts, prominent figures or significant practices in the history of Montréal through monuments or cenotaphs, by affixing plaques, naming sites (toponymy) or through commemorative activities.

INTANGIBLE CULTURAL HERITAGE

- The body of creations, knowledge and practices still in existence that are attached to all aspects of social life and carried by popular memory, transmitted from generation to generation principally through learning, observing or imitating. It inspires cultural creations, marks the identity of the city, is preserved and shared by a diversity of communities and urban socioeconomic groups and is often referred to as 'living heritage'.

Understanding heritage calls on more and more specialized disciplines both in history and in the fields of applied social, physical and biological sciences as well as art. The implementation of the *Heritage Policy* also calls for a multidisciplinary, integrated vision.

1 « *L'ensemble des créations et des produits conjugués de la nature et de l'homme, qui constituent le cadre de notre existence dans le temps et dans l'espace. Une réalité, une propriété à dimension collective et une richesse transmissible qui favorisent une reconnaissance et une appartenance.* » (All the creations and products produced by man and nature together, which constitute the framework of our existence in time and space. A reality, a property of a collective dimension and a transmittable wealth that fosters recognition and belonging.)

2 « *Notre patrimoine est un héritage (...) un témoignage (...) une richesse matérielle (...) un fondement de notre culture et de notre identité* » (Our heritage is a legacy (...) evidence of (...) material wealth (...) a foundation of our culture and our identity)

3 Groupe-conseil pour une politique du patrimoine, 2004. The translation appears in the English summary version of the *Énoncé d'orientation pour une politique du patrimoine*, Directional Statement, The Ville de Montréal Heritage Policy, p.2.

4 Natural heritage (as defined by UNESCO) is generally associated with large virgin, or very little altered territories. The concept of 'cultural landscape', which integrates the concepts of nature and culture is now advanced to show the result of human action on the natural environment (UNESCO, 1992). However, this concept may lead to confusion since everything, or almost everything, could fit that description, and it is operationally difficult to fit into the activities of planning and managing a territory. The term 'landscaped heritage', which echoes **landscape**, in the first acceptance of the term, that is: "... a zone or area as perceived by local people or visitors, whose visual features and character are the result of the action of natural and/or cultural (that is, human) factors." (European Landscape Convention, 2000) has been retained for purposes of the *Heritage Policy*. The term 'landscaped heritage' also seems to reflect thinking in Québec, at least that of the *Conseil du paysage québécois (La gestion par les valeurs, exploration d'un modèle*, Commission des biens culturels du Québec, juin 2004, p.33).



3.2 HERITAGE VALUES

Concepts of Heritage

Heritage is built over time and space and crystallizes the identity that a society recognizes or desires for itself. The concept of heritage, just like its recognition, is a socio-historic construct, a dynamic process, underpinned by a body of values to which a community or social group adheres at a given time.

The factors fundamental to heritage assessment are recorded in charters, conventions, national and international declarations, which testify to the evolution in the knowledge of, and sensitivity to heritage. These factors have become more precise, refined and transformed over time, especially when new concerns suddenly appeared.¹

What can be considered heritage is something that represents significant or exceptional value because of its:

- interest from the point of view of **history**, linked to the territory where events happened and which generated specific forms of social and urban organization, part of a more global geopolitical context;
- interest from the point of view of **science**, which encompasses biophysical sciences, applied sciences and technology, as well as the social sciences, including archeology and geography;
- interest from the point of view of **art**, which includes architecture, landscape architecture and urban planning, refers to the designer, the context of the realization, and to the 'intrinsic' qualities of a work of art or an architectural, landscaped or urban composition of both monumental and modest groupings;
- interest from the point of view of **aesthetics**, which speaks to the emotions and perceptions, of any patrimonial, natural, landscaped, archeological, architectural or urban object, with or without a contribution from a designer.

These factors are not mutually exclusive. They are modulated by objective and subjective criteria of appreciation, such as:

- the rarity (or uniqueness), to which is also associated the fragility or precariousness, for example, a site or practices threatened by eradication;
- authenticity;
- representativeness: associated with groupings, with physical remnants or social and cultural practices that are carriers of identity;
- integrity: the physical condition, degree of preservation, without excluding historic stratification, the integrity of a property (site or building), an urban layout or a parcel of land. The maintenance of the original, or compatible use is included in this criterion;
- age and period;
- commemoration: the potential for bearing witness to history or to social, cultural or spiritual practices;
- cognitive reach: the didactic aspect;
- utility;
- renown.

These criteria are based on cultural meanings, either related to symbolism or identity, that reside not only in the intrinsic attributes of an object, site or practices, but also in the fact that preserving them contributes to keeping the collective memory alive.

¹ Commission des biens culturels du Québec, 2004, *La gestion par les valeurs : exploration d'un modèle*; Groupe-conseil pour une politique du patrimoine, 2004, *Énoncé d'orientation pour une politique du patrimoine*, p.4; Ville de Montréal and

the Ministère de la Culture et des Communications du Québec, 1998, *Le patrimoine de Montréal*.

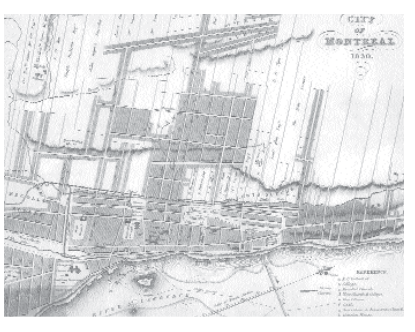
Scope of the Policy



4

4.1 Legislative Framework

4.2 Thrusts of Action Proposed by the Policy



4.1 LEGISLATIVE FRAMEWORK

Scope of the Policy

Municipal action related to heritage takes very varied forms and calls on the intervention of corporate and borough departments, paramunicipal agencies, as well as on the collaboration of multiple external players. In many regards, the modes of municipal intervention are prescribed or circumscribed by Québec law, which establishes its powers and jurisdiction, as well as by legislation on cultural property, burials and archives; some Canadian legislation also covers heritage activities. The *Heritage Policy* thus fits within this context (see boxed text).

KEY LEGISLATION RELATED TO MUNICIPAL ACTION ON HERITAGE

The Ville de Montréal is subject to all the laws of Québec and Canada in carrying out its functions. In particular, its powers and obligations in terms of heritage are conferred by the following:

LEGAL FRAMEWORK FOR MUNICIPAL ACTION

Cities and Towns Act (R.S.Q., c. C-19)

Establishes the powers and jurisdictions of cities in Québec.

Charter of Ville de Montréal (R.S.Q., c. C-11.4)

Determines the powers of the Ville de Montréal's and the sharing of its jurisdiction.

An Act to reform the municipal territorial organization of the metropolitan regions of Montréal, Québec City and the Outaouais (S.Q., 2000, c. 56)

Also known as Bill 170, this is the first in a series of laws modifying municipal structures and the Charter of Ville de Montréal. The sharing of responsibilities between corporate departments and the boroughs, as well as the creation of the *Conseil du patrimoine* were introduced by the laws and decrees flowing from municipal reform.

(next page)

KEY LEGISLATION RELATED TO MUNICIPAL ACTION ON HERITAGE

LEGAL FRAMEWORK FOR HERITAGE ACTION

Cultural Property Act (R.S.Q., c. B-4)

Allows the government of Québec and municipalities to attribute protection status to heritage property and territories the status of which subjects owners to control measures.

An Act respecting land use planning and development (R.S.Q., c. A-19)

Obliges cities to develop an urban plan as well as the related bylaws and prescribes obligatory and optional items which, in particular, permit the organization of actions that have an impact on heritage. This law also establishes the broad outlines of the public consultation process and the functioning of the *comités consultatifs d'urbanisme*.

Building Act (R.S.Q., c. B-1.1), Building Code (c. B-1.1, r.0.01.01) and other codes and related regulations

Allow control over the quality of construction and renovation work with the goal of ensuring public safety. The construction norms can have an impact on heritage conservation and enhancement.

Environment Quality Act (R.S.Q., c. Q-2) and related regulations

Make provisions for impact studies and environment protection measures, especially in regard to built and archeological heritage and natural settings such as shorelines.

Natural Heritage Conservation Act (R.S.Q., c. C-61.01)

Contributes to the objective of safeguarding the character, diversity and integrity of Québec's natural heritage through measures to protect its biological diversity and elements from the natural settings on which life depends.

Burial Act (R.S.Q., c. I-11)

Lays down specific procedures in respect to burials and exhumations that have a particular impact on the respect for old burial places and the practice of archeological research.

Archives Act (R.S.Q., c. A-21.1)

Obliges the City to adopt a management policy for its active and semi-active documents, to establish and maintain a calendar of conservation that determines the periods of use and the supports for the conservation of its documents, as well as assuming the management of its inactive documents.

CANADIAN LEGISLATION

Historic Sites and Monuments Act (c. H-4)

Constitutes the Historic Sites and Monuments Board of Canada.

Parks Canada Agency Act (1998, c. 31)

Creates the Parks Canada Agency and makes correlative modifications to certain laws.

Heritage Railway Stations Protection Act (R.S. (1985), c. 52 (4^e suppl.))

Aims to protect heritage railway stations.

Cultural Property Export and Import Act (c. C-51)

Concerns the exporting of cultural property and the importing of cultural property illegally exported.



4.2 THRUSTS OF ACTION PROPOSED BY THE POLICY

Scope of the Policy

The City intends to affirm its leadership through the *Policy* in order to encourage the development of a collective vision and a shared responsibility for Montréal's heritage. From this perspective, the *Policy* envisages that municipal action will be undertaken in three major areas:

- in establishing a **system of organization for action on heritage**;
- in bringing the organization to life by exercising its roles of **owner** and **manager**, where it should serve as a model example.

The **establishment of a system of organization for action on heritage** aims to structure municipal action and encourage all Montrealers to share responsibility for heritage. The interventions needed to conserve and enhance heritage go well beyond municipal jurisdiction. Other than managing its own properties, the City's action generally accompanies that of its partners (citizens, governments, institutions, the community associations, etc.), whose initiatives it supports, oversees and stimulates. To ensure the coherence and complementarity of action taken by the City and its partners, the *Policy* proposes, specifically, that the City:

- adopt a proactive attitude in order to invite its partners to take the responsibilities incumbent on them and stimulate ideas for creative solutions to complex and sometimes divergent issues;
- give support to the heritage community and the setting up of a network of heritage actors.

Action by the **City-as-owner** is reflected in a variety of functions representative of the diversity of the heritage it owns: buildings, parks and natural spaces, as well as artistic and archeological heritage, collections and archives. It therefore involves a body of properties that it acquires, cedes, loans or rents; that it maintains, improves or restores; that it manages, makes accessible and known. As an exemplary owner, the City first intends to develop an overall view and to coordinate its actions, as well as increase its knowledge of its heritage and enlist the support of partners. To encourage direct conservation interventions and the enhancement of municipal heritage managed by corporate and borough departments, the *Policy* also specifically proposes that the City:

- create a fund in the municipal budget dedicated to the conservation and enhancement of municipal property of heritage interest.

Action by the **City-as-manager** principally concerns heritage property, whether built, landscaped, natural, archeological or artistic, as well as movable heritage, intangible heritage and commemoration. As a manager, it must develop a management framework that is just and fair, that reconciles the needs of the present without squandering the legacy of the past or compromising the future; it is also called upon to support initiatives from various heritage horizons. Amongst other things, the City plans the development of the territory, conceives by-laws and ways of managing the private domain, participates in consultations with multiple partners and crafts development agreements, issues citations and creates heritage sites under the *Cultural Property Act* (R.S.Q., c. B-4) and oversees interventions that are subject to the municipal and provincial sections of the *Act*. As an exemplary manager, the City first intends to develop an overall

view and to coordinate its actions, as well as consolidate its know-how, refine its knowledge and its mechanisms for recognizing and managing heritage property, ensuring the optimal use of resources assigned to support heritage conservation and enhancement. To encourage the development of a responsible attitude and have Montrealers adopt heritage, the *Policy* also specifically proposes:

- to simplify the processes for obtaining authorizations;
- to improve information and support to citizens;
- to develop new forms of incentive measures to complement traditional grant programs.

Issues



5

- 5.1 System of Organization for Action on Heritage**
- 5.2 La Ville de Montréal — Exemplary Owner**
- 5.3 La Ville de Montréal — Exemplary Manager**

From the perspective of a collective vision of, and shared responsibility for Montréal's heritage, the issues put forward in the *Policy* fall into three major categories: the first concerns the City's leadership in heritage organization and action; the other two deal with the exemplary exercise of its roles as owner and manager.

The system of organization for action on heritage establishes the modes of action by the City and its partners that is reflected in the actions of the City as owner and manager. Thus, reading the section on organizing action on heritage is essential to a complete understanding of the issues set out in the sections dealing with the City's role as a model owner and manager.



5.1 SYSTEM OF ORGANIZATION FOR ACTION ON HERITAGE

Issues

Based predominantly on partnership, the proposed system lays the foundations for organizing concerted action by the City and its partners aimed at:

- a clear sharing of responsibilities;
- increasing the knowledge of Montréal's heritage, setting up methods that encourage sharing and promotion, and organizing a 'heritage watch';
- continuing research and expertise-sharing through collaboration with the university community, with professional associations and national and international organizations dedicated to heritage conservation and enhancement;
- identifying conservation and enhancement strategies as part of an overall vision, and identifying appropriate action depending on the nature of the objectives and the issues in question, which can be as diverse as recognition, bylaws, or maintenance;
- identifying modes of action that encourage multidisciplinary and the integration of the multiple aspects of heritage;
- increasing and coordinating awareness-raising and outreach activities that make Montréal's heritage accessible; publicize action taken to conserve and enhance heritage and encourage its appropriation; build on its renown, both locally and internationally.

The system brings together all the players who act on Montréal's heritage; it identifies their respective roles and interrelationships with a view to ensuring the complementarity and convergence of their actions.

5.1.1 PARTICIPANTS IN THE SYSTEM OF ORGANIZATION FOR ACTION ON HERITAGE

The system includes Montréal's citizens, the City and its agencies, as well as its government partners, plus all the players whose on-going or occasional activities may have an impact on the conservation and enhancement or development of knowledge of Montréal's heritage.

Establishing the system requires identifying the players and clarifying their respective roles and responsibilities so as to ensure the complementary and convergence of their actions.

CITIZENS

Citizens are the ones who are the most involved with, and whose daily actions have an impact on the conservation and enhancement of Montréal's heritage. In this respect, the City recognizes citizens as key actors in conserving Montréal's heritage and hopes that they experience it positively; it intends:

- To offer advice and support by developing information tools and mechanisms, as well as simple and effective processes to handle requests for authorizations and grants.
- To tap into the knowledge and vigilance of citizens concerned about heritage conservation and ensure that they can speak to and be heard by the City.
- To increase the visibility of actions which should serve as examples.

THE CITY

The City acts at different levels and on all facets of Montréal's heritage, whether as an owner or a manager. It has a broad range of opportunities to participate in the conservation and enhancement of heritage and the diversity of its activities puts it in an advantageous position to orchestrate the actions of the multiple partners involved in implementing the system for organizing action on heritage.

Boroughs and corporate departments

Municipal expertise is spread throughout the boroughs and their departments, as well as in corporate departments.

The **boroughs** are responsible for the local and immediate management of the needs of their citizens, concerning, in particular, urban planning, culture, recreation, social and community development, parks, roads and housing. Their daily interactions with the public, with the various local communities and institutions, are certainly factors for success in achieving the objectives of the *Policy*.

Corporate departments, for their part, are responsible for overall planning and coordination, and for dossiers that are metropolitan in nature.

The development of this *Heritage Policy* represents an important milestone in terms of coordination and collaboration between the boroughs and several corporate departments. This pooling of expertise should be continued and should serve as a model in the implementation of the *Policy*. **Consolidating and promoting municipal expertise** is therefore essential. To this end, the City intends:

- To maintain a critical mass of expertise at the corporate level, able to play a planning, coordinating, advising and supporting role.
- To ensure collaborative links and complementarity between experts at the corporate level and those in the boroughs.
- To continue the development of municipal expertise and promote it to its internal and external clients.
- To encourage the transmission of the experience and memory of municipal employees involved in the various aspects of Montréal's heritage.

Also essential is **accentuating awareness at all levels** as regards developing the knowledge needed to carry out the City's exemplary interventions on Montréal's heritage. To do this, this City intends:

- To train municipal personnel called upon to inform the general public.
- To raise the awareness of municipal decision-makers to heritage.
- To develop continuing education mechanisms for all personnel who are directly involved in heritage, including those assigned to actions on heritage municipal heritage property.

Lastly, **facilitating sharing of knowledge and information** between the different municipal departments, divided between corporate departments and the boroughs, is another challenge to be met. To this end, the City intends:

- To develop and standardize communication and information-sharing mechanisms between the different municipal departments, to give them easy access to all the plans, policies, programs, bylaws, studies and inventories related to Montréal's heritage, as well as to coordinate their actions to ensure coherence and complementary.
- To increase opportunities for the exchange of expertise and to encourage collaboration and synergy through organizing activities such as an Estates General on heritage.

Conseil des arts de Montréal

The *Conseil des arts de Montréal* lends its support to museums in Montréal, making it a player in heritage. It is suggested that:

- The *Conseil des arts* continue its support to Montréal's museums.

Paramunicipal agencies

Action taken by paramunicipal agencies is complementary to that of the City's municipal departments. In this sense, it is essential to take advantage of this complementarity to multiply and accelerate the opportunities for enhancing heritage. To this end, the City intends:

- To ensure the convergence of the actions of the paramunicipal agencies with those of municipal departments in implementing the *Heritage Policy*.
- To define the objectives to be achieved in terms of heritage and to integrate them into the assessment of the activities of the paramunicipal agencies.

The *Société des Transports de Montréal* (STM) owns significant modern heritage, of which the métro is a prime example. It is therefore important:

- To support the STM in safeguarding and enhancing its heritage by offering it preferential access to municipal expertise, particularly in architecture, public art, and archeology, so as to help it inventory its heritage and organize its management.

CONSULTATIVE BODIES

Essential to the functioning of the City, the various consultative bodies give advice that helps to focus decision-making.

The ***Conseil du patrimoine de Montréal (CPM)*** is an indispensable player in the decisions and orientations on heritage, whose roles and responsibilities are detailed in a municipal bylaw. To ensure the optimal contribution of the advice it gives the City, it is proposed:

- To entrust to the CPM the setting up of the "heritage watch" that the *Policy* proposes implementing, assuring it of sufficient support from corporate and borough departments.
- To support the CPM's toponymy committee in its work.

The activities of the various consultative bodies on heritage (CPM, *Comité ad hoc d'architecture et d'urbanisme*, *comités consultatifs d'urbanisme in the boroughs*, *Commission des biens culturels du Québec*) sometimes overlap, which contributes to complicating the City's decision-making process. To simplify the current situation and ensure the complementarity of the roles of the various bodies, it is proposed:

- To analyze the roles, jurisdictions and composition of the various consultative bodies involved in decision making on heritage, especially in the case of cultural property and territories recognized under the *Cultural Property Act* (R.S.Q., c. B-4).
- To develop mechanisms for sharing and exchanging knowledge and best practices between the *comités consultatifs d'urbanisme* (CCU).

The City has created **consultative committees** to advise it on various questions, such as the status of women, intercultural relations, etc. These committees are composed of representatives from civil society and provide links to important networks. It is therefore proposed:

- To make good use of the existing consultative committees when their expertise may enrich and enlighten municipal action on heritage.

MAJOR PARTNERS

The City counts on many partners who may all, in their own way, contribute to the development of a collective vision and the sharing of responsibility for heritage conservation and enhancement.

Government partners

The jurisdictions laid down by law constitute the primary framework for relations between the City and higher levels of government. However, some large-scale action can be undertaken in collaboration, as part of the informal relationships developed with these governments, to ensure the coherence and complementarity of interventions. Government partners are also major owners whose actions may serve as a lever for the enhancement of Montréal's heritage.

CANADA

The Canadian government is active in heritage matters in many ways. First, as an owner, it manages highly valuable heritage areas, especially the Port of Montréal and the Lachine Canal and its locks. It also owns several interpretation centres and historic sites. It designates national historic sites and subsidizes work done on those sites. It also applies a Commemoration Policy (plaques and monuments). Within its jurisdiction and on its properties, the Canadian government is not obliged to take into account the bylaws and requests of the Ville de Montréal. In this respect, the Canadian government is asked:

- To work together with the City during the studies preceding the designation of a national historic site or a Canadian historic site on the territory of the Ville de Montréal.
- To harmonize to a greater extent its property planning and management activities, as well as its promotional activities and its subsidy programs, with municipal orientations, activities and programs. To integrate municipal orientations on heritage into activities on the territory of the Ville de Montréal on the part of its departments and agents, such as the Canada Lands Company (CLC), Old Port of Montreal Corporation, Port of Montréal Corporation and Parks Canada Agency.
- To explore the possibility of establishing new modes of action and of tripartite financing (federal, provincial, municipal) for heritage projects.

SOME CONSULTATIVE BODIES INVOLVED IN HERITAGE

The Conseil du patrimoine de Montréal

Formed in September 2002 by a municipal bylaw under Article 83.12 of the *Charter of Ville de Montréal* (R.S.Q., c. C-11.4), the *Conseil du patrimoine*, composed of nine members, is the city's consultative body on heritage. As such, it counsels and advises the municipal council, the executive committee and borough councils on questions about heritage protection and enhancement, especially as concerns the issuing of citations, the creation of heritage sites, or requests for the demolition of heritage buildings.

Its role of counsel and advisor leads it to give its opinion on proposed changes to the *Master Plan* and on major projects that affect a site known for its heritage value. It also contributes to the development and implementation of the City's *Heritage Policy*, and gets involved in introducing citizens to, and making them aware of heritage by encouraging the organization of activities and the development of pedagogical tools.

The Comité ad hoc d'architecture et d'urbanisme

Created on April 17, 2002, by a resolution of the executive committee, the *Comité ad hoc d'architecture et d'urbanisme* has 12 members, one of whom is an elected member of city council, chosen for their recognized professional competence in the fields of architecture, urban planning and landscape architecture.

Its mandate is to advise the City's administration on questions related to the architectural and urbanistic quality that fall within the City's jurisdiction. It does so by giving advice on development projects submitted under Article 89 of the *Charter of Ville de Montréal*, on the *Master Plan* and on any other proposal or policy related to the development of the city that fall within the jurisdiction of the city council.

The Comités consultatifs d'urbanisme d'arrondissement (CCU)

Created under Article 146 of the *Act respecting land use planning and development* (R.S.Q., c. 19.1), and adapted to the new City of Montréal, the CCUs, whose members vary in number, include at least one elected member of the borough council. When it has a consultative committee, a borough has the authority to pass bylaws requiring that the issuance of occupancy, construction and subdivision permits complies with Site Planning and Architectural Integration Programmes (SPAIP), or with Specific construction, alteration or occupancy proposal for an immovable. Also submitted to the CCU are approvals of Minor exemptions, Comprehensive Development Programmes as well as Conditionnal uses, when such by-laws have been adopted by the borough. Also, the *Charter of Ville de Montréal* (R.S.Q., c. C-11.4) has given the CCUs the mandate to study demolition projects.

The Commission des biens culturels du Québec

Created in 1972 under the *Cultural Property Act* (R.S.Q., c. B-4), the CBC is a consultative body to the *Ministre de la Culture et des Communications du Québec*. Its mandate is to study requests regarding the restoration of property, the awarding of legal status, archeological research, etc. It is called on to hear various groups during hearings, consultations and representations and then to present its recommendations to the Minister. As well, it acts as a consultant to the Minister under the *Archives Act* (R.S.Q., c. A-21.1).

QUÉBEC

The Québec government is a principal player in Montréal's heritage, especially as concerns the cultural property listed under the *Cultural Property Act* (R.S.Q., c. B-4), over which it exercises control, as well as over the public archives identified under the *Archives Act* (R.S.Q., c. A-21-1). The Québec government is also a major owner of heritage sites and properties. However, the real-estate activities of its ministries and agents do not always follow the orientations it lays down on heritage. The Québec government is therefore asked:

- To work together with the City during studies aimed at designating status under the *Cultural Property Act* (R.S.Q., c. B-4).
- To maintain and develop joint agreements and programs with the Ville de Montréal.
- To integrate municipal orientations on heritage into activities on the territory of the Ville de Montréal by its departments and agents, such as the development of hospitals and universities, as well as actions by the *Agence métropolitaine des transports* (AMT) and the *Société immobilière du Québec* (SIQ).
- As concerns Hydro-Québec, to participate in the conservation and enhancement of natural environments, sites and civil works with a heritage value as a major player on the territory and a large landowner.
- To update Québec legislation, especially the *Cultural Property Act* (R.S.Q., c. B-4) and the various codes that apply to buildings and have an impact on heritage.

MONTRÉAL METROPOLITAN COMMUNITY (MMC)

The Montreal Metropolitan Community (MMC) is the authority that determines the major development objectives for the region. It also should:

- Continue the discussions needed to ensure coherence and complementarity between the orientations envisaged in the MCC program on heritage and those announced by the City in its *Master Plan* and other policies.
- Work together with the City on the evolution of heritage conservation and enhancement instruments.

Expansion of the system for the organization of action on heritage

The contribution of government partners to the conservation and enhancement of Montréal's heritage is self-evident. Other bodies are also current or potential collaborators whose contribution is highly desirable.

In this respect, they are invited to collaborate in the development of partnerships related to their fields of activities, particularly as concerns heritage knowledge, awareness, and promotion, as well as the recognition of excellence in model actions taken in regard to Montréal's heritage.

Some of these partners are also major owners. This is the case, for example, of religious authorities, universities, educational institutions, school boards, and the business community. They are asked to develop transparent planning and development approaches in collaboration with the City, in particular, through development agreements and arrangements that ensure certain heritage issues are taken into account, such as those related to vacant industrial sites or institutional properties.

To this end, the City is proposing specific action steps with respect to the following partners:

RELIGIOUS AUTHORITIES

- To join forces with religious authorities to plan the future of religious heritage.

UNIVERSITIES, EDUCATIONAL INSTITUTIONS AND SCHOOL BOARDS

- To establish partnerships for the research, development and transmission of heritage knowledge and know-how.
- To establish links with the school system to develop activities for raising awareness of heritage that will reach their various clienteles, particularly young children.

ARTISANS, ASSOCIATIONS AND PROFESSIONAL ORDERS

- To establish partnerships with artisans, associations and professional orders for the maintenance, development and promotion of responsible heritage practices.

VOLUNTARY SECTOR

- To continue, and expand collaboration with the voluntary sector for heritage-promotion activities, such as the Montréal Architectural Heritage Campaign, carried out with *Héritage Montréal*.
- To consolidate and develop new partnerships with voluntary sector groups to ensure the complementarity of expertise. For example, encourage the emergence of, and action by organizations dedicated to heritage conservation and enhancement in Montréal neighbourhoods and sectors that are currently lacking them, and support the associative community's conservation, management, education and promotional initiatives and exhibitions.
- To strengthen support to voluntary sector groups, in particular, by maintaining and increasing budget allocations and subsidy programs, as well as through the development of financial partnerships with other levels of government.
- To support the *Réseau patrimoine Montréal* in its development.

ARCHIVE COMMUNITY

- To join forces with the *Groupe des archivistes de la région de Montréal (GARM)* and the archive community to promote the acquisition, treatment, preservation and promotion of Montréal's archives, both public and private.
- To join forces with GARM and the archive community to create an Internet portal giving the general public access to all of Montréal's archives.

MUSEUMS AND OTHER OUTREACH FACILITIES

- To join forces in drawing up a strategic plan to support the Montréal museum community, which would encourage the complementarity of the mandates of Montréal's existing museums, particularly museums specializing in the history of Montréal.
- To encourage government and private partners to continue their support to the development and continuous improvement of the *Centre des collections muséales de Montréal* and to the conservation of the collections.
- To utilize Montreal's heritage sites so as to make them known through promotional activities.

BUSINESS COMMUNITY

- To raise the business community's awareness of Montréal's heritage.
- To encourage the business community to enhance its own heritage.
- To invite the business community to invest in heritage through patronage, sponsorship and partnership initiatives, particularly for collections and for the enhancement of heritage sites.

CONSTRUCTION INDUSTRY

- To encourage action aimed at increasing the interest in traditional construction trades.
- To encourage the industry to develop economic and durable restoration materials and maintenance techniques.

TOURISM INDUSTRY

- To encourage the tourism industry to promote tourism based on the quality of Montréal's heritage.

CULTURAL INDUSTRY

- To encourage promoters and organizers of public events supported by the City, and other members of the cultural industry, to integrate heritage aspects into their activities.

MEDIA

- To invite the media to continue and to increase their activities in promoting and imparting heritage knowledge and to enlist their support in providing food for thought about Montréal's heritage.



5.2 LA VILLE DE MONTRÉAL — EXEMPLARY OWNER

Issues

The City must take the necessary steps to become an exemplary owner

To be able to play its role as a leader in heritage in an exemplary fashion, the City must: increase its knowledge of its own heritage, explore the possibilities of external support for its approaches to conservation and enhancement, as well as reserve the funds needed to implement its interventions on its own heritage. This municipal contribution, essential to improving the quality of life and to sustainable development, is likely to lead to citizens and other partners taking responsibility in heritage matters.

● **Increase knowledge of municipal heritage**

- Update and complete the inventory of municipal heritage properties by including, in particular, modern heritage buildings and known and potential archeological sites.
- Take an inventory of Montréal's landscaped heritage, including, in particular, trees and exceptional stands of trees.
- Take an inventory of, and document municipal civil works of heritage interest.
- Complete the inventories and documentation of artistic heritage.
- Develop mechanisms to promote municipal heritage.

● **Enlist the help of partners in enhancing municipal heritage**

- Develop ways to encourage the establishment of partnerships for the conservation and enhancement of municipal properties.
- Invite sponsorships and partnerships to enhance municipal properties, particularly, for natural heritage.

● **Reserve a preferential place for heritage in the municipal budget**

- Create a municipal fund within the triennial capital expenditures program that will allow corporate and borough departments to carry out the restoration of municipal properties of heritage interest.

5.2.1 BUILT, ARCHEOLOGICAL AND LANDSCAPED HERITAGE

The conservation and enhancement of municipal property of heritage interest

The City has numerous properties of heritage interest on which it carries out maintenance, renovation and restoration work. As well as possible partnerships and the allocation of budgets sufficient for the conservation of heritage municipal property, the City must deal with the fact that some of its buildings are not occupied. Furthermore, the City's real estate transactions must be considered from the point of view of their impact on Montreal's heritage.

- **Encourage the emergence of proposals for the occupation, conservation and enhancement of vacant heritage buildings**
 - Explore new avenues of triggering proposals that will lead to the occupation, conservation and enhancement of vacant heritage buildings.
 - Continue municipal support to cultural organizations aimed at giving them production and promotion infrastructures by recycling, when appropriate, surplus municipal buildings.
- **Integrate heritage aspects into the real estate transaction projects of the City and its paramunicipal agencies**
 - Consult the general public about proposals to dispose of immovable property, particularly when changes of function are envisaged.
 - Ensure that proposals to dispose of municipal immovable property take their heritage aspects into account.
- **Preserve and enhance public works**
 - Develop measures for the specific enhancement of municipal public works of heritage interest (bridges, viaducts, etc.).

Conservation and enhancement of archeological resources on municipal properties

The City has undertaken a procedure to locate and evaluate potential archeological sites on its properties and those belonging to its agencies (vacant municipal lands, public rights-of-way, parks, cellars of heritage buildings and adjacent lands). The identification of this heritage calls for short- and long-term planning in order to stay ahead of municipal projects. The pertinent information must be directly available to those concerned to ensure it is taken into account and to avoid delays when a project is to be implemented. It is important to accelerate inventorying these resources and to optimize the scope and effectiveness of existing management tools

- **Improve the management framework for archeological resources on municipal properties**
 - Continue the inventory of potential archeological sites.
 - Determine the scientific, didactic and symbolic values of archeological sites and identify those that could benefit from protection under the *Cultural Property Act* (R.S.Q., c. B-4).
 - Develop measures to protect municipal archeological sites.
 - GEOREF sites and link up to the various computer databanks.

Conservation and enhancement of Montréal's landscaped heritage

Large parks, as well as landscaped green spaces, are also part of Montréal's heritage. Some are significant because of their recognized heritage value: for example, their exceptional landscape quality, their link with a historic event, their connection to a renowned designer, or the fact that they comprise natural elements. Through its successive interventions to maintain, improve, enlarge, and acquire new green space, the City keeps nature in the city and makes it accessible to the general public

● **Assure the permanence of landscaped sites and settings of heritage value**

- Define the concept of landscaped heritage by considering natural and cultural aspects and identify landscapes of heritage interest based on criteria related to both the natural and heritage characteristics (geomorphologic, hydrographic, horticultural, artistic, historic, etc., and identifiers).
- Develop conservation, improvement, enhancement and integrated management strategies aimed at minimizing the negative impacts from increased use by citizens or due to the evolution of needs and urban development.
- Develop preventive maintenance and ecological management strategies for landscaped heritage.
- Develop control mechanisms to ensure the conservation of municipal landscaped heritage consistent with the requirements imposed upon citizens, particularly as regards to the cutting down of trees.
- Examine opportunities to landscape new sites.

Integration of heritage aspects in the public domain

The public domain is made up of a network of squares, passages, streets, alleys, etc. This layout forms part of Montréal's heritage and it allows a significant appreciation of the development of the city and the organization of its space.

● **Preserve the street layout**

- Affirm the permanence of the street layout by developing clear rules to the effect that only exceptional circumstances can justify the disappearance of a public thoroughfare.

● **Ensure that interventions on the public domain respect heritage**

- Develop a mechanism for coordinating work and intervention logistics for the public domain that include, when appropriate, a heritage impact study.
- Develop know-how and innovations in interventions that respect heritage property on the public domain.
- Target some exceptional sites of the public domain that contribute to the identity of Montréal in order to develop projects that are examples in terms of planning, improvement and maintenance.

- **Take into account the natural and landscaped aspects**

- Take natural and landscaped elements into account (topography, hydrography, vegetation, etc.) when designing plans and infrastructure networks.
- Integrate conservation measures for landscaped heritage — in particular, for exceptional trees when drawing up management and maintenance plans.
- Continue the search for solutions to optimize the conditions for the survival of trees in an urban setting.

5.2.2 NATURAL HERITAGE

Conservation and enhancement of Montréal's natural heritage

Settings that are natural or little altered by human intervention on the territory of Montréal are a collective wealth to be preserved and enhanced. These nature reserves are mostly part of the large nature parks inherited from the Montréal Urban Community, or found within the natural and historic district of Mount Royal. They allow the general public to have contact with nature in the form of original woods, wetlands, small islands, or the waterways that surround or cross the island.

- **Ensure the permanence of natural settings**

- Develop conservation, improvement, enhancement and integrated management strategies aimed at minimizing the negative impacts from increasing frequentation related to usage, or due to the evolution of needs and urban development.
- Develop conservation strategies for riverbanks in order to preserve natural waterfront heritage.
- Develop preventive maintenance and ecological management strategies for natural heritage.
- Proceed with the acquisition of new sites.

5.2.3 ARTISTIC HERITAGE

Preservation of the quality of the corpus of works of art

The City acquires, preserves and presents works of art as part of the development of public spaces and the construction and renovation of corporate buildings. The Action Plan on Public Art adopted in 1989 needs to be updated in light of experience acquired since so as to harmonize actions related to public art throughout the whole territory.

- **Be exemplary in the management of the corpus of public art**

- Update the *Action Plan on Public Art* to ensure the coherence of the corpus of the municipal collection.
- Integrate public art when developing projects and when planning the financing of municipal activities.
- Keep a maintenance team that is especially trained in public art.
- Clarify and formalize with the artists concerned maintenance protocols and conditions for ensuring the permanence of works of contemporary technique.

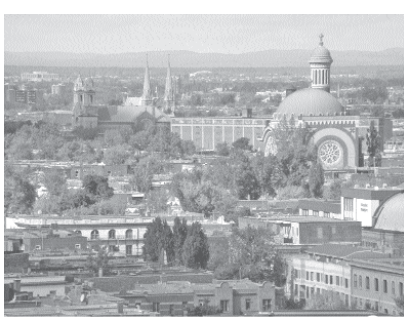
5.2.4 MOVABLE HERITAGE

Overall view of municipal activities related to movable heritage

The Montréal collections make a significant contribution to understanding the history of Montréal and Québec. However, the action taken by the City in terms of collecting is more the result of historic evolution rather than of coherent planning by the various administrative entities concerned. The City's movable heritage can thus be found in the collections of municipal museums, scientific institutions, libraries, and in the archival, archeological, artistic and ethnohistoric collections based on the activities of municipal departments. It also includes various objects not grouped into collections such as corporate, industrial, institutional and urban movables and equipment, as well as significant, protocolary and other objects. Municipal activities with regard to movable heritage concern the acquisition, preservation and presentation of the assets, and imparting knowledge about them.

- **Develop municipal action related to museology to encourage the constitution, conservation and presentation of collections**
 - Establish a diagnostic portrait of municipal action related to museology (museums, archives, libraries, and other municipal facilities).
 - Define municipal orientations related to municipal museology, including the identification and clarification of the role of all the departments and players involved in museological missions, as well as their operational and development needs.
- **Ensure an overall view of movable heritage**
 - Draw up a portrait of all municipal activity related to collections, documenting:
 - the nature of the activities, the players and municipal resources, existing tools (bylaws, action, facilities, expertise, programs, etc.);
 - the content of each collection.
 - Inventory municipal movable heritage not included in the collections.
 - Recognize and develop the mission of the units responsible for the municipality's archival, archeological, artistic, documentary, natural science and ethnohistoric collections.
 - Instill a concern for conserving objects that are significant in the history of the municipality into municipal practices in all departments.
- **Ensure the coherent management of movable heritage and collections, by establishing a global municipal strategy and orientations specific to each collection and to movable heritage not included in a collection**
 - With regard to building a collection:
 - Develop the terms and conditions for acquisitions, including specific committees, when appropriate.

- With regard to conservation:
 - Assess the condition of the municipal collections, as well as their needs related to conservation and storage and determine what resources are available;
 - Assess the condition of movable heritage and determine the installations, facilities and materials needed to preserve it, giving priority in the short term to Expo '67 street furniture and industrial movables;
 - Ensure that conservation activities are integrated into the everyday management process;
 - Consolidate the work of the *Centre des collections muséales de Montréal*, which holds part of the municipal collections.
- With regard to presentation and promotion:
 - Use the municipal collections to impart knowledge about Montréal's heritage;
 - Carry out promotional and educational projects, in collaboration with the departments responsible for the collections and municipal outreach facilities (museums, *Maisons de la culture*, scientific institutions) and other public and private facilities;
 - Put together information on all the municipal collections on the Ville de Montréal Web site, using existing information systems.



5.3 LA VILLE DE MONTRÉAL — EXEMPLARY MANAGER

Issues

The City must take the necessary steps to become an exemplary manager

To assume its role as manager, the City has to rely on a sound knowledge of its history and heritage. Montréal's heritage has been the subject of much work, but several inventories and research matters need to be completed or updated. Also, several aspects remain relatively unknown and other studies and research need to be done, particularly on intangible heritage. To support this approach, the City needs to call on its partners to help it increase its knowledge of heritage, and also to develop new tools that encourage heritage conservation and enhancement. Efforts made to strengthen Montréal's identity and affirm a leadership in heritage will be maximized through the optimal use of the resources allocated to support heritage conservation and enhancement, as well as by calling on the services of Maisons de la culture, libraries and other municipal cultural facilities that ensure accessibility to arts and culture.

● **Increase knowledge of Montréal's heritage**

- Continue to develop knowledge of Montréal's heritage, specifically:
 - Continue and refine the inventories dealing with sectors and buildings of heritage interest which are identified in the *Master Plan*, particularly as regards modern heritage and industrial heritage;
 - Complete the inventory of major institutional properties begun by the *Master Plan*;
 - Complete the inventory of places of worship done by the *Fondation du patrimoine religieux du Québec* and the *Ministère de la Culture et des Communications du Québec* (by adding an assessment of their urban and landscape aspects and by extending it to buildings built between 1945 and 1975, as well as abandoned buildings);
 - Take inventories of cemeteries, wayside crosses and votive chapels of heritage interest;
 - Complete the inventory of heritage in the education sector based on work done by the *Commission scolaire de Montréal*, by encouraging and supporting similar initiatives on the part of other school boards and educational institutions;
 - Complete the inventories of territories identified as sectors of archeological interest in the *Master Plan* in order to assess the quality of preservation of the physical environment, to locate conserved archeological sites and define, as a precautionary measure, steps to protect archeological heritage;
 - Complete the inventories under way on natural heritage;
 - Inventory trees and exceptional stands of trees and complete the inventories of landscaped heritage;
 - Inventory and draw an analytical portrait of intangible and commemorative heritage, in collaboration with the *Archives de la Ville*, particularly festivals, events, parades, collections, documents, archives and other carriers or transmitters of intangible heritage memory.

- Develop methods of managing documents that facilitate access to and the use of acquired knowledge.
- Develop mechanisms that help make Montréal's heritage and existing information sources better known.
- **Develop partnerships that support the City in its role as manager**
 - Establish partnerships with public bodies (governments, educational institutions, public archives, etc.) and with the private sector (specialized research centres, citizens, etc.) in order to share information and expertise and to discuss common problems related to inventory practices, documentary research, conservation, financing, etc.
 - The usual heritage conservation measures, taken alone, are not sufficient to ensure heritage's survival. Safeguarding it from the threat of a fire or natural disaster, for example, should be the subject of a concerted strategy with the *Centre de sécurité civile* and other Montréal partners.

5.3.1 MANAGEMENT ISSUES

Development of an overall view of the recognition and management of heritage

The Ville de Montréal has been issuing citation of heritage property since 1986 and creating heritage sites since 1987. As well, the application of the regulatory measures established in 1994 facilitates qualitative control over sectors and buildings of heritage interest. However, the evolution of societal values and the concept of heritage, as well as the increased challenges to existing buildings, require a global strategy that will ensure the regular re-evaluation of the criteria for recognizing a property and the updating of by-laws. An overall view of the recognition of Montréal's heritage should also include the worldwide promotion of some exceptional elements of Montreal's identity to affirm Montréal's leadership in heritage and contribute to its international renown.

- **Ensure concordance between regulatory control measures and the evolution of the concept of heritage**
 - Continue the analysis of the territory and the pressures exerted on it so as to propose appropriate regulatory measures, when needed, particularly in regard to little known facets of the built heritage.
- **Aim for the coherence of the corpus of properties and territories protected by the municipal section of the *Cultural Property Act***
 - Continue to develop selection criteria for buildings and sectors likely to have a Montreal-wide interest without neglecting modern heritage and industrial heritage.
 - Develop a strategic plan for designating heritage recognition status.
- **Encourage the involvement and agreement of Montrealers and owners concerned when attributing heritage protection status**
 - Include a communication plan, along with the municipal strategic plan on the attribution of status, aimed at making citizens aware of the reasons for the municipal action, the status attribution process and the implications for owners of property covered by the *Cultural Property Act* (R.S.Q., c. B-4).
 - Hold information sessions in the boroughs for owners in order to make the City's intentions known before undertaking the process of attributing a status.

- **Build on the renown of Montréal's heritage internationally**

- Continue the steps undertaken to have Montréal added to the list of UNESCO World Heritage Sites, on the theme *Montréal, Oceanic and Continental Hub*, taking into account the importance of the Lachine rapids.
- Seize opportunities to make Montréal's heritage better known by taking part in international events, as well as hosting them (conferences, exhibitions, municipal, provincial and federal missions).

Optimal management of heritage sectors and buildings

There are different ways of managing Montréal's heritage, depending on the type of recognition attributed. Each one is subject to different management methods and the large number of participants involved as a result complicates the management of heritage, as much for property and territories protected by the municipal section of the Cultural Property Act (R.S.Q., c. B-4), under which boroughs are responsible for managing interventions, as for the provincial section. Also, building codes are sometimes incompatible with the conservation and enhancement of built heritage. As well, in order to fully assume its role as exemplary manager, the City needs to have sufficient documentation on the heritage value of properties and sectors that are the subject of a request for intervention. That is why the quality and objectivity of heritage studies, on which decisions are based, is so crucial. The City must also ensure, in the case of demolition, that sites and properties of heritage interest will be documented and that the documentation will be conserved.

- **Adopt appropriate bylaws and exercise tight control over interventions in heritage settings**

- Introduce a process for supervising the heritage studies needed to evaluate projects, including clear guidelines on the result expected, as well as fixing fees that enable the City to order and oversee such studies itself.
- Strengthen mechanisms that ensure laws are respected (inspections, fines, etc.).
- Examine the current way of managing demolitions including documentation procedures.

- **Aim for a more coherent management of properties already protected under the municipal section of the *Cultural Property Act***

- Harmonize the objectives and criteria for managing properties and territories protected by the municipal section of the *Cultural Property Act* (R.S.Q., c. B-4), from an overall perspective of their development and enhancement.
- Draw up a comprehensive plan for the enhancement of each heritage site.

- **Simplify the management of properties and territories protected under the municipal section of the *Cultural Property Act***

- Develop common management criteria for these properties and territories.
- Finalize the development of the tools needed to obtain management delegation from the *Ministère de la Culture et des Communications du Québec* for Old Montréal, Mount Royal and other properties and sites that have a status.

- **Aim at integrating building codes as a positive element in the conservation of architectural heritage**
 - Establish a compendium of typical regrettable situations.
 - Adopt, for buildings not covered by provincial regulations, less stringent regulations aimed specifically at ways of conserving architectural heritage.
 - Make representations to the *Régie du bâtiment du Québec* to ensure that the same actions are carried out as regards buildings covered by provincial regulations.
 - Make representations to the *Régie du bâtiment du Québec* to introduce the concept of conserving built heritage as one of the code's objectives.

Updating of the Cultural Property Act

The expansion of the concept of heritage that has been observed in recent decades has not been reflected in a parallel evolution in the tools for managing heritage laid down in the Cultural Property Act (R.S.Q., c. B-4). A strengthening of the powers delegated to municipalities thus appears necessary in order to promote and protect a greater diversity of heritage elements that contribute to the identity of Montréal and so enable the City to assume leadership in this matter. In order to do so, a municipal examination should be undertaken in concert with the Ministère de la Culture et des Communications du Québec and the Commission des biens culturels du Québec in order to modify the Act in this direction.

- **Develop the municipal section of the *Cultural Property Act* in order to protect a greater diversity of heritage properties**
 - Prepare a report on the tools in use and analyze the particular problems posed by certain types of heritage properties.
 - Study the possibility of attributing heritage status, under the municipal section of the Act, to new categories of heritage assets, particularly interiors, archeological sites, trees and exceptional stands of trees, as well as street layouts.
 - Examine the possibility of modifying the Act in order to govern the protection of archeological heritage in the private domain, in parallel with the development of the appropriate sources of financing.

The most judicious subsidy programs possible

Subsidy programs that encourage the conservation and enhancement of heritage must be well-targeted. Establishing priorities and taking the heritage aspect into account in subsidy programs that have other objectives may be promising avenues.

- **Ensure the optimal use of resources in heritage conservation, enhancement and promotion programs**
 - Envisage establishing priorities in awarding subsidies that enable taking into account the disparities of situations encountered (economically disadvantaged sector, major difficulties in recycling or restoration, etc.).
 - Integrate the protection of archeological and landscape aspects into subsidy programs, in particular those in the historic and natural district of Mount Royal.
 - Negotiate the updating of the rules of the financial assistance programs for promotion in the Agreement on Cultural Development between the City and the *Ministère de la Culture et des Communications du Québec*.
 - Negotiate with the *Ministère de la Culture et des Communications* the setting up of a financial assistance program for properties and territories protected under the *Cultural Property Act* (R.S.Q., c. B-4) that have an archeological component, as well as for archeological sites in the private domain.
- **Integrate the heritage aspect into subsidy programs not specifically aimed at heritage**
 - Assess the impact of subsidy programs on built, archeological and landscaped heritage.
 - Evaluate the possibility of adding heritage considerations to some existing programs and of extending good practices to all the programs.

Incentive measures that contribute to heritage conservation and enhancement

The City must innovate in order to encourage heritage conservation. Setting up of new forms of incentive measures thus appears to complement the more traditional subsidy programs.

- **Put in place effective incentive measures aimed at heritage conservation and enhancement**
 - Develop fiscal incentives aimed at complementing or replacing 'traditional' subsidy programs.
 - Develop additional conservation bonuses, within existing programs, to encourage practices that respect heritage (e.g., restoration instead of replacement).
 - Study the possibility of reducing taxes in certain cases to encourage the maintenance of built heritage.
 - Evaluate the possibility of taxing non-occupation.
 - Develop methods of evaluating the positive benefits from heritage interventions.

5.3.2 BUILT, ARCHEOLOGICAL AND LANDSCAPED HERITAGE

Continuation of the enhancement and recognition of local heritage, respecting local characteristics

Local heritage determines the character of the neighbourhoods and influences the quality of living environments. Made up mostly of local residential, commercial and institutional buildings, as well as local parks, it represents the largest part of Montréal's heritage. The preservation of the identity of Montréal's neighbourhoods depends on its protection. For more than a decade, urban bylaws have protected local heritage by identifying sectors based on their heritage characteristics and by ensuring the qualitative evaluation of interventions. These management methods are generally applied to residential and commercial heritage, and less attention has been paid to other types of heritage, particularly heritage in the education sector. Currently, boroughs are responsible for managing local heritage properties, in line with the measures outlined in the complementary document to the Master Plan.

- **Refine tools aimed at improving management and increasing public awareness in relation to local heritage**
 - Continue to develop the architectural inventory of Montréal and launch it on the Web site.
 - Strengthen the role of the complementary document to the *Master Plan* in order to ensure the coherence of heritage conservation and enhancement interventions.
 - Examine the appropriateness of developing specific measures for the conservation and enhancement of educational establishments.

Conservation and enhancement of religious heritage as a priority issue

The richness, diversity and quantity of religious heritage contribute to structuring and forging the identity of Montréal neighbourhoods. Currently, in the absence of an overall view of the problem, the conservation, transformation or demolition of this important heritage are subject to ad-hoc decisions, which could lead to the loss of essential elements of this heritage.

An overall view of the control of projects that concern places of worship would help in establishing priorities and conservation measures adapted to different situations. However, until that is in place, interim management tools are needed to oversee the analysis of transformation or demolition projects that continue to be presented to the City.

As well, convent properties, often accompanied by vast landscaped lands, are subject to strong development pressure. Their recycling should also be based on an overall evaluation framework that will ensure the maintenance of their essential heritage qualities, in regards to both landscape and buildings.

In Montréal, cemeteries pose particular challenges. Interventions on these sites must enhance the traces of their history and sacred character. Thus, the long-term impact on the landscape of new burial methods must be evaluated. In addition, the discovery of old cemeteries and burial sites still in place requires a particular approach.

Lastly, the rare wayside crosses and votive chapels are reminiscent of ways of life gone by and their maintenance is a heavy burden for their owners.

- **Establish an overall view of the control of projects that target buildings originally designed as places of worship**
 - Refine the categories of places of worship in the inventory done by the *Fondation du patrimoine religieux* and the *Ministère de la Culture et des Communications* in order to rank them and to allocate sufficient means to ensure their preservation. For example, under this project evaluation framework, a place of worship whose heritage interest is judged important could be given legal protection status and be authorized only for use that is highly compatible with its character; another place of worship, of less importance, could be recycled and transformed, with the simple requirement that the external appearance be preserved.
 - Develop knowledge about recycling places of worship, research interesting examples and innovative solutions.
 - Encourage the emergence of proposals for the occupation of places of worship, in particular by studying possible fiscal incentives, as well as ways of matching the sale of unused buildings to the demands of the real estate market.
 - Participate in discussions on creating a trust that would take care of some places of worship.
 - Until a framework for evaluating projects is introduced for places of worship, establish tight control of demolition projects and introduce interim regulatory measures.
- **Maintain the characteristics of convent properties of heritage interest**
 - Acquire the management and planning tools that will permit maintaining the essential characteristics of convent properties of heritage interest. These tools should essentially follow up on the inventory carried out in 2002 with the *Fondation du patrimoine religieux*, the *Ministère de la Culture et des Communications du Québec* and the *Mission Patrimoine Religieux*.
- **Maintain the landscape characteristics of cemeteries of heritage interest**
 - Acquire the knowledge and appropriate management tools to maintain the heritage and landscape characteristics of cemeteries while continuing their activities.
 - Explore ways of ensuring the conservation and enhancement of heritage in cemeteries.
- **Ensure the conservation of Montréal's wayside crosses and votive chapels**
 - List the wayside crosses and votive chapels of heritage interest to make them known, protect them, and help their owners to conserve them.

Conservation and enhancement of institutional properties of heritage interest

Institutional properties introduce a variety and complexity that is theirs alone. They include Montréal's hospitals and university campuses. Their expansion, recycling and use by compatible functions, the parcelling of the vast lands that often accompany them, and the maintenance of a balance between landscaped and built values are also aspects that need to be taken into account in their conservation and enhancement.

- **Develop conservation and enhancement approaches that take into account the complexity of the institutional heritage**
 - Develop appropriate regulatory mechanisms for the conservation of the architectural and landscape characteristics of heritage importance, as well as maintaining compatible uses, of an institutional or community nature, along with innovative methods for their conservation and enhancement.
 - While awaiting the introduction of adapted regulatory mechanisms, design interim regulatory measures that will ensure the enlightened and prudent short-term management of requests for permits in order to protect this institutional heritage.

Preservation of the memory of Montréal's industrial past

In addition to the industrial buildings integrated into the urban layout of neighbourhoods, Montréal also has large industrial complexes of heritage interest. The Master Plan identified, amongst others, the sector along Notre-Dame Street East, the Lachine Canal, the CN shops, the Dominion Bridge complex, the Pointe-des-Seigneurs archeological sites and the Côte Saint-Paul series of locks. In the short term, the redevelopment of some sectors with a complex and rich history is to be expected.

- **Make enlightened choices in the development of industrial sites by acquiring the appropriate management tools**
 - Document and study the components of the industrial complexes that are of historic interest.
 - Establish intervention modes and priorities based on criteria adapted to the specificity of industrial heritage, encouraging, in particular, the recycling of buildings into artists' workshops or other compatible uses.
 - Design management tools that will ensure the prudent and enlightened short-term management of requests for permits.
 - Develop planning and development approaches and criteria for analyzing projects that respect the industrial nature of the sites (subdivision, spatial organization of the structures, enhancement *in situ* of traces of buildings, infrastructure, machinery, equipment and other vestiges).

Conservation and enhancement of archeological heritage

Buried archeological heritage is particularly difficult to locate. It can be found in public spaces, vacant lands, public rights of way, the cellars of old buildings, in gardens, etc. It is a heritage that is particularly vulnerable in the face of current demands for urban development, when real estate development is experiencing unprecedented growth and when occasions for the use of underground space are multiplying (transportation, parking, public service conduits, development projects, etc.). As well, protective measures for government, municipal and private properties need to be brought up to the required standards. As it is, three large public entities (federal, provincial and municipal) own archeological sites that are important to Montrealers, and they respond to different administrative and legal imperatives as well as generate subsidized projects that have an impact on the archeological resource. Qualitative objectives in terms of the conservation and enhancement of archeological heritage need to be defined and shared. The City must also continue the process of interpreting and promoting Montréal's archeological heritage. In fact, the archeological data retrieved should contribute substantially to the knowledge of the territory and its development.

- **Introduce new measures to protect archeological heritage on the basis of shared objectives**
 - Adopt a series of principles and common guidelines for government and municipal authorities.
 - Negotiate, with the Québec government, taking archeological heritage into account in joint programs such as the *Société d'habitation du Québec*.
 - Integrate into certain municipal programs addressed at private owners the obligation to conduct an evaluation of archeological resources.
 - Finance and implement studies of archeological potential and inventories on site in order to precisely locate resources in the various sectors identified in the *Master Plan* and to ensure their protection and enhancement in collaboration with government authorities and private owners.
- **Develop awareness and promotion operations for archeological heritage**
 - Accelerate the analysis and interpretation process that takes place following searches and make the results available.
 - Make archeological search sites accessible to the public.
 - Ensure the enhancement of archeological heritage *in situ* through didactic elements, the conservation of vestiges and events, enlisting cooperation from the municipality's cultural facilities and private establishments.
 - Encourage the development of a thematic interpretation network.
- **Develop and share archeological heritage knowledge and expertise**
 - Formalize a common information network on archeological research on the whole Montréal territory.
 - Continue to collaborate with the university community, with professional associations and national and international organizations dedicated to the protection of archeological heritage, in order to encourage holding events that facilitate the exchange of expertise and that publicize Montréal's achievements.

Conservation of Montréal's landscaped heritage

Landscape includes natural (ecological) and cultural (landscaped) aspects. Landscaping adds to the heritage quality, and preserves the green space so essential in an urban environment. What is most important is to maintain landscaped elements that are representative of the successive types of occupation of the territory (rural complexes, summer cottages, large estates, etc.), as well as the shoreline and access to the water. Amongst the landscaped elements that warrant particular attention are trees and exceptional stands of trees.

- **Ensure the permanence of landscaped sites and settings of heritage interest**
 - Define the concept of landscaped heritage by considering the natural and cultural aspects and identifying landscapes of heritage interest on the basis of criteria related to both natural and cultural characteristics.
 - Integrate the concept of landscaped heritage into the management of the territory, particularly natural settings and ecoterritories, as a complement to the *Policy respecting the Protection and Enhancement of the Natural Environment*.
 - Establish criteria for maintaining landscaped characteristics in subdivision and development plans, as well as in the layout of new streets.
 - Integrate the landscaped heritage into the vision, comprehensive plans, development and management strategies for the territory, in particular, the *Strategic Plan for Sustainable Development*.

- **Establish conservation and enhancement mechanisms for trees and exceptional stands of trees**
 - As a complement to the *Tree Policy*, define common criteria for identifying trees and exceptional stands of trees for the whole territory. These criteria might, in particular, include age, height, rarity, link with the history of a site, commemorative function and arboricultural characteristics.
 - Develop guidelines for their maintenance and care to prolong the life of these trees and make them known to citizens.
 - Develop and introduce regulatory measures to ensure their conservation.

Enhancement of heritage through urban structuring projects

Many complex urban projects call for multidisciplinary approaches and may represent opportunities to enhance heritage.

- **Position heritage in the development of urban projects, recognizing its links to the urban fabric in which it fits**
 - Study the urban development of Montréal, the diversity of its urban forms and landscapes in order to guide development decisions and influence contemporary production.
 - Make a progress report, with all concerned, of the processes and results of architectural competitions as regards the taking into account of heritage values.

5.3.3 NATURAL HERITAGE

Conservation of Montréal's natural heritage

Given that Montréal is almost completely urbanized, it is important that the City, in its activities to plan and control the development of the territory, aim at conserving the natural characteristics of sites not yet subdivided (geomorphologic, topographic, hydrographic, etc.), as well as small islands, shorelines and banks in the private domain. A prime concern is to ensure the sustainability of the ecoterritories targeted by the Policy respecting the Protection and Enhancement of the Natural Environment and which the Master Plan has identified for detailed planning. These ecoterritories are, for the most part, located on the periphery of the nature parks already created.

- **Ensure the permanence of natural settings of heritage interest**
 - Introduce innovative and concerted approaches to managing the territory, particularly natural settings and ecoterritories, as a complement to the *Policy respecting the Protection and Enhancement of the Natural Environment*.
 - Establish criteria for maintaining the topographical, hydrographic and vegetal characteristics in sub-division and development plans, as well as the layout of new streets.
 - Integrate the natural heritage into the visions, comprehensive plans, and development and management strategies for the territory, in particular the *Strategic Plan for sustainable development*.

5.3.4 ARTISTIC HERITAGE

Conservation of the corpus of works of art on the private domain

Some works of art that contribute to the quality of the cityscape because of their scale and visibility, are located on private property and are not specifically covered by municipal bylaws

- **Protect the corpus of works of art on the private domain**

- With the help of partners, and based on existing inventories, determine the scope of the corpus of works of art to be protected, identify problems and establish an intervention strategy.

5.3.5 COMMEMORATION

Coherence and clarity of commemorative gestures

Commemoration is a way to remember a particular historic element and, by extension, create common landmarks for society. Commemoration may take several forms, such as monuments, public art, toponymy, events, etc. Some of these, such as toponymy, fit into a relatively organized framework. However, there is neither a vision of the whole as to how to commemorate — which leaves a lot of room for improvisation — or a commemorative management strategy to, amongst other things, ensure its durability and encourage its adoption by citizens. Also, given the possible loss of the meaning of commemorative gestures, the adoption of commemorative heritage by the general public warrants greater attention, in particular, by putting in place an active commemoration strategy that gives a larger role to awareness and to promoting this heritage.

- **Develop a commemoration and toponymy strategy**

- Develop a commemoration strategy, based on an overall vision aimed at ensuring the coherence of the various commemorative gestures (notably public art, toponymy and urban development), the identification of ways in which citizens can participate and the presentation of Montréal's commemorative heritage.
- In terms of toponymy, adopt rules and criteria for naming public places based on history, culture and geography, and involve the general public. The rules should give preference to giving names to significant sites as a gesture of commemoration and encourage the integration of names related to the City's ethnocultural diversity as well as to intangible heritage, in particular, old legends and place names.
- Affirm the permanence of Montréal's heritage toponymy by developing clear rules to the effect that only exceptional circumstances can justify changing the name of a place.

- **Ensure the integration of commemoration into the City's different forms of intervention**

- Integrate commemoration into the City's different forms of intervention, in particular, public projects, public art and cultural activities, and consider these interventions as carriers of memory.
- Study the possibility of enhancing *in situ* traces of the past and intangible aspects of heritage, for example, archeological vestiges and lost natural elements (old shorelines, canalized rivers, etc.) or important buildings that have disappeared (old Parliament building on Place d'Youville, etc.).
- Examine the possibility of naming some places and public spaces near municipal buildings, halls and meeting places.

- **Develop measures to have Montréal’s commemorative heritage adopted by the population**

- Put in place an active commemoration program associated with regular interpretation activities (events, tourist tours, etc.), with publications (index of place names, etc.) and signs in order to keep alive the memory attached to objects and commemorative signs and make them better known by the population.
- Encourage, through conferences, workshops and interdisciplinary projects, the emergence of active, original commemoration.

5.3.6 INTANGIBLE CULTURAL HERITAGE

Intangible cultural heritage, identifier points of reference for Montrealers

An affirmation of traditional and popular culture, and a reflection of cultural diversity, intangible cultural heritage is essential to community life. Intangible cultural heritage is essential to cultural and community life. The concept of intangible heritage is relatively new, and its corpus is diffused, little documented, and generally little known by Montrealers. The definitions of it are broad and sometimes difficult to transpose to the urban context and to the specific culture of Montréal’s intangible heritage. Because of its contribution to building Montréal’s identity and renown, it is therefore important to associate it with the history of Montréal, its urban culture and territory. To do this, intangible cultural heritage needs to be considered as a whole, mechanisms need to be put in place to recognize it and make it known, and criteria and ways have to be developed to determine the priority the City intends to set for the support it intends to give to the community that preserves, defends and publicizes it, and keeps it alive.

- **Develop knowledge of, and establish criteria to delineate the City’s sphere of action on intangible cultural heritage**

- Locate, document and analyze intangible cultural heritage on the territory of Montréal, with the collaboration of citizens, researchers, heritage organizations, museums and educational institutions, in order to identify:
 - the carriers, players and practitioners (individuals, families, groups, associations, communities with social, educational, cultural, religious, communal missions, etc.);
 - practices, celebrations, events;
 - products and material supports (archives, collections, etc.);
 - sites related to Montreal’s identity.
- Delineate the City’s sphere of action by developing and applying, in association with partners (community representatives, universities and research organizations, *Tourisme Montréal*, etc.), criteria that facilitate targeting:
 - elements of intangible heritage that come from or are rooted in Montréal’s territory, that have historically marked the Montréal urban culture or have been marked by that culture, or that are valued as common points of reference in Montréal’s identity;
 - significant cultural events and celebrations that conserve, transmit, enhance, enrich and build on its renown of intangible heritage, as well as its adoption by Montrealers;
 - Elements of Montréal’s intangible heritage that will benefit from being integrated into the city’s tourism image.
- Establish mechanisms to refer certain elements of intangible heritage of local, national or international value to other public or private bodies.

- **Recognize and promote intangible cultural heritage**

- Publicize the carriers of tradition and know-how, organizations, cultural, religious and event celebrations, associations, companies or individuals who are carriers or transmitters of intangible heritage.
- Create reference sections in libraries on Montréal's intangible heritage.
- Encourage discussions between professionals, masters or carriers of intangible heritage and citizens who are learning or who devote themselves to similar arts and trades.
- Encourage citizens to take up various practices reflecting Montreal's intangible cultural heritage.
- Recognize and promote through prizes or other means the quality of the work of the carriers, players, practitioners and citizens working on intangible heritage.

- **Ensure the conservation and presentation of intangible cultural heritage**

- Amongst the elements of intangible cultural heritage that fall within the City's sphere of action:
 - establish priorities based on their contribution to Montréal's identity;
 - identify priority aspects of intangible aspects and priority carriers of material memory (particularly parish and church records, community and association newsletters, etc.).
- Inventory and report on all the programs, discretionary envelopes and budgets directly or indirectly allocated to intangible heritage.
- Organize and structure support to intangible heritage, in particular:
 - develop coherent support measures that take into account the nature and the specific context of intangible heritage;
 - examine, in concert with the boroughs, subsidy programs that concern the city's cultural intangible heritage (*Service du développement culturel et de la qualité du milieu de vie, Ministère de la Culture et des Communications du Québec – Ville de Montréal, Direction des affaires interculturelles*, boroughs, etc.);
 - establish, if necessary, a one-stop service for requests for support from the various programs associated with intangible heritage, in partnership with the boroughs;
 - establish priorities, selection criteria, consultation mechanisms and mechanisms for evaluating direct municipal financing (evaluation of requests for access to municipal and joint subsidy programs) and for allocating municipal resources (equipment, materials, etc.);
 - establish a distinction, for subsidy purposes, between public cultural celebrations of intangible heritage and activities that have an impact on the conservation and transmission of intangible heritage, its integration into other aspects of heritage and its adoption by all Montrealers.
- Support and coach approaches from intangible heritage organizations to obtain administrative space, research and documentation, training, practice, transmission, and exhibition space adapted to their needs.

5.3.7 RAISING AWARENESS

Supporting organizations that are dedicated to raising awareness of, and promoting heritage so as to encourage people to adopt it, as well as optimize management practices

Making heritage conservation and enhancement a shared value is a project that requires significant awareness-raising efforts that need to be made along with the principal players in heritage. It also means increased support to citizens. The City therefore intends to make heritage awareness central to its role as manager and to exercise exemplary leadership on heritage matters, both by its support of cultural development and through its activities aimed at assuring and promoting the quality of the living environment.

The knowledge borough departments have of the territory and of those involved in heritage fosters the active participation of local players. The borough is thus the first theatre of operations where the City can establish the networks needed for raising awareness and promoting heritage.

As well, the City supports the voluntary sector in its outreach activities to raise awareness of, and promote Montréal's heritage through subsidy programs or partnerships, particularly non-profit organizations whose original mission is complementary to that of the City and which optimizes the management of properties and territories of great heritage interest. For example, there is the Centre de la montagne, which actively interprets the heritage of Mount Royal, the Société du Château Dufresne, which contributes to the enhancement and better knowledge of this important architectural landmark of the Mercier/Hochelaga-Maisonneuve borough. Pointe-à-Callière, the Montréal Museum of Archeology and History, which preserves and oversees the interpretation of the site of Montréal's founding in the heart of Old Montréal. As well, events like the Montréal Architectural Heritage Campaign, which publicizes exemplary action citizens have taken on built heritage, count on support from private enterprise, from corporate departments and boroughs, as well as from the voluntary sector, in order to achieve its objectives. All such action should be continued and improved.

The City also recognizes the importance of Montréal's museums. Not only are they important promoters of heritage, they are also a gateway for visitors, and they play a major role in the affirmation of Montréal's identity—locally, nationally and internationally. Already deeply involved in supporting the work of the Montréal museum community, the City intends to continue and develop this essential partnership.

Lastly, the efforts undertaken by the City, in the aftermath of the Montréal Summit, to set up the Réseau patrimoine Montréal will have the effect of consolidating the efforts of the voluntary sector in its outreach activities to promote heritage, and will permit the convergence of heritage efforts by the boroughs, museums, outreach facilities, archive centres, historical societies and workshops and other players across the whole territory. The multiple exchanges thus engendered will give citizens, or visitors to the city, an overall view of the action taken on heritage and help them better know and appreciate the multiple facets of Montréal's heritage, while inspiring responsible action with regards to its conservation and enhancement.

- **Support local initiative and make them better known**

- Support heritage awareness raising and promotion through local partnerships and by structuring exchange mechanisms with all the boroughs.

- **Support the voluntary sector**

- Work more closely with the voluntary sector for the knowledge of the heritage value of Montréal properties and territories, in their promotion, and in developing original management practices that are complementary to municipal action.
- Invite partnerships, expand collaborations and strengthen support to the voluntary sector to increase Montréal's heritage knowledge and its appreciation.
- Offer the voluntary sector the close collaboration of municipal departments in order to encourage heritage promotion in all the boroughs.

- **Support and work in concert with Montréal museums**

- Work more closely with the museums for the knowledge of the heritage value of Montréal properties and territories, in their promotion and in developing original management practices that are complementary to municipal action.
- Under the agreements with higher levels of government, increase support to the joint promotional efforts of Montréal's museums.

- **Support the development of the *Réseau patrimoine Montréal***

- Take advantage of the opportunities offered by the *Réseau* to coordinate municipal action so as to work more closely with the principal players in heritage in terms of knowledge, promotion, and innovative management practices that are complementary to municipal action.

5.3.8 TERRITORIES WITH HIGH HERITAGE VALUE

Being an island is undoubtedly one of Montréal's principal identifier characteristics. The conservation and enhancement of heritage that can be found on the island's perimeter and along its waterside roadway is a key territorial issue that warrants particular attention in the *Policy*. The same is true for Old Montréal, Mount Royal, the Lachine Canal, The Havre de Montréal and Sainte-Hélène and Notre-Dame islands, which are unquestionably amongst the most significant sites in Montréal. These large expanses of territory are certainly not the only places in Montréal that are exceptional due to their density, quality, and variety of their heritage. The *Policy* covers the conservation and enhancement of other territories, such as the cores of old villages, to mention just a few, through other, more all-encompassing issues.

Implementation of the concept of waterside roadway

The concept of waterside roadway, as defined in the 2004 Master Plan proposes promoting heritage components that bear witness to the history of the settling of the island along the banks of the St. Lawrence, lakes Saint-Louis and Deux Montagnes, Rivière des Prairies and the Lachine Canal. The cores of the old villages dotting this roadway are witnesses to the history of Montréal: Sault-au-Récollet village, Vieux-Rivière-des-Prairies, Vieux-Pointe-aux-Trembles, Vieux-Lachine, Pointe-Claire village, The Grove in Beaconsfield, and the old villages of Sainte-Anne-de-Bellevue, Senneville, Sainte-Geneviève and Île-Bizard. The Heritage Policy supports the objectives of the Master Plan and proposes to enlarge its scope. Given the unique character and historic importance of the Lachine rapids sector, which extends along the shorelines of Lachine, LaSalle and Verdun, specific action is planned for its enhancement.

● **Conserve and enhance the waterside roadway**

- As well as the bylaws and criteria set out in the *Master Plan* to protect the built, archeological and landscaped heritage, develop measures to strengthen the concept of waterside roadway, conserve and enhance its heritage and develop awareness activities to make it better known.
- Reach agreements with the major owners of waterfront sites and the islands surrounding Montréal in order to preserve the shoreline and give access to the water, with a view to completing the green and blue networks.
- Preserve the views of the water when works are carried out on the shoreline.

● **Conserve and enhance the Lachine rapids sector**

- Encourage the preservation of the natural settings while maintaining the use of the territory.
- Oversee the development of recreational-touristic activities compatible with the conservation objectives for the site.
- Continue improvement and enhancement efforts, in particular by establishing partnerships.

Continuation of the enhancement of Old Montréal

Old Montréal is the site where Montréal was founded. This territory, which enjoys the status of historic district, has seen considerable investment in recent decades. Based on the experience acquired and the results obtained, it is important to define a vision of the future in order to orient public and private action on this territory, which presents particular problems. As well, the development of tourism in the old town is both an asset and a constraint for heritage because of the intensive use of the public domain and the activity level generated. Lastly, the overseeing of requests for interventions within the historic district of Old Montréal should be subject to special reflection in order to take into account all the heritage aspects of this strategic territory.

● **Ensure the enhancement of Old Montréal**

- Continue the enhancement of Old Montréal, based on experience from interventions already carried out and current issues.
- Prepare a report on the efforts and investments deployed in Old Montreal.
- Update the *Master Plan for the enhancement of Old Montréal* with the collaboration of local organizations such as the *Table de concertation du Vieux-Montréal*.
- Continue the archeological inventory of lands in Old Montréal in order to develop a preventive approach to protecting this heritage.

- **Continue to connect the historic district to surrounding neighbourhoods**
 - Continue the efforts undertaken by the City and its partners to link Old Montreal to adjacent neighbourhoods (covering the Ville-Marie expressway and reconfiguring traffic patterns, particularly at the Champ de Mars intersection) and integrating Old Montréal into the current reflection on rehabilitating the old faubourgs.
 - Encourage consultation between the organizations responsible for the development of the Port of Montréal, the Old Port and the Havre.
- **Encourage the harmonious development of tourism and the living environment of Old Montréal**
 - Oversee tourism development to ensure that it respects the capacity and characteristics of the site.
 - Develop an integrated management plan for the public domain.
 - Encourage mixed occupancies of buildings.
 - Develop a concerted strategy aimed at improving the quality and variety of commercial occupancies.

Coherence and effectiveness of protective measures for Mount Royal

Mount Royal is of prime importance to Montréal's heritage, the conservation and enhancement of which have awakened the heritage conscience of several generations of citizens. Several urban vocations coexist on its territory, such as large institutions, parks and cemeteries, public infrastructures and residential buildings. It is divided between five boroughs, each of which apply their own bylaws and over which are superimposed the multiple heritage protection designations. This administrative and contextual complexity militates in favour of introducing concerted conservation and enhancement measures for the whole territory. Also, strong real estate development pressure on the natural, landscaped and built areas of Mount Royal and its flanks calls for the strengthening of its heritage conservation measures.

- **Put in place concerted measures for the conservation and enhancement of Mount Royal**
 - Establish a clear vision for developing the mountain and its flanks that will facilitate preserving the essential heritage characteristics with members of the *Table de concertation de l'arrondissement historique et naturel du mont Royal*.
 - Structure the City's actions, ensuring coherence amongst different initiatives:
 - Revision of the *Mount Royal Enhancement Plan*;
 - Completion of the *Master Plan for the restoration, enhancement, management and maintenance of Mount Royal Park*, taking into account the 'Olmstedian' principles that inspired its creation;
 - The detailed planning set out in the *Master Plan*;
 - Borough bylaws.
 - Adapt and strengthen the analytical criteria for municipal and private projects by boroughs so as to integrate all the aspects that characterize Mount Royal.
 - Evaluate opportunities for assignments, transfers, purchases or exchanges of land.
 - Evaluate opportunities for transfers or exchanges of buildings between institutions, based on their increased or decreased use.
 - Allow greater access to the mountain's heritage by negotiating rights of way.

Protection of the heritage character of the Lachine Canal

Recognized as the cradle of industrialization in Canada, the Lachine Canal is also a structuring axis in the historic and current development of the city. Some years ago, the Ville de Montréal and the federal government initiated a strategy to revitalize this sector. The history of the canal and the industrial complexes along its banks, as well as that of the adjoining neighbourhoods, has thus been well documented, its banks have become functional and attractive and new public spaces link it to the city. The progressive abandonment of industrial functions and the re-opening of the canal to navigation are exerting pressure to accelerate the redevelopment of the sector, which threatens its distinguishing features, if not the loss of its essential characteristics, since no legal status ensures the protection of its heritage. A vision for the development of the whole territory, which crosses four boroughs, has yet to be defined in order to coordinate the interventions by multiple public and private players.

- **Put in place concerted measures for the development of the Lachine Canal, ensuring the conservation and enhancement of its heritage**
 - Establish, with higher levels of government and with the principal players in economic, social and community, recreational-touristic and real-estate development, a concerted vision of the development of the whole Lachine Canal territory, ensuring the historic continuity of some functions and encouraging a mix of uses; draw up a schedule for the input of investments.
 - Define the limits of the territory that is to be the subject of the study and the detailed planning set out in the *Master Plan*, ensuring links are established with adjoining neighbourhoods.
 - Determine the limits of the heritage site to be created, proceed to its creation and prepare a comprehensive plan for its development.
 - Adapt and strengthen the analytical criteria for private and municipal projects in order to integrate all the aspects of heritage (built, public works, landscaped, archeological), as well as subdivision and urban layout, etc.
 - Develop promotional activities to reach out to the population and make owners aware of the heritage value of their assets.
- **Ensure the prudent and enlightened short-term management of permits**
 - Until a concerted vision is adopted, put in place interim regulatory measures to protect the heritage of this strategic territory.

Conservation and enhancement of the heritage value of the Havre de Montréal

The Havre sector is a remarkable landmark that bears witness to the economic, political and social history of Québec and Canada and to the urban development of the metropolis. The junction point between the city and the river, the Havre includes, amongst others, Old Montréal and the Port of Montréal, Notre-Dame and Sainte-Hélène islands, the mouth of the Lachine Canal, the Quartier international and the Faubourg des Récollets, the former Griffintown, the shops of the Grand Trunk Railway, the northern point of Île des Sœurs, Cité du Havre, and Faubourg Québec, as well as the St. Lawrence Seaway. The Société du Havre¹ has produced a concerted intervention plan for the Havre with the key objective of bringing the city back to its river in order to 'remind Montrealers that Montréal is an island'. The plan faces a significant challenge: reconcile the industrial commercial, recreational, tourism and cultural functions of the sector and support its development and enhancement, drawing on its multiple heritage aspects.

- **Take the necessary steps to ensure the conservation and enhancement of the heritage character of the Havre de Montréal**
 - Support the heritage conservation and enhancement efforts announced in the concerted intervention plan for the development of the Havre de Montréal which consists, amongst other things, of documenting and carrying out heritage impact studies and ensuring the global and integrated planning and implementation of projects.

Recognition of the heritage value of the Notre-Dame and Sainte-Hélène islands

Notre-Dame and Sainte-Hélène islands possess significant landscaped, natural, archeological, built, artistic and commemorative heritage. The strategic geographic location of Sainte-Hélène Island explains the traces of Amerindian and French occupation and of a large military complex from the British regime. Between 1936 and 1939, Sainte-Hélène Island, the first municipal public park, was partly designed by renowned landscape architect, Frederick G. Todd. In 1967, the huge construction projects undertaken for Expo '67 and La Ronde attested to Montréal's know-how, built on its international renown and bequeathed a distinctive modern heritage to Montréal. In 1992, the creation of the Parc des Îles called for the Ville de Montréal and the Canadian government to invest considerable sums in the redevelopment of a large part of the territory and in the conservation and enhancement of its heritage. Still today, reconciling the two-fold mission of operating, conserving and enhancing the site remains a daunting challenge.

- **Take the necessary steps, in collaboration with the *Société du Parc des Îles*, to ensure the conservation and enhancement of the two islands**
 - Continue the study of the heritage values of Notre-Dame and Sainte-Hélène islands.
 - Complete the steps needed to create a heritage site that includes part of the territory of the islands.
 - Update the *Master Plan for the enhancement and development of the Parc des Îles* and define the vocation of the site from the point of view of heritage conservation and enhancement.
 - Establish a priority program of intervention and conservation.
 - Establish a maintenance plan and an integrated management strategy for the site, taking into account the restoration and enhancement of its heritage.

1 The *Société du Havre de Montréal* is a non-profit organization created as a result of the Montréal Summit that receives financial support from the three levels of government. Incorporated in 2002, it reports to a Board of Directors that is representative of the communities concerned with the development and

improvement of the Havre de Montréal, including the governments of Québec and Canada, the Ville de Montréal, several associations from the private sector, and various experts. See: *Société du Havre de Montréal, 2004, Le Havre de Montréal, Vision 2025, La ville et son fleuve – Une proposition pour l'avenir*, 30 pages.

Implementation



6

Implementation of the *Heritage Policy* will be spread over some ten years. Achieving the objectives presupposes a continuous commitment on the part of the City, as well as concerted and coherent efforts by all interested parties, both inside and outside the municipal structures.

An annual progress report on the implementation will be submitted to the *Commission permanente du conseil sur la mise en valeur du territoire et du patrimoine*, which holds public meetings. The report will specifically include the identification of the objectives, the phasing of their achievement, the sharing of responsibilities and the identification of the performance indicators used.

The implementation of the *Policy* will be in line with the three major orientations proposed, that is:

- the introduction of a system of organization for action on heritage, and the sharing of responsibilities between the City and its different partners;
- the concrete application of this system of organization by the City in playing its roles of owner and manager.

The introduction of the **system of organization for action on heritage** in the 2005 and 2006 years will start off by imparting the contents of the *Policy* to a large audience, specifically existing and potential partners, along with supporting the setting up of a network of heritage actors. At the same time, organizing a heritage watch in the first implementation phase of the *Policy* will enable the City to play a proactive role *vis-à-vis* the trends and currents that affect Montréal's heritage.

During that same period of time, the action by the **City-as-owner** will put the emphasis on establishing a fund dedicated to municipal properties with heritage interest, and on the analysis of municipal heritage, so as to determine intervention priorities. In terms of movable heritage, introducing the orientations set out in the *Policy* will begin with a progress report on all the collections spread between corporate and borough departments in order to define the City's sphere of action and to develop strategies for managing the collections. This work will help the City clearly define the archival and museological mission it sees for itself.

The action by the **City-as-manager** is largely based on acquired experience. The specific action planned on built, archeological, landscaped and natural heritage in the short term is:

- to improve knowledge about the territory and the issues, as well as new approaches to the management and support of conservation and enhancement;
- to improve support to citizens, especially by making the procedures for obtaining information and authorizations simpler;
- to relaunch the process for issuing citation and creating heritage sites;
- to establish priorities and modes of action regarding the enhancement of strategic territories and the themes targeted in the draft *Policy*, especially religious heritage, in concert with the boroughs;
- to plan the realization of concrete projects that could have a demonstrable effect, where the heritage aspect will be clearly integrated into various development activities and decisions.

In terms of intangible heritage, the implementation of the *Policy* will begin with a major operation to document and analyze the signs and carriers of intangible cultural heritage characteristics of the Montréal territory that will help delineate the City's sphere of action.

Methodological Approach



7

The methodological approach to drafting the *Heritage Policy* is presented below. The development of the draft was the subject of considerable reflection and consultation.

The content was divided into three sections: immovable property (built, landscaped and natural heritage), movable (municipal, scientific institutions' and museum collections and archives; public art and commemorative heritage) and intangible heritage.

The draft *Policy* was developed in an interactive process between the three sections, which helped develop and structure an overall vision, whose integration was assigned to the immovable property section.

A systematic review was made of the City's actions as an owner of heritage property, as a manager of the territory, and in the role it plays in relation to the different partners so as to identify the salient issues, orientations and subsequent action steps. Meetings with representatives from the various municipal departments and paramunicipal agencies assisted in updating the data available and in bringing out the explicit and implicit expectations of the *Heritage Policy*.

In addition, the development of the content was submitted to the attention of the following municipal authorities and representatives of civil society :

- The *Groupe-conseil pour une politique du patrimoine* ;
- The *Conseil du patrimoine de Montréal* ;
- The *Comité ad hoc d'architecture et d'urbanisme de la Ville de Montréal* ;
- The *Délégation du patrimoine créée dans le cadre du Sommet du Montréal* ;
- The Directors of the *Service de l'aménagement urbain et des services aux entreprises des arrondissements* ;
- The Directors of the *Service de la culture, des sports, loisirs et développement social des arrondissements*.

The draft *Heritage Policy* sits on solid foundations. The reflection was made possible by prior research work and syntheses done by municipal departments, by input from the principal government partners, associative groups, associations and professional orders and targeted resource-persons, all of which went into the production of the *Énoncé d'orientation pour une politique de patrimoine* as well as this document.

The results of the Montréal Summit and the draft *Master Plan*, as well as the policies being developed by the City, including the draft *Policy on Cultural Development*, have been taken into account, as well as the content of the public consultations on the *Master Plan* and the *Policy respecting the Protection and Enhancement of the Natural Environment*.

Up-to-date knowledge of the legislative environment that governs municipal action, agreements, declarations, national and international charters, as well as the latest research on the expansion of the concept of heritage underpin the content of the draft *Heritage Policy*.



ACKNOWLEDGEMENTS

Gérald Tremblay
Mayor of Montréal

Francine Senécal
Vice-President of the executive committee, responsible for culture and heritage

Comité stratégique sur les finances, les services administratifs et corporatifs et la gestion stratégique, chaired by Georges Bossé, member of the executive committee

Commission sur la mise en valeur du territoire et du patrimoine, chaired by Richard Deschamps, conseiller municipal associé au maire

Marc Tremblay, directeur général adjoint, Service de la mise en valeur du territoire et du patrimoine (SMVTP)

Rachel Laperrrière, directrice générale adjointe, Service du développement culturel et de la qualité du milieu de vie (SDCQMV)

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- **Gilles Morel**, coordonnateur de la *Politique du patrimoine*
- **Joanne Poirier**, directrice, Service de l'aménagement urbain et des services aux entreprises de l'arrondissement de Westmount
- **Alex Polevoy**, directeur, Direction de la culture, des loisirs, des sports et du développement social de l'arrondissement de Lachine
- **Denis Racine**, SDCQMV

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 - **Julie Boivin**, SMVTP
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 - **Mireille Cliche**, SDCQMV
 - **Ginette Cloutier**, consultante en muséologie et patrimoine
- **Jean-François Leclerc**, directeur,
Centre d'histoire de Montréal, SDCQMV
- **Claire Mousseau**, SMVTP
- **Marc Pitre**, directeur, Musée de Lachine, Direction de la culture,
des sports et du développement social, arrondissement de Lachine
- **Denis Racine**, SDCQMV
- **Sylvie Tousignant**, SDCQMV

Intangible Heritage Section

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Montréal, SDCQMV
 - **Claude Brault**, SDCQMV
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des sports, des loisirs et du développement social,
arrondissement d'Outremont
 - **Jean Castonguay**, chef de division, Direction de la culture,
des sports, des loisirs et du développement social,
arrondissement de Pierrefonds – Senneville
- **Suzanne Dubuc**, SDCQMV
- **Liette Gauthier**, Direction de la culture, des sports, des loisirs et
du développement social, arrondissement d'Ahuntsic
- **Denis Racine**, SDCQMV
- **Diane Régimbald**, SDCQMV
- **Sylvana Villata**, SDCQMV

The collaboration of several municipal departments, para-municipal agencies, as well as the support of associations and individuals, greatly helped the process, including:

- Directions d'aménagement urbain et des services
aux entreprises et les Directions de la culture, des
sports, des loisirs et du développement social des
arrondissements;
- Service de la mise en valeur du territoire et du
patrimoine : la Direction de l'habitation, la Division
du courtage, de l'évaluation et de l'expertise
immobiliers, la Division du patrimoine et de la
toponymie, la Division de la réglementation, la
Division des projets urbains, et la Division des
politiques et du Plan d'urbanisme;
- Service du développement culturel et de la qualité du
milieu de vie : la Direction des sports, des loisirs, des
parcs et des espaces verts, le Bureau du mont Royal, la
Direction du développement culturel et des
bibliothèques, la Direction des événements et des
équipements et Le Centre d'histoire de Montréal;
- Service des affaires corporatives : la Direction du
greffe (Section des archives);
- Service des services administratifs : la Direction des
immeubles;
- Service des infrastructures, du transport et de
l'environnement : la Direction de l'environnement;
- Service de la gestion stratégique, du capital humain
et de la diversité ethnoculturelle : la Direction des
affaires interculturelles ;
- Société de développement de Montréal;
- Société des transports de Montréal;
- Société du Havre de Montréal;
- Centre des collections muséales de Montréal;
- Musée de Lachine;
- Pointe-à-Callière, musée d'histoire et d'archéologie
de Montréal.

With special thanks to:

- Groupe-conseil pour une politique du patrimoine, chaired by Greta Chambers
- Conseil du patrimoine de Montréal, chaired by Louise Letocha
- Délégation du patrimoine créée dans le cadre du sommet de Montréal, chaired by Dinu Bumbaru
- Comité ad hoc d'architecture et d'urbanisme de Montréal, chaired by Adrian Sheppard

Source

Chapter 1

Montréal depuis l'île Sainte-Hélène, George Heriot, vers 1801
Source: McCord Museum

Chapter 2

Parc des Rapides, LaSalle borough
Photo: Ville de Montréal

Section 2.1

Detail from a stained-glass window, Plateau-Mont-Royal borough
Photo: Ville de Montréal

Section 2.2

Avenue de l'Hôtel-de-Ville, Ville-Marie borough
Photo: Ville de Montréal

Section 2.3

CEGEP Saint-Laurent, Saint-Laurent borough
Photo: Ville de Montréal

Section 2.4

Artefacts, Ville de Montréal collection
Photo: Ville de Montréal

Chapter 3

Sir Georges-Étienne Cartier monument, Mount Royal park,
Plateau-Mont-Royal borough
Photo: Ville de Montréal

Section 3.1

Table-arm chair, Musée de Lachine collection
Photo: Musée de Lachine

Section 3.2

House in a working-class neighbourhood, Sud-Ouest borough
Photo: Ville de Montréal

Chapter 4

Industrial building, Ville-Marie borough
Photo: Ville de Montréal

Section 4.1

Map of the City of Montréal in 1830, Ville de Montréal archives
Photo: Ville de Montréal

Section 4.2

Old Lachine canal, Borough of Lachine
Photo: Ville de Montréal

Chapter 5

Regard sur le fleuve, Lisette Lemieux, 1992
Musée de Lachine collection, Lachine borough
Photo: Ville de Montréal

Section 5.1

Algonquins, Ville de Montréal archives
Photo: Ville de Montréal

Section 5.2

L'Homme, Alexander Calder, 1967
Jean-Drapeau park, Ville-Marie borough
Photo: Ville de Montréal

Section 5.3

Bird's-eye view from Mount Royal,
Plateau-Mont-Royal borough
Photo: Ville de Montréal

Chapter 6

Redpath Lofts and Lachine canal,
Sud-Ouest borough
Photo: Ville de Montréal

Chapter 7

Butterflies, Insectarium
Photo: Ville de Montréal

Acknowledgements

Maison Leber-Lemoyne, Musée de Lachine,
Lachine borough
Photo: Musée de Lachine

