



FORTIFICATIONS OF QUÉBEC

NATIONAL HISTORIC SITE OF CANADA

Management Plan



Parks Canada
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Canada

FORTIFICATIONS OF QUÉBEC

NATIONAL HISTORIC SITE OF CANADA

MANAGEMENT PLAN

Québec Field Unit

October 2007

Foreword



Canada's national historic sites, national parks and national marine conservation areas offer Canadians from coast-to-coast-to-coast unique opportunities to experience and understand our wonderful country. They are places of learning, recreation and fun where Canadians can connect with our past and appreciate the natural, cultural and social forces that shaped Canada.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of these places offers Canadians and visitors unique opportunities to experience Canada. These places of beauty, wonder and learning are valued by Canadians - they are part of our past, our present and our future.

Our Government's goal is to ensure that each of these special places is conserved.

We see a future in which these special places will further Canadians' appreciation, understanding and enjoyment of Canada, the economic well-being of communities, and the vitality of our society.

Our Government's vision is to build a culture of heritage conservation in Canada by offering Canadians exceptional opportunities to experience our natural and cultural heritage.

These values form the foundation of the new management plan for Fortifications of Québec National Historic Site of Canada. I offer my appreciation to the many thoughtful Canadians who helped to develop this plan, particularly to our dedicated team from Parks Canada, and to all those local organizations and individuals who have demonstrated their good will, hard work, spirit of co-operation and extraordinary sense of stewardship.

In this same spirit of partnership and responsibility, I am pleased to approve the Fortifications of Québec National Historic Site of Canada Management Plan.

A handwritten signature in black ink that reads "John Baird". The signature is written in a cursive, slightly slanted style.

John Baird
Minister of the Environment

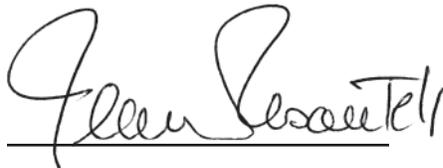
**Fortifications of Québec
National Historic Site of Canada**

MANAGEMENT PLAN

RECOMMENDED BY:



Alan Latourelle
Chief Executive Officer
Parks Canada Agency



Jean Desautels
Superintendent
Québec Field Unit
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1. Introduction

The first management plan for the Fortifications of Québec National Historic Site of Canada was published in 1988. Since then, the cityscape surrounding the ramparts has changed considerably. Sustained efforts by the City of Québec, Ministère de la Culture et des Communications du Québec, Commission de la capitale nationale du Québec, the National Battlefields Commission, the Department of National Defence, and Parks Canada have enhanced the presentation of the historic district's cultural and heritage features.

Parks Canada became a government agency dedicated to serving all Canadians in 1998. Since then, new issues and challenges have arisen at the national historic sites the Agency administers. They can be summed up in several key words, including commemorative integrity, cooperation and shared management, heritage tourism, and revenue generation, among others. In addition, every five years Parks Canada is required to revise its management plans for the heritage properties it oversees.

It is therefore time to update our vision of the fortifications' future, consider new realities, and review some of our earlier stances in light of the current situation.

1.1 Parks Canada mandate

A federal agency reporting to the Minister of the Environment, Parks Canada's mission is essentially to fulfill Canada's national and international mandate regarding the recognition and conservation of heritage. The Agency carries out this role by protecting and presenting various significant examples of Canada's natural and cultural heritage. It aims to ensure ecological or commemorative



**Fortifications of Québec,
a National Historic Site of Canada**
Parks Canada / L. Delisle

integrity, as well as promote public understanding, appreciation and enjoyment, with a view to garnering public support for its mandate and objectives.

One of the most tangible results of the action taken by Parks Canada is the national historic sites network, to which Fortifications of Québec National Historic Site of Canada belongs. The national historic sites are managed according to the following objectives:

- Promote knowledge and appreciation of Canadian history through a national program of historical commemoration.
- Ensure the commemorative integrity of national historic sites administered by Parks Canada by protecting and presenting them for the benefit, education and enjoyment of present and future generations while demonstrating the respect that these precious and irreplaceable heritage sites and resources deserve.

-
- Encourage and support initiatives aimed at protecting and presenting sites of national historic significance that are not managed by Parks Canada.¹

1.2 National historic sites management plans framework and objectives

National historic sites management plans are prepared according to the laws and regulations in force, including the provisions of section 32.(1) of the *Parks Canada Agency Act*. They translate for a site the *Parks Canada Guiding Principles and Operational Policies*,² including the *National Historic Sites Policy*, the *Federal Heritage Buildings Policy* and the *Cultural Resources Management Policy*.³ Parks Canada's strategic objectives are also taken into account in the preparation of a management plan and public participation to the process is considered essential. The plan expresses, for a historic site, Parks Canada's obligations and commitments while taking into account the concerns and viewpoints of the public.

Parks Canada manages 155 national historic sites, 28 of which are in Quebec. The Agency must produce a management plan for all national historic sites that it administers. The main purpose of the management plan is to present the vision and orientations adopted by Parks Canada for a given period in order for the site to evolve toward commemorative integrity, as well as to improve the visitor experience and foster its integration into the community. The management plan also aims to ensure the application of cultural resource management principles and practice.

1.3 Developing the Fortifications of Québec management plan

The management plan for Fortifications of Québec National Historic Site of Canada is the result of the work of a multidisciplinary team consisting of Parks Canada Québec Field Unit and Quebec Service Centre professionals and managers. Public participation was also considered essential to the process. Started in 1999, the management planning process

1. Canadian Heritage, Parks Canada, "National Historic Sites Policy", *Parks Canada Guiding Principles and Operational Policies*, Minister of Supply and Services Canada, Ottawa, 1994, p. 71.

2. Canadian Heritage, Parks Canada, *Parks Canada Guiding Principles and Operational Policies*, *op. cit.*

3. For purposes of the *Cultural Resources Management Policy*, "a cultural resource is a human work, or a place that gives evidence of human activity or has spiritual or cultural meaning, and that has been determined to be of historic value". (*Ibid.*, p. 101). This policy prescribes the application of principles of value, public benefit, understanding, respect and integrity to cultural resources management. It requires that the resources be inventoried, and evaluated, and that their historic value be considered in all decisions and actions affecting the site, even for contracts, permits and other agreements.

was delayed due to the need for confirmation of the reasons for designation and the limits of the designated place by the Historic Sites and Monuments Board. When the process resumed in 2004, the planning committee examined the 1988 management plan relevant measures, analyzed the situation at the site⁴ and identified the primary management challenges. It then developed a vision for the future (in about fifteen years) and proposed management measures to achieve this vision. Comments from the public, important partners and stakeholders who participated in the public consultation were taken into account in order to improve the proposed vision and management measures. In all, the public responded very favourably to the planning team's proposals. The plan was then submitted to a strategic environmental assessment. Once reviewed by the national office, it was certified by the Chief Executive Officer of the Agency, approved by the Minister of the Environment and tabled in Parliament. In conformity with the provisions of section 32.(2) of the *Parks Canada Agency Act*, the plan will be reviewed in 2011.

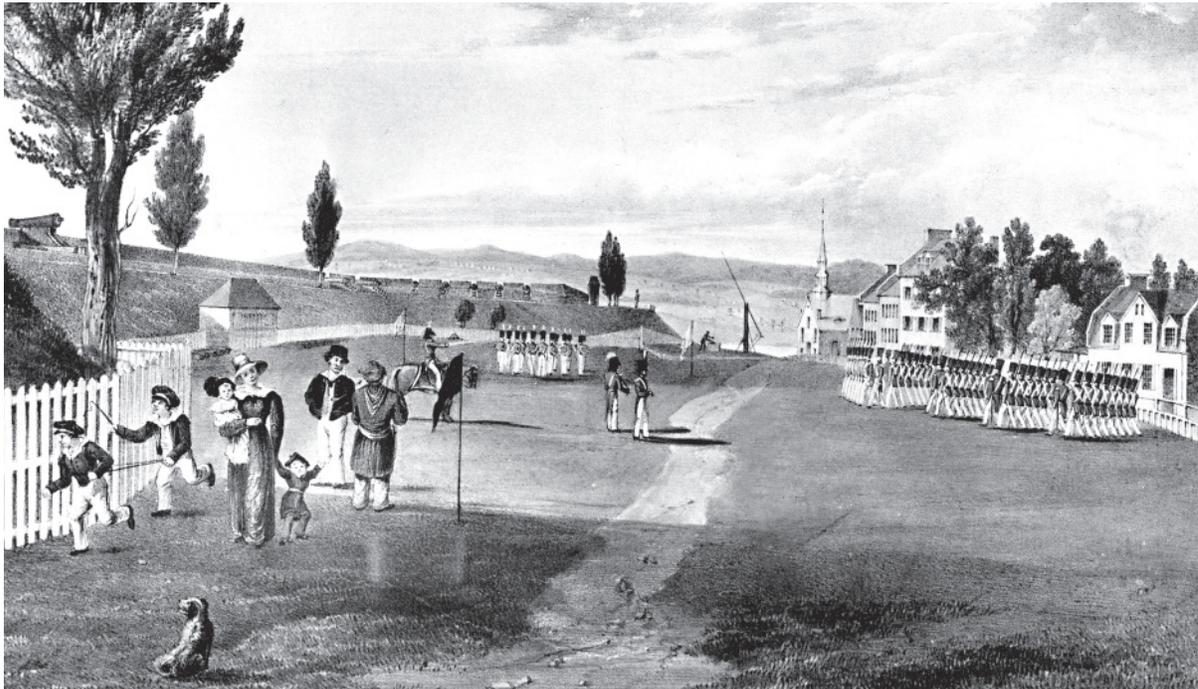
4. No formal commemorative integrity evaluation has been performed for this site yet. The condition of the site's resources and documentation described in the *State of the Parks 1997 Report* (Parks Canada, Ottawa, 1998) is obsolete. Site information therefore comes from various locally available reports, studies, and databases, as well as Québec Field Unit staff, particularly those onsite and at the Quebec Service Centre..

2. The Fortifications of Québec National Historic Site

2.1 Reasons for designation

The Fortifications of Québec were declared to be of national historic significance by the Government of Canada in 1948, although certain components had received designated status as early as 1920. In December 2000, the Historic Sites and Monuments Board of Canada gave the reasons for designation as follows:

- The site commemorates the defence system developed between 1608 and 1871 at Québec City, the principal fortified place during Canada's colonial period
- This designation refers to an overall concept that encompasses the defensive works and their history, including the fortifications proper, and other components, such as gates, guardhouses, powder magazines, storehouses, barracks and military spaces



The Esplanade, inside the walls, circa 1832

Library and Archives Canada, C-2636 / W. Walton, according to R. A. Sproule

2.2 The designated place and the administered place

The Fortifications of Québec National Historic Site of Canada stretches along both banks of the St. Lawrence River, in the cities of Québec and Lévis. It includes every component of Québec's defence works during the colonial era. In Québec City, it covers nearly the entire historic district and several other sites, both in Upper Town and Lower Town: on the Plains of Abraham, between the Plains and Saint-Charles River, in Limoilou and in the borough of Beauport—along the St. Lawrence up to Montmorency River. In Lévis, the site encompasses an arc-shaped strip of land between Boulevard de la Rive-Sud and the river, in the borough of Desjardins (Maps 1 and 2).

Parks Canada manages many of the works, buildings, and archaeological sites that make up the Fortifications of Québec National Historic Site. Most of them were transferred to it in 1951 by the Department of National Defence of Canada, which still manages other buildings that are a part of the historic site. The remainder of the site is under the control of Public Works and Government Services Canada, the National Battlefields Commission, the Government of Québec, the City of Québec, and private property owners. The Commission de la capitale nationale du Québec, the City of Québec, the Hôtel-Dieu de Québec hospital, and the Musée de la civilisation are responsible for several resources under the authority of the Quebec government. However, some sectors under the purview of Hôtel-Dieu de Québec—the New Barracks tenaille, Potasse Hill, and the Artillery Park parade grounds—are managed by Parks Canada under a 42-year emphyteutic lease agreement (Map 3).

This management plan will deal with every component of the “designated place,” as defined by the Canadian government following the recommendation of the Historic Sites and Monuments Board of Canada, regardless of who owns or manages it. However, it will concentrate on the “administered place,” which consists, as its name indicates, of the components of the designated place that are managed by Parks Canada.⁵ These include:

- the ramparts encircling the Old City, including the Esplanade powder magazine and grounds on both sides of the wall;
- artillery Park;
- the portion of the ramparts associated with the Montmorency Park National Historic Site;
- the front wall of Dufferin Terrace, including even the portion lying within the designated place of the Saint-Louis Forts and Châteaux National Historic Site;
- parks Canada properties on the cliffs and east of Place George-V;
- the casemate flank,⁶ counterscarp (outer wall), and serpentine entrance to the Citadel (even though they come within the designated place of the Québec Citadel National Historic Site) (Map 3).

Nonetheless, measures intended to build awareness amongst the owners of other portions of the designated place will be set out in this plan with the goal of prompting them to make a positive contribution to commemorative integrity and the visitor experience.

5. Except for portions of the site that are national historic sites in their own right and which have their own management plans.

6. A vaulted building providing a second firing point, in the ditch of the St. Louis curtain, in front of the rampart.



Casemate flank of the Citadel
Parks Canada / L. McNicoll

2.3 Historical overview

The history of Québec City's defence system is intimately connected to the topography of the site chosen by Champlain in 1608 as the location for his trading post—namely, a narrow strip of land at the foot of a promontory dominating the surrounding country and providing a natural defence on two of three sides while being open and thus more vulnerable to attack on the third side. The French colonists feared attacks not only by the Aboriginal peoples but also from their British rivals. Thus, beginning with the construction of Champlain's first Habitation, both of the sides offering a natural defensive advantage were gradually reinforced by a series of military structures such as: Saint-Louis forts, raised respectively in 1620, 1626, 1636 and 1692 at the summit of the promontory; batteries and *réduits* (or strongholds) integrated into the town's main buildings and batteries built along the edges of the water and the cliffs. Aside from the Royal Battery, which was rebuilt over its ruins, most of these structures have survived down to the present time in the form of vestiges. To defend the city on the west, Major Provost erected the first enceinte (walled enclosure) in 1690, which was quickly replaced by a bastioned rampart. Under the direction of military engineers Beaujours, Levasseur de Neré and Chaussegros de Léry, successively, the line of the enceinte was modified three times before finally achieving its current profile, thus enclosing

the heights of Cape Diamond. The Moulin Redoubt, the Dauphine Redoubt, the New Barracks and the Cape Diamond bastion's powder magazine, still standing, also number among the many defence buildings and structures developed during the French Régime. Other elements, such as redoubts and powder magazines, casemates, guard walls and entrenchments, including those built along Saint-Charles River and the north shore of the St. Lawrence River in 1759, have left vestiges that are revealing of the defence system dating to this period.

Following the Conquest, the British developed a "temporary citadel" (Twiss 1778-1783) at the top of the promontory, followed by a permanent citadel (Durnford 1819-1832). In accordance with the defence work plan devised by Gother Mann, they also completed the enceinte around the city, built a number of outworks in front of this rampart, and occupied the Heights of Abraham with Martello towers. To meet additional needs, they also erected such buildings as powder magazines, guardhouses, storehouses, workshops, living quarters, a military hospital and numerous outbuildings. As well, they consolidated the barracks sector which, from that time on, was referred to as Artillery Park. In the heyday of this fortified place, more than forty percent of Old City lands enclosed within the rampart were military property. Between 1865 and 1872, in reaction to the threat posed by the United States, the British erected three forts around Pointe Lévy, on the south shore of the St. Lawrence.

Following the departure of the British army in 1871, the Canadian army found new use for several buildings and structures, such as the Québec Citadel and the Lévis forts. Artillery Park went on to house the cartridge factory—which later became the Dominion Arsenal—until 1964. As for the ramparts surrounding Québec, they were saved from demolition thanks, in particular, to the intervention of Lord Dufferin.

2.4 The importance of the Fortifications of Québec in the system of national historic sites of Canada

The Government of Canada strives to ensure that the national historic sites system reflects the full diversity of the country's human history. Thus, under the national commemoration program, a thematic framework has been developed that includes some 915 sites, 590 persons and 365 events⁷ of our history that have, to the present time, been recognized as being of national historic significance. Designations are officially made by the Minister responsible for Parks Canada upon the recommendation of the Historic Sites and Monuments Board of Canada.

By fulfilling its duties respecting historical commemoration, the federal government thus subscribes to the notion that an unflinching sense of the past constitutes a token of confidence in the future. As vivid symbols of our identity, Canada's national historic sites constitute an irreplaceable legacy that no one can afford to lose, whether one is a Member of Parliament or an average citizen, whether one lives in proximity to a given national historic site or at the other end of the country.

Among the themes listed in the *National Historic Sites System Plan*, the Fortifications of Québec illustrates, first and foremost, the theme "Governing Canada," in particular through the sub-theme of "Military and Defence." The Fortifications of Québec share this theme with numerous other national historic sites of Canada, including, notably, the Fortress of Louisbourg, the Halifax Citadel and Fort Henry in Kingston. Closer to home, it is listed alongside the likes of Fort Chambly and Fort Lennox National Historic Sites.

Furthermore, several components of the Fortifications of Québec have received other official designations. Thus, for instance, the Historic Sites and Monuments Board of Canada has specifically recognized the national historic significance of the Lévis forts (1920), Montmorency Park (1949), Maillou House (1958), Québec Garrison Club (1999), Saint-Louis Forts and Châteaux (2001), Martello towers (1920), Québec Citadel (1946), Officers' Quarters at 57-63 St. Louis Street (1969), and Grande-Allée (Voltigeurs) Drill Hall (1986). The reasons for designating most of these historic places extend beyond the commemoration of the defence system. The first five sites, which are managed by Parks Canada, each have a management plan that is distinct from that of the Fortifications of Québec.

In addition, several buildings located inside the designated place but that are neither associated with the defence system nor managed by Parks Canada—such as the Sewell House—have ultimately had their national historic significance recognized by the Government of Canada.

Finally, the core of the designated place also falls within Québec City's historic district, which was created by the Government of Québec in 1963-64. After undergoing expansion in 1983, this district was declared a "world heritage site" by UNESCO in 1985. Inclusion in this prestigious list owes to the fact that Québec City is not only the cradle of French civilization in North America, but is also the only fortified city on the continent to have preserved its walls. It was recognized that throughout its development, the fortified town has preserved the authentic character of its essential historical components, most especially in terms of urban spatial organization and architecture.

7. Parks Canada Website.

**Map 1 : Location of the Designated
Place: North Shore**

**Map 2 : Location of the Designated
Place: South Shore**

**Map 3 : Place administered by
Parks Canada**

**Map 4 : Designated Place:
Old Québec**

3. Commemorative Integrity: A Fundamental Concept

Commemorative integrity is a concept used by Parks Canada to describe the health and wholeness of national historic sites. It refers to the desired condition of a particular site. A national historic site possesses commemorative integrity when:

- the resources directly related to the reasons for designation as a national historic site are not impaired or under threat,
- the reasons for designation as a national historic site are effectively communicated to the public, and
- the site's heritage values (including those not related to the reasons for designation as a national historic site) are respected in all decisions and actions affecting the site.⁸

The commemorative integrity statement for the Fortifications of Québec National Historic Site was approved in 2004. It specifies the commemorative intent (i.e., the reasons for its designation), describes the extent of the designated place, presents the site's cultural resources, attributes them a value,

and identifies the commemoration messages to be presented to the public. The statement also sets out objectives for protecting cultural resources, communicating messages, and assessing the site's progress towards integrity. Comparing the site's desired condition with its current one allows us to develop the appropriate management measures for preserving and presenting the site.



A guide in period costume leads a tour of the living room of the Officers quarters in Artillery Park, decorated and furnished in the style of the era.

Parks Canada / E. Kedl

8. Parks Canada, *Guide to the Preparation of Commemorative Integrity Statements*, Her Majesty the Queen in Right of Canada, 2002, p. 2.

4. Cultural Resources and Messages

4.1 Resources of national historic significance

The following resources have been recognized as symbolizing or representing the national historic significance of the Fortifications of Québec National Historic Site of Canada because they are associated with the reasons for its designation. Many of them are also associated with other heritage values.

4.1.1 The designated place as a whole

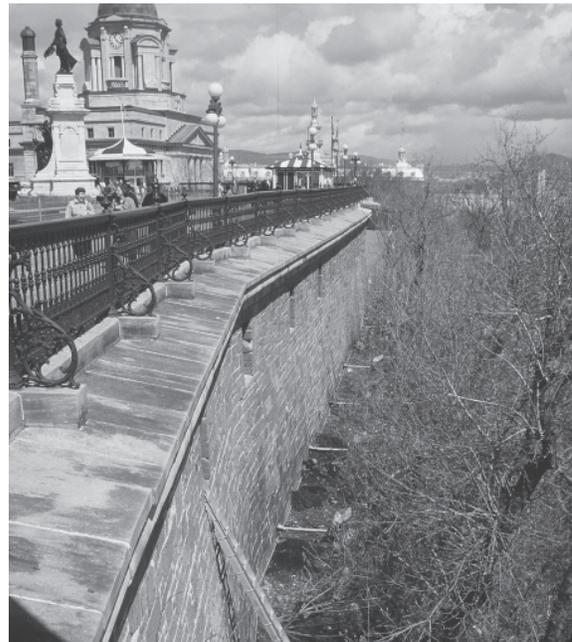
As specified by the Historic Sites and Monuments Board of Canada, the *designated place* of the Fortifications of Québec is not limited merely to the “old walls” that surround the old Upper Town (Maps 1, 2 and 4). It also comprises landscape features, buildings, defence works and other military installations and many visible or buried archaeological remains scattered throughout the city, as well as a rich collection of objects.

4.1.2 In situ cultural resources

The designated place comprises a complex assemblage of military works directly related to defending the city, such as fortification walls, gates, powder magazines, guard-houses, batteries and so on. It also encompasses countless other resources that testify to military life throughout the colonial period—that is, resources associated with military housing (barracks, officers’ quarters, colonial authorities’ residences), essential garrison services (all service buildings such as cook houses, privies, craftsmen’s workshops, gunsmiths’ shops, storehouses, firing ranges, parade grounds, stables, etc.) and the infrastructures required for the smooth

running of these facilities (water supply, wastewater disposal and drainage systems, roadways, etc.). All of these resources, in the form of built heritage and archaeological remains alike, bear witness to nearly 400 years of history. Moreover, their location underscores the commitment of both the French and the British military to making Québec City a genuine fortified place.

Some components of the defence system look somewhat different than they did originally, as they have undergone certain changes in the course of their history. Others exist solely as archaeological remains buried beneath the ground, while still others have left no traces at all other than the site they once occupied. Nevertheless, enough of the system’s features have survived to clearly reflect the fortified character of Québec City.



**Front wall of Dufferin Terrace,
built on top of an old defence wall**
Parks Canada / P. Cloutier

These in situ resources may be grouped into a number of larger ensembles: the fortified enceinte whose layout is still clearly visible, and Artillery Park, whose resources are managed for the most part by Parks Canada; the other military works and buildings located in Upper Town; the defence and military works located in Lower Town, most of which belong to third parties; and the Lévis forts, a national historic site of Canada, one component of which is administered by Parks Canada.⁹

The enceinte and Artillery Park

Enceinte

The enceinte comprises the west rampart, a masonry-clad earthwork stretching from the heights of Cape Diamond to Potasse Hill and including several bastions and curtain walls. A number of outworks were built in front of this rampart, including a ditch, a counterscarp, casemates, tenailles and ravelins, in accordance with the principles of bastioned fortification. A parapet pierced by cannon embrasures sits on top of the rampart, while the Esplanade grounds lie on both sides of the wall near St. Louis gate. A powder magazine was erected on the Esplanade, against the inside of the rampart.

The enceinte continues on from Potasse Hill to the Saint-Louis forts and châteaux sector. Known in this area as the northeast enceinte,

it consists of a masonry wall built against the cliff, punctuated by bastions and numerous batteries. It also includes the wall of the New Barracks tenaille and the defence works situated in Montmorency Park. In the Saint-Louis forts and châteaux sector, the enceinte comprises not only the resources that are part of the Saint-Louis Forts and Châteaux National Historic Site,¹⁰ but also the remains of the Carronade Battery and its successive guardhouses, as well as the remains of a house and outbuildings occupied by Major Eliot. The enceinte ends at the Québec Citadel, which occupies the southwest corner of this fortified enclosure.¹¹

All along the enceinte, former fortification works and utilitarian buildings are concealed by the works visible today.

Recognized heritage values unrelated to the reasons for designation

The extant west rampart, with the associated new openings at Dauphine and McMahon Streets, romantic gates and levelled outworks between the St. John and St. Louis bastions, bears witness to the conservation work carried out by Lord Dufferin. Similarly, the northeast enceinte wall, which was lowered to breast-height after the British Army departed, testifies to Lord Dufferin's plan to build a walkway around the city remparts as part of his fortifications of Québec conservation initiative.

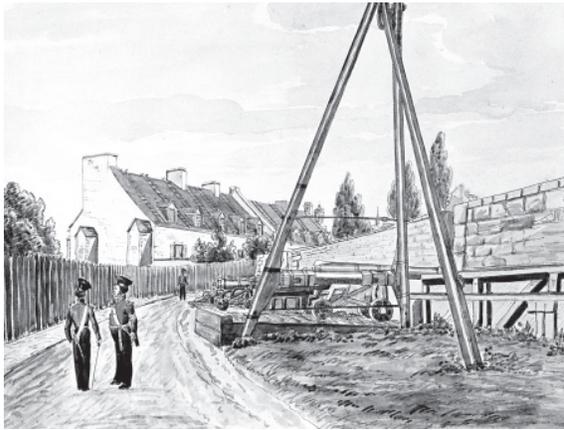
9. For an overview of the in situ resources, landscapes and collections of the Lévis forts, see "Énoncé d'intégrité commémorative, Lieu historique national des Forts-de-Lévis (Lévis, Québec)", Parks Canada, Québec City, 2002, 28 pages and appendices.

10. For an overview of the in situ resources, landscapes and collections of the Saint-Louis forts and châteaux, see "Énoncé d'intégrité commémorative, Lieu historique national du Canada des Forts-et-Châteaux Saint-Louis (Québec, Québec)", Parks Canada, Québec City, 2004, 21 pages and appendices.

11. For an overview of the Citadel's in situ resources, landscapes and collections, see "Énoncé d'intégrité commémorative du lieu historique national du Canada de la Citadelle-de-Québec (Québec, Québec)", Parks Canada, Québec City, 2006, 23 pages and appendices.

Artillery Park

The resources of national historic significance in Artillery Park are associated first and foremost with military housing and storage. The best known are the Dauphine Redoubt, the Officers' Quarters, the New Barracks, the married soldiers' quarters, the guard wall, the guardhouse and the gun carriage shed—also called the ordnance storehouse. Other resources of national historic significance in this sector are the numerous archaeological remains associated with various services (privies, ablution house, cook houses, stables, blacksmith's shops, workshops, etc.) and infrastructures.



Dauphine Redoubt, guns mounted on platforms and a wooden banquette used by soldiers to fire over the parapet
Library and Archives Canada,
C-12536 / J. P. Cockburn, 1829

Recognized heritage values unrelated to the reasons for designation

Artillery Park testifies to the presence of the Dominion Arsenal, which occupied this entire sector and its buildings from the early 1880s to 1964.

Components of the designated place that are not part of the enceinte or Artillery Park—Upper Town

A number of military works, defence complexes and buildings in Upper Town are not part of the “present-day” enceinte or Artillery Park. Inside the fortification walls, these components include the previous enceintes, the Moulin Redoubt, numerous temporary structures, the Place d’Armes (parade ground), the engineers’ yard (in the Garrison Club sector), the Connaught Barracks, the Jesuit Barracks, buildings for housing officers, engineers and other military personnel (Maillou House, 57-63 St. Louis Street, Mount Carmel and other houses rented out as officers’ lodgings) and the Garrison Hospital. As for the resources located outside the walls that are also part of the designated place, they include, on the heights of Abraham, several batteries, redoubts and casemates, the King’s Field, the Martello towers and their outbuildings, housing for subalterns, officers and guards, the Commander’s Garden, a military hospice, a racetrack, a laboratory, the 1854 Drill Hall, the Riding School and the District Commanding Quarters.

Components of the designated place that are not part of the enceinte or Artillery Park—Lower Town

In Lower Town, the designated place includes the remains of Champlain’s Habitation and associated outbuildings; several batteries, entrenchments and redoubts dating from the French regime; the numerous military works in the Du Palais sector; the Intendant’s Réduit and the many other buildings and installations associated with it; and the buildings and gardens owned by the British military on the site of the old Intendant’s Palace.

4.1.3 Landscapes and significant views

Québec City's landscape bears witness to the geographic and topographic features which, because of the outstanding natural defence they offered, made the site occupied by this urban centre so attractive for founding a settlement. Some of the main characteristics of military town planning under the Ancien Régime, such as the 17th-century radial plan and the 18th-century checkerboard layout, are still visible in the landscape of the Old City. In addition, the many 18th- and 19th-century fortification walls, military buildings, drill grounds, esplanades, military arteries, barracks and facilities for storing munitions and artillery paraphernalia are a vivid reminder of the city's past, which followed the beat of the war drum.¹²

The commemorative integrity statement lists numerous landscape features that reflect or symbolize this fortified city: the cliff and its spatial and visual relationship with the St. Lawrence River and the mouth of Saint-Charles river; the Royal Battery; Côte de la Montagne; the northeast enceinte, with its batteries and bastions dominating from atop the cliff; the west rampart and its relationship with Québec City's topography; the Citadel and the surrounding terrain, which bears traces of the temporary citadel erected on the Plains of Abraham; Mount Carmel and the remains of the 1710 fortification; the Place d'Armes, on which Saint-Louis Street and Sainte-Anne Street converge; the 18th-century checkerboard plan and the drill-ground in front of Morrin College; the esplanade behind the Ursulines bastion; Des Remparts Street and D'Auteuil Street, running along the northeast and west ramparts; the Martello towers, overlooking the Heights of Abraham and Coteau Sainte-Geneviève; and Fort No. 1 and the remains of Fort No. 3, both in Lévis.

Many views of the monument are significant, especially those that provide an understanding of how the defence works functioned and that illustrate the basic principles of flanking (that is, ensuring that each part of a work is visible from another so that no area is left unprotected) and defilading (that is, ensuring that each part of a work is shielded from enemy fire or observation from a given point) or that offer commanding vistas. Other views deemed important are those that mirror certain views of the defence system during colonial times or that provide a clearer picture of the fortification components in today's landscape. Generally speaking, all views of the St. Lawrence from the top of the defence works, as well as all views of the cliff and the fortifications from the river, are considered significant.

4.1.4 Collections

While many components of the ethnological and archaeological collections of Fortifications of Québec National Historic Site belong to Parks Canada, a number of them belong to third parties.



A few objects found in New Barracks' latrines
Parks Canada / J. Jolin

12. Parks Canada, "Énoncé d'intégrité commémorative, Lieu historique national du Canada des Fortifications-de-Québec (Québec, Québec)," Parks Canada, Québec City, 2004, p. 14.

Ethnological collection

The site's ethnological collection includes numerous objects, cannon, projectiles and various materiel. There are also three exceptional artifacts: two armorial shields of the King of France¹³ and the scale model of Québec City.¹⁴

Some 1000 elements of colonial artillery equipment were inventoried within the designated place, most of them in situ. The variety and great quantity of pieces dating to the British colonial period bear vivid testimony to the importance of the fortified city of Québec City in the mid-19th century. Nearly 97% of some 350 artillery guns, cannonballs and shot "garlands" belonging to Parks Canada are found in place along the ramparts walkway and Artillery Park.

The shields, in addition to illustrating the subtlety of Noël Levasseur's art, also have symbolic value as a reminder of French royal authority over Québec up until 1759. The Duberger scale model is evidence of the major repair and construction work projected for Québec City's defence system and the way in which the military engineers planned it. The model is on display behind a glass case in the Artillery Park interpretation centre.

Archaeological collection

The administered place and the Saint-Louis Forts and Châteaux National Historic Site, Maillou House, Québec Garrison Club, and 57-63 St. Louis Street, coupled with other important sites such as Place Royale, Îlot du Palais, Îlot Hunt, the Musée de la Civilisation, the Côte du Palais residential sector, and National Battlefields Park have produced the majority of the numerous collections associated with the commemorative intent that are part of the designated place's overall archaeological collection.¹⁵

There are several hundred thousand objects providing us information about the everyday life of officers and soldiers who stayed in Québec City during the colonial period. Within the administered place, Artillery Park in particular has provided remarkable collections associated with this theme, especially from the period of 1749 to 1871. Evidence of the presence of the Royal Artillery regiment is particularly significant at that location. The principal domestic requirements are represented, such as food, clothing, hygiene, personal care, maintenance and decoration of quarters and rooms, leisure activities and even education. Several artifacts bear witness to the presence of families on the

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13. One of the shields is the property of the City of Québec and has been on permanent deposit at the Musée du Québec—now the Musée national des beaux-arts du Québec – since 1953. It was to have been affixed to St. John gate by order of Gaspard Chaussegros de Léry, then Chief Engineer of New France. The other shield belongs to the Canadian War Museum in Ottawa, where it is kept.
 14. Created between 1806 and 1808 by Jean-Baptiste Duberger, a surveyor, and John By, an engineer, the scale model was sent to London in 1810 so that the military engineers could plan the construction of the city's defence works. Kept at the Royal Artillery Museum in Woolwich during its time in England, the model was returned to Canada in 1908. Restored between 1909 and 1910 by the Public Archives of Canada, then again between 1977 and 1979 by the Canadian War Museum, its current owner, the model was installed in the Arsenal foundry building in 1981 to show the state of Québec City's development at the turn of the 19th century.
 15. The stored portions of the archaeological collections coming from the administered places of the Fortifications of Québec National Historic Site, the Saint-Louis Forts and Châteaux National Historic Site, Maillou House, and the Québec Garrison Club are held in Parks Canada's archaeological reserves in the Champlain Maritime Station, Québec City. The National Battlefields Commission assumes stewardship for artifacts from the property administered by it. The objects from the 57-63 St. Louis Street site, Champlain's Habitation and the Côte du Palais houses are held in the archaeological reserves of the Ministère de la Culture et des Communications du Québec, Sempie Street, Québec City. A small portion of the collections uncovered on the location of the Intendant's Palace are under the care of the City of Québec, while the majority are kept at Université Laval's archaeology laboratories located in the Séminaire de Québec. Collections that are not from lands and properties managed by the federal government are subject to provincial laws.

barracks premises. Numerous objects also provide evidence of military activities and the presence of craftsman-soldiers on site—in particular, the tools used by cobblers, tailors, blacksmiths, joiners and gunsmiths, along with task-generated refuse.

Further, objects from the fortifications show both the everyday life of army members and the use of these sites for military purposes. They testify to the diversity of supply sources, whether originating in the mother country or from foreign or domestic points. Sandstone from one of the look-out turrets built by Chaussegros de Léry on the west fortification represents a further valuable addition to this collection of artifacts from the administered place.

Other sites associated with the defence system in the Upper Town and Lower Town have provided thousands of artifacts associated with the military, domestic or commercial functions of the place. In particular, these objects provide information on: the life of soldiers; defence—and administration—related activities; the transportation and storage of wares bound for the colony; food and diet; and the fur trade and hunting. Finally, it is important to emphasize the presence in the administered place's collections of several architectural components associated with the first fortified works: the 1690 palisade, the 1693 terraced palisade, the 1697 to 1709 entrenchments and the 1711 earth-and-piling redoubt. These components consist of pieces of wood employed in different forms of joining and assembly to produce Québec first defence structures.

The artillery guns and projectiles from the designated place bear witness to the sieges to which Québec City was exposed during the 17th and 18th centuries. Among the thousands of firearms and rounds of ammunition subsisting to the present time, several such artifacts are extremely valuable for understanding the evolution of personal firearms during the colonial period.

At different locations throughout the historic district, one may glimpse stone military markers with *Board of Ordnance* written on them. They are intriguing reminders of how, in Québec's heyday as a fortified city during the mid-19th century, the army controlled more than 40% of the area currently located within the historic district.



**Tableware from the last years of
the garrison's quartering in the New Barracks**
Parks Canada / J. Beardsell

4.2 Messages of national historic significance to convey to the public

Messages of national historic significance are designed to highlight the national historic site's commemoration intent. As such, commemorative integrity can only be achieved when the reasons for designation are conveyed effectively. As concerns the Fortifications of Québec National Historic Site in particular, the key messages to be conveyed to the public have been formulated as follows:

- The site commemorates the defence system established from 1608 to 1871 in Québec, the principal fortified place of Canada throughout the colonial period.
- Commemoration refers to an overall concept that encompasses not only defence works but also their history—whether these structures include fortifications proper or other components, such as gates, guardhouses, powder magazines, storehouses, barracks and military use areas.

Upwards of 20 context-related messages have been developed to facilitate comprehension of the key messages above. They outline the reasons underlying the key role assigned to Québec City during the colonial period and which motivated the decision to provide it with a system of defensive works—namely: the geopolitical circumstances making the city an ultimate target for enemy attack, resulting in no fewer than five sieges; for Champlain,

the strategic value of this site; the role of the Saint-Louis forts and châteaux; the strategic importance of the natural deep-water harbour. They indicate which traditions and military engineers were instrumental in shaping the works and structures erected for defence purposes. They bring out the history of the fortification of the west and northeast faces of the Citadel as well as the close relationship binding this history to the development of the city and the structuring of urban life inside the walls. They also allude to the drawbacks of daily life inside a fortified town in terms not only of urban expansion, traffic, and availability of lots inside the enceinte, but also of the danger inherent to the presence of numerous powder magazines, or of the place held by troops in city life.

A number of messages deal with barracks life, in particular the places built and developed for this purpose, coupled with the advantages offered by this mode of accommodation in terms of satisfying the army's requirements or of successfully sustaining the long-term presence of the Royal Artillery regiment stationed at Artillery Park. Other messages recall the role and responsibilities of the garrisoned troops and the impacts of their constant presence in the city; or, conversely, they address the demands and constraints that could weigh heavily on the daily lives of the inhabitants of a fortified town. The various cultural resources and their value are briefly outlined. Finally, it is pointed out that the fortifications of Québec constitute a national historic site, with specific explanations being provided about the characteristics justifying this designation.

4.3 Cultural resources and messages unrelated to the reasons for designation

The administered place is home to a number of cultural resources and messages which, while not being directly related to the reasons for designation, have nonetheless been recognized by Parks Canada as embodying other historic values.

4.3.1 The work of Lord Dufferin

Among the elements deemed of importance, there are, notably, the works stemming from the efforts of Lord Dufferin to preserve the fortifications following the departure of the British army. With the backing of the local citizenry and the assent of the imperial government, the municipal authorities had begun to demolish the fortifications, which were viewed as being obsolete. Looking to the model of historical preservation represented by European precursor Viollet-Le-Duc, Lord Dufferin devised a project to conserve the system of fortified walls and to integrate new, utilitarian yet decorative gates for the purpose of developing an unbroken walkway around the perimeter of the Old City. Steeped in the Romantic veneration of past societies and civilizations, the Governor General succeeded in creating a consensus concerning the conditions applying to the preservation and development of the colonial-era Old City.

The current St. Louis and Kent gates, the levelled outworks area located outside the walls between the St. Louis gate and the

St. John gate, as well as the Dufferin Terrace are all tangible manifestations of the fortifications walkway originally planned by Lord Dufferin. Likewise, St. John gate and the footbridge crossing over Côte de la Montagne were built, years and decades later, in reference to Dufferin's original plans. Also, a breach was indeed created in the wall facing McMahon Street but the idea for a footbridge over the street, thus ensuring continuity of the walkway over the henceforth separate sections of the curtain wall, never came to pass. The victim of neglect to the point of becoming a danger for public safety, the ramparts walkway designed by Lord Dufferin was, following a dozen years of service, closed in 1926. His work nevertheless represents one of the first initiatives in Canada to preserve and restore national heritage.



The footbridge built at Prescott Gate in 1983 completed Lord Dufferin's walk in this sector.
Parks Canada

4.3.2 The Dominion Arsenal

After the British Army left Québec City in 1871, Artillery Park was selected as the site of Canada's first cartridge factory. Known as the Québec Cartridge Factory when it was first erected in 1882, the facility was renamed the Dominion Arsenal in 1901, becoming in turn Canadian Arsenals Limited, as of 1945. This major industrial complex closed down in 1964.

The New Barracks and associated yard were refitted to house a large share of the Arsenal's operations. The Dauphine Redoubt, the Officers' Quarters and the guardhouse were converted into housing and office space. The industrial complex comprised foundries, shell-and cartridge-making workshops, an artillery workshop, an indoor firing range, an electricians' room, several service buildings and various infrastructures. Today, a number of these buildings subsist solely in the form of archaeological remains. The New Barracks and the Arsenal's storehouse, which was built against the guardhouse, belong to the Hôtel-Dieu hospital and are currently abandoned. The foundry, erected in the gorge of the St. John bastion in 1902, is now occupied by the offices of the Québec Field Unit.

Several other recognized values of the Arsenal on Côte du Palais should be underscored, such as the important role it played in the city's economy during wartime and in the creation of Canada's largest defence research centre. Quite remarkably, women always accounted for a large share of the Arsenal's workforce, particularly during both world wars. Moreover, in a certain way, the

civilian production of war materiel at the St. John bastion and Artillery Park perpetuated the site's longstanding history of military use.

4.3.3 Collections not associated with the commemorative intent

Ethnological collection

The ethnological collection includes three French cannon not associated with Québec City's defence system. These guns bear witness to the kind of artillery existing during and after the colonial period. The collection also contains historical artifacts used in the period decors at the Dauphine Redoubt and in the Officers' Quarters, including several objects from the Arsenal's shell-finishing shop. In addition to machine parts and time clocks, there are smaller objects such as cheque stubs, Victory Bonds and a scale, all of which recall the production of shells and munitions in the various Artillery Park buildings.

Archaeological collection

The west rampart collection is primarily associated with domestic household activities dating from the period between 1850 and 1930.

The Artillery Park collection raises the curtain on the everyday life of some area residents during the French Regime (between 1660 and 1751) and in the late 19th century. Above all, it documents the intense industrial activities resulting from the construction of the cartridge factory on this site in 1882.

4.3.4 Monuments and commemorative plaques

The Fortifications of Québec National Historic Site has more than 30 monuments and plaques commemorating events, individuals, and places that have marked Canadian history. Some of these are directly associated with the colonial-era defence system. Taken together, they highlight the importance of the designated place in the history of the city and the country.

4.3.5 Additional messages

Finally, it is important to convey the following additional messages to the public:

- The Fortifications of Québec National Historic Site is part of Québec City's historic district and, in this capacity, is included in the list of UNESCO world heritage sites. It is also a part of the national and regional system of national historic sites associated with the theme of Canada's military and defence during the colonial era, along with other themes related to Canadian history. Finally, it is a member of the Regroupement des institutions muséales de Québec (RIMQ), an association of Québec City museums and exhibit centres.
- The national historic sites administered by Parks Canada belong to all Canadians.¹⁶

16. Parks Canada, "Énoncé d'intégrité commémorative, lieu historique nationale du Canada des Fortifications-de-Québec (Québec, Québec)", Parks Canada, Québec City, 2004, p.37.

5. The Current Situation

5.1 Commemorative integrity

Parks Canada's primary challenge and objective is to ensure the commemorative integrity of the Fortifications of Québec National Historic Site. An analysis of its current integrity identified the main factors that led to the guidelines proposed in this management plan. The site is both vast and discontinuous. It is an integral part of a historic yet vibrant city. Responsibility for its components is shared by various private and public owners and managers, including Parks Canada. Many of its components are exposed constantly to the rigours of the Québec climate and are often the target of the kind of minor acts of vandalism that plague downtown areas. Some structures need to be stabilized and repointed to stem their deterioration. Many archaeological remains must be protected. Landscapes and the abundant collections require monitoring and maintenance. Furthermore, the values associated with the site are numerous and sometimes difficult to convey. In general, site visitors¹⁷ have no idea how extensive the designated place is—indeed, they are often unaware they are in it—nor the reasons for designating the fortifications as a national historic site. There is very little at the site itself to orient them or to convey commemorative messages to them.

In the administered place, message communication suffers from the fact that very few visitors are persuaded to take advantage of the customized services available. Admittedly, the site overlaps various parts of the city, such that many so-called “visitors” find themselves within the historic site either because they live there or have come downtown to enjoy the urban experience and to avail themselves of the services and entertainment on tap (businesses, healthcare, work, shopping, festivals, etc.) In addition, the site is right in the middle of a highly competitive tourist region. Lastly, both the site's administration and future rely on the collaboration of numerous stakeholders.



Clearing of trees would support commemorative integrity.
Parks Canada

17. Note that a visitor can be a tourist or a same-day visitor, whether from the Québec City area or from else where.

5.1.1 Protecting resources of national historic significance

These resources are considered to be the most important as they are associated with the reasons for the site's designation. As has been previously emphasized, many of them also have other heritage values.

In situ cultural resources

Parks Canada conducted an inventory and systematic evaluation of in situ cultural resources that are part of the designated place when preparing the commemorative integrity statement.¹⁸

Protecting in situ resources outside the administered place

Protection of resources that do not fall under the responsibility of Parks Canada is left to the authorities directly responsible for managing them. For the most part, these parties take this responsibility seriously, as is shown, for example, by the actions taken with respect to Martello towers Nos. 1 and 2, the Cavalier du Moulin, the remains of the Intendant's Palace and the Québec Citadel structures. Special circumstances occasionally delay somewhat performance of major conservation work. Thus, given the persistent uncertainty about the future use of the New Barracks, this building is in a state of advanced dilapidation.

Fortunately, however, temporary reversible protection work has halted deterioration of the building shell until it can be completely restored. The old guardhouse in Artillery Park has still not undergone the significant work required to restore it to life.

Many of the owners and managers of resources located off the site administered by Parks Canada know neither the extent of the designated place nor the existence and value of many of its components of national historic significance—particularly its archaeological resources. In addition, ordinary citizens who own such resources still do not know from whom to request an informed opinion and occasionally fear that their projects will be compromised by a consultation. When private owners are about to have their yards excavated, their priority is not necessarily to invest in archaeological digs and conservation work. As well, what kind of approach should be used to persuade a neighbour to control vegetation or to refrain from building on his/her property so as to preserve significant viewpoints that reveal the national historic significance of the site, as required by the commemorative integrity statement?

The Ministère de la Culture et des Communications du Québec, the City of Québec and Université Laval, in particular, have their own agenda concerning the resources of the designated place for which they are responsible or with respect to which they have implemented measures.

18. P.-G. L'Anglais *et al.*, "Lieu historique national des Fortifications-de-Québec, Inventaires des ressources culturelles," Parks Canada, Quebec Service Centre, 2001.

Protecting in situ resources of the administered place

Ramparts

Preserving the fortifications of Québec for current and future generations requires continual, costly efforts. It takes planning, expertise, specialized manpower and financial resources to maintain the stability, imperviousness and historic character of the 4.6-kilometre length of old masonry walls supported in many places by a bulwark of earth and subjected to the stresses imposed by each freeze/thaw cycle! Large-scale stabilization work, preceded by archaeological excavations, was performed on most of the enceinte between 1971 and 2000. However, the walls have aged rapidly since that time, as not enough financial resources have been devoted to regularly maintaining these structures in recent years. More than half of the facing on the existing stabilized walls is now in poor repair because of insufficient maintenance. Furthermore, the north section of the Dufferin Terrace retaining wall, on which stabilization work has just begun, is in poor condition, while the casemate flank, the Citadel counterscarp and Artillery Park's guard wall all require major work. The archaeological remains are deemed in satisfactory condition, although features that are exposed to the elements require constant reassessment.

The Esplanade powder magazine and its protective wall, which are considered to be in good condition, were restored in 1991 when the Fortifications of Québec information and interpretation centre was established. The remains of the St. John bastion powder magazine have been stabilized, along with the magazine's enclosure wall and the lightning rod ground receptacle. Located inside the Arsenal's former foundry building, these remains are protected and are thus in excellent condition.



The outline of the fortification wall of Levasseur de Neré differs from that of the current wall, designed by Chaussegros de Léry.
Parks Canada / M. Élie

Artillery Park

Since the time of its creation in 1972, all Artillery Park buildings possessing heritage value and that are under the responsibility of Parks Canada have been restored. Generally speaking, they are considered in satisfactory condition¹⁹ and comply with current health, fire, safety and access standards.

The *Dauphine Redoubt* underwent major restoration work between 1974 and 1981. The restoration concept, which respected the building's evolution, made it possible to preserve significant architectural contributions made to the structure over time and in keeping with its evolving functions. The upper surface of the remains of the "spur," as well as the remains of the privies and ash pit located outside the redoubt have been uncovered and left exposed; they require regular monitoring and maintenance. The building itself is deemed in satisfactory condition; however, water seeps in from the bedrock and the situation is being closely monitored.

Numerous remains associated with the site's military and industrial occupation were located during archaeological research conducted when the *New Barracks tenaille* was stabilized (1995-2000). These remains were later protected and covered with a concrete slab and wooden planking; features whose topmost portions extended above the walkway were

enclosed in cement casings. The remains as a whole are in good condition, except for damage caused by skateboarders.

The *parade ground*, which was re-exposed when the Arsenal's workshop was demolished, has been covered in gravel. Apart from the fact that this feature is now visible and has a mortar, several shot garlands (cannonball lockers) and numerous cannonballs on it, the way in which it is currently presented in no way reflects its original function.

Unfortunately, most of the *guard wall* is no longer visible. Indeed, only a section along the site's eastern limit is apparent at ground level. Nevertheless, the remains of other parts of the wall have been found during archaeological excavations. The exposed section, which has been worked on since 1997, is deemed in satisfactory condition.

The *Officers' Quarters* underwent major restoration work between 1976 and 1979. Lean-tos and outbuildings that post-dated the military occupation were demolished at that time. The building is in good condition.

The outer walls of the *ordnance storehouse* were restored several years ago based on their 19th-century appearance. The building is considered as still being in good condition.

19. This assessment has remained unchanged since the *State of the Parks 1997 Report* was published.

Landscapes and significant views

Preserving significant landscapes and views

Landscapes, view corridors and views that reveal the site's national historic significance are rather well preserved as a rule. However, the escarpment,²⁰ whose summit supports a portion of the fortified wall, is in very poor condition in places. In some sectors, uncontrolled vegetation, originating especially from neighbouring properties, detracts not only from the cliff's stability but also from the appropriate perception of the values related to commemorative integrity. On the northeast rampart, some cannons now appear as though they were aimed at stands of trees. Woody vegetation has invaded parts of the Citadel's glacis. Trees planted some years ago during the redevelopment of the Esplanade area lying outside of the enceinte now block the view of the rampart from Saint-Louis Street. Finally, in view of how the casually grazing goat of yore is unequal to the requirements of today's urban visitors, landscape maintenance has, of necessity, become a full-time occupation.



Extremely useful goats!
Library and Archives Canada,
C-95620 / James P. Cockburn, 1833

Parks Canada conducted an inventory of landscapes and significant views associated with Québec City's colonial-era defence system when preparing the commemorative integrity statement. In addition, a 2000 study performed by the City of Québec took up the question of viewscapes embracing the fortifications and the Old City.²¹

Collections

Ethnological collection

An inventory and systematic assessment of the 1000 colonial artillery elements enumerated in the designated place was conducted when preparing the commemorative integrity statement. In compliance with the intent set forth in the statement, the majority of the collection has been conserved in situ. Some 350 artillery guns, cannonballs and shot garlands belonging to Parks Canada are considered to be in good condition, even though 97% of the guns have been maintained in place along the ramparts walkway and in Artillery Park. They were prinked up a bit in summer 2006. In the medium term, they should undergo an in-depth examination and evaluation.

The Duberger scale model presented in the Artillery Park interpretation centre is well-preserved.

The administered place's ethnological objects were documented and recorded in the Artefact Information System—the Parks Canada national digitized historic collections database.

20. The cliff could also have been included among in situ cultural resources.

21. Ville de Québec (CDÉU), *Évaluation et mise en valeur des perspectives visuelles sur les fortifications et le Vieux-Québec*, Québec, City of Québec, October 2000.

Archaeological collection

A context-based summary of the contents of the designated place's collection and associated values was prepared during the drafting of the commemorative integrity statement.²² Archaeological artifacts uncovered on federal lands lying outside of the administered place are normally inventoried within the framework of the given projects. The provincial government's archaeological research permit system, which applies to the portion of the designated place that is off federal land, requires that an inventory of artifacts be submitted to the Ministère de la Culture et des Communications du Québec with the intervention report.

The archaeological collection containing objects from the administered place contains nearly three million artifacts.²³ Among those that are in storage, approximately 70% are in good condition and 30% in a condition judged to be in a state ranging from poor to threatened. The exhibit objects are in good condition. Slightly more than half of the archaeological artifacts have not been inventoried in a fashion that complies with current Parks Canada standards. The limited funding resources available in recent years have effectively hampered efforts to correct this situation or to undertake monitoring and periodic examination of the condition of artifacts and archaeological documents. Though

designed to serve other goals, the recently implemented collection examination program should include measures helping to achieve these objectives.

5.1.2 Protecting resources not associated with commemorative intent

Condition of in situ cultural resources of the administered place

The systematic inventory of the designated place's in situ resources, conducted when the commemorative integrity statement of the Fortifications of Québec National Historic Site was being prepared, also included resources that are not related to the reasons for the site's commemoration but that were recognized as having heritage value.²⁴

The three extant city gates receive maintenance on a regular basis and are in satisfactory condition, although efflorescence causes the formation of stalactites. As for the Arsenal's former foundry, which underwent major restoration between 1975 and 1977, it is deemed in good condition, as are the remains uncovered during work on the New Barracks tenaille from 1995 to 2000 and which have been stabilized and protected. Similarly, the remains of the Arsenal's workshop, buried beneath the parade square, have received a favourable assessment.

22. See P.-G. L'Anglais *et al.*, *op. cit.*

23. This figure excludes artifacts from the Saint-Louis Forts and Châteaux National Historic Site, which have traditionally been included in the Fortifications of Québec artifact count.

24. P.-G. L'Anglais *et al.*, *op. cit.*



Inside Artillery Park, the old Arsenal foundry faces the ordnance store.
Parks Canada / E. Kedl

The collections of the administered place

The components of the *ethnological collection* that are related to the Arsenal are generally considered to be in good condition, as are the old objects used in the period decors of the Dauphine Redoubt and in the Officers' Quarters. This collection's few in situ cannon should undergo an in-depth examination of their condition, as is the case with cannon of national historic significance. The collection's objects are documented and recorded in the Artefact Information System.

Recently, the greater portion of the *archaeological collection* resulting from the 1995-2000 interventions performed during work to stabilize the New Barracks tenaille have, after having being examined and, as needed, treated by the Service Centre's Conservation/Restoration Service, been wrapped and placed in storage. In contrast, it is not known what the condition of the remainder of the stored collection not associated with the commemorative intent is exactly, as we have only been to make estimates on the basis of our general knowledge of the durability of the materials involved. Due to a lack of funding, no system has been put in place to ensure scientific monitoring of the collection. In addition, the supervision, handling and maintenance of the objects exhibited at Artillery Park have been performed by site

staff members trained by specialists from the Conservation/Restoration Service, as per the provisions of the 1990 site maintenance plan.

The inventory of artifacts associated with the Arsenal and of those stemming from the 1995-2000 archaeological interventions has been completed and meets current standards. The historical value of the objects has also been established.

Monuments and commemorative plaques

The monuments and plaques located on Parks Canada property are in acceptable condition. Upkeep has not been performed on most of them for several years now. An inventory of these can be found in the commemorative integrity statement. A stone Celtic cross, a gift to Quebecers in recognition of their solidarity with the Irish during the Great Famine, was installed in Artillery Park in 2001—in other words, at a time following the completion of this inventory. The cross is in good condition.

5.1.3 Communicating messages and values

The designated place

The Fortifications of Québec National Historic Site extends beyond the administered place. A sprawling jumble of heritage resources, the fortifications encompass several components which themselves constitute national historic sites having other commemorative objectives.

The first challenge is thus to link together a multitude of dispersed, disparate elements, located both above and below ground and governed by a diversity of administrations, such that it is possible to ensure comprehension of Québec City's defence system. It is thus only logical that one of the objectives

outlined in the commemorative integrity statement consists in enabling the public to perceive the various components of the national historic site as forming a coherent, significant whole. As things currently stand, most visitors—and most local residents, for that matter—are unaware that some elements of the designated place are located outside of Parks Canada property. In addition, it is a little-publicized fact that these external components are part of either Québec's former defence system or of the Fortifications of Québec National Historic Site.

True enough, the interpretation of in situ cultural resources is of vital importance to enabling the public to grasp and appreciate the messages related to the national historic site's commemorative intent. And yet, on this score, there can be no denying that the characteristics of this site pose a number of problems, since most visitors do not have enough time to come to a discovery of the kind desired.

In addition to these constraints, there is also the fact that the monument's commemorative intent covers a nearly three-centuries-long period of history. Solely in terms of the chronology of developments in the defence system, the subject remains abstract and complex for a generally lay public that has to become acquainted with a specialized vocabulary as part of receiving an introduction into military engineering.

Finally, the complexity of conveying messages on location owes to the fact that most of the cultural resources belong to an urban environment that continuously evolved not only during the colonial era but also following the commemoration period proper. For in the absence of visual landmarks, it can be arduous indeed to mentally step back in time or to evoke a landscape that has vanished to a very large extent.

The administered place (Map 3)

A stroll along the ramparts surrounding Québec City constitutes a memorable experience by itself, offering as it does 4.6 kilometres of fresh air and invigorating exercise, enlivened by numerous breathtaking views out over the St. Lawrence River and city! At Artillery Park, the public is also given the opportunity to take a break and relax, free of charge, in a park set out in the vicinity of the Dauphine Redoubt and the Officers' Quarters. At the same time, these visitors could also be given an outstanding opportunity to discover that they are, at that point, inside the Fortifications of Québec National Historic Site, to learn about its designation for reasons of national historical significance by the Government of Canada, and to generally become informed about the site's points of interest! Unfortunately, however, as the result of budget cuts over the last several years, independent visitors interested in taking their bearings and learning about various site components have at their disposal but a smattering of interpretation panels that have survived the passage of time or that were installed following the last phase of work on the Potasse Hill demi-bastion.²⁵ As a result, these people may easily find themselves within the national historic site without even being aware of the fact!

Had several of the measures put forward in the 1988 management plan been implemented, it is possible that this deficiency could have been mitigated. The fact is that several projects were never carried out—a situation largely stemming from constricted financial resources available to governments throughout the 1990s and into the first years of the present decade.

25. The some 25 interpretation panels designed and installed in the 1980s around the fortifications circuit have practically reached the end of their useful life, with some having to be withdrawn from circulation even at this time. What is more, the existing panels have to be taken down and stored during the winter.

Site improvements and the 1988 management plan

Enceinte

In order to set off the fortified walls encircling the Old City Upper Town to good effect, a lighting project was carried out in collaboration with the Commission de la Capitale nationale du Québec. A series of projectors set out along the ground of the outer perimeter of the enceinte is used to light up the old, impressive and picturesque features of the wall structures. This measure did not figure in the 1988 management plan.

St. Louis curtain and bastion

The plan proposed “reconstructing [on this front] the silhouette [sic – i.e., profile] of the outer defence works so that this part of the fortifications is a thorough illustration of the bastioned defence system.” In practical terms, this direction meant redeveloping the existing ditch, recreating the counterscarps and glacis and, finally, excavating, protecting and presenting the St. Louis casemate. To become operational, this ambitious project required the assent and collaboration of the National Battlefields Commission, since it would in part be implemented on the Plains of Abraham. Given the situation of tight public funding, priority was accorded to other types of intervention, with the result that this presentation project was never carried out.

Esplanade

Large-scale redevelopment projects were recommended for the Esplanade sector in the 1988 management plan, with work to be completed both outside the rampart and in the inner area known as the Esplanade.

It was Parks Canada’s intention to redevelop the Esplanade proper “so as to restore the historic significance of this large urban space, integrate it visually with the ramparts and develop the potential of the fortifications for recreational and other activities.” The projected work was to include the planting of trees, the laying out of paths and the installation of street furniture of a type suited to creating the character of a genuine city park. The idea was also put forward that the park’s original integrity could be recovered, at least in part, by relocating the parking lot and calèche stand located on the Esplanade. The existing playground equipment would be replaced by recreation equipment having a historical character, so as to “enhance the Old World [sic] atmosphere of the grounds.” Parks Canada made redevelopment of the Esplanade conditional upon the conclusion of agreements “between the various bodies involved in the development and use of this green space,” thereby allowing each one to act in accordance with its own responsibilities. Finally, in view of the Esplanade powder magazine’s strategic location close by St. Louis gate, directly bordering on the Grande-Allée, the management plan noted that the building would retain its function as an information and interpretation centre and would, in this capacity, be entirely restored.



Visitors enter the Interpretation Centre of Fortifications of Québec through the Esplanade Powder Magazine.

Parks Canada / X. Bonacorsi

Among those projects contemplated in 1988, Parks Canada indeed carried out the full restoration of the powder magazine and erected a new Fortifications of Québec information and interpretation centre at the bottom of the talus of the Esplanade curtain. Contrary to the original intentions, however, the calèche stand and the parking lot have been preserved, on the northern edge of the property, and the playground equipment was upgraded (i.e., modernized). All the same, as the result of the implementation, by the City of Québec, of a new landscape management plan, these urban infrastructures are now more discreet and better integrated into their surroundings. A few blocks away, near the City Hall buildings, the busts of the poets Nelligan and Pushkin today testify to the ties of friendship linking Québec City and St. Petersburg.²⁶ The central section of the Esplanade area has remained a broad open space covered over with gravel. It is partially concealed by a row of trees when viewed from along D'Auteuil Street. Furthermore, it is cut off from Saint-Louis Street by a small landscaped park serving to set off the Boer War monument; as the result of redevelopment by the City of Québec around 1990, the aspect of city park was reinforced.

The area outside the Esplanade has, in addition, undergone major work sponsored by the Commission de la Capitale nationale du Québec as part of series of projects aimed at redeveloping parliamentary hill. In view of the fact that the new Place de l'Assemblée-Nationale—also called the Esplanade du Parlement—gives little indication of the presence of outworks throughout this space many years ago, Parks Canada has produced a 3-D animation that allows visitors at the Fortifications of Québec information and interpretation centre to go on a virtual tour of these structures as they existed in 1815.

Ursulines bastion, Kent gate and D'Youville curtain

The 1988 management plan did not advocate performing any intervention on the Ursulines bastion. On the other hand, it was specified that Kent gate should be preserved in its current condition. The inside and top of the D'Youville curtain wall were to be developed “to restore the curtain’s original defensive components, characteristic of the military function of the fortification.” Accordingly, the curtain wall’s terreplein was fitted out with three cannon and their platforms. Kent gate has only undergone various types of maintenance work.

St. John gate and bastion

In accordance with the 1988 management plan, St. John gate was to be preserved as evidence of the post–military–era initiatives that were modelled after the approach first developed by Lord Dufferin. St. John bastion, whose interior contains some of the Artillery Park buildings, was to be developed by clearing the outside wall of some of the structures built against it; in addition, this clearing work, which was never carried out, was designed to facilitate the laying out of a footpath from Carré d'Youville to Richelieu Street. As with the other parts of the west rampart, the top and interior of the bastion were to be redeveloped so as to restore the structure’s original profile and volume, including talus, terrepleins, gun platforms, banquettes, embrasures, parapets, steps, ramps, etc. During stabilization work performed on the bastion in the 1990s, components of its profile were effectively restored, with three cannon and their accompanying platforms being mounted on each of the structure’s flanks.

26. For the last several years, these spaces have been leased to the City of Québec under the terms of a long-term agreement. A portion of the public parking lot is reserved for permanent permit-holders who reside in the Old City. The City’s Service des loisirs et des parcs [Parks and recreation department] is charged with the development and maintenance of the playgrounds and adjacent lots.

Site of the old Richelieu postern

Noting the elimination of the Richelieu postern and the resulting interruption in the circuit of the fortifications at the intersection of Richelieu Street and McMahon Street, the 1988 management plan called for a project that would “strive to correct this functional deficiency while at the same time restoring the sector’s visual coherence.” In the short term, it was suggested that a footbridge be built over McMahon Street so as to allow pedestrians to cross this street in complete safety. In the longer term, and in view of vehicular traffic trends in the Old City, the plan proposed a redevelopment project for the portion of McMahon Street located between the outside of the rampart and the intersection with D’Auteuil Street with a view to re-establishing the visual unity of both parts of Artillery Park located on either side of the street.

None of these projects has yet been followed up on. A special paving strip was, however, integrated into the road surface at the intersection of D’Auteuil and McMahon Street, as a tentative measure designed to suggest to visitors the path to follow in order to cross from one part of Artillery Park to the other.

Dauphine curtain and Potasse Hill demi-bastion

The 1988 management plan recommended, on the one hand, clearing the demi-bastion of the present-day structures built over it and, on the other, restituting the former defence works, platforms and banquettes and mounting cannons upon them. The structures and facilities that previously obscured the role of the defence system in this sector of the fortifications were indeed removed. Presentation-oriented actions (for example, the reconstitution of gun platforms, mounted with artillery pieces; the production and installation of banquettes and new interpretation

panels) were also carried out within the framework of stabilization work performed on this portion of the rampart between 1995 and 2000.

New Barracks tenaille

A proposal in the 1988 management plan advocated continuing the Fortifications circuit along the restored tenaille, whose original defensive role would stand out more clearly following the completion of cliffside clearing work.

Following transfer of the tenaille to Parks Canada in 1995, a number of presentation-related actions were conducted within the framework of the subsequent planned stabilization work. A wood platform, installed at a level blending with the exits from the New Barracks, now covers the entire area lying inside the walls. A stairway links the Potasse Hill demi-bastion to this walkway whereby visitors may, as they pass alongside the New Barracks, continue along the fortifications circuit until reaching Côte du Palais. At the projecting corner of the tenaille, the restored walls of the former shell-finishing shop surround a space that can be closed off thanks to a set of sliding metal doors on casters and where also interpretation and other-type activities can be held. In addition, a raised metal banquette was installed in the east section of the tenaille, along the inside of the escarp, at a level allowing visitors to take in the panorama extending out over Rivière Saint-Charles and to gauge, however roughly, the threat that at one time justified fortifying this sector. Access to the banquette is via a set of stairs. Finally, the slope below the tenaille wall is still covered by an unsightly layer of concrete that provides little clue as to the true heritage value beneath. All the same, the visual impacts of this scheme are to a degree mitigated by the plant cover, which adds a touch of wildness to the landscape.

Site of Palace gate and accompanying guardhouse

As was noted in the 1988 management plan, the location of the former Palace gate had, with the passing of years and changing traffic requirements, been transformed into a complicated, impractical and unsafe intersection devoid of visual or heritage interest. The plan's authors thus advocated implementing a measure designed to "visually [recreate] the pedestrian circuit of the fortifications, as part of a comprehensive operation to redevelop the intersection."

The presentation concept called for erecting a modern-style footbridge over Côte du Palais, between the east end of the New Barracks tenaille and Des Remparts Street. This footbridge would be flanked on the east by a structure that would serve to recall the presence of the former guardhouse, to store interpretation material and, possibly, to house a (mechanized or non-mechanized) transportation system linking the foot of the cliff and the top of the hill. No measures have been implemented to follow up on this project.

Site of Hope gate and accompanying guardhouse, and Enceinte east wall

While acknowledging the merits of a project aimed at reconstituting the former Hope gate and accompanying guardhouse, Parks Canada was of the opinion, at the time of the 1988 management plan, that "In the present urban context, this type of intervention is not a realistic option." Instead, the proposed approach called for evoking the presence of the one-time military gate by means of a modest structure that could show the structure's original position and yet be integrated into the components currently characterizing the surroundings. This project was not carried out.

Montmorency Park

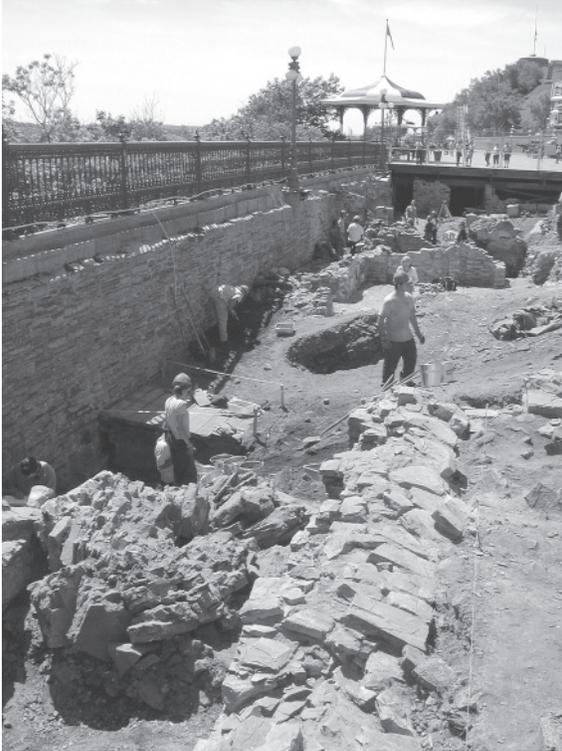
The 1988 management plan proposed development directions that concerned only the inside of the park, which now falls within the administered place of Montmorency Park National Historic Site. On this subject, see the Montmorency Park National Historic Site management plan.

Prescott gate sector—Côte de la Montagne

The 1988 management plan merely mentioned that the construction of a footbridge over Côte de la Montagne, in the sector where Prescott gate once stood, had provided a safe link between Dufferin Terrace and Montmorency Park, while at the same time re-establishing continuity in the fortifications circuit. No other measure was set out in the plan.

Dufferin Terrace and the Governors' Garden

Since 2001, Dufferin Terrace and the Governors' Garden fall within the administered place of the newly founded Saint-Louis Forts and Châteaux National Historic Site. Thus, for any information bearing on these resources (with the exception of the Terrace's east retaining wall, which has remained within the administered place of the Fortifications of Québec) please refer to the management plan for this national historic site. In continuation of the 1988 plan, which recommended completing restoration and consolidation work on the Terrace, a major project to stabilize the north section of this wall—between the half-moon battery and the Frontenac kiosk—was begun in summer 2005. This work, which entailed excavating the base of the wall, was accompanied by a full-fledge campaign of archaeological excavations.



The archaeological site at the start of the dig, in 2005
Parks Canada / J. Jolin

Citadel counterscarp and access from Dufferin Terrace

Aside from recommending that work be performed to stabilize the counterscarp walls, the 1988 plan called for redeveloping the top of the Citadel glacis so as “to lay out a cultural walk, which will complete the pedestrian circuit of the ramparts.” This measure was viewed as a means of further integrating the Citadel into the activities conducted along the ramparts. This project was carried out by the National Battlefields Commission.

National Battlefields Park – temporary Citadel

This sector, which is located outside the Fortifications’ administered place, was the subject of recommendations in the 1988 management plan. Parks Canada pointed out that the actions advocated for historical

remains located within the boundaries of the national historic site would only acquire their full significance if they were carried out in close co-operation with other related initiatives.

Recalling that the National Battlefields Park master plan had earmarked “archaeological components on the site of the temporary Citadel for development for interpretive purposes,” Parks Canada noted that a campaign of archaeological excavations, funded jointly by it and the Park Commission, would make it possible to identify the existing remains and to increase knowledge concerning the history of this site. Following these excavations and as a continuation of the projects in connection with the St. Louis curtain wall, it would be possible to consider rebuilding some of the main defence works—for example, talus, ditches, glacis, and so on. None of these proposed initiatives was carried out.

Service offer

The public may access all of the fortifications walkway’s outdoor spaces free of charge. Parks Canada also invites them to visit its two interpretation centres in the Old City, where the cultural resources and messages related to the national historic site are presented: the Fortifications of Québec interpretation centre and the Artillery Park visitor and interpretation centre. There, the guide on hand to greet visitors points out that they are in the Fortifications of Québec National Historic Site. The key messages—or the commemorative intent—are then communicated throughout the tour without necessarily being stated as constituting the reasons for designation of the site by the Government of Canada.

The Fortifications of Québec information and interpretation centre was built in 1991 under the Esplanade curtain wall’s terre-plein, located next to the powder magazine of the same name, close to St. Louis gate. It measures approximately 350 m², with slightly

more than half this area being reserved for visitor reception, exhibits and film/media projections. The remaining space is occupied by staff offices, washroom facilities and storage space. In addition to the theme-related exhibits²⁷ and interpretation activities offered during the summer/early fall season, visitors are invited to come along on guided tours along the perimeter of the fortifications.²⁸ A visit to the powder magazine²⁹ is included in the admission fee, as is a commented view out over the Esplanade from atop the rampart.³⁰ At the interpretation centre souvenir counter, brochures on the history of the fortifications, Artillery Park, and archaeological digs conducted around the New Barracks are available for purchase at reasonable cost.³¹ Finally, despite the centre's cramped quarters, groups of primary cycle-2 and -3 schoolchildren (grades 3/4 and grades 5/6, respectively) come to this centre to share in activities related to the National Historic Site and their school curriculum.³²

The scale model of the fortifications located in the interpretation centre shows neither the entire designated place nor the boundaries of the administered place; further, no map provides a clear idea of the scope of the site's grounds.³³ Most of the context-related messages required to understand the commemorative intent are conveyed to visitors during their time spent in the interpretation centre, though it is all done in a very succinct manner. Message communication is slightly more developed during guided tours. However, the checkerboard urban plan developed in relation to Chaussegros de Léry's fortification, for instance, is not addressed at all. Finally, it should be noted that, by choice, the communication of most messages about the barracks along with those (unrelated to the reasons for designation) involving the Québec Arsenal is reserved to Artillery Park, where most of the resources associated with it are found. The work of Lord Dufferin, however, is clearly communicated.

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27. To support the guide's talk or sustain the attention of independent visitors, a variety of tools may be used, such as a scale model showing the succession of walls or an exhibit presenting the history of the fortifications, the principal engineers who contributed to building these works, the work of Lord Dufferin and stakes from Major Provost's palisade. In addition, to facilitate comprehension of the principles of bastioned fortification, visitors may view both a small model and an animated 3-D video presenting a virtual reconstitution of the defensive front in 1815.
 28. The interpretation centre is open every day from mid-May to mid-October. During the rest of the year, admission is upon reservation only. Admission fees are charged. Likewise, 90-minute guided walking tours are offered in both official languages for a fee. One of the walking tours leaves from the Frontenac kiosk on Dufferin Terrace, passes by the Citadel's counterscarp and casemate flank, and ends at the interpretation centre. It is offered several times each day from early June until late August. The other tour travels by foot from the interpretation centre through Artillery Park to Côte du Palais and is available upon reservation only. Interpretation centre admission fees are included in the guided walking tour fees. Exclusive products have also been developed for specific clienteles, such as cruise ship passengers, for example.
 29. An overview is provided of the architectural and functional characteristics of this building, the history of its construction, and the many other powder magazines in the defence system; the previous configuration of fortifications and urban space is portrayed visually. Visitors are also given an explanation of the lightning rod system used to protect this warehouse and of the set-up and location of the pouring of powder to make shells and ammunition.
 30. This tour supplement can only be offered when another guide is available to take care of visitor reception and orientation. Using components of the surrounding landscape, the guide informs visitors about the outworks located in front of the Parliament Building and about the role of the Esplanade grounds. The complete guided tour (interpretation centre, powder magazine and supplement) lasts 30 to 40 minutes.
 31. Martin Guay (Parks Canada), *The Fortifications of Québec*, Québec City, Éditions Continuité, 1998, 24 p.; Idem, *Artillery Park*, Québec City, Éditions Continuité, 1999, 24 p.; Jacques Guimont and Mario Savard (Parks Canada), *Surroundings of the New Barracks*, Québec City, Éditions Continuité, 2002, 40 p.
 32. The activity entitled "A Rampart's Nooks and Crannies" allows students to discover the interpretation centre and powder magazine, and then climb to the top of the defence wall, where they are shown archaeological artifacts. Rounding off the outing package, the tour takes them to Artillery Park. The "Historic Challenge" activity deals with Québec City under siege.
 33. The boundaries of the designated place were only confirmed by the Historic Sites and Monuments Board of Canada in 2001.



**The Interpretation Centre of Artillery Park,
installed in the old Arsenal foundry**
Parks Canada / X. Bonacorsi

The Artillery Park interpretation centre is housed in the former Arsenal Foundry, located in the gorge of St. John bastion. The public is especially attracted by demonstrations of flintlock musket shooting, which take place regularly in the little agora located at the intersection of Saint-Jean Street and D'Auteuil

Street. In addition to the visitor reception desk, the building's ground floor contains a spacious exhibit area, a small amphitheatre, washroom facilities and a coat check.³⁴ Fee-paying visitors³⁵ may also descend a few steps to access the remains of the St. John bastion powder magazine. In the mezzanine built above, the scale model of Québec City, which is protected by its glass case, can be examined at leisure. The ground floor exhibit is dedicated to the Arsenal, particularly the original function of the building and the work of women in this industry. The brochures offered in the Saint-Louis Street interpretation centre are also on sale here, as is another document on the Arsenal's workers.³⁶

The interpretation centre tour finishes with the grounds and other buildings in Artillery Park, offering background on barracks and storage in particular. The Dauphine Redoubt is now used as a military interpretation centre. Entirely accessible to the public, this four-storey building has impressive vaults, a casemate, a French soldiers' room, a typical early 19th-century kitchen, a reconstruction of the luxurious British Officers' Mess circa 1830 and a fictional depiction of the Arsenal superintendent's parlour. Other rooms house theme-related exhibits on barracks life. There are also costumed interpretation activities and other special events.³⁷ At one time, topical sketches used to be put on occasionally in the little outdoor amphitheatre built in the 1970s and located inside the remains of the Redoubt's spur. Now, however, these installations are principally used by strollers..

34. The administrative offices of the Québec City Field Unit were installed in an annex located at the rear.

35. The centre is open from 10:00 a.m. to 5:00 p.m. every day from April 1 to October 9. During the rest of the year, a reservation is required to gain access. The admission fee covers the tour of the interpretation centre, the Dauphine Redoubt and Officer's Quarters with an audioguide.

36. Parks Canada, *Les travailleurs de l'Arsenal de Québec 1879-1964*, Ottawa, Parks Canada, 1980, 46 p. Other Parks Canada publications about Québec City and other National Historic Sites in the region are also available.

37. For instance, the "Divine Port" (adults) and "Tea Ceremony" (adults and adolescents) activities offered to groups in the Officers' Mess upon reservation.

The Officers' Quarters, surrounded by a flower garden, has now been restored and furnished as it might have once appeared in 1823. The ground floor recreates the lifestyle of an English officer and his family thanks to the presence of period furniture and objects, many of which are authentic. For the moment, the public is barred from access to the attic. Costumed characters live up the site. Near the Quarters, an outdoor bread oven has been built as a reminder that the building was originally a bakery.

In Artillery Park, no less than a half-dozen educational activities adapted to students from different age groups enable these visitors to discover different aspects of barracks life, archaeology and artillery. The gun carriage shed, also called the ordnance storehouse, regularly serves as an interpretation activity venue for groups, especially the school clientele. Its original function is communicated using artillery guns, ammunition and the reproduction of a gin set up outside of the building. Since 2001, this building has also housed the Economuseum of Dolls boutique/workshop under the terms of an annually renewable contract.

Finally, in 2001, interpretation panels were installed in the yard of the New Barracks tenaille that explained how this spot had once been occupied by outbuildings associated with barracking of soldiers (kitchen, privies, ablution house, storage sheds, etc.), followed by industrial equipment during the Dominion



The Ordnance storehouse (gun mount shed) is used to engage groups in interpretation activities.
Parks Canada / X. Bonacorsi

Arsenal era. The workshop located inside the yard and that was used in the early 20th century to manufacture shell rounds was restored and closed. As there are no washroom facilities nearby, it is unused at present.

Most messages of national historic significance are communicated using the audioguide provided on location, particularly at the interactive terminal accompanying the scale model of Québec City, or during the Artillery Park guided tour.³⁸ Archaeological objects are used for interpretive purposes, but they represent only a tiny portion of the existing collections. As for messages not associated with the commemorative intent, it is important to note that the work of Lord Dufferin receives only the barest of explanations whereas, on the other hand, considerable emphasis is placed on the Arsenal.

38. For an additional modest fee, visitors may tour the park's centre, grounds and buildings accompanied by a heritage interpreter.

Certain Artillery Park buildings can, upon reservation, be visited during the off season and outside of regular hours. The Dauphine Redoubt and, to a lesser degree, the former Arsenal foundry building are used for meetings and, more often, receptions. An interpretive activity is normally included in these packages.

The services offered at the Fortifications of Québec administered place are complemented by various events that are staged primarily in the pocket-size agora located next to St. John gate and inside the walls abutting the Esplanade. One-time agreements are concluded with organizations such as the Québec City Summer Festival, the Citadel Garde en rouge (Royal 22^e Régiment) and the Carnaval, which affords the national historic site opportunities for enhancing its presence in the community and its visibility from every point of view. It should be noted that the plans governing public security and law enforcement in effect at the various Québec City Field Unit sites apply also in the Fortifications of Québec's administered place.

Finally, many organizations and individuals who do not have authority over the designated place and with whom the Québec City Field Unit does not have agreements, participate in varying degrees in presenting it (calèche driver-guides, taxi drivers, museums, private guided tour companies, etc.). Obviously, the Field Unit has no control over the products offered by these "collaborators." Nonetheless, some of them use the research produced by Parks Canada to prepare their own oral presentations. Others rather

brazenly come in, singly or in small groups, to request information from site staff. Finally, Parks Canada interpretation specialists enthusiastically agree to participate as trainers in the Tourism programs offered by the Mérici, St. Lawrence and Limoilou cégeps. For example, at Collège Mérici, a three-hour course on Québec City's fortifications is integrated into the program required to obtain the Tour Guide permit issued by the City of Québec, a mandatory prerequisite for obtaining work in this field in Québec City.

Outreach

The Fortifications of Québec National Historic Site and Artillery Park Heritage Site both have their own Parks Canada-managed Websites,³⁹ dedicated to presenting only the portions of the designated place administered by Parks Canada.

These Websites communicate the key messages compellingly and in a manner serving to aid comprehension of the reasons for designation. The commemorative themes are apportioned in much the same way as at the actual sites, with the content of the Fortifications of Québec Website being dedicated primarily to the evolution of defence structures, whereas that of the Artillery Park Website focuses more on barracks life. Neither of the two sites elaborates upon such supporting messages as what factors made Québec an important city in the colonial era or how, in particular, it came to play a key role in maintaining communications with the mother country—thus justifying its fortification. For that matter, scarcely any more attention is dedicated to explicating the strategic role of

39. The Artillery Park Website is registered under the heading of "Artillery Park Heritage Site."

the Saint-Louis château, the reasons that prompted the barracking of soldiers, or the positive and negative impacts of the presence of the fortifications and the garrison on Québec City.

For Parks Canada, school outreach through teachers and the offer of activities integrated into school curricula represent an exceptional opportunity to communicate its heritage messages to young people. The experiments underway provide effective support to teachers, especially in history and geography courses. The activity entitled “Débat avec Lord Dufferin: doit-on conserver ou démolir les vieux murs” [A debate with Lord Dufferin: should the old walls be demolished or preserved?] takes place in the school itself. Another educational activity related to school curricula, entitled “Defending Québec, Capital of New France,” is offered on the Web.⁴⁰

Parks Canada intends to obtain the support and participation of the greatest possible number of Canadians in improving commemorative integrity. In this context, it would like to reach not only youths, but also “new citizens.”⁴¹ However, at this time, no Fortifications of Québec National Historic Site outreach initiative explicitly targets what are referred to as “ethnocultural” communities and citizens

5.2 Visitors

5.2.1 Current trends

The baby-boomers are growing old and have begun to retire. Demographic data also show that the fastest growing segment of the population is that of new Canadians. Consumers prefer to travel in small groups or individually and are seeking more authentic experiences.⁴² They are more concerned about their safety and increasingly use the Web to plan their trips. As well, there are trends towards shorter, more frequent travel and tourism linked to specific interests such as “medical tourism, adventure tourism, educational travel, Aboriginal tourism, cultural tourism and ecotourism.”⁴³ In particular, two new market niches have developed in Canada: heritage tourism and hands-on learning. These trends are undoubtedly related to the fact that in the Canadian Tourism Commission’s marketing campaign, Canada has been positioned as a place for exploration and the creation of personal memories.⁴⁴

40. Dedicated to primary cycle-2 pupils (grades 3 and 4), it has now been supplemented by an activity interpreted by the “real” soldier Vadeboncoeur, in Artillery Park itself.

41. Parks Canada, *Parks Canada Agency, Corporate Plan 2005/06 to 2009/10*, p. 12 and p. 46.

42. Carol Sheedy, *Offrir plus d’expériences mémorables aux visiteurs*, PowerPoint presentation on the concept of visitor experience, Parks Canada, 2005, p. 6.

43. Québec City and Area Tourism and Convention Bureau (OTCQ), *Plan de développement marketing, stratégies et activités, mise à jour 2005*, Québec City, OTCQ, November 23, 2004.

44. Carol Sheedy, *op. cit.*

5.2.2 Regional tourism context

*The Greater Québec Area is the story of a unique people—strong and proud of their Amerindian, French and British roots. Discover the Greater Québec Area which includes the City of Québec, Côte-de-Beaupré, Île d'Orléans, Jacques-Cartier and Portneuf. [...] While wandering through Vieux-Québec and its surroundings, the historic districts in Charlesbourg, Beauport, Cap-Rouge and Wendake, an interesting blend of the past and present is offered to visitors.*⁴⁵

From Dufferin Terrace, visitors behold a vast, stunning viewscape that helps them to grasp the tangible reasons of topography that have historically accounted for Québec's strategic position. Indeed, the panorama encompasses the St. Lawrence River and Île d'Orléans Channel, the Citadel and Cape Diamond as well as the city of Lévis and the countryside extending beyond it towards the Beauce and Bellechasse regions.

In this magnificent, meaning-laden context, a short list of the Old City's stand-out monuments necessarily includes the Citadel, the fortified walls and stone gates, the Château Frontenac and Dufferin Terrace. The historic district, proclaimed a world heritage site by UNESCO in 1985, is a prestigious historical, cultural and heritage site. Major events thrust the French-speaking and English-speaking populations that followed one another into the spotlight. There are numerous remains that bear witness to the roles of trading post, port of entry, fortified city, colonial capital,

garrison town, and principal ecclesiastical seat that Québec City played, from the time of its founding to the middle of the 19th century. This is undoubtedly why it is the most visited part of the City of Québec and one of the best-known historic districts in Canada.

The population of the greater Québec City area is 622 000, 95% of whom are French-speaking. New Canadians are much less numerous there than in most other Canadian urban centres. Easily accessible by road, rail, water and air, Québec City—provincial city and seat of the Assemblée nationale du Québec—is the third-ranking tourism destination in Canada.⁴⁶

In terms of tourism branding, the greater Québec City area wishes to be positioned as a unique, authentic destination offering world-class experiences, served by a professional tourism industry recognized for the quality and integrity of its practices.⁴⁷ The activities available are intended to be diverse, dynamic and spread equally throughout the area: visitor reception centres, international festivals, two national Quebec museums, dozens of smaller theme-related museums, major cultural gatherings and events, sporting activities—all in the midst of an urban fabric unique in North America replete with its famous European cachet and numerous historical buildings. The river affords an abundance of opportunities to enjoy a range of nautical activities. The area also boasts a number of ski hills and outdoor recreation centres, many farms, orchards and a high concentration of commercial sugarbushes.

45. OTCQ, "Portrait of the Region," in *Québec City and Area Official Tourist Guide 2006-2007*, Québec City, OTCQ, 2006, p. 8.

46. OTCQ, *Plan de développement marketing de la région touristique de Québec, mise à jour 2005*, p. 2 (source: Statistics Canada, "Tourism in Canadian Cities" (CITIES), 2002 and 2003 compilation).

47. *Ibid.*, p. V.

Surveys conducted by high-profile magazines such as Condé Nast Traveller and National Geographic regularly rank Québec City among the best international destinations. As an example, readers of the British magazine *Wanderlust*—travellers who seek out original destinations of special interest, whether it is soft-adventure or cultural activities—recently designated Québec City the third “best city in the world.”⁴⁸

Several national historic sites of Canada can be said to be a part of the core attractions of the major tourism market represented by Québec’s historic district, which is able to tap into a very large pool of prospective tourists from across Quebec and Canada and from abroad. In 2005, annual visitor traffic returned to a level comparable to that of 2002 with approximately 5.5 million tourists⁴⁹ (domestic, American and international markets combined).

The national historic sites are important driving forces in the tourist sector falling within the Capitale-Nationale du Québec administrative region, where some 13 600 jobs were generated by tourism in 2004.⁵⁰ From the beginning of efforts to showcase these sites, NHS administrators have developed collaborative ties with major institutions and other cultural and tourism sector players such as the City of Québec, the Québec City and Area



Martello Tower in National Battlefields Park
Parks Canada / P. Beaudet

Tourism and Convention Bureau (OTCQ), the administrators of the major museums, and the Communauté métropolitaine de Québec. The Field Unit Superintendent participates in a tourism roundtable and sits on the OTCQ Board of Directors. Most of the historic sites are integrated into theme-based tourism circuits. The presence of the Fortifications of Québec National Historic Site increases the historical, heritage and cultural attraction of this major tourism destination. It is currently integrated into the tourism industry through its service offering, joint advertising and promotion, participation in tour packages, and ongoing collaboration on socio-cultural events and activities.

48. Canadian Travel Press, Press release (in French) posted on February 16, 2006 at CanadaTourism.com, “News and events” at: <http://www.canadatourisme.com/ctx/app/fr/ca/newsItem.do?articleId=62634&language=french>

49. OTCQ, *Plan de développement [...]*, *op. cit.*, p. 15.

50. Tourism in Figures 2004 (PDF document), Tourisme Québec, October 2005, at: http://www.bonjourquebec.com/mto/publications/pdf/etudes/tourisme_chiffres2004_a.pdf

5.2.3 Visitation at the administered place of the National Historic Site⁵¹

In 2005, total visitation at the administered place of the Fortifications of Québec was more than 1.6 million visits.⁵² Excluding Artillery Park, the number of visitors was estimated to be 1.588 million, which is 17% less than it was in 2004. This decline is due primarily to the presence of a fenced-off construction site on Dufferin Terrace, normally the most visited sector. Nonetheless, the archaeological excavations underway there attracted approximately 29 000 different visitors to the guide posts around them between June 20 and October 9, 2005. Many of them had the privilege of talking to two guides successively on the route.

In addition, 9 536 people visited the exhibition presented in the Fortifications of Québec information and interpretation centre in 2005, which indicates that slightly more visits were made there that year than in 2004. Nearly 61% of these visitors belonged to organized groups—an increase of 3%—while the proportion of independent visitors fell 4%. Finally, 2 263 people walked along the ramparts accompanied by a Parks Canada guide, an increase of 16% over the figure reported for 2004. In total, nearly 40 800 people took advantage of Parks Canada’s visitor and interpretation services on the fortifications

circuit in 2005, approximately 2.6% of the total number of visits to the site. The proportion is still small, but it nevertheless amounts to a more than 25% increase over the level recorded in the previous year.

In Artillery Park, there were nearly 49 000 visits in 2005, making for a decline of 7% compared with the number of visits for 2004.⁵³ After having gradually fallen by altogether approximately 20% between 2000 and 2003, the number of visits grew 9% in 2004, thanks to increases in the individual and school clientele.⁵⁴ Unfortunately, primarily due to a boycott of extracurricular activities by teaching staff, visits by school groups plummeted 19% in 2004. During this period, the individual clientele continued to increase, posting a gain of 9%. In contrast, visitation by “other groups” slipped 12%. Close to 65% of visitors took the proposed visit circuit travelling around the various buildings, as compared with 73% the previous two years. Finally, 800 visitors participated in one of the four special activities presented in 2005.

It is important to point out that far from being banned from the administered place, private firms and organizations are indeed encouraged to include sectors of the administered place in their tour circuits, particularly the ramparts. Obviously, their clientele is not included in our statistics regarding the use of the administered place’s personalized services.

51. Due to the integration of the site into the urban fabric and the numerous access points, it has proven impossible to keep an accurate record of entries into the national historic site; a complex method of estimation based on a mathematical model was developed twelve years ago to obtain an evaluation of numbers of visits.

52. The number of visits corresponds to the estimated number of entries of tourists and same-day visitors (non-residents and residents of the Québec City Area) in the **administered place** of the Fortifications of Québec, the Saint-Louis Forts and Châteaux and the Montmorency Park National Historic Sites—the two latter sites being found on the walk along the fortifications—for recreational, educational and cultural purposes during opening hours from mid-May to mid-October. Local, commercial and transiting pedestrian traffic was only included if travelling through the site was preferred to an off-site alternative. Re-entry to the site on the same day was not considered to be a new visit. *Rapport statistique 2005, Parcs Canada au Québec: Fréquentation et utilisation des parcs nationaux et des lieux historiques nationaux du Canada*, Parks Canada, Marketing and Business Unit, Quebec Service Centre, May 2006, p. 41 and 54.

53. *Rapport statistique 2005, Parcs Canada au Québec*, Parks Canada, Marketing and Business Unit, Quebec Service Centre, May 2006, p. 48.

54. *Rapport statistique 2004, Parcs Canada au Québec*, Parks Canada, Marketing and Business Unit, Quebec Service Centre, May 2005, p. 46.

5.2.4 Visitor satisfaction and message comprehension at the administered place

The most recent source of information we have visitor experiences at the administered place is the Fortifications of Québec National Historic Site visitor profile survey conducted by Parks Canada in 2000 and 2001.⁵⁵ In general, respondents stated they were satisfied with their visit. They particularly appreciated the viewscapes embracing the river as well as the friendliness and helpfulness of staff. However, most were unaware that the Fortifications of Québec had an information and interpretation centre or that Parks Canada offered a guided tour of the walls. Sixty-eight percent (68%) of respondents indicated that they would have been interested in taking this sort of tour. Nearly three-quarters would have liked to receive a map highlighting the national historic site's points of interest. Finally, only 38% of respondents considered the quality of the public entertainers to be "very good," and nearly 30% mentioned the lack of toilets and water fountains. The situation has not changed greatly since the time when this survey was conducted, except perhaps with respect to the final point. The public toilets located under the Frontenac kiosk on Dufferin Terrace were restored to working condition in 2002.

The survey conducted among visitors to Artillery Park in 2002⁵⁶ revealed a high rate of participation in and satisfaction with interpretation activities. This significant participation is reflected in the evaluation of message communication effectiveness. Most visitors correctly answered the survey questions pertaining to commemorative intent.⁵⁷ However, only 25% of visitors took advantage of the guided tour, and 8%, of the tea ceremony—which obtained the lowest rate of satisfaction. In addition, the vast majority of respondents stated they were satisfied overall with their visit to Artillery Park. Staff courtesy, cleanliness of premises, service in both official languages and reception and orientation all received high marks by virtually all survey respondents. In contrast, satisfied clients gave lower scores to exhibit quality and recreational experience. Site signage and variety of activities received high marks from 40% and less of satisfied respondents. Fully 19% of visitors who made comments on improvements that could be made to make the visit more enjoyable mentioned signage. Further, while 17% did not find anything needing improvement, 21% made suggestions related to services and infrastructure. Among the other expectations expressed was better interaction between the visitor and site through an increased number of guides, guided tours and costumed guide-interpretors.

55. Alain Rainville, "Lieu historique national du Canada des Fortifications-de-Québec, Étude sur le profil des visiteurs—2000, Visiteurs individuels et en groupes organisés," Parks Canada, Marketing and Business Unit, February 2002. At that time, Dufferin Terrace, the Governor's Walkway and Montmorency Park were considered to be part of the administered place of the Fortifications of Québec National Historic Site, whereas Artillery Park was as being separate from these other components. In total, 1255 questionnaires were filled in.

56. SOM Surveys, Opinion Polls, and Marketing, "Lieu historique national du Parc-de-l'Artillerie, Étude auprès des visiteurs 2002," Québec City, Parks Canada, June 2003. No. of respondents: 1334, of which 657 independent visitors, 543 organized groups and 119 visitors referred to as recreational as they only used the grounds and outdoor landscaping.

57. This survey showed that most respondents retained the provided statements connected with the context messages. To date the effectiveness of our communication of the reasons for national historic site designation (commemorative intent) has never been systematically measured among visitors or Website users.

5.3 The fortifications in the city

Through the centuries, the fortifications of Québec have developed in close conjunction with the city itself. This is so because even though urban planning did not emerge as a profession and discipline until the late 19th century, military engineers were involved in designing and laying out urban centres—the street grids of fortified towns in particular—for many years prior to that time.



**A memorable experience
in the kitchen of Dauphine Redoubt**
Parks Canada / L. Delisle,

The presence of a fortified wall system also produced a decisive impact on the future development of Québec, on account, particularly, of its constituting a barrier to expansion. On the one hand, defence works factored significantly in the growth of the one-time colonial capital. But in an outgrowth of this structuring trend, the establishment of a new line of defence to the west was designed, aside from satisfying military requirements, to enclose the inhabited sectors that had spilled over and beyond the former enceinte and to ensure that in the future, the city would grow inside the new enceinte. The city's irresistible tendency to expand grew stronger as the defensive role of the military structures declined, in step with the technical advances that ultimately made the latter obsolete.

The first conservation initiatives sponsored by Lord Dufferin at the turn of the 20th century represented an effort to reconcile the requirements of urban development with those involved in conserving this national monument. In our day and age, Parks Canada has targeted a similar objective, striving to conserve the character of the whole while also making the fortifications an integral part of the contemporary urban dynamic.

5.3.1 The urban environment

The administered place's urban surroundings include several historic buildings and architectural ensembles that work together to create the unique visual environment that is a hallmark of the Old City. In this connection, the old houses lining Laporte Street, Des Remparts Street, D'Auteuil Street and Saint-Denis Street, of which certain elements date to the 18th century, come readily to mind. Likewise, for a number of reasons—function, mass, activities, pre-eminence—buildings such as the Hôtel-Dieu, the Basilica, the Hôtel de Ville, the Seminary, the Ursuline sisters' convent, the Château Frontenac, the former Palais de Justice, Morrin College, the Grande-Allée Drill Hall (Les Voltigeurs de Québec), and others have all played a considerable role in the dynamics of the Old City and the image of Québec that people come away with.

Several historic urban ensembles have also played a decisive role in shaping the perception of the defence system, owing either to their geographical proximity to the ramparts or to the history they share with the development of the fortifications. Furthermore, in terms of devising and implementing any project concerning works and spaces associated with the fortifications, the characteristics and components of these ensembles, taken with their recent past and foreseeable future, are likely to have a significant influence.

Thus, for example, the parliamentary hill restructuration project, conducted under the auspices of the Commission de la Capitale nationale du Québec, both represents major, highly positive contributions to the beautification of this sector. This being said, this development comes at the expense of preserving an overall view of the Esplanade curtain and promoting genuinely effective in situ communication of the principles of bastioned fortification.

Beginning in the mid-1980s, the Côte du Palais sector has undergone a radical metamorphosis, including such initiatives as the conversion of the Gare du Palais into an intermodal station; the creation of Place René-Lévesque, a broad public square; repair and upgrading work on Saint-Paul Street; the opening of numerous restaurants, bistros and cafés, creation and design studios/workshops; etc. These projects, coupled with many private real estate restoration initiatives, have given this once underprivileged neighbourhood a major makeover and thus helped to attract many new residents and tourists. It is worth noting that as a result of work reconfiguring and improving the city traffic paths, the former Saint-Vallier Street tunnel was permanently retired. The Mayor-ess of Québec City, Ms. Andrée Boucher, has come forward with a proposal to redevelop the Îlot des Palais as a gift made as part of the commemorations surrounding the 400th anniversary of the founding of Québec City. Not only would this project stimulate the preservation of heritage resources and the presentation of a sizeable portion of the designated place, it would also carry forward with efforts to revitalize this sector, possibly helping to develop the area into a new pole for tourism.

Upper Town is reached from the Du Palais sector via one of three hillside streets, Côte du Palais, Côte Dinan and Côte de la Potasse. As well, both Des Remparts Street and De l' Arsenal Street culminate hard by the junction of Côte Dinan and Côte du Palais.

This busy, ill-configured intersection makes for a hazardous traffic situation, particularly for pedestrians. The erection of a footbridge linking the New Barracks tenaille and the ramparts is a project that has elicited interest for years now. If completed, the structure would help alleviate the problem of safety associated with the intersection but would also complete the fortifications walkway on this side of the monument. However, this project was not selected among those serving to commemorate the 400th anniversary of the founding of Québec City; all the same, plans call for performing requalification work with a view to improving the sector's safety, functionality and visual aspect.

Located at the foot of the escarpment dominated by the walls and batteries lining Des Remparts Street, the Louise Basin sector has also witnessed an incredible series of revitalization projects during the last 15 to 20 years. Starting from Des Remparts Street, visitors can reach this sector by foot via Côte de la Canoterie and Côte du Colonel-Dambourgès (restricted to pedestrian traffic). The local main attractions include the Old Port covered market, Saint-Paul Street, home to a cluster of art and antiques dealers, as well as quaint Sous-le-Cap Street. The Old Port of Québec Interpretation Centre and the perimeter of Louise Basin have been targeted for major renovations with the objective of creating Espace 400e, the clearinghouse for information and visitor services throughout the 2008 commemoration activities.

For upwards of 20 years, considerable efforts have been dedicated to developing and beautifying the Old Port sector. In a continuation of the harbour front redevelopment project and the construction of the Musée de la civilisation, many dilapidated buildings and abandoned warehouses were either restored or recycled and now are home to art galleries, inviting inns and hotels, condominiums, offices, restaurants and shops. The Canadian Forces Fleet School Québec—and with it the Naval Museum of Québec—set up quarters

here in 1995. As well, the Québec Port Authority recently developed a cruise terminal at Pointe-à-Carcy; further development work is planned on this site in keeping with projects surrounding celebrations of the 400th anniversary of the founding of Québec City. On the other side of Dalhousie Street, the Auberge Saint-Antoine has developed a display of vestiges of the Dauphine battery that once occupied its property; the centrepiece of the hotel management's efforts is undoubtedly the glass-enclosed displays, located throughout the premises, of archaeological artifacts, many of them museum-quality.

Billed as the cradle of the French presence in North America, Place Royale is no doubt one of the main centres of attraction in the extramural portions of the Old City. Since the 1970s, the square has also been the hub of a very large-scale project of restoration, recycling and reconstitution. Fanning out from around Notre-Dame-des-Victoires Church, this sector is home, in particular, to the vestiges of the Royal Battery, reconstituted in 1977. The location of Champlain's Habitation, uncovered during archaeological excavations, has been indicated in the paving stones covering the square. The Centre d'interprétation de Place-Royale is housed in a contemporary building that blends particularly well with the historic fabric of this well-kept sector. A modern funicular provides a popular link between Dufferin Terrace and Place Royale as well as the picturesque Petit-Champlain neighbourhood nearby.

While these urban ensembles do not come under the authority of Parks Canada, it is nevertheless vital that they figure in the Fortifications of Québec management plan. For it is clear that the future of this historic site is shaped—and will surely continue to be moulded by the presence of such historic surroundings.

5.3.2 Partners

Consultation with other local actors is a necessary condition of enabling Parks Canada to make a positive contribution to Québec City's urban dynamic in the performance of its mandate. Parks Canada has always maintained that its interventions will be all the more effective if they are based on the clearly expressed desires of local stakeholders.

Parks Canada has genuinely quality partners whose importance it fully acknowledges—namely its neighbours, the local and regional authorities, key tourism players, and the public. With the means they each have available to themselves, many external parties contribute to ensuring the future of the historic site and its relevance to the city now and in the years to come.

Federal departments use the *Federal Heritage Buildings Policy* to protect their historic buildings and can call on Parks Canada's expertise on any question involving their archaeological heritage.⁵⁸ In particular, the Department of National Defence has acted towards the Citadel in an exemplary fashion. The *Canadian Environmental Assessment Act* can also help them protect their cultural resources. Further, the National Battlefields Commission has the mandate of protecting and presenting Battlefields Park, in which a portion of the designated place is located. Finally, in 1993, a federal interdepartmental committee agreed on a number of fundamental principles for preserving the historic district of Québec City as a world heritage site.

For its part, the Government of Quebec oversees heritage protection and presentation in the portion of the designated place located off federal land, under the provisions of the *Cultural Property Act*. In the discharge of this mandate, the Ministère de la Culture

58. Government of Canada, *Archaeological Heritage Policy Framework*, 1990.

et des Communications is particularly instrumental, but also the Commission de la Capitale nationale du Québec, the Société de développement des entreprises culturelles (SODEC), the Musée de la Civilisation and agreements with the City of Québec. The City's Service de l'aménagement du territoire [Urban planning department] employs a large number of cultural heritage experts and is equipped with many tools for intervening in the areas of landscape, architecture, archaeology, and material culture. In this context, resources located on public property or whose modification requires a permit are generally the subject of special attention. The City also has framework agreements with various partners, such as the Commission de la Capitale nationale and Université Laval. Among municipal democratic institutions, the Comité consultatif du Vieux-Québec – Cap-Blanc – Colline parlementaire, consisting of residents, merchants and tourism industry representatives, must be consulted prior to any modification in the city planning and traffic regulations.⁵⁹ Finally, UNESCO contributes to the preservation of the values that were recognized when the historic district was named a world heritage city.

Public organizations do not have unlimited financial resources for supporting heritage preservation. But while political considerations can always influence the prospects for collaboration between federal, provincial and municipal governments, consultation and partnership are still the options preferred by stakeholders wherever possible. That much is abundantly clear from the work accomplished by the Comité de concertation du patrimoine

de Québec, created in 1993 and made up of representatives of the City of Québec, the Ministère de la Culture et des Communications du Québec and Parks Canada.

Among the many other actors, the Québec City and Area Tourism and Convention Bureau and the Conseil des monuments et sites du Québec both perform, in very different areas, remarkable work that has an impact on the preservation and protection of the fortifications in their urban context. Finally, the Comité des citoyens du Vieux-Québec, which has the objective of protecting and presenting the historic district “from the perspective of a living, lived-in urban unit,”⁶⁰ voices the concerns and views of the neighbourhood's residents—who do in fact live in the designated place—to authorities and in the public arena.

The actions undertaken by all of these favoured collaborators in the areas of heritage and the organization of urban services—including municipal by-laws, transport, traffic, visitor experience, neighbourhood security in the Old City, noise and air quality management, and so on—have shaped and continue to shape the Fortifications of Québec National Historic Site and its management. Conversely, the presence, preservation, and presentation of the ramparts and other cultural components of the site have an impact on Québec in its triple capacity as a living community, heritage city and tourism pole. Given this situation of mutual influence, for Parks Canada and the other parties, there could be no better justification for working together.

59. City of Québec, “Historic District of Québec,” *Periodic Report on the Application of the World Heritage Convention*, Section II, Parks Canada, 2005.

60. *Ibid.*

5.3.3 The economic impact of visitors to the Fortifications of Québec

In 2004, the administered place of the Fortifications of Québec National Historic Site (including the Artillery Park as well as Saint-Louis Forts and Châteaux and Montmorency Park administered places) welcomed nearly 1 614 000 visitors from outside its region.⁶¹ Spending by these visitors directly attributable to their site visit was estimated to be more than \$36.0 million. In turn, this spending generated economic spin-off valued at approximately \$16.5 million and helped create or maintain about 400 jobs (full-time equivalent). Parks Canada spends more than \$2.1 million annually to operate this site. These expenditures have an additional economic impact of nearly \$2.5 million annually and help create or maintain approximately 50 jobs (full-time equivalent).⁶² It is thus safe to say that visitors to the national historic site have a very substantial influence on the local economy.

61. SOM, *Surveys, Opinion Polls, and Marketing*, *op. cit.*, p. 9 and Alain Rainville, *op. cit.*, p. 2; the region includes the municipalities lying within a 20-kilometre radius of the Fortifications of Québec.

62. Alexandre Germain, "L'impact économique de Parcs Canada au Québec," Parks Canada, Quebec Service Centre, 2006.

6. Objectives

6.1 Strategic objectives

To fulfil its mandate, Parks Canada has adopted the following strategic objectives as guidelines for its activities over the next five years:⁶³

- Improve the network of national historic sites, substantially add to the network of national parks and make solid progress in developing the network of national marine conservation areas.
- Maintain or improve the commemorative or ecological integrity of each of the national historic sites and parks administered by Parks Canada.
- Further raise awareness of national parks, national historic sites and national marine conservation areas and promote understanding, appreciation and a shared sense of identity.
- Draw up a stable, long-term financial strategy to protect historic and contemporary properties managed by the Agency.
- The planned results concerning commemorative integrity and visitor experience are permanent priorities of the Agency.

6.1.1 Commemorative integrity

Conserving heritage resources

Planned results

- Maintain or improve the commemorative integrity of national historic sites and the state of other cultural resources administered by Parks Canada.
- Develop a long-term strategy to protect our historic and contemporary property.
- Encourage and support the commemorative integrity of national historic sites and maintain or improve the state of heritage resources not administered by Parks Canada.

Performance expectations

- Ensure that all national historic sites administered by Parks Canada have a current, approved management plan by December 2006.
- Improve all commemorative integrity components that are rated as poor.
- Improve the state of other cultural resources managed by Parks Canada by March 2014.

63. Parks Canada, *Parks Canada Agency Corporate Plan 2005/06 to 2009/10*, (Ottawa), Her Majesty the Queen in Right of Canada, represented by the Chief Executive Officer of Parks Canada, 2005, figure 3.

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- Ensure that the other owners of national historic site properties are aware of commemorative integrity and have access to information on best practices for maintaining commemorative integrity.

Promoting public appreciation and understanding

Planned results

- Canadians, visitors and stakeholders appreciate and understand the significance of national historic sites and support their protection.

Performance expectations

- Ensure 80% participation rate among national historic site visitors in learning experiences related to the natural and/or cultural heritage of national historic sites.
- Ensure 85% rate of visitor satisfaction, with 50% being very satisfied with on-site heritage presentations programming.
- Ensure 75% rate of visitor understanding of the significance of national historic sites.
- Canadians, visitors and stakeholders actively support the integrity of national historic sites.

6.1.2 Visitor experience

Offering visitors quality experiences

Planned results

- Visitors are made welcome, enjoy safe visits and are satisfied with service quality at national historic sites.

Performance expectations

- Ensure 85% rate of visitor satisfaction, with 50% being very satisfied with their experience at a national historic site.
- Maximize the number of visitors enjoying memorable experiences at national historic sites.
- Maximize visitor safety at national historic sites.

6.2 Objectives flowing from the commemorative integrity statement

6.2.1 Resources related to the reasons for designation as a national historic site

Resources (designated place, landscape and landscape components, buildings and structures) are not impaired or under threat when:

- The resources and their associated values are respected.
- Management decisions are based on sufficient, reliable information and are made in accordance with the principles and practices of the *Cultural Resource Management Policy*.
- The resources and their associated values are not lost, impaired or threatened by natural processes, such as erosion or decay, within or outside the site.
- The historic values of the resources are communicated to visitors and stakeholders.

The designated place

- Ensure that the owners and managers of resources of national historic significance located within the designated place but off the Parks Canada-administered place,

along with their partners, are aware of the importance of conserving the values associated with the in situ cultural resources, the landscape and objects.

In situ cultural resources

- The resources are understood as part of a coherent, significant whole.
- To the greatest extent possible, natural features and archaeological remains are discernible.

Cultural landscapes

- Distinctive landscape features of the site are maintained, and visual and spatial relationships amongst them are safeguarded.
- Views and view corridors highlighting the site's national historic importance are preserved, especially those to be had from the northeast wall.
- Landscape features are presented so as to enhance the historic character of significant colonial-era places.
- Significant landscapes become discernible and understandable.

Collections

- In situ artillery guns are maintained in place.

6.2.2 Effective communication of reasons for designation as a national historic site

- The overall heritage presentation experience conveys the reasons for designation as a national historic site.
- Visitors and site stewards understand reasons for designation as a national historic site.
- Management decisions are based on sufficient, reliable information and are made in accordance with the principles and practices of the *Cultural Resource Management Policy*.



Artillery in position, Port-Dauphin Street
Parks Canada

6.2.3 Resources unrelated to the reasons for designation as a national historic site

Resources (landscapes and landscape features, buildings and structures, archaeological sites, objects) are not impaired or threatened when:

- The resources and their associated values are respected.
- Management decisions are based on sufficient, reliable information and are made in accordance with the principles and practice of the *Cultural Resource Management Policy*.
- The resources and their associated values are not lost, impaired or threatened as the result of natural processes, such as erosion or decay, inside or outside the site.
- The resources and their associated values are not lost, impaired or threatened as the result of human actions inside or outside the site.
- The historic values of the resource are communicated to visitors and stakeholders.

6.2.4 Messages unrelated to the reasons for designation as a national historic site

Messages unrelated to the reasons for designation as a national historic site are effectively communicated to the public when:

- Part of the heritage presentation experience conveys messages unrelated to the reasons for designation as a national historic site.
- Messages unrelated to reasons for designation as a national historic site and their presentation do not swamp or otherwise detract from appreciation or understanding of the site's national historic significance.
- Visitors understand messages unrelated to the reasons for designation as a national historic site.
- Management decisions are based on sufficient, reliable information and are made in accordance with the principles and practices of the *Cultural Resource Management Policy*.

7. Looking Ahead: The Fortifications of Québec in 2020

The vision put forward in this management plan contains the outlines of the general, long-term direction that Parks Canada's is projecting for the Fortifications of Québec National Historic Site and that was validated during the public consultation process. What kind of condition do we want the site to be in 15 years hence? What are the outcomes we hope for in terms of protecting and presenting heritage resources, of offering visitors a worthwhile experience and rallying public support?

Around 2020, the main components of the administered place will be stable, its cultural resources and historic character will be preserved, and a regular schedule of maintenance for resources will be in place. The owners and managers of those parts of the designated place not administered by Parks Canada will be aware of the importance of protecting the cultural resources for which they are responsible. The public will appreciate the national historic site, understand its importance, and support its protection.

The Fortifications of Québec National Historic Site will be a place of commemoration, discovery, and learning that effectively conveys the reality of Québec's defensive works during the colonial era. Visitors be acquainted with its main components, including those that constitute national historic sites in their own right. The site will be safe and "user-friendly," and will meet high standards in terms of tourist experience and visitor services. It will

be open year-round and visited by as many people as it can accommodate. The public will be well informed about its services. Visitors will describe their experience as memorable, and the site will be a model of outreach to external clients (school activities, Website traffic, etc.). Moreover, presentation of the designated place will emphasize not only the cultural resources administered by Parks Canada, but a major portion of the ones managed by third parties.

In the greater Québec City area, the site will be well positioned within the regional tourism industry and will constitute a main driving force in the surrounding tourism dynamic. An improved regional, national, and international tourism product will have been developed in collaboration with regional partners. The site will be regarded as a top tourist destination in the World Heritage City circuit. Finally, site management will comply with Canadian government guidelines on sustainable development and climate change.

This vision represents a continuation of the site management approach taken thus far, which consists of maximizing existing human and financial resources, remaining alert to funding opportunities, and promoting collaboration with the neighbouring community. Given the current budgetary situation, it will take gradual but steady efforts to bridge the gap between our vision and the site's current condition.

8. Measures to Implement this Vision

8.1 Ensure commemorative integrity

8.1.1 Protecting the cultural resources of the administered place

Proposed measures:

- Ensure that management decisions are based on sufficient and reliable information and comply with the principles and practices of the *Cultural Resource Management Policy*.⁶⁴
- Finish stabilizing the enclosure walls:
 - Complete stabilization work on the Dufferin Terrace retaining wall and the program of archaeological research generated by the project.
 - Stabilize casemate flank and Citadel counterscarp; adopt appropriate temporary measures if the work cannot be completed in the short term.
- Carry out a regular monitoring and maintenance program:
 - Concerning the fortified enclosure as a whole, factoring for the lags of the last 10 years, counter the threat of the monument's deterioration and ensure that the public will continue to perceive its value.
 - Concerning all buildings in the administered place, prevent damage and carry out necessary repairs and corrective measures, as needed.

- Draft and implement a landscape management plan that lists concrete tasks to be performed regularly, in order to keep significant landscape features discernable and understandable and to preserve views and view corridors that reveal the site's national historic significance.
- Perform the studies necessary to accurately assess the condition of the escarpment, and be able to effectively monitor it and take optimal corrective measures compatible with the values of the historic site, as needed.
- Examine, in collaboration with the City of Québec and owners of cliff properties, measures designed to ensure cliff stability and to preserve the landscape.
- Ensure that the physical integrity of the archaeological remains, both exposed and buried, is protected at all times.



Besides blocking significant viewsapes, mature trees undermine the stability of the escarpment.
Parks Canada

64. Canadian Heritage, Parks Canada, "Cultural Resource Management Policy," *Parks Canada Guiding Principles and Operational Policies*, Heritage Canada, Ottawa 1994.

- Draft and implement a vandalism control plan, and invite residents and businesses near the administered place to support the Agency's efforts.
- Pursue work on the project to inspect stored and reserve collections; design and carry out a plan to satisfactorily monitor their preservation.
- Seek the collaboration of the other property owners of the designated place and of the neighbours of administered place with the objective of protecting resources.

Following the 2004 observations by the Auditor General of Canada concerning the poor condition of many national historic sites in Canada, Parks Canada was allocated additional funds for the preservation of the heritage resources it oversees. Over the next five years, a good portion of the additional funding (\$4.5 million) will be spent at the Fortifications of Québec on stabilizing the Dufferin Terrace retaining wall. The other strategic measures proposed will therefore have to be phased in very gradually.

8.1.2 Presenting cultural resources and communicating messages

Perception of the designated place

The perception that the designated place's resources belong to a coherent, significant whole—one of the goals of commemorative integrity—can be improved through the actions of external stakeholders interested in helping present the national historic site. However, Parks Canada also has a major responsibility in achieving this goal.

Proposed measures:

- Take effective steps to make the public aware of the designated place's components and their historic importance as part of a whole.
 - Inform visitors about the designated place's geographical scope and the location of its individual components in today's city; encourage them to visit the parts located outside the administered place that are open to the public.
 - Design communication tools, such as locator maps, Morris columns, and audioguide tours that:
 - Enable visitors to distinguish, within the city environment, the Fortifications of Québec National Historic Site and its various components, including those that are historic sites in their own right.
 - Indicate the commemorative intent and note the location of the site's interpretation centres.
 - Target publics are visitors on the site, especially those who have not yet taken advantage of Parks Canada's personalized, on-site services, and the general public.
 - As concerns a locator map particularly, ensure that such a tool is distributed as widely as possible and thus becomes essential for exploring the defence works.
- Promote greater dialogue amongst owners of property in the designated place with a view to cultivating a perception of the historic site as a whole and to fostering partnerships.

The administered place (Map 3)

The Parks Canada Agency wants to better convey the message that the defence works are what give the administered place national historic significance. It also wants to heighten public awareness and understanding of the landscape, built, ethnological, and archaeological components that enhance the historical character of significant colonial-era places. In order to continue the work already begun to achieve that goal, Parks Canada proposes maintaining the general presentation concept outlined in the 1988 management plan.

The concept advocated at the time basically borrowed from Lord Dufferin's idea of a walkway around the perimeter of the fortified enclosure, which pedestrians could stroll to explore, understand, and appreciate the role and historic significance of Québec City as a fortified place.

The concept was well received by the community. In addition, the observations and guidelines on which the idea was based are still relevant today. Furthermore, Parks Canada's actions to date have been fully conducive to the creation of a historic walkway. Once completed, this walk will heighten public perception of the values that prompted Québec's historic district to be listed as a World Heritage Site.

Directions and measures concerning the presentation of Artillery Park were not set out in the 1988 management plan, which was not concerned with this sector at the time. To correct this oversight, a multidisciplinary task force drafted a set of directions in 1994.⁶⁵

Carrying forward with this previous analysis and resulting initiatives, the present management plan will, where the presentation of Artillery Park is concerned, focus on the complementariness of this place vis-à-vis the other components of Québec City's defence system. The thrust of this approach concerns, on the one hand, the integration of this park into the national historic site as a whole and, on the other hand, the need to remain mindful of the specific character of this place as well as the essential phases of its development over time. Thus, presentation measures will make a priority of incorporating the park into the fortifications walkway and showcasing its unique set of in situ cultural resources, while continuing to explain the primary functions attaching to the development of this place—in other words, the history of its barracking, defence, and manufacturing uses.

Site improvements: Fortifications walkway

Proposed measures:

The circuit as a whole

- Continue the process of completing the walkway along the perimeter of the fortified enclosure.
- Draft and implement a landscape management plan (see section on *Protecting the cultural resources of the administered place*) to clear the plant growth that has overrun the fortifications at certain points and threatens to detract from the perception of heritage values.

65. Parks Canada, "Orientations de mise en valeur, Parc de l'Artillerie", manuscript on file, Québec, December 1994, 21 p.

Citadel casemate flank⁶⁶

- Develop the Citadel casemate flank so as to be able to accommodate guided tours inside it.

West ramparts

- Ensure that the layout of the fortifications and their features, such as the colonial-era cannon embrasures and platforms, are clearly discernable. Take appropriate steps to clearly indicate the location of the old guardhouse at the intersection of Saint-Jean Street and D'Auteuil Street.



Archaeologists know the exact location of the old embrasures, gun mounts, and watch turret passageways.
Parks Canada / Les Recherches Arkhis

Esplanade

- Continue to lease the Esplanade grounds to the City of Québec and the Commission de la capitale nationale du Québec, while making sure they are not used in a way that jeopardizes known or presumed heritage resources.
- Outside the walls: mark the location of vestiges of outworks on the ground. Even an inconspicuous marker would be a powerful tool for interpreting the functioning of the bastioned fortification. This initiative would obviously be subject to an agreement with the Commission de la capitale nationale du Québec.

Site of the old Richelieu postern

- In the medium term, conduct a joint feasibility study with the City of Québec concerning the construction of a footbridge over Richelieu Street to provide the missing link in the enclosure's continuity at that point. This project would present a number of challenges, not least of which is the need for a functional, aesthetic structure that is well integrated into its urban environment and providing enough room for service vehicles (for example, fire trucks) to pass.

66. Located in the south portion of the ditch of the St. Louis curtain, this stonework casemate today serves a second function as the Citadel's counterscarp, opposite the left flank of the St. Louis bastion. Constructed in 1749 by Chaussegros de Léry, this structure originally rose in front of the right flank of the De la Glacière bastion, which was demolished in 1828.

New Barracks tenaille

- In the medium term, work with partners to present the foundry and the shell finishing shop.

Palace gate and Hope gate

- Work closely with the City of Québec and other federal and provincial partners to carry out requalification work in the Du Palais intersection sector. Hôtel-Dieu and City of Québec are extremely concerned with improving traffic around the hospital and ensuring public safety. Parks Canada wishes to see the proposal for a footbridge between the New Barracks tenaille and Des Remparts remain a part of the plan, since this measure directly furthers its goal of completing the fortifications walk.
- Mark the location of Hope gate.

Enceinte east wall and Montmorency Park

- Maintain the artillery and gun mounts of the “Grand Battery” in place.
- Inside the park: measures for this sector will be outlined in the Montmorency Park National Historic Site management plan.⁶⁷

Prescott gate sector—Côte de la Montagne

- Perform landscaping work in order to convey the enclosure’s continuity from Côte de la Montagne to Dufferin Terrace more effectively.

Dufferin Terrace and the Governor’s Garden

- Measures for this sector will be detailed in the Saint-Louis Forts and Châteaux historical site management plan.⁶⁸

Citadel counterscarp and access via Dufferin Terrace

- Work with the City of Québec to build the staircase and sidewalk connecting Saint-Denis Street to Dufferin Terrace.
- Study measures to control the vegetation on the glacis with its owner, since such growth detracts from the commemorative integrity of the Québec Citadel and Fortifications of Québec historic sites.

Site improvements: Artillery Park

Proposed measures:

Parade grounds, guard wall and Dauphine Redoubt west yard

- Restore to the parade grounds the spirit it once had during the colonial era while also incorporating it into an urban park.
- Provide landscape reminders of the old entrance to Artillery Park, on De l’Arsenal Street.
- Re-landscape the Dauphine Redoubt’s west yard.

67. Parks Canada, *Montmorency Park National Historic Site of Canada, Management Plan*, Her Majesty the Queen in Right of Canada, represented by the Chief Executive Officer of Parks Canada, 2006.

68. Parks Canada, *Saint-Louis Forts and Châteaux National Historic Site of Canada, Management Plan*, Her Majesty the Queen in Right of Canada, represented by the Chief Executive Officer of Parks Canada, 2006..

Interpretation plan

To ensure the commemorative integrity of the Fortifications of Québec, its commemorative intent must be conveyed to the public. This two-part message is rather long and is unlikely to be understood or remembered without a bit of assistance. Theoretically, the reasons for the works' designation as a historical site are explained in person to visitors at the two interpretation centres, at the beginning of the tour. However, unless the message is reinforced at various places and in different ways, very likely it will not sink in.

Given the limited amount of time for visiting, the size of the site, and the number of things to see, visitors have little opportunity to assimilate the many other messages unless they discuss a specific aspect personally with a guide.

Proposed measures:

- Take steps in the administered place to ensure that the public knows it is in the Fortifications of Québec National Historic Site and understands the reasons for its designation and the values of its resources:
 - Design a new system of interpretation tools for posting at various intervals along the fortifications walkway (4.6 kilometres) and in the areas outside Artillery Park. Summary information tools, vital for an overall understanding of the site and its history, will have to be placed at strategic intervals.
 - Target: visitors, especially those who do not take advantage of the customized services offered by Parks Canada at the historic site.

- Ensure that the commemoration messages conveyed to visitors are developed from the basic findings of historical, archaeological, and ethnological research that are both relevant and up to date.
- Continue to make extensive use of the historic site's archaeological and ethnological collections within the framework of presentation initiatives.
- Continue to offer guided tours on the fortifications walkway and, financial resources permitting, offer visits with characters such as Chaussegros de Léry, Lord Dufferin, a soldier from the colonial-era, a 19th-century business man, a mason or an archaeologist; in order to meet visitors' expectations, continue to communicate commemoration messages and historic values through costumed guides-interpreters and period rooms.

Citadel casemate flank

- Within the framework of guided tours of the ramparts, use visits inside and outside the Citadel's casemate flank to explain how the architecture and functioning of this defence work evolved over time, especially in terms of the role played by the casemate in the St. Louis/de la Glacière defensive front.

Fortifications interpretation and information centre

- Improve the existing scale model or develop a new tool that can give visitors a clear idea of the site's considerable geographical scope.
- Review the exhibition in light of the historic site's commemorative integrity statement.

Arsenal Foundry (Artillery Park interpretation centre)

- Improve the communication of messages relating to the performance of work by women at the Arsenal.

Dauphine Redoubt

- Funding permitting, continue implementing the program to present the building's interior, in accordance with revised and updated versions of the 1994 directions. In particular, effectively communicate information about the Beaucours project and the building's architectural evolution; strengthen the interpretation provided visitors of barracks life during the French and British periods.

Officers' Quarters

- Complete heritage presentation in the building while taking into account messages to convey and visitors' needs and expectations.
- Continue using the outdoor bread oven so as to recall the bakery that once occupied the building before it was converted into Officers' Quarters.

Gun carriage shed / Ordnance Store

- To give visitors a better feel for the building's former function, set up a display case behind one of the north sector doors showing ordnance storage and that is visible from the outside when the door is open.

Outreach

Information about the Fortifications of Québec and Artillery Park on the Parks Canada Website needs to be upgraded



The Ordnance storehouse (gun mount shed) and its wide doors
Parks Canada

and supplemented. Outreach to the school population is an extraordinary educational tool and warrants further development. We have also yet to focus on outreach to different ethnocultural communities.

Proposed measures:

- Prepare an outreach plan providing for various means of reaching the public outside of the national historic site (for example, the Internet, other electronic media, publications, conferences, participation in events, etc.).
- Parks Canada Website:
 - Update and upgrade the two components of the Parks Canada Website—corresponding to Artillery Park and the Fortifications, respectively—that cover this national historic site so that clientele that are unable to visit in person or that wish to lay plans for a visit can readily access content that is more thorough and fully-detailed, and that also conveys a good idea of the geographical scope and importance of this historic site.

- Enable visitors to discern the designated place as a whole, including the parts not administered by Parks Canada; be more systematic about stressing the commemorative intent, enhance certain messages, and include the messages that are not being communicated at this time.
- Educational community:
 - Solidify our partnerships with the educational community by continuing to explore, develop, and offer activities, in classes and via the Internet, that mesh with student curricula and convey the heritage messages of the national historic site outside the administered area.
- New Canadians and ethnocultural communities:
 - Study outreach initiatives designed for specific ethnocultural groups.

8.2 Offer visitors a memorable experience

Visitors who explore the fortifications have an opportunity to enjoy the spectacular landscapes around them and to slowly acquire a real feel for the site's history, the strategic characteristics of the defence works, and the circumstances surrounding their preservation. Visiting the ramparts by oneself or with a guide is a different, unique experience that appeals to the senses, emotions, and mind. It is a physical and intellectually stimulating experience that will stay with visitors forever.

Meet the people behind the defence works—the soldiers and especially barracks personnel—at Artillery Park. Discover the physical setting and objects that tell of their doings, the living conditions separating officers from soldiers, and the presence

of women and children. Meet characters dressed in period costume, chat with them, help them out with their work, and identify with their lives by participating in one of the many activities on offer. Then experience a different reality—an industrial one—embodied by immense buildings, machinery, men and boys, but also by many women, employed in producing the Arsenal's munitions. Let the past stir your emotions, learn, reflect, and expand your horizons in well-maintained, safe, clean areas featuring authentic cultural resources and competent personnel who are gifted communicators, eager to help. Enjoy an experience that lives up to your expectations, and even amazes. This is the experience Parks Canada hopes to offer visitors to Fortifications of Québec.

Improving the visitor experience is one of its Parks Canada vital concerns. To meet the needs of visitors to the heritage areas it is responsible for administering, the Agency wishes to offer them an unforgettable experience while also protecting the sites for future generations.⁶⁹ To this end, it will take the steps required in fully planning and organizing visits, greeting and guiding the public with appropriate levels of staffing and facilities, ensuring that the visitor experience is methodically evaluated and is deemed by visitors to be satisfactory.



The fortifications walk, an unforgettable guided tour
Parks Canada / E. Kedl

69. Parks Canada Agency, *Corporate Plan 2005/06–2009/10*, p. 12.

8.2.1 Research, planning and promotion of visitor experience⁷⁰

Proposed measures:

- Stay well informed about current and potential visitors. Specifically, become knowledgeable about visitors and their expectations, the tourism context and tourism trends, site traffic and utilization, the effectiveness of planned communication tools, the level of participation in activities, and the issue of revenue generation. Use this data to plan site presentation, services and promotional efforts.
- Draw on the talents of tourism sector actors to plan, promote, and create the visitor experience.
- In particular, foster the creation and implementation of a shared vision of the visitor experience in Québec, World Heritage City, and of marketing strategies with tourist operators in the area.

8.2.2 Providing for material aspects of visit

Proposed measures:

- Effectively convey the array of experiences on offer as well as the visit “parameters” (for example, opening hours, length of visit, facilities, presentation methods, fee schedule, related services, etc.).

- Make it easy for visitors to locate reception/ orientation points, find their way around the administered place, and take advantage of services, by means of:
 - Designing and installing new, standardized signage.
 - Ensuring that staff are professional, friendly, polite, and prompt in welcoming visitors and offering them services.
- Continue to offer a wide range of products and activities designed for many market segments having different preferences and interests; take into account the ethnic diversity of the potential target audience.
- Ensure that tour parameters and souvenirs for purchase meet visitor needs and expectations.
- Perform a risk analysis of facilities and activities, and integrate resulting observations recommendations into public safety and law enforcement plans, in full compliance with national guidelines on these matters.
- Study the feasibility of working with one or more partners to develop attractive products that will encourage visitors to explore the resources of the designated place outside the boundaries of the administered place.
- Seek out partnerships with partners whose values are compatible with those of Parks Canada.

70. Pilot projects were implemented in four of Canada’s national historic sites in 2004 to define best practices for marketing national historic sites. The recommendations soon to stem from them will be taken into consideration.

8.2.3 Ensuring excellence of service

Proposed measures:

Financial resources permitting:

- Provide enough competent guide–interpreters having good communication skills and the appropriate tools for communicating commemorative messages and maintaining sound relations with the visiting public.
- Strive for excellence, in terms of both the research and the quality of presentation entering into the production of the informative documents and tools used by guide–interpreters.
- Ensure that the contemporary equipment and facilities used to support the visitor experience are in good repair.



Tea ceremony at the officers' mess hall
of Dauphine Redoubt
Parks Canada

8.2.4 Meeting targets

Proposed measures:

- Evaluate the level of visitor satisfaction, comprehension of the messages communicated, and quality of services offered.⁷¹
- Make the necessary adjustments so that visitor experiences are significant and memorable.

71. Parks Canada is in the process of developing a framework for evaluating the quality of experiences provided to visitors.

9. Implementation and Public Participation

The Fortifications of Québec National Historic Site of Canada and its cultural resources cover a considerable swath of ground, much of which is owned by numerous other stakeholders. The Parks Canada Agency is empowered to take action directly on the cultural resources administered by it; moreover, as an organization for whom preservation is central to its mission, the Agency is committed to setting a good example in respect of the resources for which it is responsible. Likewise, it will strive to support other property owners in their efforts both to preserve the cultural resources belonging to them and to convey commemorative messages.

Of the various different management measures described in this management plan, those having the highest priority are designed to ensure the commemorative integrity of the Fortifications of Québec National Historic Site. These measures, in combination with others, will also serve to improve the quality of the site's visit experience. Implementation of the priority management measures will require substantial financial resources and will therefore have to occur very gradually. With the financial support of partners and collaborators who share Parks Canada's values and vision regarding the future of the site, implementation of this plan could possibly be accelerated.

During the next five years, the Québec City Field Unit, which is responsible for administering the site, will implement certain priority measures related to the objective of ensuring the site's commemorative integrity, either from its own funding allocations or through partnerships. These measures are set out in the remaining sections below.

9.1 Implementation

9.1.1 Resource protection

- Complete stabilization work on the Dufferin Terrace retaining wall and the program of archaeological research generated by the project.
- Stabilize the casemate flank and Citadel counterscarp; adopt appropriate temporary measures seeing as the work cannot be completed in the short term.
- Perform urgent protective work that requires little in the way of resources.
- Carry out a regular monitoring and maintenance program of the entire fortified enclosure and all buildings in the administered place.
- Launch the studies necessary to accurately assess the condition of the escarpment.
- Examine, in collaboration with the City de Québec and the owners of cliff properties, measures designed to ensure cliff stability and to preserve the landscape.
- Draft and launch implementation of a landscape management plan.
- Draft and implement a plan to combat vandalism.
- Ensure that the physical integrity of the archaeological remains, both exposed and buried, is protected at all times.
- Continue work on the collections review.
- Take steps to secure the collaboration of the other property owners of the designated place and of the neighbours of

administrated place, with the objective of protecting resources.

- Ensure that management decisions are based on sufficient, reliable information and comply with the *Cultural Resource Management Policy*.

9.1.2 Presentation of site and communication of messages to public

- Inform visitors about the designated place's geographical scope.
- Design communication tools that indicate the location of site components and interpretation centres and convey the commemorative intent more effectively.
- Promote greater dialogue amongst owners of property in the designated place with a view to cultivating a perception of the historic site as a whole and to fostering partnerships.
- Continue the process of completing the walkway along the perimeter of the fortified enclosure.
- Draft and launch implementation of a landscape management plan (cf. similar protection measure above).
- Develop the Citadel casemate flank so as to be able to accommodate guided tours inside it.
- Continue to lease the Esplanade grounds to the City of Québec and the Commission de la capitale nationale du Québec. Subject to an agreement with the latter, mark the location of vestiges of outworks on the ground outside the walls.
- Indicate the location of Hope gate.
- Maintain the existing artillery pieces in place and, in the short-term, carry out the required protective measures.

- Work with the City of Québec to build the staircase and sidewalk linking Saint-Denis Street to Dufferin Terrace.
- Study measures to control the vegetation on the glacis with its owner, since such growth detracts from the commemorative integrity.
- Design and provide non-personalized interpretation tools that meet targeted clientele's needs and interests along the fortifications walkway and in Artillery Park.
- Ensure that the commemoration messages conveyed to visitors are developed from the basic findings of historical, archaeological, and ethnological research that are both relevant and up to date.
- Continue to make extensive use of the historic site's archaeological and ethnological collections within the framework of presentation initiatives.
- Continue to offer tours inside and outside the Citadel's casemate flank and use this opportunity to explain how the architecture and functioning of this defence work evolved over time.



Glass tableware used by soldiers lodged in the New Barracks
ParksCanada / J. Beardsell

- In the Fortifications information and interpretation centre, improve the existing scale model or develop a new tool that can give visitors a clear idea of the site's considerable geographical scope.
- Review the exhibition in light of the historic site's commemorative integrity statement.
- Improve the communication of messages relating to the performance of work by women at the Arsenal.
- Funding permitting, continue implementing the program to present the Dauphine Redoubt.
- Continue using the bread oven outside of the Officers' Quarters for interpretation purposes.
- Launch the development of an outreach plan; update the Website content; pursue our partnerships with the educational community; explore ways of reaching ethnocultural clientele.

9.1.3 Visitor experience

Measures bearing on the visitor experience will be implemented over the course of the next five years in step with the progress accomplished in this area of interest, which is currently experiencing strong development. In particular, Parks Canada intends to:

- Conduct the studies regularly performed as part of the Visitor Information Program (VIP).
- Evaluate the level of effectiveness with which commemorative messages are communicated.
- Promote, in keeping with its role as steward of the Fortifications of Québec, collaboration among community leaders to help Québec fulfill its role as a World Heritage City.

- Perform the requisite risk analyses and integrate the resulting observations recommendations into public safety and law enforcement plans.

In order to carry out this vision, it will be necessary to continue implementing many of the above-listed measures beyond the horizon of the next five years.

As concerns the management plan measures that have not been included in the above list, plans for their implementation must be contemplated in a horizon extending beyond the next five years—that is, either when the required financial resources have become available or whenever circumstances so allow.

9.2 Public participation

The drafting of this management plan took into consideration the opinions of the public, which was given the opportunity to evaluate it and express its point of view within the framework of the planning process. Publication of this management plan does not signify the end of public consultations but rather the continuation of an ongoing dialogue with the community, associations and interest groups, businesses, ministries and government bodies. The Director of the Québec Field Unit is responsible for monitoring the implementation of the management plan and providing the public with a progress report. The Director will determine the scope and form of his report based on the extent of public input received. The Field Unit's business plan will set out the implementation strategy concerning management measures and determine the allocation of resources in compliance with the priorities established in this management plan. The annual report on the business plan will assess the progress achieved in terms of implementation. The national *State of Protected Heritage Areas Report* will provide an overview of the state of the system and the results of management planning for the Fortifications of Québec National Historic Site of Canada.

Under the provisions of the *Parks Canada Agency Act* (1998), historic site management plans be examined every five years and any proposed changes must be referred to Parliament. Management plans are subject to a five-year, internal review to determine whether they continue to be relevant or, on the other hand, the public should be consulted with a view to conducting a new in-depth review.

10. Environmental Assessment Summary

10.1 Background

This strategic environmental assessment of the management plan for the Fortifications of Québec National Historical Site of Canada is based on the 1999 *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*.

The plan sets out the objectives and management measures in terms of the protection, presentation, management, and full use of the historical site. It provides the framework for subsequent business and work planning. The plan must serve as a guide in striking a balance between site use and preservation of its cultural and natural heritage.

The strategic environmental assessment is intended to integrate environmental considerations into public policy development. Its goal is to identify and strategically evaluate the main environmental challenges inherent to the management measures set out in the Fortifications of Québec National Historical Site management plan.

10.2 Methodological approach

The methodological approach adopted for the strategic environmental assessment of the plan consists of a number of steps. The plan's compliance with laws, policies, and directives is the first area covered. Next, the national historical site's theme and the objectives and management measures intended to attain or maintain the site's commemorative integrity are presented. The scope of the assessment and sources of environmental stress are then identified. Lastly, the assessment reviews strategic mitigation measures and residual impacts.

10.3 Scope

This environmental assessment is based on existing documentation as well as the opinions of various experts in natural and cultural resource management.

The management plan chiefly addresses the Parks Canada site, with scant regard for other identified resources in the designated place. Given that proposed management measures only apply to the administered place, the evaluation is mainly concerned with this segment of the site. The designated place refers to all resources that are directly linked to the grounds for the national historic site designation. In the case of the Fortifications of Québec, it stretches along both banks of the St. Lawrence River, in the cities of Québec and Lévis. It includes every component of Québec's defence works during the colonial era. In Québec City, it covers nearly the entire historic district and several other sites, both in Upper Town and Lower Town: on the Plains of Abraham, between the Plains and Saint-Charles River, in Limoilou and in the borough of Beauport—along the St. Lawrence up to Montmorency River. In Lévis, the site encompasses an arc-shaped strip of land between Boulevard de la Rive-Sud and the river, in the borough of Desjardins. The designated place comprises landscape features, buildings, defence works and other military installations and many visible or buried archaeological remains, as well as a rich collection of objects.

On the other hand, the administered place, which more closely corresponds to the scope of this environmental evaluation, includes the ramparts encircling the Old City, including the Esplanade powder magazine and grounds on both sides of the wall; Artillery Park; the

portion of the ramparts associated with the Montmorency Park National Historic Site; the front wall of Dufferin Terrace, including even the portion lying within the designated place of the Saint-Louis Forts and Châteaux National Historic Site; Parks Canada properties on the cliffs and east of Place George-V; the casemate flank, counterscarp (outer wall), and serpentine entrance to the Citadel (even though they come within the designated place of the Québec Citadel National Historic Site).

The assessment timeframe depends on the management plan vision. According to guidelines, the plan, though it is meant to be revised every five years, should be drawn up to cover a 15 year period.

10.4 Policy compliance

The management plan for this site complies with all applicable Parks Canada statutes and policies, including the *Parks Canada Agency Act*, and those published in *Parks Canada Guiding Principles and Operational Policies*. It also complies with the government's environmental policy relating to sustainable development and climate change. The developments and activities proposed for the Parks Canada administered site do not compromise its commemorative integrity, or knowledge and appreciation of its heritage value. As a whole, they lend support to Parks Canada's mandate.

10.5 Sources of impact and mitigation

This environmental assessment is intended to identify sources of stress or threat, current and potential stressors, and their primary origins.

The environmental assessment has established some sources of stress with mild impacts on cultural and natural resources. Inadequate work or accidents during maintenance can damage resources. However, most work is performed by or under the supervision of Parks Canada employees. Staff is aware of the importance of preserving the commemorative integrity and environment, and thus seeks to reduce the risk of inappropriate actions. Onsite activities generally have a positive impact as they deliver messages associated with commemorative integrity. Some activities taking place onsite or nearby such as New France and other festivals could also have a negative impact due to the crowds they attract, and illegal acts of vandalism cause damage to furnishings, remains, and infrastructures.

Another source of stress comes from de-icing chemicals and pollutants from the heavy traffic in Old Québec. Little is known about their impact on onsite resources, however.

The management measures set out in the management plan have a positive or mitigating impact on certain activities. In general, they promote improved commemorative integrity.

The environmental assessment has put forward the following mitigating measures to protect cultural resources and the environment:

- Evaluate the sites' commemorative integrity and visitor capacity before implementing management measures and activities intended to increase accessibility or change the use of various sectors
- As proposed in the 1988 management plan, promote among organizations dedicated to the protection of cultural and natural resources, touristic stakeholders,

and the City of Québec the reduction of motor vehicle use within the walls. This measure would reduce the impact of de-icers and air pollutants on the site and, by the very fact, greenhouse gases

- In order to prevent erosion and loss of species, manage vegetation as part of cultural landscape conservation efforts
- Avoid the use of pesticides when managing vegetation or controlling insect pests
- Evaluate, in conjunction with partners, ways of improving upon the environmental management of onsite operations and activities. Parks Canada ought to encourage managers of the designated place other resources to apply set up measures

10.6 Residual Impacts

As a whole, the management and mitigation measures identified in the management plan help mitigate environmental stressors in the national historic site. These measures support Parks Canada's efforts to ensure the site's commemorative integrity. However, cumulative impacts are associated with the potential increase of site visitation (due to improvements to the quality of the visitor experience) and the use of de-icers. Parks Canada will have to evaluate the administered place's integrity and monitor the infrastructures and facilities' condition.

10.7 Conclusion

Based on the results of this strategic environmental assessment and the information available, Parks Canada's vision for the future of the Fortifications of Québec National Historic Site of Canada, particularly in the area administered by Parks Canada, is acceptable from both an environmental and heritage standpoint. As a whole, the objectives and management measures presented in the management plan are supportive of Parks Canada's mandate and management policies.

Any project related to the application of the proposed management measures will be subject to an environmental assessment, in compliance with the provisions of the *Canadian Environmental Assessment Act* or the directives and policies of Environment Canada and Parks Canada.

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