

SIR GEORGE-ÉTIENNE CARTIER

NATIONAL HISTORIC SITE OF CANADA

MANAGEMENT PLAN

Western Quebec Field Unit

Mois à ajouter 2006

Foreword



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

From our smallest national park to our most visited national historic site and our largest national marine conservation area, each of these places offers Canadians unique stories, heritage treasures and opportunities to experience Canada. They are part of us. Part of the values we share as Canadians, of our past, our present and our future. Places of beauty, wonder and learning.

Our goal is to ensure that each of these special places is conserved. To ensure that the heritage values and resources that make them special and distinct are retained, and that we continue to build our systems of protected heritage areas.

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

Our vision is to build a culture of heritage conservation in Canada by offering Canadians exceptional opportunities to experience our natural and cultural heritage. Opportunities that make our protected heritage touch their very heartstrings.

These values form the foundation of the new management plan for the Sir George-Étienne Cartier 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 Sir George-Étienne Cartier National Historic Site of Canada Management Plan.

Rona Ambrose
Minister of the Environment

**Sir George-Étienne Cartier
National Historic Site of Canada**

M A N A G E M E N T P L A N

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Introduction

Parks Canada Agency

On behalf of the people of Canada, Parks Canada protects and presents nationally significant examples of Canada's natural and cultural heritage and fosters public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

Cartier houses : upper middle-class home of a statesman

Prime minister of the Province of Canada (1858-1862), Father of Confederation and one of those most influential members of Canada's first cabinet, sir George-Étienne Cartier lived twice here with his family.



Carried out in the early 1980s, the renovation and partial restoration of the two Cartier residences meant that visitors could experience the history of these two adjoining homes first-hand.

Parks Canada

The first house accommodates Cartier family from 1848 to 1855, and the second one from 1862 to 1872. In 1984 and 1985, both buildings underwent significant conservation and upgrading efforts, transforming the houses into heritage residential units.

Cartier houses: a National Historic Site of Canada

Sir George-Étienne Cartier National Historic Site of Canada (Cartier houses) is located at 458 East Notre-Dame Street in Montreal (Quebec). The property is located in the northeast sector of the historic Old Montreal. Parks Canada manages in Montreal its three national historic sites placed within downtown area of one of the three more important Canadian urban centres: Lachine Canal, Sir George-Étienne Cartier and Louis Joseph-Papineau.

In 1964, the Quebec Department of Cultural Affairs granted historic district status to Old Montreal, which put the Cartier houses in a protected area. That same year, both residences

of Sir George-Étienne Cartier's family were recognized as having national historic significance. In 1986, the Historic Sites and Monuments Board of Canada installed a commemorative plaque on the façade of the West House. Today, both houses belong to a *Secteur de valeur patrimoniale exceptionnelle* as designated by the City of Montreal.



Visitors learn about life in Sir George and Lady Cartier's bourgeois household during re-enactment activities at the Sir George-Étienne Cartier National Historic Site of Canada.

Parcs Canada / N. Rajotte

The Historic Sites and Monuments Board of Canada advises the Minister of the Environment, who is responsible for designations and for the management of the system of National Historic Sites of Canada.

Management plan

The management plan of a National Historic Site identifies the management measures and the orientations for assuring the commemorative integrity of the site in a long-term perspective. The review of the Sir George-Étienne Cartier management plan (1985) was undertaken under the subsection 32.(2) of the *Parks Canada Agency Act*, which stipulates that the management plans must be reviewed every five years and updated, if applicable.

The plans must reflect Parks Canada's general policies and planning documents, but they must also account for the public's points of view and suggestions. The drafting of these documents is entrusted to an ad hoc professional committee whose work is supervised by a planner. The management and development orientations suggested by each plan review must be supported by solid knowledge of the information and the known issues.

The first management plan of the site established as objectives to preserve and restore the outside envelop of the houses, to recycle their interior spaces, to reconstitute certain parts of the western house of which the district of the servants, to create three exhibitions, to arrange a reception area, a multipurpose room, an administrative area

and the backyard. Only the objective concerning the space devoted to the domestic personnel could not be carried out.

This management plan allows for a better knowledge of natural and cultural heritage of the site, of issues attached to the protection of endangered cultural resources and of management process. The plan presents a vision statement for the site over a fifteen-year horizon and materialized by new orientations. Implementation of some of these orientations should currently be envisioned in the longer term, when the financial conditions or the establishment of the required partnerships will allow.

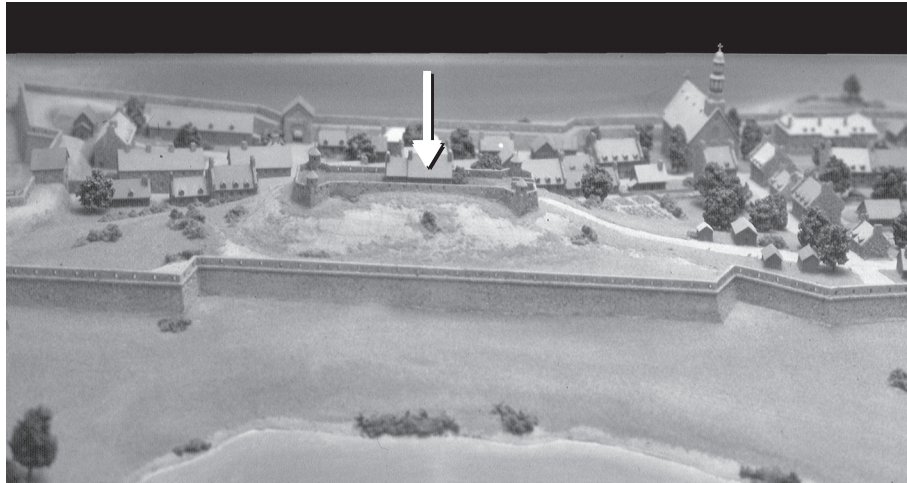


Throughout his career, George-Étienne Cartier closely followed the development of the Canadian railway, as legal advisor for the Grand Trunk Railway and promoter of the first transcontinental railway.
City of Montreal, *Inauguration de la ligne Montréal-Lachine*, 1848/unknown artist

Map 1: Regional Context

Map 2: Location Plan

1. Importance of the National Historic Site Within the System of National Historic Sites



The tearing down of Montreal's citadel around 1820 and the extension of Notre Dame Street led to the construction of a number of bourgeois homes, including the Cartier residences.

Parks Canada, Scale model displayed at the Stewart Museum / C.-A. Piché

1.1 The site

The designated site covers an area of 479 m² (5,158 ft²). It includes the adjoining East and West houses. With the exception of a small section expropriated in 1893 for the widening of Berri Street, the two residences make up the property owned by Cartier in the mid-19th century. The landscaped yard sits atop confirmed and presumed archaeological remains from former outbuildings. Since 1985, the East House has been home to an interpretation centre, while the West House has contained offices, service areas, and furnished period rooms.

1.2 The natural components

The backyard, that is home to few tree species planted for decorative purposes, was re-landscaped in 2005-2006.



Notre Dame Street Looking West after 1840
Molson's Brewery, Molson's Presents Old Montreal,
Montreal, circa 1936, p.35 / unknown artist

1.3 The cultural components

The Cartier residences house cultural resources associated with 150 years of European and American occupants.

At the time of their construction, the Cartier residences and their neighbouring buildings formed a group of terrace houses. The impressive residential complex of London-style townhouses represented a style that was once common in urban habitation in Quebec. Both Cartier residences border the public right-of-way, a custom handed down from XIX century. A shared carriage gate services both yards while calling attention to the somewhat constrained premises where outbuildings once stood. Their architectural harmony was shattered in 1893 when the houses east of Cartier's property were demolished and Berri Street was widened. The property has since lost its carriage gate and acquired a Second Empire—style faux-mansard roof.

The architectural restoration techniques used and the complexity involved in the restoration and recycling of the Cartier homes has made them two unique examples in the history of heritage conservation in Quebec. Parks Canada intends to pursue the heritage presentation work associated with these two monuments.

The East House is now home to an interpretation centre and service areas. In 1984-85, rehabilitation efforts saw the addition of new contemporary materials needed to welcome the public and run an interpretation program.

Layout of the West House is geared primarily to the site's commemorative mandate. The basement, which is reserved for groups, has kept its original layout and the floor has been covered with contemporary materials. The attic, which is used for administrative purposes, has been partially reconstructed, while the ground floor and second floor are used for the site's interpretation services (period rooms). The West House reconstructs the Cartier family's home life in the 1860s. On the ground floor, the parlour leads to the dining room, which in turn connects to the office. On the second floor, the Notre-Dame Street drawing room leads to another bedroom offering a view of the backyard, to a washroom, and to a pair of smaller rooms housing exhibits on the Fabre and Cartier families.

The level 1 cultural resources that symbolize or characterize the national significance of the Sir George-Étienne Cartier Historic Site include:

- landscape elements;
- the two adjoining stone buildings that today form one structure and that underwent a number of architectural changes over the years;
- the small backyard;
- remains and walls that were once part of the old outbuildings;
- archaeological remains uncovered in the backyard;
- the ethnological collection, made up of objects associated with Cartier or decorative elements taken from the west residence.

What is a cultural resource?

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.

Source: Parks Canada, *Cultural Resource Management Policy*

The level 2 cultural resources that are not related to the reasons for the site's designation as a national historic site include:

- archaeological remains associated with exterior archaeological excavations and monitoring (remains associated with the two homes, the former cathedral and former buildings no longer standing);
- the ethnological collection of objects associated with Cartier and his family and friends that are not related to the reasons for the site's designation as a national historic site;
- old objects displayed that are not directly related to Cartier.

The following resources are considered to be in **good** condition: landscapes and landscape elements related to the reasons for the site's designation; buildings and other structures at the site (including the exterior of the two homes); level 1 and level 2 ethnological and archaeological collections and the level 1 archaeological sites.



The Cartier residences at the turn of the twentieth century (City of Montreal), by George Delfosse. A century later, the Sir George-Étienne Cartier National Historic Site included Cartier's two homes and the backyard, today made into a rest area.

Parks Canada

The condition of the following resources is **unknown**: level 2 archaeological remains.

1.4 The landscape components

The level 1 cultural resources that are part of the landscape and that symbolize or characterize the national significance of the Sir George-Étienne Cartier historic site include:

- landscape elements;
- the stone buildings that underwent a number of architectural changes over the years;
- the small backyards;
- remains and walls that were once part of the old outbuildings;
- Notre Dame and Berri streets;
- neighbouring buildings, including Dalhousie Station;
- Harbour and St. Lawrence River.



1.5 The facilities, services and other activities

An interpretation centre housing two permanent exhibitions in the East House along with a set of period rooms in the West House have, since 1983, ensured proper communication of the site's commemorative intent. Additional interpretative support is found outdoors, including a plaque from the Historic Sites and Monuments Board of Canada, or is provided through guided tours and re-enactments. Each category of visitor (school groups, families, adults, seniors, etc.) enjoys services specifically adapted to its needs and expectations. In fact, the Cartier houses and the theatrical re-enactments performed there on the life and times of this eminent politician and his loved ones are two of the highlights of Greater Montreal's museum tradition. At last, the landscaping of the backyard includes trees and benches allowing rest to visitors.

A communication and interpretation program for people unable to visit the Cartier houses targets four clienteles: elementary and secondary schools that wish to precede their visit with educational activities, general public visitors who wish to better understand the site's history before making the trip, Canadians and foreigners unable to travel to the site, and former visitors who wish to review the site's heritage and commemorative intent. Pre-visit activities and a website dedicated to the Cartier houses are the two main thrusts of this offsite interpretation program.

A reception and information desk is also available on site, along with wheelchair-accessible washroom facilities. Both houses and their backyards are fully lit at night. The site also welcomes several hundred language and technical students each year.



The Cartier homes, official residences of the politician and his family
City of Montreal / G. Delfosse

1.6 The visitors

The exhibits and furnished rooms at the Cartier houses are open at least five days a week from early spring to Christmas. In peak season (third week of May to Labour Day), the site is open all week and a staff of five is on hand to welcome visitors and run activities. During shoulder periods, two to three employees are available to carry out the same tasks. The average length of a visit is about 30 minutes, or 90 minutes for those who choose a private tour. Most individual visitors learn of the site through tourist guides and brochures, a smaller number by word of mouth, and the smallest group by chance. Group visitors (school or cultural groups) represent close to half of those that visit the historic site.

From 1985 to 1995, the Cartier houses welcomed 30,000 visitors annually (roughly 9,800 in groups). Several factors have since led to a considerable drop in patronage. A new fee structure, a shorter operating period, and an increase in museum and tourism-related alternatives have caused the average number of visitors to drop below the 16,000 mark (roughly 7,100 in groups). Furthermore, the Cartier houses welcome some 9,000 visitors each year from outside of the region. Individual attendance has suffered the most from this drop-off. With winter operations shortened by two months since 2001, average attendance appears to have levelled off at around 15,700 (roughly 7,500 in groups) with organized groups surpassing individual visitors for the first time in 2003 and 2004.

According to the last available client profile taken in 2000, 58% of individual visitors come from outside the province of Quebec. Between 1995 and 2000, visits by Americans dropped significantly, from 23% in 1995 to 16% in 2000. On average, individual visitors spend just over 60 minutes visiting both houses. The popular Victorian Christmas activity attracted 18% of all visitors in 2004. That same year, 92% of visitors took advantage of the indoor circuit.

Clients tend to be pleased with their visit to the historical site. The rate of satisfaction with on-site personnel hovers around the 100% mark, and a 2000 survey rated 92% of guided tours very satisfactory. Of all the activities available on site, only the self-guided tours and audio tracks yield lukewarm enthusiasm, with 28% of those surveyed indicating a level of satisfaction ranging from *average* to *not at all* for the audio tracks and 15% for the self-guided tours.



Exhibits in the Cartier homes illustrate Cartier's public career and the upper class surroundings in which he and his family lived.
Parks Canada / C.-A. Piché

2. Commemorative Integrity of the Site

Commemorative integrity of national historic sites is part of the Parks Canada mandate. The commemorative integrity is a concept used by Parks Canada that describes the health, or wholeness, of a national historic site. It describes also the state desired for this place. A national historical place has a 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 site¹.

The commemorative integrity statement serves as the guideline for the planning and the management of these sites. The statement focuses on the commemorative intent of the site, describes the current cultural resources, determines their value and identifies the messages related to the national historic significance of the site which must be communicate to the public. The commemorative integrity statement also states the objectives to be reached in the matter of preserving the cultural resources and of communicating messages associated with the national historic significance of the site. In all, the commemorative integrity statement is the framework of the guideline to establish the desirable state of the site; the difference between the

desirable state of the site and the existing situation should dictate the management measures to ensure the preservation and presentation of the site.

2.1 Parks Canada objectives

As a federal government agency responsible for preserving and presenting the country's historical and cultural heritage, Parks Canada particularly has the mandate:

- **To foster knowledge and appreciation of Canada's history through a national program of historical commemoration;**
- **To ensure the commemorative integrity of national historic sites administered by Parks Canada by protecting and presenting them for the benefit, education and enjoyment of this and future generations, in a manner that respects the significant and irreplaceable legacy represented by these places and their associated resources;**
- **To encourage and support the protection and presentation by others of places of national historic significance that are not administered by Parks Canada².**

Parks Canada must ensure that national historic sites are used wisely so as not to impair protection of heritage resources. In concert with interested groups and individuals, Parks Canada must promote understanding, appreciation and enjoyment of the heritage values associated with its historic sites.

1. Parks Canada, *Guide to the Preparation of Commemorative Integrity Statements*, 2002.

2. Parks Canada, "National Historic Sites Policy", *Parks Canada Guiding Principles and Operational Policies*, 1994, p. 71.

Moreover, to concretize its mandate, Parks Canada has adopted a series of strategic objectives, which will orient its activities over the next five to ten years³. Among these strategic objectives, we note the following:

- Ensure that the commemorative integrity of this national historic site is maintained.
- Make Canadians and international visitors aware of Canadian heritage so they have a better understanding of the value of commemorative integrity and a greater appreciation of the network of national historic sites, national parks and national marine conservation areas in Canada.
- Provide visitor services that are conducive to the discovery and enjoyment of this national historic site, while at the same time ensuring that the impact of visitor traffic is kept to a minimum.
- Improve Parks Canada's management by choosing a mode of management centered on an effective decision-making process and the results.
- Manage human resources in a way to offer to Parks Canada's high qualified and representative of Canadian population a stimulative work environment.



As part of Parks Canada Agency's educational mandate, special tours are available to school students.
Parks Canada / N. Rajotte

3. *Parks Canada Agency Corporate Plan 2004/2005 – 2008/2009.*

2.2 Commemorative intent

The commemorative intent of a historic site, i.e. the element to be commemorated specifically on the site, is closely connected with the special features that cause its national significance to be recognized and which, in the final analysis, justify its existence as part of the system of national historic sites.

Reasons behind the commemorative designation, as defined the minutes of the Historic Sites and Monuments Board of Canada of June 2005 are that:

- These two adjoining homes served as family residence for one of Canada's most distinguished politicians, Sir George-Étienne Cartier.
- Cartier was prime minister of the Province of Canada from August 1858 to May 1862.

- He was one of the Fathers of Confederation.
- He was one of those most influential members of Canada's first cabinet.



This dining room setting evokes a meal hosted by Lady Cartier for selected guests.
Parks Canada



The first exhibition open to visitors illustrated Sir George-Étienne Cartier and the effervescence of a fast-growing metropolis.
Parks Canada / J. Beardsell



For the past decade, the *Victorian Christmas* activity is a dazzling conclusion to the national historic site's year of activities. The thematic exhibits that are part of the decor and the theatrical presentations involved in this activity evoke Christmases of the past.

Parks Canada / N. Rajotte

2.3 Designated site

The words “designated site” applies to a site acknowledged by the Minister of Environment following the recommendation by the Historic Sites and Monuments Board of Canada. These words designate a site, a building or other sites of national interest or importance, including outbuildings or other works that are of national interest on account of their age or architecture. The designated site in an area which is geographically definable and delimited. The information relevant to a designated site is found in the minutes of the Board.

At Sir George-Étienne Cartier National Historic Site, the designated site corresponds to the legal property of Parks Canada which includes the houses and their backyards.

3. Analysis of the Actual Situation

The main issues related to the presentation of the Sir George-Étienne Cartier National Historic Site of Canada arise from the site's current situation in relation to Parks Canada's objectives and strategic orientations.

3.1 Issues in terms of the site heritage character and commemorative integrity

Preservation of cultural resources

Since their acquisition, preservation and recycling by Parks Canada in the eighteens, Cartier houses have benefited from the proper care needed for their protection, in accordance with the spirit and the intent of the Parks Canada *Cultural Resources Management Policy*. The shape of level 2 archaeological remains nevertheless unknown.

Parks Canada's challenge will be to implement the necessary strategies to assure the inventory, conservation, knowledge and presentation of Cartier Houses cultural heritage. The challenge will also be to convince the neighbours of the site managed by Parks Canada to engage in a parallel *conservationist* process to assure responsible management of the natural and cultural resources associated with the houses history.

Communication of messages

These commemorative intents will be communicated by the permanent exhibitions, by a program of guided or unguided interpretative activities and by small, medium and large-scale special activities. Each category of visitors (school groups, families, adults, seniors) is offered a program adapted to its needs and expectations. Commemorative intents are presented to all paying visitors or those associated with special activities

Parks Canada's challenge will be to implement the necessary strategies on its properties to attract again a substantial number of visitors interested in the site's history and the communication activities that promote it.

3.2 Issues related to the services offered to visitors

The Cartier houses belong to the community and to all Canadians. These two buildings are equipped with visitor services: a garden, park benches, bathrooms, a multi-media room, etc. In addition to their self-guided, guided, and theatrical interpretation activities, this site also hosts special events organized by Parks Canada, including Victorian Halloween and Christmas celebrations.

At last, their yard provides trees, shrubs, and benches for visitors and local residents who wish to rest a moment. Given our lack of information on the cultural resources still buried under the garden, the addition of new services or activities associated with the site could have a negative impact on maintaining the commemorative integrity of these remains.

Parks Canada's future clientele should be older, more multicultural, more educated, with more leisure time. Having said that, Parks Canada wishes to attract also younger visitors and new Canadians living in major urban centres. Parks Canada and Cartier houses should see a major change in their clientele and their expectations and needs.

Parks Canada's challenge will be to offer a range of activities enriching the cultural experience of visitors to the Cartier houses, while guaranteeing them the comfort expected for participation in such activities.

3.3 Economic related issues

Located in the heart of Quebec's most highly populated area, the Cartier homes are a valuable component of Old Montreal's recreation and tourist offering and are associated with one of the region's key tourist products: heritage and history. The direct and indirect spin-offs associated with the activities available at the houses contribute to enhancing the region's socioeconomic health.

The economic value associated with the houses is also closely related to the business and service agreements negotiated with local organizations and a certain number of commercial and community enterprises. To maintain and improve the houses service offering, while reducing its operating costs,

Parks Canada hopes to generate new revenue and create new strategic alliances with interest groups and volunteer organizations.

On the revenue side, the admission fees charged for visiting the houses (the interpretation centre) seem to have reached a level that barely allows any more increase, at least as long as the museum program is not substantially improved. Given the ongoing decline in the number of paying visitors, the houses' revenue growth will have to depend on new activities to be defined. Regarding alliances, the work pursued by the site's partners has allowed Parks Canada to redefine the houses' conditions of management, while stimulating community interest in its heritage and recreational tourism development. The promotion of this model of collaboration has become indispensable to the maintenance and development of visitor services. However, this new approach must not impair the site's commemorative integrity in any way.

Parks Canada's challenge will be to generate new revenues and negotiate new agreements with a certain number of partners in order to offer visitors quality activities and services, without this strategy impairing maintenance of commemorative integrity.

3.4 Urban, commercial and land stakes

While recreation and tourist spin-offs generated by the project to recycle the two Cartier residences were felt almost immediately in the community of Old Montreal, it has taken longer for the project to have an impact on the city as a whole. Over the past few years, however, the city and various private promoters have profited from Parks Canada investments when it came time to make their real estate development projects a reality.



Montreal, 1834: first banquet of the St. Jean-Baptiste Society. The young patriot George-Étienne Cartier sang the song *Ô Canada ! Mon pays ! Mes amours !* that he had composed for the occasion.

First Meeting Place of the St. Jean-Baptiste Society, June 24th, 1834, Molson's Brewery, Molson's Presents Old Montreal, Montreal, circa 1936 / Unknown artist

At the Sir George-Étienne Cartier National Historic Site, the main projects associated with the two residences involve:

- creating and developing the *Faubourg Québec* residential project;
- creating and developing hundreds of condominium units;
- recycling the former Dalhousie train station.

Parks Canada's challenge will be to seek a fair balance between satisfying the expectations of the partners who hope to associate with their development projects, and the necessity to strengthen the site's heritage image and offer visitors quality cultural and recreational activities and a pleasant and functional site. In order to do this, Parks Canada will have to be a dynamic partners of regional concertation actions.

3.5 Development projects associated with the first management plan

The first Management Plan of the site (1985) presented some orientations. The following lines give a report of projects that have been done or not.

• Completed Projects

In order to protect its natural and cultural resources, Parks Canada planned to:

- Preserve and restore the building envelope;
- Re-open the carriage gateway;
- Extend the break (the lower slope of the curbed roof) over the building's rear elevation;
- Upgrade the interior of both houses using contemporary materials that comply with today's occupancy standards;
- Create period rooms in the West House, integrating original sections still in good condition, while rebuilding destroyed sections.

To inform the public of the site's history, Parks Canada planned to:

- Dedicate an exhibition to Cartier's life and career, as seen through a contemporary ideological and socioeconomic prism (ground floor and second floor of the East House, rooms 104 and 204);
- Dedicate two smaller exhibitions to the bourgeois lifestyle, Cartier's built heritage, and some of his former Montreal haunts (rooms 211 and 214);



Interpreters at the Cartier homes offer a variety of programs adapted to the diverse urban clientele.
Parks Canada

- Restore the West House's historical setting: Mrs. Cartier's room (212), the second floor parlour (213), the lobby (214), the washroom (215), another lobby (114), the sitting room (113), the dining room (112), and the office (111).

To offer visitors a most enriching experience, Parks Canada planned to:

- Set up a reception area in the old carriage gateway;
- Create a multipurpose room;
- Create an administration area;
- Acquire more land behind the houses to landscape the yard;
- Landscape the yard.
- **Postponed Projects:**
To inform the public of the site's history, Parks Canada planned to:
 - Restore the kitchen and service areas adjacent to the West House basement.

3.6 Administration and operation issues

The Government of Canada is committed to sustainable development. It is working toward preventing pollution and protecting the environment as it carries out its activities. Parks Canada Agency is one of the agencies targeted by the *Sustainable Development in Government Operations* initiative and is required to draft sustainable development strategies. The intent of the strategies is to ensure that complying departments and agencies systematically take environmental, economic and social considerations into account in their decision making. Parks Canada must report to Parliament on its progress in fulfilling its environmental responsibilities.

Parks Canada is a leader in the stewardship of natural and cultural resources. Stakeholders and the public recognize this and expect that Parks Canada's own operations and facilities will be managed in ways that do not compromise any resources. The Agency therefore has a special responsibility in how it manages the facilities at its parks and historic sites, the communities around the parks and its commercial operations.

The Western Quebec Field Unit has an environmental management system in which some of the measures apply to the Sir George-Étienne Cartier National Historic Site.

4. Vision Statement

The projection statement that follows reflects the general orientation that Parks Canada and its partners are suggesting for the near future and beyond as far as the Sir George-Étienne Cartier is concerned. In 2020, Sir George-Étienne Cartier is:

- Commemorating the life and career of the prime minister of the Province of Canada (1858-1862), one of the Fathers of Confederation and one of the most influential members of Canada's first cabinet;
- Preserving first-rate cultural resources that commemorate the politician and his private life, career, and hometown;
- Inviting people to visit Cartier's interpretation centre and furnished home (the two noble floors and the servants' quarters) while conveying the site's national historic significance along with its other heritage values to a local, regional, and increasingly tourist clientele;
- Promoting self-guided or guided interpretation activities and re-enactments, be it indoors, in the garden, or in Old Montreal. Visitors would also be invited to take part in special activities or events organized in collaboration with one or more partners in accordance with Parks Canada's management objectives;
- Offering a memorable and exceptional heritage experience including dynamic interpretation activities, ongoing interaction with the site and its partners, and first-rate activities, facilities, and staff services;
- Offering accessibility through business hours adapted to the needs and expectations of Canadians, while providing a set of publications and electronic outreach tools for those who are unable to visit the Cartier houses;
- Involving the Montreal community and Old Montreal residents alike in the site's planning, protection, presentation, and outreach efforts and, through this, generating pride among the old town's population and among Canadians of all origins. The site captures the richness of the Canadian identity and offers visitors a chance to better understand the history of both Quebec and Canada;
- Joining together with Louis-Joseph Papineau National Historic Site, also located in Old Montreal, to create a heritage circuit of particular interest, with marketing programs that promote development and awareness for Old Montreal;
- Preserving, maintaining, and administering the site in keeping with the principles of sustainable development, with the support of government, business, and the community;
- A tangible heritage site recognized by partners for compelling heritage conservation in accordance with the Parks Canada *Cultural Resources Management Policy*.

5. Orientations and Management Measures

Over the years ahead, Parks Canada will seek to fund the following management measures from its budget or through partnership agreements. Although the Management Plan covers a five-year period, it is part of a fifteen-year vision. Accordingly, the following measures are classified in two categories: greyed and white. During the next five years, Parks Canada will be giving priority to greyed measures, while concretization of the others (white) will be considered later on, when the necessary financial resources will be available.

5.1 Protecting and presenting cultural resources

Considerations

The meaningful remains and buildings associated with the Cartier houses constitute a heritage monument that is representative of a memorable period in Canadian history. The site's commemorative integrity will be maintained only when Parks Canada will have taken the necessary measures to inventory and preserve the collections and the archaeological and ethnological remains associated with the site.

Proposed orientations

- 1 – List and assess the site's archaeological remains that have not yet been catalogued or identified.
- 2 – Undertake or complete rehabilitation of house windows.
- 3 – Recreate the servants' quarters, as provided for in the 1985 management plan.

- 4 – Correct certain aspects of the West House period room decors to restore the site's commemorative integrity.



The Cartier family's home is indicative of the Canadian bourgeoisie's aspirations and need for comfortable surroundings, as is shown by these living room furnishings.
Parks Canada

5.2 Communicating the site's messages and heritage values

Considerations

Communication of the messages and heritage values of national historic sites is one of Parks Canada's key mandates. Interpretation is used as a process of communication designed to provide visitors with an explanation or meaning for persons or events of the past using appropriate experiences, objects and media. The communication program targets all categories of visitors and conveys a variety of message elements.

The site's commemorative objects are distributed over the entire designated place. The commemorative objects and cultural resources that are less likely to be communicated to the public are the presumed archaeological remains in the backyards.

The number of paid visitors received at the residences has decreased by half over a decade, despite the quality of the permanent and special activities sponsored by Parks Canada and its partners. The drop in visitors who actually enter the homes reduces the number of people likely to understand the reasons given for justifying the national historic significance of the site.

Communication of the site's commemorative objects to the public is achieved through a website, the publication of press releases and brochures, seasonal reception services, the distribution of promotional material, interpretation activities and participation in publicity campaigns.

The site belongs to a network of sites and museums privileging—or who could privilege—the setting-up of common projects and activities of communication and development. For example, a potential sub-group could join together the Montreal sites associated with the key political figures of the national history.

Proposed orientations

- 5 – Meet the performance targets provided for in Parks Canada's latest business plan⁴.
- 6 – Assess the worth, efficiency, popularity, and awareness of activities conveying the commemorative intent (historic themes) and message.

7 – Develop a historiographic review of the commemorative intent.

8 – Develop a research program aimed at better promoting key themes.

9 – Implement the exhibit and interpretive tool update program in keeping with the commemorative integrity statement, its latest assessment, the above evaluation process, the history research program, and the archaeological resources inventory.

10 – Maintain the site's commemorative plaques and steles from the Historic Sites and Monuments Board in accordance with the *Cultural Resources Management* policy.

5.3 Protecting and presenting the national historic sites within the same region and with similar theme

Considerations

The region immediately surrounding Cartier houses is home to two other historic sites administered and managed by Parks Canada (Lachine Canal and Louis-Joseph Papineau) and around one hundred sites, events and persons of national historic significance linked directly or indirectly through a similar theme to Cartier houses.

These sites can be easily reached from the residences and provide a rich presentation potential.

These resources are administered by a wide range of partners.

4. Maintain a rate of 80% visitor participation in the site's heritage-related learning activities. Maintain a rate of 80% visitor satisfaction and 50% high satisfaction. Maintain a rate of 75% visitor appreciation for the significance of national historic sites (*Business Plan, 2005/2006 — 2009/2010*, 2005)

Proposed orientations

- 11 – Make the owners and public aware of the heritage value of these properties and encourage them to protect and present these resources.
- 12 – Work together with the owners of these sites in conveying messages of national historic significance and contextual messages for each of the sites' clienteles.



Full-length portrait of George-Étienne Cartier by Notman
Library and Archives Canada / Notman

5.4 Protecting natural resources and managing the environment

Considerations

At Sir George-Étienne Cartier National Historic Site, the designated site corresponds to the legal property of Parks Canada which includes the houses and their backyards.

Proposed orientations

- 13 – To carry out a site's environmental evaluation in order to better understand environmental management, specifically building's energy evaluation.
- 14 – To update and carry out the site's environmental management system.

5.5 Visitor traffic at the Sir George-Étienne Cartier National Historic Site

Considerations

From 1985 to 1995, the Cartier houses welcomed 30,000 visitors annually (roughly 9,800 in groups). Since, permanent fees, a shorter operating period, and an increase in museum and tourism-related alternatives have caused the average number of visitors to drop below 16,000 visitors. Individual attendance has suffered the most from this drop-off, Americans visitors neglecting the site.

Proposed orientations

- 15– Draw up an inventory of the origins, behaviour, needs, and expectations of visitors with regard to accessibility, admission fees, services, special activities, and outreach efforts.
- 16– Establish an optimal operating period and a range of special activities and services based on the results obtained in the socio-metric research.
- 17– Pursue and intensify Parks Canada marketing activities in partnership with the community.
- 18– Create a new hosting program to improve the flow of visitor traffic in the Cartier houses.

5.6 Site management and partnership

Considerations

The creation of strategic alliances has become vital to a more open management of the network of parks and to the funding of activities held on sites under the Agency's jurisdiction.

Management of the Cartier residences is the responsibility of Parks Canada, but requires a certain amount of commitment on the part of some of the site's partners and the joint sponsoring of activities and services. Networking with the local and regional community has led to the development of quality interpretation tools and services and special thematic, recreational and tourist activities.



Upstairs downstairs: a living situation that was at times pleasant, and often difficult
Parks Canada / N. Rajotte

Parks Canada's reputation serves to rally key players in the public and private sectors and in the community in order to generate new cultural activities.

Proposed orientations

- 19 – Implement a permanent awareness and consultation program for partners and visitors (management plan; conferences; media collaboration; welcoming researchers, students, and the public).
- 20 – Ensure the site's commemorative integrity through the creation of a permanent, community-based advisory committee for both the Papineau and Cartier houses.
- 21 – Develop a tourism and heritage circuit that included the Cartier houses, Papineau House, and Old Montreal⁵.
- 22 – In accordance with Parks Canada's mandate and the site's commemorative integrity, support the development of new partnerships to spur new permanent or temporary thematic activities.
- 23 – Assist the City of Montreal in its management of the Cartier houses' cultural resources located outside the jurisdiction of Parks Canada.
- 24 – Put in place the necessary conditions for harmonious cohabitation with the area's homeless population.

5.7 Revenue sources

Considerations

Parks Canada uses the revenues it generates to finance part of its conservation and presentation activities. Fees, based on the "user-payer" principle, fall in three categories: partial recovery activities and services, or full recovery or higher recovery.

Revenue scenarios developed to date indicate that the increase in future revenues will only partially cover the costs associated with the activities and services offered. Furthermore, these revenues do not include the money required for heritage presentation of the site and improvements to infrastructures, services and activities associated with the houses.

Over the past decade, the decline in the number of visitors has significantly diminished cash inflow. Given the geography of the site, people visiting the residences do not make up a captive clientele. However, developing new products, services and activities could contribute to generating new revenues by improving the visitor experience of people visiting the park.

Proposed orientations

- 25 – Develop new revenue sources.

5. Some examples of themes: the associated architectural heritage elsewhere in Old-Montreal; the urban development at Cartier and Papineau time; the military district; etc

**Map 3 : Arrangement of the Interior Spaces :
GARDEN LEVEL**

**Map 4 : Arrangement of the Interior Spaces :
GROUND LEVEL**

**Map 5 : Arrangement of the Interior Spaces :
FIRST FLOOR**

**Map 6 : Arrangement of the Interior Spaces :
ATTIC SPACE**

**Map 7 : Arrangement of the interior Spaces :
GARDEN**

Map 8 : REAR YARD

6. Conclusion

The management plan for the Sir George-Étienne Cartier National Historic Site proposes management guidelines and parameters based on Parks Canada's mandate, designed to ensure the protection and commemoration of the site. Some measures are aimed at ensuring the site's commemorative integrity, while others are recommended in order to enrich the visitor experience, provide better visitor services, increase visitor traffic and awareness of the site and minimize the environmental impact of Parks Canada activities.

The Sir George-Étienne Cartier Management Plan, following the first one edited in 1985, is intended to be a strategic guide for a period of about fifteen years (reviewed every five years). An annual budget and work plans will guide implementation of the proposed management orientation. The Director of Parks Canada's Western Quebec Field Unit will be responsible for implementing the plan.

The Western Quebec Field Unit intends to finance the measures proposed using present budgetary levels, additional special funds, existing programs from which it could benefit or through partnership agreements with the local community. If, in the short term, the Field Unit cannot count on these sources they would have to realize the challenges when circumstances allow.

This management plan has been submitted to people involved in the preservation and presentation of Cartier houses. These partners have given comments during the consultations activities held for this purpose.

The progress achieved in implementing the Management Plan will be communicated to the public via the *State of Protected Heritage Areas Report* published by the Parks Canada Agency and in other ways that will be put in place by the Western Quebec Field Unit. The present Management Plan will be reviewed periodically and the public will be consulted in the event of major changes. The permanent, community-based advisory committee will be concerned by this exercise.



Bonsecours Market
City of Montreal

7. Summary of the Strategic Environmental Assessment

This management plan for the Sir George-Étienne Cartier National Historic Site underwent a strategic environmental assessment. The purpose of this assessment was to examine the impact of the proposed activities and management measures on the site's commemorative integrity and protection of the site's biophysical resources.

The environmental assessment was based on the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* (1999) and is in accordance with directions outlined in the *Parks Canada Guiding Principles and Operational Policies* (1994) and *Parks Canada Management Directive 2.4.2 on Impact Assessment* (1998).

An initial verification has shown this management plan to be in accordance with all Parks Canada and Government of Canada policies.

The scope of the assessment indicates what is included and what is not included in the environmental assessment, thus defining its limitations. The spatial boundaries used for the purposes of the assessment are the boundaries of the designated place and the administered place. The deadlines adopted cover the same time period as management plan's 15-year outlook for this historic site.

Assessment of potential impacts of activities and management measures

Sources of stress on the site's cultural and biophysical resources have been analyzed to identify any impacts on heritage resources.

The analysis shows that the majority of sources of potential stress have no impact on the site's natural and cultural resources. Some have a slight impact.

In some cases, operating the historic site could threaten heritage resources. Certain management measures are likely to have an impact and would therefore merit particular attention. These management measures involve the protection of the historic site's cultural resources or its presentation. The mitigation measures proposed will lessen certain negative impacts on commemorative integrity and the protection of biophysical resources.

Overall, the analyses lead us to believe that the management plan will play a positive role in ensuring the commemorative integrity of the Cartier residences.

Assessment of potential cumulative impacts of activities and management measures

The assessment of cumulative impacts is based on the principle that the combined effects of various projects and activities may give rise to impacts that are greater than or different from those that would be caused by the projects and activities on an individual basis.

Verification of the residual effects of the management plan has shown that little residual impact should persist once mitigation measures and strategies have been applied.



Seasonal exhibit
Parks Canada / C.-A. Piché

With regard to the overall consequences of the present document in terms of cumulative impacts, they involve the increase in visitor traffic and the way the site is used.

Mitigation measures to eliminate or minimize negative impacts

Like the management plan, the mitigation of impacts will be done strategically. These mitigation strategies will be particularly aimed at:

- Applying the precautionary principle and adaptive management for the designated place and the administered place in Parks Canada's strategy for protecting commemorative integrity and protecting natural resources.
- Minimizing impacts on cultural and natural resources when planning projects or activities stemming from the implementation of the management plan. These strategies will be determined through the environmental assessment process.
- Implementing a strategy for environmental management that systematically takes into account environmental considerations with regard to programs and operations at the historic site. The site will adopt environmentally friendly practices and put into place an environmental management system that will enable us to constantly work towards improving the site's environmental performance.

Conclusion

The results of the strategic environmental assessment lead us to conclude that based on the information available this management plan is acceptable from an environmental standpoint. In addition, the management plan will update and improve the commemorative integrity of the Cartier residences and protection of the biophysical resources. A number of negative impacts can be lessened through the application of certain strategies and measures. However, this strategic review brought to light several concerns involving the protection of cultural and natural resources.

The negative impacts that give the greatest cause for concern can be mitigated using known technical measures or other means that have proven effective in the past. An environmental assessment of projects will have to be conducted at a later stage in the planning process when sufficient details of what is entailed are known. These potential impacts of operating the historic site could be controlled through an environmental assessment of the operations.

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