



SAINT-LOUIS FORTS AND CHÂTEAUX

NATIONAL HISTORIC SITE OF CANADA

Management Plan



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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 Saint-Louis Forts and Châteaux 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 Saint-Louis Forts and Châteaux National Historic Site of Canada Management Plan.

A handwritten signature in dark ink, reading "John Baird". The signature is written in a cursive, flowing style.

John Baird
Minister of the Environment

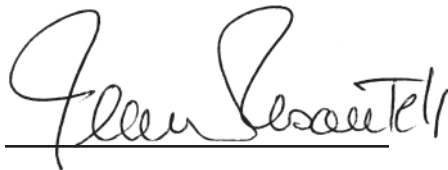
**Saint-Louis Forts and Châteaux
National Historic Site of Canada**

MANAGEMENT PLAN

RECOMMENDED BY:



Alan Latourelle
Chief Executive Officer
Parks Canada Agency



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1. Introduction

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 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 Saint-Louis Forts and Châteaux 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

The nationwide family of national historic sites of Canada comprises places that embody and demonstrate the various facets of the history of our nation, its character, identity, and fibre. Upon the recommendation of the Historic Sites and Monuments Board of Canada, the Minister of the Environment has designated our national historic sites so as to provide an enriching view of how history has left its mark on the Canadian landscape. These sites help us see our country from a broader perspective so we can develop a uniquely Canadian identity. They are part of our past and represent the heritage of all our compatriots. The Parks Canada's commemoration program applies to sites, but also to people and events of national historic significance. More than 915 sites, 590 people, and 365 events of our history have been officially recognized as being of national importance.

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.

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 Saint-Louis Forts and Châteaux management plan

This management plan is the first to specifically target Saint-Louis Forts and Châteaux National Historic Site of Canada. Resource management strategies were included for it in the 1988 Fortifications of Québec management plan, but this was before the designation of Saint-Louis Forts and Châteaux National Historic Site of Canada.

The management plan for Saint-Louis Forts and Châteaux 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. The team examined the 1988 management plan relevant measures, analyzed the situation at the site,⁴ 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.

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.

4. The results of the Commemorative integrity evaluation that has been conducted for Saint-Louis Forts and Châteaux National Historic Site of Canada on September 21, 2006, were not used as they have not yet been finalized. Moreover, data on the state of the site's resources and documents that was included with the information on the Fortifications of Québec 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 the Quebec Service Centre.

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 accordance with the provisions of section 32.(2) of the *Parks Canada Agency Act*, the plan will be reviewed in 2011.



Aerial view of Saint-Louis Forts and Châteaux National Historic Site of Canada
Parks Canada / F. Quirion, 1986

2. The Saint-Louis Forts and Châteaux National Historic Site

2.1 Reasons for designation

The Saint-Louis Forts and Châteaux site was declared of national historic significance by the Government of Canada in 2001. The Historic Sites and Monuments Board of Canada gave the reasons for designation as follows:

- An integral part of Québec's defence system, this was the seat of colonial executive authority for over 200 years.
- They served as the official residences of 32 of the 40 Governors General from the colonial period.

2.2 The designated place and the administered place

The site designated by the Canadian government in 2001 as Saint-Louis Forts and Châteaux National Historic Site is located in the historic district of Old Québec. It covers the northern half of the Dufferin Terrace site, the landscaped area between the terrace and Du Fort Street, the eastern portion of the Château Frontenac hotel site, and the

upper and lower parts of Governors' Garden. It also includes sections of Mont-Carmel, Laporte, Sainte-Geneviève, Des Carrières, Saint-Louis, Du Fort, and Sainte-Anne streets (Map 1).

The borders of the designated place do not coincide with those of the area administered by Parks Canada (Map 2). The Château Frontenac site and portions of streets included in the designated place are not administered by Parks Canada. In addition, the southern half of Dufferin Terrace⁵ and Governors Promenade (including its kiosk), which do not belong to the designated place, are part of the Parks Canada-administered place.

The management plan for Saint-Louis Forts and Châteaux National Historic Site will determine the management direction for the Parks Canada-administered site in the coming years. It will also set out awareness-raising initiatives to spur the owners of other parts of the designated place to cooperate in protecting and presenting archaeological resources and cultural landscapes, disseminating commemorative messages about these resources, and providing services.

5. Note, however, that the entire length of the front wall of Dufferin Terrace is part of Fortifications of Québec National Historic Site. This wall, which was raised to support Durham Terrace, then Dufferin Terrace on the cliffside, was originally used for defence purposes.

2.3 Historical overview



**Saint-Louis Fort and Château,
Governors' Garden
and redoubts of the 1690 fortification, ca 1700**
Library and Archives Canada, C-4696

The Governors General of New France, who were both representatives of the King and supreme military and diplomatic leaders in the colony, resided on and ruled from the Saint-Louis Forts and Châteaux site in Québec City. Starting in 1620, four forts were successively built on the site—the first two by Champlain, then representative of the King in New France, and the last two by Governors Montmagny and Frontenac. Champlain lived and died in one of the dwellings he had built on the site. Montmagny then built the first “Château Saint-Louis” and created a garden in the current location of Governors’ Garden. Later, Frontenac built a new château on the site of the Montmagny residence, which had been expanded by his predecessors. In subsequent years, the château—where the governor received *seigneurs*—continued to be expanded and embellished as outbuildings were added.

After the Conquest, the mandate of the Governors General was modified to include certain duties assigned to the *intendant* under the French regime and the leadership of the House of Assembly. Fort Saint-Louis lost its military role as it was replaced by other newly constructed defensive works and numerous new service buildings. In the late 1780s, the official governor’s residence was transferred to the new Château Haldimand, opposite Château Saint-Louis. The land south of the fort became an extension of the garden created during the French regime, and was called the lower garden. In 1808, the governor moved back into a completely remodelled Château Saint-Louis and lived there until it was destroyed by fire in 1834. He would continue to hold formal dinners at Château Haldimand until 1838 (Maps 3 and 4).



Dancing at the Château
Library and Archives Canada,
C-040 / George Heriot, 1801

Between 1837 and 1892—the year it was demolished to make way for the Château Frontenac hotel—Château Haldimand housed offices, a studio, archives, and the Laval Normal School. Neighbouring Théâtre Saint-Louis, built in the former riding house of the fort, was consumed by flames in 1846. As for the ruins of former Château Saint-Louis, these were razed, and the site was levelled and turned into a terrace in 1838. This initial platform—Durham Terrace—was

extended toward the south in 1854, and again in 1878–1879, when it attained its current size with the addition of most of the lower garden and adjacent land to the south. As part of Lord Dufferin’s project, a walkway with a stairway to the terrace was built along the Citadel where the current Governors Promenade was built in 1959–1960.

An integral part of Québec City’s defence system, the Saint-Louis Forts and Châteaux site was the seat of executive power in the colony for over 200 years. By the authority vested in its residents, the architecture of its buildings, the spatial arrangement of its courtyards and gardens, and the official, cultural, and social activities it hosted, as well as its key role in the colony, the site was a veritable “colonial court.”

2.4 The importance of Saint-Louis Forts and Châteaux in the system of National Historic Sites of Canada

Among the themes listed in the *National Historic Sites of Canada System Plan*,⁶ the Saint-Louis Forts and Châteaux illustrates, first and foremost, the theme “Governing Canada,” in particular through the subthemes of “Politics and the Political Process” and “Government Institutions.” The Saint-Louis Forts and Châteaux share the first subtheme with numerous other national historic sites of

Canada, including, notably, the residences of the former Prime Ministers of Canada, the Fathers of Confederation and important Canadian Statesmen, such as Ardgowan, Sir Wilfrid Laurier, Sir George-Étienne Cartier, Louis S. St-Laurent, Louis-Joseph Papineau, and Manoir Papineau National Historic Sites. The Parliament Buildings in Ottawa and Province House in Charlottetown are also associated with this subtheme. As for the second subtheme, Saint-Louis Forts and Châteaux is listed alongside the likes of Montmorency Park in Québec City, Rideau Hall and Landscaped Grounds in Ottawa, the Governors’ Cottage in Sorel, Château De Ramezay/India House in Montreal, and Government Houses in various provinces.

Saint-Louis Forts and Châteaux National Historic Site is part of the Fortifications of Québec and of Québec City’s historic district that was declared a “world heritage site” by UNESCO in 1985. The Château Frontenac hotel, part of which lies inside the designated place, is also a national historic site of Canada. The reasons behind its status have nothing to do with the reasons for the Saint-Louis Forts and Châteaux, however.

Lastly, the Saint-Louis Forts and Châteaux are associated with a number of figures of national historic importance, particularly Champlain and the colony’s governors, who used the site in the performance of their duties.

6. Parks Canada, *National Historic Sites of Canada System Plan*, Her Majesty the Queen in Right of Canada, 2000, p. 10 and 18, and Appendix 3.

Map 1: Location of the Designated Place

Map 2: Place Administered by Parks Canada

Map 3: Location of in situ resources: forts area

**Map 4: Location of in situ resources:
 Gardens Area**

3. Commemorative Integrity: A Fundamental Concept

Commemorative integrity refers to the condition or state of a national historic site when the site is healthy and whole. This is the desired state for a national historic 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.⁷

The commemorative integrity statement for Saint-Louis Forts and Châteaux National Historic Site was approved in 2004. It specifies the commemorative intent (i.e., the reason for its designation), states the extent of the designated place, describes the cultural resources found at the site, attributes a value to them, and identifies the commemoration messages to be conveyed 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.

7. 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

Saint-Louis Forts and Châteaux National Historic Site abounds in cultural resources: the designated site as a whole, landscapes and landscape features, archaeological remains, an archaeological collection, and an ethnological collection. Many of these resources are of national historic importance. They must be protected if commemorative integrity is to be achieved. Integrity also depends on messages of national historic significance being delivered. Lastly, other cultural resources and values must also be preserved and complementary messages presented to the public.

Parks Canada is directly responsible for the protection and presentation of the cultural resources it administers.

4.1 Resources of national historic significance

The following resources have been recognized as symbolizing or representing the national historic significance of Saint-Louis-Forts and Châteaux 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

Saint-Louis Forts and Châteaux National Historic Site of Canada is located in historic Old Québec. Perched atop the escarpment overlooking the lower town, it includes landscape features and a number of archaeological remnants, many of which lay buried beneath Dufferin Terrace. It has also produced a rich collection of objects.

The succession of four Saint-Louis forts on the headland confirms the strategic importance of the position chosen by Champlain to ensure the defence of the colonial capital in the 17th century, well before walls sprang up to protect the city. The designated place, which is an integral part of Fortifications of Québec National Historic Site, was also associated with the 32 King's representatives and Governors General of Canada from 1620 to 1838. No other place in Canada is as strongly associated with executive colonial power.

The site is also the point from which streets in Old Québec fan out in the radial pattern still visible today. And with the site's many remains, it is a compelling eyewitness to the colonial period.

4.1.2 Landscapes and significant views

The historic site, by virtue of its commanding position on the headland, reminds us of the military imperatives that led to the construction of Fort Saint-Louis. The battery of canons in the lower garden below Des Carrières Street adds to the site's military character. From the other side of Des Carrières Street, Governors' Garden—the upper garden—is an enticing green space almost 90 m by 80 m in size offering panoramic views of the St. Lawrence and the south shore. Originally for the exclusive use of the governor and his guests, it is the only remaining visible trace of Château Saint-Louis' old gardens and dates back to the beginning of the colony, appearing on maps as early as 1660. Surrounded by a stake palisade and a high (presumably stone) wall towards the end of the French Regime, the garden was constantly redesigned throughout its history to fit the latest tastes and trends. Some reminders of changes it underwent have remained. The monument to Montcalm and Wolfe was erected in the garden in 1827, and in 1838 Governor Durham opened it to the public. The garden is in fact one of the rare places in the city to have had the same role since the 17th century. Today it contains some 40 species of trees (American elm, ash, sugar maple, silver maple, and common hackberry). A stone wall surrounds the garden save for the length of Des Carrières Street, where the garden opens directly to the sidewalk. There are other entry points in the walls along the other three sides. The "kiosk," a small hexagonal building erected in 1889 along Laporte Street, was formerly used to store the gardener's tools.

With its lampposts, six gazebos, and beautiful cast-iron balustrade, Dufferin Terrace is the most popular spot for a stroll in the whole city. From its vantage point above Place-Royale and Petit-Champlain, the terrace offers breathtaking views of the river below, as well



Wolfe Battery, in the Lower Garden
Parks Canada, 2001

as the Beauport shoreline, the south shore, and Île d'Orléans. Together with the Château Frontenac, the terrace is without doubt the most recognizable landmark in Québec City, having dominated the urban landscape for over a century. The Champlain monument at the end of Saint-Louis Street commemorates the founding father of Québec City and is a reminder of the site's prestige. From the fort's location here it is still possible to make out the radial pattern of streets that fans out from Place d'Armes, the square built in front of the fort in the 17th century. It is a view well worth preserving, just like the other views of defensive works, possible enemy approaches, beautiful scenery, and the hustle and bustle of urban activity that only the political and military elites could enjoy from their perspective at the Saint-Louis Forts and Châteaux. Other interesting views have also been acknowledged, such as the view of the Saint-Louis Forts and Châteaux, Dufferin Terrace, and the Château Frontenac from the river and the lower town; and views of the St. Lawrence, the south shore, Île d'Orléans, Montmorency Park, the Royal Battery, the Citadel, the King's Bastion, the Cape Diamond Redoubt, the cliff, the Governors Promenade and Garden, and Place d'Armes from Dufferin Terrace; and the views from the Governors Promenade of the river, Citadel, and escarpment.

4.1.3 Archaeological resources

Saint-Louis Forts and Châteaux National Historic Site of Canada is home to a multitude of archaeological remains (Maps 3 and 4). Until now, remains from at least three of the four versions of Fort Saint-Louis (1620, 1626, 1636, and 1692) have been unearthed. Fort Saint-Louis was one of Québec City's first defensive works and in the 17th century remained the city's main protective rampart until Major Provost's palisade was constructed in 1690. The remains of the Saint-Louis châteaux (1648 and 1694) and later Haldimand (1784) can tell us a great deal about the evolving architectural styles and the role of the governor's official residence during colonial times as a meeting place for the political, religious, and military elites. Along with the remains of the outbuildings (bakery, kitchens, latrines, icerooms, cowsheds, stables, henhouse, sheds, laundry, dairy, greenhouses, etc.), they reveal much about how the site was organized and the domestic, military, and social lives of its occupants—masters and servants alike. Other resources of a military nature are closely linked to the defence of the fort and the defensive front opposite the river, such as powder magazines, guardhouses, batteries, and the fortification wall that runs around the escarpment.

The upper and lower portions of Governors' Garden comprise remains connected to its horticultural vocation and use by the governor (enclosure and retaining walls, sheds, the gardener's cottage, wells) and apparently a number of military works, including Québec's first wall—Major Provost's palisade and redoubts.

Many of these remains have been excavated during archaeological digs undertaken by Parks Canada and the City of Québec since the early 1980s. Until recently, only the funicular terminal beneath the terrace gave an idea as to the lay-out of Château Saint-Louis' cellars. In 2005–2006, other rooms and even the beginnings of vaults were unearthed by archaeologists.



Vestiges of Saint-Louis Fort and Château outbuildings, uncovered beneath the terrace in 1985-1986
Parks Canada / M. Élie

4.1.4 Collections

Ethnological collection

The Parks Canada collection comprises cannons from the old Wolfe's battery (1822) that are still only 15 metres to the east of where they originally stood (Map 4). They bear witness to Québec's colonial period defences and are managed along with Fortifications of Québec National Historic Site's artillery collection.

Another piece belonging to the ethnological collection is a stone bearing the Maltese Cross (1647) set above the carriage gate entrance to the Château Frontenac on Des Carrières Street. The stone comes from Fort Saint-Louis' château, home to Governor-General—and a knight of the Order of Malta—Charles Huault de Montmagny. Recovered from the debris of Château Haldimand, it was used in the hotel's construction in 1892.

Archaeological collection

The areas of the national historic site that have undergone archaeological excavations are the Saint-Louis châteaux and part of the forts, courtyards, outbuildings, and Governors' Garden (upper and lower). Hundreds of thousands of artifacts, osteological remains, and plant macroremains provide information about life at the Château and the activities that took place on the site. They make up an exceptional collection that will only become richer as investigations continue.

Artifacts from the first half of the 17th century bear witness to the time when Champlain moved to the top of the cliff and perhaps the 1629–1632 occupation of the city by the Kirke brothers. The sector beneath the Frontenac



Restoration work on a “wine” bottle, probably of French origin and from the end of the 17th century, found in latrines

Parks Canada, 2006 / M. Brassard

kiosk concealed many architectural artifacts, including tile and slate fragments that may have come from Château Saint-Louis, as well as faience and Oriental porcelain. Cannonballs were found in the debris from the reconstruction work that followed the Conquest. Latrines abandoned around 1720 revealed some fine glassware, china, objects used for coffee or chocolate and French wine consumption, that may have belonged to Governor Vaudreuil. Enormous quantities of domestic waste (animal bones, faience and china plates, French bottles and wineglasses) and construction materials from some time after 1740, most notably under Governor Beauharnois, were unearthed in the lower yard. One refuse pit was full of items dating back to the 1780s, as well as

food waste from the cutting up of animals and the preparation of fish and crustaceans before cooking. A deposit dating back to circa 1808–1815 also contained food preparation residues. A refuse pit used from 1808–1810 and in 1817 for latrines on the upper floor of the castle mostly revealed objects that told of personal hygiene and care. A neighbouring pit from the same era had been filled with a rich variety of table and glassware.

Unearthed during the 1985–1987 digs, the voluminous collections from the Château Saint-Louis gardens and outbuildings mainly attest to the domestic lives of their occupants. The latrines turned up gold-decorated European porcelain and bone china along with virtually complete place settings of fine white earthenware with printed designs. The glass tableware, meanwhile, exudes affluence, from the quality of the materials to the rich patterns and original shapes. A champagne bottle betrays a level of luxury, while a small silver spoon is a reminder of Governor Dalhousie. A large quantity of more modest objects confirms the impression of a well-to-do household. Artifacts recovered from the icehouse mainly bear witness to its storage role: a row of hooks, preserve pots, demi-johns, bottles, and barrels. Window glass, plant pots, and gardening tools such as shovels, spades, scythes, rakes, and watering cans were found in the greenhouses. The grounds revealed a rich collection of objects dating back to the period from 1771 to 1854. There were mainly household objects, although a certain military presence was also evident with British regiment buttons, munitions, ignition materials, and even a cast-iron carronade gun carriage from the late 18th century.

If the collections from the lower garden reveal that for most of its history, i.e., from 1778–1884, it was poorly maintained (large numbers of weeds), those from the upper garden reveal fragmentary traces of the everyday life of the gardener from 1750 to 1854 as well

as grains and pollens from several varieties of decorative and garden plants. A wooden well pump excavated from the Parisien House in the lower garden reminds us that Governor Haldimand had acquired this property in order to be able to water the lower garden.

Lastly, around 100 artificats and ecofacts were unearthed by the City of Québec in the 1980s in the fort's northwest bastion where the UNESCO monument now stands. They mostly comprise food and construction materials, but also bear witness to tobacco use and clothing. Around half of the objects predate 1760; the other half being deposited some time after 1776.



In the archaeological collection: a small silver spoon manufactured in 1818-1819, bearing a monogram (the letter "D") surmounted by the crown of an English Earl (the Earl of Dalhousie ?)
Parks Canada / J. Jolin

4.2 Messages of national historic significance to convey to the public

At Saint-Louis Forts and Châteaux National Historic Site of Canada, the messages of national historic significance, or key messages, to communicate to the public in light of the site's commemorative intent are the following:

- an integral part of Québec's defence system, this was the seat of colonial executive authority for over 200 years;
- it served as the official residence of 32 of the 40 Governors General from the colonial period.

To enhance comprehension of these messages, context messages were developed. It is by putting in context the period when the Saint-Louis Forts and Châteaux were part of the city's defences; by recalling the dates of the colonial period; by noting the important role the Saint-Louis forts and their components played in defending Québec City throughout the 17th century; by showing the radial street pattern established in the 17th century and that fanned out from the forts and châteaux; by recalling that the site chosen by Champlain, then the highest political authority in place, was to become the colony's administrative, political, and military nerve centre from 1620 to 1834; by conveying the history of the construction of the forts and châteaux, from Champlain to Haldimand; and by spotlighting the architects and engineers who designed and built Saint-Louis Forts and Châteaux that it is possible to provide a better understanding of the first reason for the site's designation or message of national and historical importance, as set out in the commemorative integrity statement.

The second key message is clearer when we explain the powers, functions, and authority of the governor of the colony under the French and British regimes; the role played by Saint-Louis Forts and Châteaux in Québec City's cultural and social, and indeed high society, life (the "colonial court" with its places of gathering and festive and domestic activities); and the symbolic value and memory of this seat of power as inscribed in the modern-day landscape and toponomy. Lastly, we must convey the message that Saint-Louis Forts and Châteaux is a national historic site, i.e., a place designated by the Government of Canada due to its national historical importance.

4.3 Cultural resources and messages unrelated to the reasons for designation

This aspect concerns the resources, values, and messages that, although not recognized as being of national importance, are of historical significance for the site. Buildings, archaeological remains and artifacts, an ethnological collection, and complementary messages are all part of this collection of heritage elements.

4.3.1 Buildings, other constructions, and facilities

Part of the Château Frontenac lies within the designated place, on the former site of Château Haldimand and the Saint-Louis Forts and Châteaux outbuildings. The hotel, 1094.4 m² in size, stretches east to west from Dufferin Terrace to the houses on Haldimand Street and north to south from Saint-Louis Street to Mont-Carmel Street. It was designated a national historic site of Canada in 1980.⁸

8. For more details, see "Énoncé d'intégrité commémorative du lieu historique national du Canada du Château-Frontenac (Québec, Québec)," Parks Canada, Québec City, 2004.

Dufferin Terrace runs alongside the escarpment's summit. It consists of a platform built out of wooden planks and supported by concrete pillars, fenced off by metal railing on the side closest to the river. Its outer retaining wall rests for the most part against the fortification wall built during the colonial period. Its presence has helped protect the remains of the Saint-Louis Forts and Châteaux it covers. The terrace was once part of the fortification promenade Lord Dufferin had built in the late 19th century. Despite the numerous repairs it has undergone, it has still managed to keep its basic original structure and the same materials and design for its deck, balustrade, lampposts, and kiosks. Six octagonal kiosks (1879–1887) are found along the terrace—Frontenac, Lorne, Victoria, Princess Louise, as well as Dufferin and Plessis, which fall outside the designated place but within the area administered by Parks Canada. The terrace has also had a slide since 1884 and a funicular linking the upper and lower towns for the past 125 years.

There is also a small hexagonal building (1889) known as the kiosk in Governors' Garden, which was once used for storing garden tools.

4.3.2 Archaeological remains

The remnants of Durham Terrace, built in 1838 on the ruins of Château Saint-Louis and the defence wall that ran alongside the clifftop, recall the time when the site was opened to the public following the Château fire. For its part, Dufferin Terrace covers the remains of old pillars that once supported it, the retaining wall at the southernmost end of Durham Terrace after it was extended in 1854, a small opening in the terrace's western retaining wall, Potvin kiosk (built in 1886–1887 and demolished in 1892), and a drainage system (1880). Many other remains

have been unearthed, including those of the Parisien House, which bear witness to occupation in the vicinity of Fort Saint-Louis at the end of the French Regime, and those of the public urinals installed in 1930, as well as the passage that once led to the funicular. The remains of the Carronade Battery and its guardhouses, as well as those of the house and outbuildings occupied by Major Eliot, which are south of the designated place in Fortifications of Québec National Historic Site, are part of the Saint-Louis Forts and Châteaux administered place.

4.3.3 Collections

Ethnological collection

Two Russian cannons, which testify to French involvement in the Crimean War, stand guard at the edge of the lower garden and terrace.

Archaeological collection

A number of stone fragments—apparently the result of tool cutting—have not proven paleohistoric occupation of the site since they were not discovered in natural onsite soil, but rather in fortification earthworks, most probably dating back to Champlain.

A significant domestic collection from the start of the British Regime comes particularly from the Parisien House excavation. The house was built in 1742 and occupied until around 1780. The proportion of textile tools and supplies found on the site was truly remarkable. Artifacts from beneath the southern section of Dufferin Terrace, including the ruins of the Carronade guardhouses, as well as those collected in the sector occupied by Major Eliot, are administered by Saint-Louis Forts and Châteaux, even though they do not belong to the designated place.

A collection of the objects unearthed also testifies to the terrace's popularity among strollers, as well as to construction and maintenance work and the existence of a restaurant below the terrace around 1920.

4.3.4 Commemorative monuments and plaques

The monument dedicated to Montcalm and Wolfe erected in 1827 on the eastern side of the upper garden overlooks Des Carrières Street, the lower garden, the terrace, and the river. At the northernmost end of the terrace, the Champlain monument has commemorated the city's founding father since 1898, while the UNESCO monument, unveiled in 1986, is a reminder that Québec City is a world heritage site. Two plaques from the Historic Sites and Monuments Board of Canada commemorate two governors who once lived on the site, Haldimand and Dufferin. Another plaque recalls the advent of electric lighting on the terrace and another still the Saint-Louis Forts and Châteaux.

4.3.5 Complementary messages

As for the site's other features, the following messages from the integrity statement should be conveyed to the public: the transformation of the upper garden into an urban park in 1838;



The Governors' Garden
Parks Canada / C. Chartré

the occupation of Château Haldimand by the Laval Normal School from 1857 to 1859 and then 1865 to 1892, and by civilian and military government offices from 1859 to 1865; the various commemorations the site has been the subject of;⁹ the regular presence since 1872 of the Governor-General at his or her second official residence, at the Citadel; the governors' summer residence in Sorel, designated a national historic site by the Historic Sites and Monuments Board of Canada in 1957; and the Commission's designation in 1977 of Rideau Hall, the Governor-General's official residence since Confederation.

9. For example, stamps such as the one-dollar stamp depicting the Champlain monument (1935), a 1908 stamp released to commemorate Québec City's tricentenary, another in 1958 for its 350th anniversary, and a further one released in 1984 for the 450th anniversary of Jacques Cartier's landing in Canada; an Historic Sites and Monuments Board of Canada plaque installed in 1991 near the cannons on Dufferin Terrace commemorating the Marquis of Dufferin, another Commission plaque installed in Governors' Garden in 1992 to commemorate Governor-General Frederick Haldimand, and two other commemorative plaques displayed by the funicular, one recalling the illumination of the terrace and the other, the presence of the Saint-Louis Forts and Châteaux; and the UNESCO monument (1986), which commemorates historical Old Québec being named a world heritage site.

5. The Current Situation

5.1 Commemorative integrity

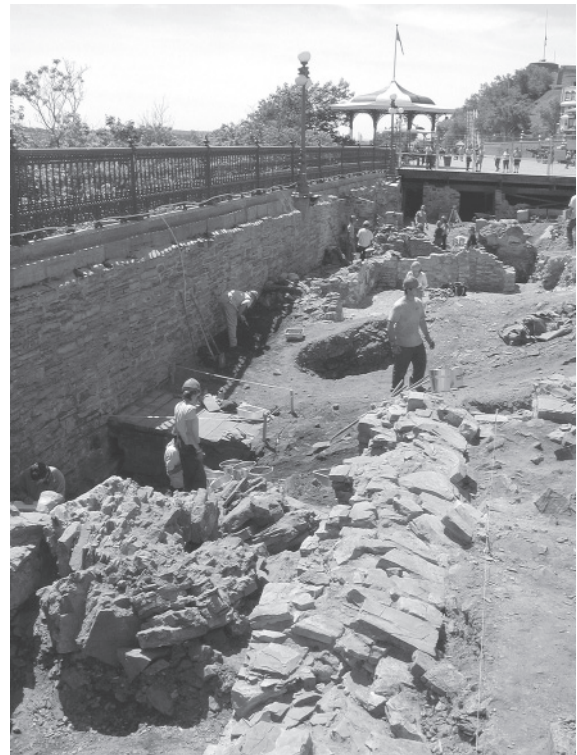
Parks Canada's primary challenge and objective is to ensure the commemorative integrity of Saint-Louis Forts and Châteaux National Historic Site. An analysis of its current integrity identified the main factors that led to the directions proposed in this management plan.

5.1.1 Protecting the cultural resources

A good part of the archaeological resources associated with Saint-Louis Forts and Châteaux have been protected by Durham and then Dufferin Terrace. Some of the last château's cellars are still used as the funicular terminal. The archaeological remains still buried beneath the terrace and Du Fort Street, to the north of the Château Frontenac, have only been disturbed by landscaping and the installation of the Champlain and UNESCO monuments.

In 2005, work began to stabilize and renovate Dufferin Terrace, from Half-Moon Battery to the Frontenac kiosk, as well as Governors Promenade, its furnishings and kiosk, which had fallen into disrepair. Parks Canada obtained the necessary budget to carry out these major repairs between now and 2010—work that was already called for (in the case of the terrace) in the 1988 management plan. The deck and infrastructure of the part of the terrace in question were dismantled in spring

2005 and an archaeological investigation was begun the following summer and will enter its third and final season in 2007. The excavated remains, most of which relate to the site's commemoration intent, are recorded right down to the smallest detail and stabilized, unless it is impossible to preserve them. The goal, which is similar to one of the 1988 management plan measures, is to preserve their authenticity as much as possible while ensuring their long term conservation.



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

On the terrace outside the work zone, the kiosk roofs were recently repainted and the outside of the snackbar was renovated. The balustrade, lampposts, and furnishings are, however, still in need of repair. In the (upper) Governors' Garden—now a public park—the small hexagonal building has undergone major repairs. Archaeological digs have taken place in preparation for the redesign called for in the 1988 management plan, but the work has not yet been carried out or the furnishings replaced.

The landscapes, views, and viewpoints revealing the national historical importance of site and for which Parks Canada is responsible are generally quite well preserved. On the other hand, the view of the Citadel and the river from the terrace and Governors Promenade is obstructed by vegetation that is running wild on the escarpment.

The archaeological collection from the administered place contains over two million packaged and stored artifacts.¹⁰ Of these, 77.5% are in “very good” or “satisfactory” condition, while the remaining metal objects are in a more deteriorated state. Oversized artifacts and those in the reserve and reference collection are all in good condition. No objects are on display at the national historic site.

The archaeological documentation needs to be examined as a whole, and steps should be taken to preserve it. The inventory of artifacts collected before 2005—which is over 97% complete—has not been computerized, apart from objects that were unearthed in 2001. Artifacts found in 2005 and 2006 are currently being added to a digitized database. Lastly, an inventory and evaluation of the cultural resources for both the designated and administered place can be found in an appendix to the commemorative integrity statement.

The long term maintenance of the set of cultural resources on the administered place—the vestiges and archaeological objects, the terrace itself, Governors' Garden, the numerous monuments and plaques as well as Governors Promenade—will certainly always be a tremendous challenge. Parks Canada must remain vigilant and proactive, and deftly use all the cultural resource management and planning tools at its disposal in order to tackle this challenge.

5.1.2 Conveying messages and values

On site

Saint-Louis Forts and Châteaux National Historic Site is a new site within Fortifications of Québec Historic Site. It is not defined in the landscape and has only displayed a Parks Canada identification sign since last year. In compliance with the presentation plan put forward in the 1988 management plan, Governors' Garden (the upper garden) has kept its vocation and tranquility. Recreational uses that had developed there have been shifted to other sites, leaving behind nothing but relaxation in its purest form. The plan advocated a study of the footpaths and urban furniture with the aim of reviving the park's atmosphere of old; little progress has been made on this matter, except for archaeological excavations. Plans to draw on 17th and 18th century features have yet to be implemented, and the project to partially reconstruct an authentic vegetable plot in a quiet corner of the garden has been abandoned. Furthermore, Major Provost's redoubts have still not been subject to archaeological examination to the extent hoped for in the 1988 management plan. The plan also noted that it would be a good idea

10. The ethnological collection includes mounted cannons that are managed along with the artillery collection belonging to Fortifications of Québec National Historic Site.

to restore the close relationship between the (upper) garden and the cliff edge, but this physical and visual integration has not materialized. The garden itself is in clear view, but the link between the garden (upper and lower), the governors, and their residence is still not visually apparent in the landscape. The current design of the upper garden does little to commemorate its history.

There is still no permanent presentation program or interpretation centre dedicated to the site. The terrace area where the highest concentration of vestiges is found is very frequented, but normally provides no access to these tangible witnesses to the past. The 1988 plan to present the archaeological remains beneath the terrace has not been implemented. The tremendous success of the presentation program—although modest—combined with the 2005 and 2006 archaeological research campaigns demonstrates the value of presenting resources on site in order to convey commemorative messages. Interpretation signs and, during the season, park interpreters alongside the dig, increase public awareness of Saint-Louis Forts and Châteaux National Historic Site of Canada, its cultural resources, and the reasons behind its designation. Many visitors have been able to observe the remains as they are unearthed and learn more about the site's history. It should also be mentioned that the public sees no signs of the vestiges buried in the area maintained by the City of Québec between the terrace and Du Fort Street.

At the Fortifications of Québec Interpretation Centre on Saint-Louis Street, and during guided tours of the fortifications from Dufferin Terrace, visitors can learn more—albeit superficially—about the history of Saint-Louis Forts and Châteaux National Historic Site of Canada. Some information can also be gleaned from the plaques and commemorative monuments on the terrace

and in Governors' Garden. Generally speaking, the public is still largely unaware of the existence of the new national historic site and the reasons for its designation.

The permanent or seasonal presentation of the archaeological vestiges beneath Dufferin Terrace and between this famous walkway and Du Fort Street could be key to presenting the historic site. However, this cannot occur in the short term, due to the lack of financial resources. We must remember that the archaeological research is not finished, and the stabilization work underway will not be completed until 2010. Development of an "archaeological circuit" under the terrace will require highly effective measures to protect remains against any factors that could cause damage, particularly freezing and thawing. In addition, to allow people access to these vestiges, a number of facilities (safety, traffic, services) must be added to a site teeming with archaeological resources. The challenge in the coming years is therefore to find ways to present the most significant archaeological vestiges without harming their integrity.

Both ends of Governors Promenade are already marked. However, this linear circuit that provides access to an exceptional panorama is not currently used to convey messages about Saint-Louis Forts and Châteaux, the Fortifications of Québec, the Citadel of Québec, or a host of other natural and cultural heritage sites, from the Québec Bridge to Pointe-à-Carcy. Nor is there any mention of the former walkway built in this location at the instigation of Lord Dufferin.

Lastly, it was noted that the main themes tied to the commemorative intent receive little coverage in the historiography. Sufficient means must be put in place to document and convey messages in order to achieve commemorative integrity.



Vestiges of the Château icehouse;
when it was in use, this large reservoir for storing ice
was topped by a cold chamber.
Parks Canada / M. Élie

The challenge therefore consists of ensuring that commemorative messages are effectively conveyed on site by making full use of the resources that characterize the site and by drawing on a sufficient understanding of history.

Outreach

To date there have been no outreach initiatives for Saint-Louis Forts and Châteaux National Historic Site on the Internet, in schools, or in ethnocultural communities. Some information about the site is included

in outreach school-related activities designed by Fortifications of Québec National Historic Site, of which it is a part.

5.2 Visitors

5.2.1 Current trends

World tourism continues to evolve apace. One notable trend is the greater segmentation of the tourism market as witnessed by the proliferation of destinations, specialty products, and often-interrelated special interest activities for the leisure tourism market.¹¹ 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.¹² 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 “health tourism, adventure tourism, educational travel, Aboriginal tourism, cultural tourism, and ecotourism.”¹³ 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.¹⁴

11. Desjardins Marketing Stratégique, “Étude de potentiels de marché pour la mise en valeur des vestiges des Forts-et-Châteaux-Saint-Louis sous la Dufferin Terrace,” final report, Parks Canada, Québec Field Unit, February 9, 2005, p. 35.

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

13. 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.

14. Carol Sheedy, *op. cit.*

5.2.2 Regional tourism context

*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.*¹⁵

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 standout 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.



Dufferin terrace's privileged location
Parks Canada / J. Barry

The population of the Greater Québec City Area is 622,000, 95% of whom are French-speaking. New Canadians are much less numerous than in most other Canadian urban centres. Easily accessible by road, rail, water, and air, Québec City—the provincial capital and seat of the Québec National Assembly—is the third-ranking tourism destination in Canada.¹⁶

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.¹⁷ 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

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

16. 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).

17. *Ibid.*, p. V.

of nautical activities. The area also boasts a number of ski hills and outdoor recreation centres, many farms and orchards, and a high concentration of commercial sugarbushes.

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 tourists¹⁸ (domestic, American, and international markets combined).

The national historic sites are important tourist draws within the Capitale-Nationale administrative region, where some 13,600 jobs were generated by tourism in 2004.¹⁹ From the beginning of efforts to showcase these sites, national historic site 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 Tourism and Convention Bureau (OTCQ), the administrators of the major museums, and Communauté métropolitaine de Québec. The Field Unit Director 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, and are regular players in the tourism industry through the services they offer, joint advertising and promotional campaigns with other tourism stakeholders, participation in tour packages, and ongoing collaboration on sociocultural events and activities.

According to a 2005 study,²⁰ there are over 20 tourist attractions in the Québec City region that draw inspiration from life in the colony between 1620 and 1834 and the city's historical heritage, particularly military history, "château" way of life, domestic and economic conditions, and the French and British regimes. These tourist sites, museums, and interpretation centres represent a critical mass that boosts tourism in the region but also competition for Saint-Louis Forts and Châteaux. Parks Canada must therefore take them into consideration in its presentation plans for Saint-Louis Forts and Châteaux by determining how its plans fit with and add value to the attractions that already exist. The national historic site hopes to become an integral part of the tourism industry too through the services it offers, the joint advertising and promotion campaigns it undertakes, its participation in tour packages, and regular collaboration on sociocultural events and activities.

18. *Ibid.*, p. 15.

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

20. Desjardins Marketing Stratégique, *op. cit.*

5.2.3 Visitation at the administered place of the National Historic Site

The Québec Field Unit has recently been able to obtain precise statistics for the number of visitors to Saint-Louis Forts and Châteaux National Historic Site of Canada. The number of visits²¹ for 2005 was 1,232,365, with 51,567 contacts between visitors and park interpreters on the terrace beside the dig. It is estimated that 29,000 people listened to their explanations.

5.2.4 Visitor satisfaction and message comprehension at the administered place

Currently, Dufferin Terrace and Governors Promenade offer visitors an unforgettable experience thanks to their exceptional location and breathtaking panorama. First-hand observation of the Château Saint-Louis archaeological investigations in the company of a friendly and competent guide adds to the memorable experience of visiting the site. Numerous services of interest to visitors are also available from partners year round on the terrace or nearby, making a visit to the site all the more enjoyable. These include the toboggan slide and skating rink in winter, the snackbar and the café, the funicular, and the exchange and tour reservation office. In summer, secondhand booksellers and street musicians add to the site's ambiance.



Set between the Citadel and the river, the Governors Promenade offers excellent views
Parks Canada / L. Jacob

The sense of safety also plays a key role in the visitor experience. Unfortunately, the relative isolation of certain areas—especially Governors Promenade—promotes vandalism and illicit activities, particularly at night. However, the public safety and law enforcement plans in effect at Québec Field Unit sites apply at Saint-Louis Forts and Châteaux National Historic Site.

Message communication is currently limited. We can presume that most people who did not take advantage of the interpretation available on the periphery of the archaeological worksite did not know they were at Saint-Louis Forts and Châteaux National Historic Site. Apart from the lack of signage indicating the boundaries of the site, most of the resources tied to the commemorative intent are normally hidden or buried under the

21. 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 Saint-Louis Forts and Châteaux National Historic Site 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, Parks Canada au Québec: Fréquentation et utilisation des parcs nationaux et des lieux historiques nationaux du Canada," Parks Canada, Marketing and Business Unit, Québec Service Centre, May 2006, p. 54.

terrace or elsewhere, resulting in an “indefinable” visitor experience awash in the myriad attractions of the Old Québec historic district and fortifications.

So far no study has enabled visitor satisfaction levels or their comprehension of the messages transmitted by Saint-Louis Forts and Châteaux to be gauged. Nevertheless, taking in the exceptional river views appears to be the high point of any visit to the Fortifications of Québec. Eighty percent of respondents described this part of their visit as “very good” in a 2000–2001 visitor survey.²² Within the Fortifications of Québec National Historic Site, Dufferin Terrace and Governors Promenade, now managed as part of Saint-Louis Forts and Châteaux National Historic Site, are among the most spectacular observation points offering direct views of the river. Ninety-three percent of survey respondents also thought spending more than \$10,000 to keep Governors Promenade open in winter to be justifiable. The restrooms under the Frontenac kiosk were refurbished in 2002 in response to suggestions by visitors to Fortifications of Québec National Historic Site.

5.3 The Saint-Louis Forts and Châteaux in the city

The site is one of the most prestigious in the historical district and is a landmark associated with Québec City around the world. Protecting and developing it can only add to the city’s tourism appeal as a whole as well as the visitor experience in Old Québec. Conversely, management of the national historic site’s urban environment will continue to have

a decisive impact on the site and the visitor experience. Over the years, a good number of partnerships and good neighbour initiatives have developed that favour the site’s integration into the city. As the site’s designation is still relatively recent, much work remains to be done to advertise its existence and purpose and to encourage the tourism industry and the general public to support its protection and development.

5.3.1 Partners

The City of Québec is responsible for maintenance around the Champlain statue and UNESCO monument, in the area contained by Dufferin Terrace, Du Fort Street, the Château Frontenac, and Sainte-Anne Street. A 25 year lease renewed in May 2005 allows the company operating the funicular to breach the terrace’s retaining wall and have an entry and exit point through this wall in order to run its business. The Québec Field Unit also has an agreement with an operator (renewed on April 1, 2006) to operate the slide, skating rink, and snackbar below the music kiosk. Another concession holder provides tourism services in the Frontenac kiosk under a 4-year contract renewed on April 1, 2006. Under the terms of an annual agreement with the City of Québec, the Field Unit also authorizes entertainment and musical performances in compliance with the guidelines set out by Parks Canada and the Château Frontenac hotel. The terrace also welcomes a second-hand book fair for two weeks every summer under biannual agreements. Lastly, Parks Canada concludes agreements from time to time to hold one-off events onsite.

22. Alain Rainville, “Le lieu historique national du Canada des Fortifications de Québec, Étude sur le profil des visiteurs – 2000, Visiteurs individuels et en groupes organisés,” Marketing and Business Unit, Québec Service Centre, February 2002. No. of respondents: 1,216. A visitor is a person making a visit according to the definition given in Note 21.

It should also be noted that a number of individuals, organizations, and businesses who have no business in the administered place, and with whom Parks Canada has no particular agreement (tour guides, etc.), use the picturesque and cultural backdrop for their own ends. They cannot, however, solicit the public in the administered place.

Saint-Louis Forts and Châteaux National Historic Site extends beyond the administered site to part of the property of the Château Frontenac hotel, where vestiges of Saint-Louis Fort may still lie buried. The hotel, which has recognized and preserved to this day the prestigious character of this former site of power, also belongs to the family of national historic sites. We believe this establishment is a natural ally in presenting the Saint-Louis Forts and Châteaux. In addition, the City of Québec—which oversees portions of the streets on the designated site and whose origins are closely tied to the site’s history—might be interested in helping to promote the site. Lastly, the management of the landscape and escarpment could benefit from the cooperation of neighbours of the national historic site.

The challenge is to make the public aware of the designated place’s components and their historic value and to raise awareness among all parties involved, including other owners and neighbours of the site, as to the importance of protecting and presenting them. Preparation of the management plan is a perfect opportunity for Parks Canada to raise awareness of the issues and challenges associated with conserving and understanding the site’s cultural resources.

5.3.2 The economic impact of visitors to the Saint-Louis Forts and Châteaux

Parks Canada does not yet have data on the proportion of visitors to Saint-Louis Forts and Châteaux National Historic Site who come from outside the Québec City region, or any economic data for their visits. However, we do know that visitors to Dufferin Terrace, Governors’ Garden, and Governors Promenade made up over 75% of the total number of visitors to the “Fortifications”²³ in 2004 and 2005. The figures in the next paragraph might therefore be able to shed some light on the economic impact of visitors to the Saint-Louis Forts and Châteaux.

In 2004, the “Fortifications” welcomed nearly 1,614,000 visitors from outside its region.²⁴ Spending by these visitors directly attributable to their site visit was estimated to be more than \$36 million. In turn, this spending generated economic spinoffs 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).²⁵

It is thus safe to say that visitors to Saint-Louis Forts and Châteaux National Historic Site have a substantial influence on the local economy.

23. The term “Fortifications” can here be taken to mean the administered place of the Fortifications of Québec properly speaking (including Artillery Park) as well as the Saint-Louis Forts and Châteaux and Montmorency Park. Attendance statistics provided by the Business and Marketing Unit of the Quebec Service Centre, Parks Canada.

24. 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.

25. Alexandre Germain, “L’impact économique de Parks 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 to guide its activities over the next five years:²⁶

- 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.

6.2 Objectives flowing from the commemorative integrity statement

In terms of protecting cultural resources, specific objectives have been established for the designated site in the commemorative integrity statement. Parks Canada will work toward these objectives for the cultural resources in its care.

Protecting cultural resources:

- Protect all the components of Saint-Louis Forts and Châteaux National Historic Site of Canada.
- Respect the site's resources and associated values.
- Ensure that the archaeological resources are known, conserved, monitored, and, whenever possible, used in presentation and development projects.
- Determine whether the archaeology programs conducted to date have been sufficient, and if not, pursue excavations to further our knowledge of the site and its occupants.
- Ensure all management decisions are based on accurate and complete information and the principles and practices of the *Cultural Resource Management Policy*.
- Ensure that the resources and associated values are not lost, damaged, or threatened by natural causes or the presence of people on or around the site.
- Ensure the historic values of the resources are communicated to visitors and stakeholders.
- Raise the awareness of site owners and users about the importance of conserving the value of the landscape and in situ cultural resources and objects.
- Ensure that the rental of the site for certain activities and the requirements of these events do not threaten its cultural resources.

26. Parks Canada, *Parks Canada Agency Corporate Plan 2005/06 to 2009/10*, Her Majesty the Queen in Right of Canada, represented by the Chief Executive Officer of Parks Canada, 2005, Figure 3.

Communicating messages and the historic value of the resources effectively:

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

6.3 Other objectives

In order to meet its visitor experience and environmental protection strategic targets, Parks Canada is also striving to meet the following objectives:

- Offer visitors a memorable and compelling experience in this historic site in the heart of Old Québec.
- Collaborate with the regional tourism industry and economy and with Parks Canada's national network to increase the site's reputation.
- Extend awareness of the National Historic Site to reach audiences that cannot visit the site in person.
- Play its part in respecting Canada's sustainable development and climate change commitments.

7. Looking Ahead: Saint-Louis Forts and Châteaux National Historic Site of Canada circa 2020

Out of the planning process came a 15-year vision for the future of the national historic site. Based on the statutes and policies currently in place at Parks Canada, this vision is primarily concerned with ensuring the site's commemorative integrity, but also pays close attention to visitor experience.

Circa 2020, the Saint-Louis Forts and Châteaux National Historic Site will be rightly recognized as a premier showplace of New France and Canadian history. Visitors will have an opportunity to discover vestiges of the seat of executive power and the governors' residence during the colonial period.

These remains of constructions, facilities, and objects that were part of the daily lives of those who guided the destiny of our developing nation will have been stabilized and studied. Visitors will be able to enjoy them in full peace of mind, as they will be presented with respect for their integrity and for public safety, and they will be properly protected, monitored, and maintained.²⁷

Visitors will be intrigued by this descent beneath the terrace to a once inaccessible site. There, they will discover vestiges of the forts, châteaux, and outbuildings that occupied the site before the terrace existed. They will be fascinated by the remains of these structures initially designed to serve as a shelter in the event of an attack, and later to support

the men in power and life at the château. Visitors will hang on every word of a friendly and competent interpretive guide skilled in highlighting the site's heritage values and situating it within the bigger historical picture. Remarkable objects will transport these curious spectators back to the times of the Montmagnys and Dalhousies, as well as their peers and servants. The colonial court will take shape in their head as they glean even more information from the interpretive tools that dot the way. What's more, the site's main commemorative themes will be clearly, effectively, and satisfactorily presented to visitors still moved by their experience but eager to organize and round out their knowledge.



**Archaeological objects worth displaying:
brass shell-shaped curtain-loop hooks, bit keys,
and symbolic ornament made of brass sheets,
probably representing a religious authority**
Parks Canada / M. Brassard

27. The site's collections and archaeological documentation are also in a good condition.

Well preserved thanks to regular maintenance, Dufferin Terrace and Governors Promenade will still offer a breathtaking view of an exceptional panorama. Visitors will notice the landmarks of this impressive cultural landscape and appreciate their heritage value through non-personalized interpretative tools that correspond to the needs and interests of the target clientele.

Governors' Garden will have been redeveloped, but will still provide a shady and peaceful haven for locals, as well as for neighbourhood workers and visitors. Archaeological investigations will have been completed, and all components of this public park—walls and stairways, commemorative monuments and plaques, “kiosk,” trees and landscaping, urban furniture, signage and interpretive tools, and vestiges—will be well preserved. The new design will highlight the key components once present on the site, particularly in the colonial period. Visitors will clearly understand the historic tie between the current garden and the lower garden, below Des Carrières Street, and the governors' residence. Locals and visitors will enjoy the garden in summer for picnics, chatting, reading, or simply communing with the pleasant surroundings while contemplating the breathtaking panorama before them. They will be inspired to imagine Lady Aylmer strolling there with her guests in another era. The lower garden will still delight skaters in winter.

This place of commemoration, discovery, and learning will effectively convey the reality of the seat of executive power, the governors' residence, and Québec City's defensive works during the colonial period. Visitors will

learn about its main features and their tie to Fortifications of Québec National Historic Site. The visitor-friendly Saint-Louis Forts and Châteaux National Historic Site will reflect high standards in terms of tourist experience and visitor services. It will be visited by as many people as it can accommodate, and visitors will take part in the activities it offers. Visitors will describe their experience as memorable, and the site will be a model of outreach to external clients (school activities, website traffic, etc.). In particular, the Parks Canada website will clearly explain the national historic site's values to those who are unable to visit it in person.

Tourism professionals will recognize Saint-Louis Forts and Châteaux National Historic Site as a symbol of Québec and Canadian identity. In Greater Québec City, the site will be well positioned within the regional tourist industry, with which it will have developed partnerships, and serve as a major tourism draw. Lastly, management of the administered place will respect the course set out by the Canadian government with respect to sustainable development and climate change.

The owners of those portions of the site not managed by Parks Canada will be aware of the importance of protecting the cultural resources under their responsibility. The public will appreciate the national historic site, understand its significance, and support its protection. Furthermore, once key interpretive components are in place, partners will help round out, diversify, and update site services.

8. Management Measures to Achieve the Vision

To achieve its commemorative integrity goals and advance with confidence toward the vision it has outlined for Saint-Louis Forts and Châteaux National Historic Site, Parks Canada recommends several measures to protect its cultural resources and present the site to the public. Implementing these measures will help strengthen the site's historical character and sense of place.

The management measures envisaged also touch upon the quality of the visitor experience and the necessary cooperation between users and local stakeholders, as well as environmental management of operations and activities.

8.1 Ensuring the site's commemorative integrity

Proposed measure:

Continue fostering a close rapport with other managers of the designated site and all interested parties, and seek to create opportunities to cooperate with them to protect and present the national historic site.

8.1.1 Protecting cultural resources

Proposed measures:

- Continue and complete stabilization of the northern portion of Dufferin Terrace starting from Half-Moon Battery (an archaeological research program will continue to be part of this work).
- Stabilize structures located in Governors' Garden.
- Complete stabilization of Governors Promenade.



Vestiges of walls of the Saint-Louis Château
Parks Canada / M. Bernier

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- Ensure preservation of key views and the escarpment through responsible vegetation management.
 - Complete required work to ensure the long term conservation of all archaeological vestiges on the administered site, the terrace and its kiosks, the toboggan slide, and commemorative monuments and plaques.
 - To this end, implement a real property resource maintenance plan.
 - Ensure that collections, including archaeological documentation, are managed in accordance with the *Cultural Resources Management Policy*.
 - Make owners, users, and neighbours aware of the importance of preserving the values associated with the landscapes, onsite cultural resources, and objects.
 - For the purpose of interpretation, continue archaeological research on the Major Provost redoubt vestiges in Governors' Garden.
 - Prepare and implement an onsite presentation concept for the national historic site.
 - On Governors Promenade, put in place non-personalized interpretative tools that meet the needs of the target clientele, in order to identify the surrounding cultural resources, particularly the Citadel and landscape features, and convey their heritage value to the public.
 - Involve our partners in presenting the site and managing cultural resources.

8.1.2 Presenting cultural resources and conveying messages

Proposed measures:

On site

- During the work underway, continue to allow people to observe the archaeological excavations from the terrace and take advantage of an onsite interpretation program.
- Prepare and implement an interpretation program for the archaeological site for the duration of summer 2008, when work will be temporarily interrupted to give visitors a special opportunity to celebrate 400 years of Québec City history through direct contact with unique historic vestiges.
- Implement a history research program to guide interpretation of the major commemorative themes.



**One end of the Governors Promenade,
on Dufferin terrace**
Parks Canada / J. Kriebler

Outreach

- Draw up an outreach development plan to further raise awareness of Saint-Louis Forts and Châteaux National Historic Site and the network it belongs to, foster understanding and enjoyment of the heritage site, and enhance the public's sense of ownership of the site.
- Promote the publication and dissemination of scientific articles or studies and documents for the general public on the findings of research.
- Add a Saint-Louis Forts and Châteaux component to the Parks Canada website to clearly communicate to those who cannot physically visit the site the reasons for its designation and the values associated with it.
- Begin developing school-related outreach activities.

8.2 Offer visitors a memorable experience

Improving the visitor experience is a priority for Parks Canada. To meet visitor needs, the Agency wishes to allow visitors to the heritage sites it administers to enjoy unforgettable experiences while protecting these sites for future generations.²⁸ To this end, it will seek to plan and organize their visit effectively, welcome the public with suitable staff and facilities, and conduct systematic surveys to gauge visitor satisfaction. The recommended measures for the national historic site are as follows, according to budget availability.

Proposed measures:

- Take steps to stay well informed about current and potential visitors, i.e., become knowledgeable about visitors and their expectations, the tourist environment and trends in tourism, site traffic and utilization, the effectiveness of planned communication tools, the level of participation in activities, and the issue of revenue generation, and use this data to plan site presentation, services, and promotional efforts.
- In particular, ensure this planning takes into account that Saint-Louis Forts and Châteaux National Historic Site is part of a World Heritage City, the Old Québec historic district, and the Fortifications of Québec.
- Prepare and begin implementing a visitor experience plan that will help ensure that Saint-Louis Forts and Châteaux visitors enjoy a memorable and unique experience that can change and evolve over time.
- Draw on the strengths of the various parties involved to plan, promote, and create the visitor experience.
- Develop a range of activities and products for multiple market segments with different preferences and interests; take into account the diversity of the potential target audience.
- Make sure that the experiences available to visitors and basic visitor information—opening hours, visit duration, facilities, presentation methods, fees, related services:
 - meet visitor expectations and needs;
 - are suitably conveyed.

28. Parks Canada, *Parks Canada Agency, Corporate Plan 2005/06–2009/10*, Her Majesty the Queen in Right of Canada, 2005, p. 12.

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- Make it easy for visitors to locate reception points, find their way around the administered site, and take advantage of services, by:
 - designing and installing simple, standardized signage;
 - making sure that staff are professional, friendly, polite, and prompt in welcoming visitors and offering them services.
 - Outline and implement measures to improve public safety at the administered site.
 - Study the feasibility of working with one or more partners to develop attractive products that will promote understanding and appreciation of the resources of the designated site.
 - Seek out partnerships with partners whose values are compatible with those of Parks Canada.
 - Promote alliances with other related sites such as the Governor-General's residence at the Citadel.
 - Make available to visitors a sufficient number of interpretive guides who are as competent and skilled in communication as the ones we have now, train them properly, and give them the tools they need to communicate our messages and maintain good public relations.
 - Strive for excellence, both in research and quality of execution, in producing information for guides to convey and interpretation tools to use.
 - Make sure that the contemporary infrastructures and facilities used in support of the visitor experience are in good repair.
 - Evaluate the level of visitor satisfaction, comprehension of the messages communicated, and quality of services offered.²⁹
 - Make the necessary adjustments so that visitor experiences are significant and memorable.
 - Perform a risk analysis of facilities and activities, and integrate resulting observations and recommendations into public safety and law enforcement plans, in full compliance with national guidelines on these matters.

8.3 Managing operations and activities while respecting the environment

Parks Canada wishes to take the appropriate steps to respect the course set out by the Canadian government with respect to sustainable development, climate change and the protection of endangered species.

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

9. Implementation and Public Involvement

9.1 Implementation

Of the various management measures described in this management plan, those having the highest priority are designed to ensure the commemorative integrity of Saint-Louis Forts and Châteaux National Historic Site. These measures, in combination with others, will also serve to improve the quality of the site's visitor experience. Implementation of the 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.

Over the next five years, the Québec 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 below.

- Complete Dufferin Terrace and Governors Promenade stabilization; provide interpretative tools along the boardwalk.
- Continue to allow the public to observe the ongoing archaeological dig from the terrace and benefit from an onsite interpretation program.
- Prepare and put in place for all of summer 2008 (when work will be temporarily interrupted) an interpretation program for the archaeological site.
- Seek the cooperation of other owners of the designated place, as well as tenants and neighbours of the administered place, on resource protection and landscape management.
- Ensure that the physical integrity of the archaeological remains, whether unearthed or buried, is protected at all times.
- Carry out basic protection initiatives.



Visitors listening to explanations provided by an interpretive guide posted next to the archaeological site; on the table, artefacts from the site are displayed in a portable case.

Parks Canada, 2005 / R. Gauthier

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- Regularly monitor the condition of site cultural resources and property, performing any necessary maintenance.
 - Develop an interpretation and presentation concept for the site.
 - Put online and update a Saint-Louis Forts and Châteaux component on the Parks Canada website.
 - Perform the requisite risk analyses and integrate the results into public safety and law enforcement plans.
 - Take into account the course set out by the Canadian government with respect to sustainable development and climate change when managing the site.

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 as part 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 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 Saint-Louis Forts and Châteaux National Historic Site of Canada.

Under the provisions of the *Parks Canada Agency Act* (1998), historic site management plans must 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 whether 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 Saint-Louis Forts and Châteaux 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 Saint-Louis Forts and Châteaux 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 Saint-Louis Forts and Châteaux, it covers the northern half of the Dufferin Terrace site, the landscaped area between the terrace and Du Fort Street, the eastern portion of the Château Frontenac hotel site, and the upper and lower parts of Governors' Garden. It also includes sections of Mont-Carmel, Laporte, Sainte-Geneviève, Des Carrières, Saint-Louis, Du Fort, and Sainte-Anne streets. The Château Frontenac site and portions of streets included in the designated place are not administered by Parks Canada. On the other hand, the administered place, which more closely

corresponds to the scope of this environmental evaluation, includes the southern half of Dufferin Terrace and Governors Promenade (including its kiosk), which are not comprised in the designated 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*, the *National Parks Act*, the *Historic Sites and Monuments 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. The major infrastructure restoration and archaeological research work being conducted at Dufferin Terrace and Governors Promenade will have a positive impact on commemorative integrity, but could have a weak to moderate impact on archaeological and natural resources. Some activities taking place onsite or nearby 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. Lastly, the natural instability of the cliffs of Cape Diamond (abrupt slopes, brittle soil) may put our infrastructures—and the population at large—at risk.

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.

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- Evaluate, in conjunction with administrative and tourism partners, ways of improving upon the environmental management of onsite operations and activities.
 - Manage vegetation as part of landscape conservation efforts, particularly in Governors' Garden.
 - Avoid the use of pesticides when managing vegetation or controlling insect pests.
 - During restoration work on Dufferin Terrace and Governors Promenade, monitor archaeological research activities and vegetation control to limit the impact on remains and natural resources.
 - Adopt appropriate measures (signposting, monitoring, follow-up) to ensure the safety of users and the quality of the visitor experience in compliance with public safety plans and the law, as per national policy.
 - Continue studies into the stability of the Cape Diamond cliffs, in collaboration with the City of Québec and other interested partners, and adopt the necessary measures to ensure the safety of our facilities and sites for the public.

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.

10.7 Conclusion

Based on the results of this strategic environmental assessment and the information available, Parks Canada's vision for the future of this national historic site of 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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