



CARTIER-BRÉBEUF

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 Cartier-Brébeuf 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 Cartier-Brébeuf National Historic Site of Canada Management Plan.

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

John Baird
Minister of the Environment

**Cartier-Brébeuf
National Historic Site of Canada**

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

RECOMMENDED BY :



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1. Introduction

1.1 Parks Canada mandate and legislative framework

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. Parks Canada 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 promoting public understanding, appreciation and enjoyment.

One of the most tangible results of the action taken by Parks Canada is the national historic sites network, to which Cartier-Brébeuf National Historic Site of Canada belongs. Parks Canada manages 149 national historic sites, 28 of which are in Quebec. The national historic sites are managed according to the following objectives:

- Promote knowledge and appreciation of Canadian history through a national historic commemoration program.
- Ensure their commemorative integrity, protect and present 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.

By virtue of the *Parks Canada Agency Act* (1998), the Agency must produce or update the management plan for each national historic site that it manages. The main purpose of the management plan is to establish guidelines for actions aimed at the protection, heritage preservation, use and management of the site. The plan is developed in conformity with the *Parks Canada Guiding Principles and Operational Policies*, including the *National Historic Sites Policy* and the *Cultural Resources Management Policy*. Parks Canada's strategic objectives are also taken into account in the preparation of a management plan. For a historic site, the plan expresses Parks Canada's general policies while taking into account the concerns and viewpoints of the public.

The nationwide family of National Historic Sites of Canada comprises sites that embody and demonstrate the various facets of the history of our nation, its character, identity and fiber. 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 890 sites, 570 people, and 350 other aspects of our history have been officially recognized as being of national importance.

1.2 Management plan development process

This management plan was prepared according to the provisions of section 32.(1) of the *Parks Canada Agency Act*, and will be reviewed according to the provisions of section 32.(2) in 2011. The Cartier-Brébeuf National Historic Site management plan is the result of the work of a multidisciplinary team at Parks Canada. The team analyzed the situation at the site and identified the primary management challenges. It then developed a vision for the future and proposed management measures to achieve this vision. In spring 2006, public consultations were held in Québec City to present the vision and management measures to interested groups and members of the public. Through the public consultation strategy, the team was able to hear the opinions of stakeholders with a potential interest in site development and management. In all, the public responded very favourably to the planning team's proposals. Citizen comments were compiled, analyzed, and taken into consideration in drawing up the management plan. The plan was then submitted to an environmental assessment to ensure that the management measures were environmentally sound. It was then reviewed by the national office and presented to the minister of the environment for approval. Once approved, the document was tabled in Parliament.

1.3 Designated place

On June 24, 1889, the City of Québec created Cartier-Brébeuf Municipal Park. On this occasion, the Société Saint-Jean-Baptiste unveiled a monument erected by the Cercle catholique de Québec. The moment was designed to commemorate the wintering-over of Jacques Cartier and his shipmates on this site in 1535-1536, and the establishment in 1625 of the first residence of the Jesuit missionaries in Québec City.



Cartier-Brébeuf National Historic Site
Parks Canada / Xavier Bonacorsi

In 1957, the federal government acquired most of this park to turn it into a national historic site. This process followed the visit of Prime Minister John Diefenbaker on September 8, 1957, on the occasion of the ceremony commemorating the 400th anniversary of the death of Jacques Cartier. He declared that “[...] This morning, in your company, I strolled across these hallowed grounds of ours, where it behooves all of Canada to stop a moment and contemplate this stage in the story of its past glories, this meeting ground of past and present [...] In my opinion, it would be a worthwhile venture restoring these grounds and making them into a place where every Canadian could come and say, with genuine feeling: “Truly, here is the cradle of my country.” Shortly afterward, in May 1958, the Board expressed its satisfaction at the site acquisition and recommended that it be declared of national historic significance. By retaining the Cartier-Brébeuf toponym, the Department and the Historic Sites and Monuments Board of Canada implicitly recognized the historic significance of the site and its two-fold commemorative intent.

Cartier-Brébeuf National Historic Site is located at 175 Rue de l’Espinay in the heart of Québec City, in a predominantly residential sector of the Borough of Limoilou, 10 minutes by car from Old Québec. The 6.8-hectare

Carte de localisation

Carte Plan du site: État actuel

site is situated on the north bank of the Saint-Charles River, on a sprawling landscaped green space that surrounds an artificial pond. This pond recalls the former confluence that once formed between the Saint-Charles and the Lairet, a river that is now channelled underground.

The designated place corresponds to Parks Canada's property – that is, Lot No. 1 944 298 of the reformed Quebec cadastre. Currently, the site is bordered by properties belonging to the City of Québec: several streets and thoroughfares (Rue Bibaud, Rue Julien, Rue de Meulles, Rue de l'Espinay, Rue Cadillac and Rue Jacques-Cartier as well as Avenue François 1er), Parc de l'Anse-à-Cartier located to the southeast, and a piece of land located to the southwest on which there is a historic home, the Maison Dorion-Coulombe. Finally, to the south, the site is bordered by the Saint-Charles River. The designated place is governed by the provisions of the *National Historic Parks Order*. Consequently, the *Canada National Historic Parks General Regulations* and the *National Historic Parks Wildlife and Domestic Animals Regulations* apply inside the boundaries of the site.

Between 1966 and 1971, Parks Canada developed the site, which was opened to the public in fall 1972. In 1981, themes and objectives were approved that would guide site commemoration until 1997, when a Commemorative Integrity Statement was approved. The content of the commemorative messages was modified substantially in comparison with the previous thematic content. In 1993, prior to these modifications, an initial management plan was approved. Now, in 2006, the objective of the present management is to revise and update its 1993 predecessor.

2. Historic Context

In the late Middle Ages, the European nations set out on major voyages of exploration.¹ As France had traditionally looked to the Mediterranean basin as its major outlet for trade, it got off to a relatively late start in the wave of European voyages of exploration – nearly a century after the Portuguese had begun sailing up and down the African coast, for example. This, in a nutshell, was the context in which Jacques Cartier and his crew set out on a voyage that would take them far up the St. Lawrence River.

Cartier's voyages

In 1534, after quickly crossing the Atlantic, Jacques Cartier came to the Strait of Belle-Isle and explored the Gulf of St. Lawrence, Gaspé Peninsula and Chaleur Bay. He finally found a route into the North American interior, but strong winds and opposing currents prevented the fleet from pursuing this route to its end. Winter was approaching and Cartier did not have sufficient provisions to continue exploring. So, he and his crew decided to return to France, but not before they had kidnapped two young Amerindian men



The arrival of Cartier at Stadacona
Library and Archives Canada, no. C-005933

hailing from Stadacona (modern-day Québec City), who had come to the area to fish. A second voyage to the New World was clearly in order.

The following year, equipped with provisions for an 18-month-long expedition and guided by the two Amerindians captured during the previous voyage, Cartier explored both shores of the St. Lawrence from Anticosti Island until reaching the north side of Île d'Orléans on September 7, 1535. There Cartier dropped anchor, in the homeland of his two guides, who introduced him to their father, Chief Donnacona, and to the other inhabitants of Stadacona. The explorer offered them gifts, and this encounter was an occasion of feasting and fraternizing.

Cartier decided to explore the surrounding areas in order to find a safe haven for his ships. He discovered a natural harbour at the confluence of the Saint-Charles and Lairet Rivers, at the current location of the Cartier-Brébeuf National Historic Site. There he laid up his two largest ships, the Grande-Hermine and the Petite-Hermine, for the winter and began planning a voyage to Hochelaga (modern-day Montreal). His two guides attempted to dissuade him from this trip and then categorically refused to accompany him. They wanted to restrict the advantages of trade with the Europeans to the inhabitants of Stadacona. Cartier nonetheless undertook his expedition aboard the Émérillon. Cartier and his men were greeted warmly by the inhabitants of Hochelaga. As neither the Europeans nor the Amerindians had any interpreters to assist them, all had to communicate through gestures; in the "conversation" that ensued, the Breton sailor

1. This text is a summary of the section entitled "Historical Significance" in the 1993 Management Plan, p. 13-16.

came to believe that there was gold somewhere above the Lachine Rapids. He vowed to come back one day soon.

However, upon returning to Stadacona, it became clear to Cartier that relations with the Amerindian inhabitants had deteriorated in the meantime. For one, the men left behind at the Lairet River anchorage had built a fort in front of their ships with which to protect themselves. Worse still, the crew began to suffer from the harshness of the Canadian climate. The intense cold caused their stores of food and drink to freeze inside the very ships that were to provide them shelter for the entire winter. Weakened by cold and poor nutrition, the French fell prey to disease. The diet consumed by the crew of 110 consisted mostly of cured or salted meat and included no fruits or vegetables. Due to a lack of Vitamin C, they developed scurvy, which by mid-February had afflicted at least 100 men. Cartier prayed to the Virgin of Rocamadour to heal his men, but in the end it was the local Aboriginal people who provided him with a remedy. It was “annedda,” a brew of needles and bark from a Canadian conifer — white cedar. Crushed then boiled, these ingredients were brewed into a tea drunk by the sick. The dregs were applied as a poultice to their limbs. The remedy worked wonders, as 85 men were succoured from the scourge of scurvy.

Unfortunately, relations with the Amerindians continued to worsen, making the wintering-over much more difficult. The Amerindians became increasingly hostile. In February, Chief Donnacona and his warriors left for three weeks, saying they were going hunting. When they came back two months later, they were accompanied by several men unknown to Cartier. Tensions mounted, and the French feared an attack. In early May, Cartier decided to act, taking Donnacona and four of his people hostage, and then persuading them to come to France with him. The idea was that these Amerindians would secure safe passage for his fleet and could describe

the wonders of Canada to François I. Cartier raised anchor in May 1536, leaving the Petite-Hermine behind on the site.

Five years later, François I sponsored a large-scale colonizing expedition under the command of Sieur François de Roberval. Upon returning in August 1541, Cartier prudently set up camp at the base of the cliff of what is now Cap-Rouge, where he proceeded to build fortifications. He held off several attacks by the Amerindians. During a second voyage to Hochelaga, he discovered that the way beyond the Lachine Rapids was long and difficult. Cartier was discouraged by this bad news and, after discovering what he believed to be gold and diamonds in the rocks of the “red cape,” he hastened to make leave for the mother country. With several large barrels of the rocks in stow, he ordered his men to sail back to France in June 1542. Off of Newfoundland, he encountered Roberval, who ordered him to turn around. Motivated by the desire to convert his cargo into cash as quickly as possible, Cartier disobeyed. Roberval, deprived of the assistance of the Breton navigator, endured a brutal winter and, in spring 1543, had to repatriate the survivors from his little colony that initially numbered 200. France’s first attempt at founding a permanent settlement in Canada proved a total failure. As for the diamonds, they have been perpetuated only in a French proverb: “as fake as Canadian diamonds.” The king would no longer listen to any talk of Canada. After all the expenditures, the country had only provided some worthless iron pyrite and quartz instead of the gold and precious stones so keenly desired.

The Jesuit mission

In 1608, by which time the Iroquoians had disappeared from the region, Samuel de Champlain returned to Jacques Cartier’s first wintering site and found various vestiges there. Shortly afterwards, a new settlement would be established on the site. The first Jesuit mission in the St. Lawrence Valley

began with the landing, in mid-June 1625, of five Jesuits at Québec City. Lodged for slightly more than two years by the Récollet Fathers, the newcomers built a modest residence on a portion of the land granted to them by the viceroy of New France. They dedicated its chapel to Notre-Dame-des-Anges. They also built a second building and sowed some crops. During this time, Father Jean de Brébeuf undertook his first stays among the Hurons. When Québec City was captured by the Kirke Brothers in 1629, the members of the Society of Jesus were expelled from the country. When they returned in 1632, they had to repair their residence and rebuild one section of the other building burnt by the invaders. They also erected a stake fence around the yard.



Reliquary of Father Jean de Brébeuf
Photo taken from Jean Trudel,
L'Orfèvrerie en Nouvelle-France,
Galerie nationale du Canada, Ottawa

In 1635, the Maison Notre-Dame-des-Anges remained the only property in the colony owned outright by the Jesuits – which explains why Father Lejeune, the superior, originally hoped to develop it for several different ends. In particular, he planned to found a college for educating French children, to establish a seminary for evangelizing young Amerindians, and to make it the headquarters for mission work. Only the seminary project saw the light of day at their residence near the Lairet River. The Fathers' plan was to select the best Amerindian candidates, train them for four to five years and send them back amongst their tribe so that they could spread their religious learning. After approximately three years of such efforts, the experiment ended in failure, as the recruits showed little interest and enthusiasm, and stayed for a much shorter period than expected. The abandonment of the seminary around 1640 coincided with the relocation of the Jesuits to the Notre-Dame-de-la-Recouvrance presbytery in Québec City.

In 1652, these disciples of St. Ignatius Loyola became the titleholders of the Notre-Dame-des-Anges seigneurie. Bordered by the Saint-Michel Brook to the west and by the Beauport River to the east, the estate corresponded to the lands granted to them by Henri de Lévis in 1626. While it is true that the Jesuits no longer resided within the boundaries of their seigneurie, they nevertheless made an effort to develop it.

One of these holdings, the Notre-Dame-des-Anges farm, located in part on the current Cartier-Brébeuf National Historic Site, retained its original boundaries and continued to be farmed until 1855. However, from 1688 on, industrial activity developed in its vicinity with the establishment of a brickyard, followed several years later by a tannery and a pottery. In the 19th century, many shipyards

opened in this area. Around 1850, some builders leased portions of the old Notre-Dame-des-Anges farm for ten years. Next, steam-powered sawmills were operated on the site for a period of several years. Before the end of the century, they would make way for the Rochette brickyard. As the result of 20th-century urban sprawl, the former Notre-Dame-des-Anges farm and nearby lands were subdivided. It was there that the Cartier-Brébeuf National Historic Site was created and developed.

3. A Fundamental Concept: Commemorative Integrity

The concept of commemorative integrity is used by Parks Canada to describe, plan and monitor the condition² of national historic sites. When the commemorative integrity of a place is evaluated, each of the following three aspects is examined separately: the condition of its resources, the effectiveness of communication of heritage messages, and the management methods implemented at the 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.³

To guarantee the satisfactory protection and presentation of national historic sites, Parks Canada has developed a *Cultural Resource Management Policy*. This policy is based on five major management principles: value, public benefit, understanding, respect, and integrity. As a rule, fulfilling the requirements of these principles is sufficient for assuring the commemorative integrity of a national historic site. In practice, the application of this policy signifies that the cultural resources have been identified and evaluated and their



*Recalling the confluence
Saint-Charles and Lairet Rivers*
Parks Canada / L. Delisle

historical value has been taken into consideration each time that measures are readied for implementation.

Approved in 1997, the Cartier-Brébeuf National Historic Site Commemorative Integrity Statement, sets forth the commemorative intent for the site and describes and ascribes values to the cultural resources that symbolize or characterize the national significance of the site. Furthermore, for the benefit of the general public, it outlines the reasons for the designation of the place as a national historic site. Further, it describes the other heritage values – that is, those values that are not linked to the reasons for designation. Finally, the statement also sets objectives with respect to the protection and communication to the general public of the associated historic values.

2. Refers to the entirety, the quantitative and qualitative whole of the site and its components.

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

Thus, the Commemorative Integrity Statement describes the overall condition desired for the site. It serves as a reference framework for the purposes of planning, managing and operating the site, producing site evaluation reports, and taking corrective measures. It is addressed to all stakeholders involved in the protection, presentation and management of the site. In December 2001, the commemorative integrity of the historic site was evaluated. By comparing the condition desired for the site with the existing situation, it has become possible to determine the management measures required to protect and present the site.

As identified in the 1997 Commemorative Integrity Statement, the reasons for designation of Cartier-Brébeuf National Historic Site are:

- Cartier-Brébeuf National Historic Site commemorates Jacques Cartier and his shipmates wintering near the Iroquoian village of Stadacona in 1535-1536.
- It also bears witness to the establishment in 1625-1626 of the first residence of the Jesuit missionaries in Québec City.

4. Cultural Resources and Messages

The value of a cultural resource is established through its association with the reasons for designation: a cultural resource is directly related (level-1) or is not related (level-2) to the reasons that justify national historic site designation. In order for the commemorative integrity of the site to be attained, all these resources, regardless of their level, must be protected, conserved and presented and the reasons for designation must be effectively communicated to the public. At Cartier-Brébeuf National Historic Site, the resources directly related to the reasons for designation are the designated place as such along with the surrounding landscape and landscape components. The resources not directly related to the reasons for designation are the archaeological vestiges associated with the Notre-Dame-des-Anges estate, the craft-based activities begun in the 17th century, and the industrial activities of the 19th century, collection items, and certain other heritage values.

4.1 Resources directly related to the reasons justifying national historic site designation

Designated place

The designated place corresponds to Parks Canada's property – that is, Lot No. 1 944 298 of the reformed Quebec cadastre. It is the greenspace landscaped around the artificial pond evoking the confluence of the Lairet River (now channelled underground) with the Saint-Charles River and the pond itself.

The **historic values** associated with the designated place are:

- The site's location, at the confluence of the Lairet and Saint-Charles Rivers, has been recognized from at least the mid-19th century as being the place where Cartier and his shipmates wintered.
- The place conserves significant symbolic value as it bears witness to the commencement of the French colonization of Canada.
- For many Canadians, the place is synonymous with the beginnings of Canada.

Landscape and landscape components

The components that characterize the Cartier-Brébeuf National Historic Site landscape are the meeting point of the Lairet and Saint-Charles Rivers and the uneven slope on either side of the artificial pond. While the landscape has been significantly altered since Cartier's time, these components are still visible on site today.



Recalling the presence of the Lairet River
Parks Canada / Xavier Bonacorsi

The **historic value** associated with the landscape and landscape components are:

- The landscape components present on the site bear witness to the reasons that motivated Cartier to winter there. They satisfied his concern to find a haven for his crew and ships from which it would be easy to depart in spring.

Archaeological sites

Despite the numerous archaeological excavations conducted on the site up to the present day, no level-1 vestiges have been found. Nonetheless, given that Jacques Cartier and his crews and the Jesuits occupied the site, it is safe to assume that numerous vestiges are there to be found. Samuel de Champlain noted as much in his accounts of his 1608 voyage. Thus, the site has undeniable archaeological potential.

4.2 Effective communication of the reasons justifying national historic site designation

At Cartier-Brébeuf National Historic Site, the reasons justifying national historic site designation follow directly from the commemorative intent:

- Cartier-Brébeuf National Historic Site commemorates Jacques Cartier and his shipmates wintering near the Iroquoian village of Stadacona in 1535-1536.
- It also bears witness to the establishment in 1625-1626 of the first residence of the Jesuit missionaries in Québec City.



A costumed interpreter impersonating Cartier
Parks Canada / L. Delisle

The reasons justifying national historic site designation stated above can be better understood if they are supplemented with the following information:

- Within the larger overall pattern of major European explorations beginning in the late 15th century, Jacques Cartier made three voyages to Canada between 1534 and 1542. The second of his voyages in 1535-1536 marked the moment at which the existence of a route into the continent, namely the St. Lawrence River, was recognized. This voyage was the starting point of the subsequent development of a French colony in Canada. For successive generations of Canadians of European ancestry, Jacques Cartier has been considered to be one of Canada's "discoverers."

- Cartier’s wintering at the confluence of the Lairet and Saint-Charles Rivers was both a dramatic and decisive event in the encounter between French and Aboriginal cultures in the *pays du Canada*.
- The establishment of the first Jesuit residence (1625-1640) on the territory of the Cartier-Brébeuf National Historic Site bears witness to the attempts by the Jesuit missionaries to “evangelize” the Aboriginals in New France.
- These events (Cartier’s wintering and the establishment of the first Jesuit residence), like others that bear witness to the first encounters between Europeans and Aboriginals, significantly affected later relations between these two cultures.

4.3 Resources not related to the reasons justifying national historic site designation

This section addresses cultural resources and messages that while not directly related to the reasons for designation, nonetheless have historic value for the site.

Archaeological sites

Due to the numerous activities that occurred on the site after the era of Jacques Cartier and his shipmates and that of the Jesuits, the site contains several archaeological vestiges, presumed to exist or actually found during the archaeological excavations conducted between 1959 and 1993. These vestiges are associated with the Notre-Dame-des-Anges estate (farm buildings), the craft-based activities that took place during the

17th century (Landron-Larchevêque brickyard; pottery) and industrial activities of the 19th century (steam-powered sawmill; Rochette brickyard; shipbuilding yards).

The **historic values** associated with the archaeological sites are as follows:

- A stone vestige, possibly associated with the foundations of a house, bearing witness to the mode of occupation of the Notre-Dame-des-Anges farm.
- The vestiges of the shipyards, a steam-powered sawmill and the Rochette brickyard bear witness to the economic and industrial development of the Québec City in the 19th century, in particular the rise and decline of shipbuilding in Québec City.⁴

Collection items

The ethnological collection consists of nine items that, with the exception of the crossbow, were acquired in France in the early 1970s in order to present the site. They are a soldier’s crossbow, an oil painting of Mary with Child, a morion (helmet), a lead inkwell, a silver spoon, two pewter bowls, a brown stoneware pitcher, and a kind of tinder-fired chafing dish.

The **historic values** associated with the items in the ethnological collection are as follows:

- They have an intrinsic value due to their rarity and their excellent condition.
- They are the only items in Parks Canada’s collection that evoke the period of Cartier’s voyages.

4. In 1957, the Historic Sites and Monuments Board of Canada designated this theme as National Historic Event.

The archaeological collection consists of artifacts and ecofacts recovered during the archaeological excavations conducted between 1959 and 1993. The collection currently contains 60 000 items or item fragments. Obviously, they are not related to Cartier's stay but to the various other modes of occupation of the site over the centuries: the Notre-Dame-des-Anges farm, the craft-based activities conducted on the site during the 17th century and the industrial activities of the 19th century.

The **historic values** associated with the items in the archaeological collection are as follows:

- Certain artifacts may well bear witness to the mode of occupation at the Notre-Dame-des-Anges farm.
- Several artifacts bear witness to potters' activities on the site or nearby.
- Fragments of biscuits, shards of glazed earthenware cast-offs and firing supports dating from the last quarter of the 18th century or the first quarter of the 19th century have some potential for research on production by local potters.

Other heritage values

The historic site is also rich in various other heritage values. In the southeast sector of the site, there is a cross erected in 1888 that recalls the landing of Jacques Cartier at this location. It was blessed by Pope John Paul II during his visit to Canada in September 1984. There is a granite monument unveiled during the Saint-Jean-Baptiste day celebration



Panoramic view of Québec's Upper Town
Parks Canada / L. Delisle

in 1889 that commemorates both Cartier's 1535-1536 wintering and the Jesuits taking possession of the land referred to as Fort Jacques-Cartier to establish their first residence in Québec City. There are also the steles commemorating Jacques Cartier and Donnacona. Finally, an Historic Sites and Monuments Board of Canada plaque commemorates Iroquoian Chief Donnacona.

The national historic site also benefits from a more than 50-year-old custom whereby the local populace visits its grounds for recreational purposes. In addition, since the site was created in 1972, site administrators have collaborated with various local community organizations. Finally, Cartier-Brébeuf National Historic Site is part of the network of national historic sites commemorating Cartier's explorations in the 16th century and the first Jesuit missions in Canada.

5. The Current Operating Environment

5.1 Visiting the national historic site

The Cartier-Brébeuf National Historic Site is an urban park located in the borough of Limoilou, where people can walk around and enjoy recreational activities. The interpretation centre is open seven days a week, from the second Monday in May to the last Sunday in September. During the rest of the year, the site is open to groups upon prior reservation. Services are offered in both official languages.

The site has been developed along the Saint-Charles River around an artificial pond evoking the former Lairet River, which was channelled underground in the late 1960s. Numerous trees and shrubs and several pieces of street furniture are spread throughout the site. Walking and cycling paths connect it to the surrounding streets as well as to the walking/cycling circuit along the north bank of the Saint-Charles River.

To the south, the site affords an exceptional panoramic view of Québec City's Upper Town. Various commemorative features are concentrated in the southeastern sector of the park, including: a cross commemorating the stay of Jacques Cartier at this location; a granite monument recalling Cartier's wintering-over in 1535-1536, his encounter with the Iroquoian chief Donnacona and the establishment of the first Jesuit mission in Canada; markers commemorating Cartier and Donnacona and the meeting of two cultures; and a Historic Sites and Monuments Board of Canada commemorative plaque. To the southwest, a stake palisade surrounds a longhouse, a sweat lodge and a gardening area that provides an idea of an Iroquoian

village of the contact period. Walking and cycling paths connect the site to neighbouring streets and the walking/cycling circuit along the north bank of the Saint-Charles River. Finally, located near the interpretation centre is a parking lot for 50 cars and five motor-coaches.

Currently, a long strip of fenced-off land practically cuts the site in two. This space corresponds to the underground channel of the Lairet River. It has been made off limits since the ground overlying it sank in fall 2003. Although some repairs have been made, further sinking is feared. To remedy this situation, major upgrading work will have to be performed. It should be noted that the Field Unit's public safety and law enforcement program applies to the Cartier-Brébeuf National Historic Site.

Opened to the public in 1972, the interpretation centre was built at the top of the bank lining the northern shore of the pond. It includes a visitor information desk and souvenir counter, a modest exhibit (50 m² including the visitor information area) dating from the



Costumed interpretation activity at the longhouse
Parks Canada / Xavier Bonacorsi

time of the construction of the centre and dealing briefly with the reasons for the designation; three activity rooms, two of which are in the basement; administrative and storage areas; and washroom facilities. Despite its obsolescence, the building meets universal access standards.

Upon entering the interpretation centre, visitors are greeted by a guide-interpreter who gives them a brief overview of the historic site and informs them about the services on offer. The one activity available is a guided tour that starts at set times and enables visitors to enjoy both the exhibit and the longhouse. A fee is charged for this tour. In addition, on Sundays in the months of July and August, special heritage activities and shows are put on inside the palisade surrounding the longhouse.

The site also offers specialized educational programs in accordance with the educational objectives of the Ministère de l'Éducation du Québec. These programs are designed for both preschool and primary school students and require advance reservations. There are also special activities designed for daycare children, as well as summertime playground activities. Finally, a number of programs are specially tailored to the needs of seniors.

Visitors interested in discovering the site on their own do not enjoy access to either the exhibition or the longhouse. Nonetheless, they can walk around the area, relax, and enjoy the small information stand on the Jesuits. In the evening, outside of site's normal opening hours, various music concerts are presented by the historic site's partners on the outdoor stage. All these activities are offered for free.

5.2 Communicating commemorative messages

Currently, messages of national historic significance are primarily communicated by guide-interpreters through heritage activities held both inside the interpretation centre and outside on site premises. The exhibition and the various interpretive materials are the main tools used for the purposes of heritage activities. The guide-interpreters play an indispensable role, given the obsolescence of the exhibition. Moreover, to compensate for the exhibition's weaknesses regarding the Jesuit theme, a kiosk with three interpretive panels explaining this theme was set up outside.

A guided tour of the interpretation centre and longhouse is the core component of the interpretive activity for independent travellers. Groups are presented any of several educational programs adapted to particular themes:

- *Bourlinguons avec le petit Maringouin* (60 min / 4-6 years old): navigation and Amerindian theme;
- *Plume et Courgette* (90 min / Grade 2 and 3): past and present diets;
- *Rafale à Stadaconé* (90 min / Grade 3 and 4): Amerindian theme and nature;
- *Voyage en 1535* (90 min / Grade 4): Jacques Cartier and Amerindian theme;
- *Enquête au 175* (120 min / Grade 5): industrialization;
- *Le vent tourne* (60 min / junior- and senior-high school students): major explorations and Amerindian theme.

The playground groups are offered a customized program that is revised each summer. Further, seniors are offered a program centred on the Jesuits and the visit of Pope John-Paul II in 1984. Finally, in addition to its commemorative function, the site is also viewed as filling a use characteristic of an urban park, enabling the surrounding population to walk around, relax and picnic there. Among the members of the surrounding community, a strong feeling of attachment to the historic site can be felt.



School activity
Parks Canada / Xavier Bonacorsi

To reach clientele that are unable to make the trip to its premises, the historic site has a Website that presents the reasons for designation along with the historical information supporting this rationale. It describes the various educational programs offered and provides practical information for people who are interested in coming to the site.

5.3 Attendance and visitor satisfaction

Even though the site's role in the history of Canada and of Québec City has provided major grounds for designation, attendance has declined steadily since the early 1980s.⁵ In 2004, 38 677 people visited Cartier-Brébeuf National Historic Site – with 67% of that number coming solely to take advantage of the outdoor facilities, without participating in the interpretive activities. This explains why 73% of total attendance occurred between Victoria Day and Labour Day. Groups accounted for 32% of the entire attendance. As well, they were by far the main users of the interpretive activities. If these groups are excluded, then only 309 independent visitors took part in such activities. Finally, 2 000 people took part in the August 14 family festival organized jointly with the City of Québec, while 2 225 people attended the eight evening shows presented on the outdoor stage, made possible by the collaboration of our partners. These special activities and those of the Journée Découvertes, an open house (May 23), and the Walk for Hope (September 12) accounted for nearly 12% of attendance.

5. While the attendance figures for 2005 were available when this document was written, the reference year used is 2004. In 2005, as part of the negotiating process respecting their working conditions, teachers used pressure tactics including refusing to take part in educational field trips. This action had a significant impact on attendance statistics, such that 2005 was not representative of the trend for the preceding years.

Attendance in 2004 was the second lowest ever since the historic site was opened to the public in 1972. Since that time, various events have altered visitor attendance habits. Since the site opened in 1980, average annual attendance has been 101 600 visitors. Between 1980 and 1984, this average was 160 250 visitors, with a peak of 206 924 in 1981, when the Québec Winter Carnaval turned the historic site into one its activity locations. After the Carnaval activities left and the replica of the Grande-Hermine was dry-docked in 1986, the annual average settled at 89 700 people until 1994. In 1995, the decision to charge fees pushed annual attendance down to 65 800 visitors until 1999. The following year, the ship was declared off limits, and in June 2001 it was demolished. Since 2000, the annual average has fallen to 50 650 visitors and continues to decline.

During the summer of 2005, a “Summer Visitor Survey” was conducted. The results obtained enable us to produce the following profile of visitors aged 16 and over:

- 76% of visitors to Cartier-Brébeuf National Historic Site come from the historic site area (a radius of 80km). The location of this historic site in the heart of a dense Québec City neighbourhood makes it a greenspace frequented primarily by the local populace.
- 93% of them use French.
- 72% have visited the site previously. Nearly three-quarters (72%) of them mentioned having visited the site at least six times over the course of the last two years, and 95% at least once.
- The average number of visitors per group was 2, and the average length of visit to the site was 100 minutes.
- The clientele consists primarily of groups of adults (82%). Families make up only 18% of groups.

- 33% of visitors are between the age of 35 and 54, this being the largest proportion from any age group. 18% of visitors are children under 17 years of age (this percentage excludes groups of school-age children and playground groups); 22% of visitors are over the age of 55.

Visitor’s overall rating of the site is high: 94% of them stated they were very satisfied or satisfied with their visit to the historic site. Among proposed activities, the guided tour obtained a high level of satisfaction, with 81% of respondents saying they were very satisfied. Site employees were also highly appreciated, with ratings hovering around 95% depending on which aspects were being evaluated. Visitors most appreciated the peace and tranquility of the site (40%) as well as the beauty of the site and its facilities (32%). Visitors felt the most displeasure concerning the availability of information on the site before their arrival. In fact, only 26% of respondents said they were very satisfied; 16% were very unsatisfied.

5.4 Regional tourism framework

The Old City (*Vieux-Québec*) is the most heavily frequented sector of Québec City and one of the best-known historic neighbourhoods in Canada. The Citadel, the fortified walls and gates, the Château Frontenac and the Terrasse Dufferin have all helped to make this sector famous. The Borough of Limoilou, on the other hand, with its predominantly residential rather than tourist-oriented function, does not enjoy the same degree of notoriety.

“The Québec City and Area tourist region is a living historical illustration of a people unique to this continent, strong and proud of their Aboriginal, French, and British ancestry. Québec City, Côte-de-Beaupré, Île d’Orléans, as well as the Jacques-Cartier and Portneuf communities are included in the

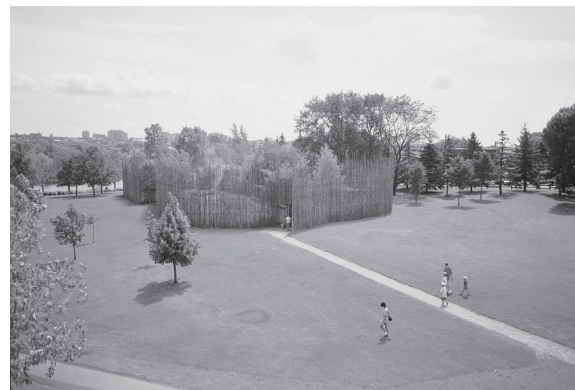
Greater Québec City Area territory. [...] When touring Vieux-Québec, the historical areas of Charlesbourg, Beauport, Cap-Rouge and Wendake, visitors are provided with a wonderful blend of past and present.”⁶

From Cartier-Brébeuf National Historic Site, the visitor’s gaze embraces a panoramic view of Québec City’s Upper Town, enabling one to comprehend both the beauty of the landscape and the strategic importance of its location along the Saint-Charles River. The population of the Québec City tourism region is 622 000, of which 95% are French-speaking. Accessible by road, rail, air and ship, Québec City, the capital city of the province and home of the National Assembly, ranks third among Canada’s tourism destinations.⁷

The greater Québec City area offers visitors a unique, authentic destination providing world-class experiences.⁸ It boasts a professional tourism industry, recognized for the quality and integrity of its practices. The range of activities and attractions on offer is diverse, dynamic and well balanced for the entire area coming within its limits, featuring, for example: several international festivals, two national museums, dozens of small museums with specific themes, cultural and sporting activities, several visitor centres, an urban fabric unique in North America, its famous European cachet and numerous historic buildings.

However outstanding this tourism context might be otherwise, in itself it is incapable of driving droves of visitors to Cartier-Brébeuf, even though the national historic site is located practically next door to the major attractions encompassed within Old Québec

and its high-powered tourism market. While Cartier-Brébeuf is part of a tourism market having sizeable drawing power, it does not, at this time, have the characteristics required to become a must-see site for area visitors, be they Quebecers, Canadians, or foreigners. Nonetheless, it could become a place of pilgrimage that all Canadians will want to spend time at upon arriving in Québec City. By repositioning Cartier-Brébeuf’s offering so as to target visitors keen to make contact with the cradle of French civilization in the Americas, the national historic site stands to take a significant share of the potential Greater Québec City Area market, which totals more than 5.5 million tourists⁹ when the domestic, American and other international segments are combined.



Longhouse palisade
Parks Canada / Xavier Bonacorsi

Cartier-Brébeuf National Historic Site, like the other national historic sites of Canada in Québec City, is an essential component of the tourism-based dynamism of the Capitale-Nationale du Québec administrative region, generating some 13 600 jobs¹⁰ in 2004. Since

6. Adapted from the *Guide touristique officiel*, Québec City and Region, Regional Portrait, p. 8. English version from <http://www.quebecregion.com/e/med-infos.asp>.

7. In Québec City & Area Tourism and Convention Bureau, *Plan de développement marketing – mise à jour 2005* (Cities, 2002 and 2003 compilation, Statistics Canada).

8. Québec City & Area Tourism and Convention Bureau. *Plan de développement marketing de la région touristique de Québec– mise à jour 2005*.

9. 2005 Forecast according to the *Conference Board of Canada*.

10. *Le tourisme en chiffres 2004* flyer, published by Tourisme Québec, October 2005.

work first began developing the national historic site, Parks Canada administrators have established long-term forms of collaboration with major institutions and other stakeholders in the culture and tourism sector, including the City of Québec, the Québec City & Area Tourism and Convention Bureau, the administrators of the major museums and the Communauté métropolitaine de Québec. For several years now, the Quebec Field Unit superintendent has actively participated in a tourism roundtable and sat on the board of directors of the Québec City & Area Tourism and Convention Bureau. Most of the historic sites are integrated into theme-based tourism circuits. Cartier-Brébeuf National Historic Site is the only historic, heritage and cultural attraction in this sector of the city. At this time, it is integrated into the tourism industry on the basis of: its service offering; joint advertising and promotion campaigns, in particular through the media; participation in tour packages; and its ongoing collaboration on events and sociocultural activities.

5.5 Strengths and weaknesses

Both Appendix 4 of the *State of the Parks 1997 Report*, whose findings still hold, and the commemorative integrity evaluation report completed in December 2001 have served to highlight Cartier-Brébeuf National Historic Site's principal strengths and weaknesses relative to the integrity of its cultural resources. The weaknesses are issues that require appropriate management measures.

Strengths

- The inventory of in situ archaeological resources has been performed; the resources identified are in good condition.
- The reasons for designation are communicated to the public during personalized interpretation activities.

- There is a maintenance program for in situ resources, including the monuments.
- Considerable efforts and resources have been and continue to be dedicated to personalized interpretation tools and approaches.

Weaknesses

- The reception building is no longer adequate in space, comfort, or appearance; it has outlasted its useful life.
- Some sectors of the site that have a level 1 archaeological potential have not yet been explored or assessed; no level 1 archaeological vestiges have been found.
- The collection of archaeological items has not been completely inventoried.
- Twenty-six percent of the archaeological collection (objects made of fragile materials such as metals and organic materials) are assessed as being in fair to poor condition and have not been examined.
- Documentation of the ethnological collection has not been completed.
- The exhibitions, longhouse, information kiosk on the Jesuits and presentations by guide-interpreters have to make up for the lack of level-1 resources.
- There is little information on the reasons for designation available for those who do not take the guided tour; the site cannot be visited independently.
- Most people who frequent the site are interested primarily in its recreational qualities.

6. Objectives

On behalf of the Canadian public, Parks Canada protects and presents representative examples of the natural and cultural heritage of Canada and fosters among the public an understanding, appreciation and enjoyment of them in order to ensure their ecological and commemorative integrity for present and future generations. In Cartier-Brébeuf National Historic Site's Commemorative Integrity Statement, specific objectives have been set in order to attain the commemorative integrity of the site. Thus, with respect to the **protection of cultural resources**, Parks Canada will strive to attain the following objectives:

- Take into consideration the archaeological potential of the site during all interventions.
- Protect, according to the principles and practices of cultural resource management, the level-2 resources associated with the Notre-Dame-des-Anges estate and the former craft-based and industrial activities, all of which are archaeological in nature.
- Protect, according to the principles and practices of cultural resource management, the level-2 resources associated with collections.
- Maintain and make publicly accessible the commemorative monuments and the Historic Sites and Monuments Board of Canada plaque.
- Maintain the recreational function of the Cartier-Brébeuf National Historic Site of Canada, while making it subordinate to the heritage values of this place.

With respect to the **presentation of cultural resources**, the values associated with these resources, and the messages of national historic significance, Parks Canada will strive to attain the following objectives:

- Make the mouth of Lairet River visible.
- Maintain the uneven slope on either side of the Lairet.
- Structure the presentation of the site around the stated commemorative intent, especially by making connections between the resources that symbolize the national significance of the site and the messages of national historic significance.
- Use the appropriate methods to remedy the current situation in which the designated place and the cultural landscape do very little to further the comprehension of messages of national historic significance.
- Present the significant components of the current landscape and integrate them into the surrounding environment, without claiming to have reconstituted the former landscape. The interventions required will respect the spirit of the site and will be integrated into the heritage character while also according due attention to protecting the site's resources and to meeting visitors' basic needs.
- Facilitate the encounter between the visitor and the national historic site resources whose values are targeted for communication by developing messages related to the commemorative intent.

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- Communicate messages to the public clearly and in a manner that takes into account the needs of different types of clients.
 - Bring our historical and archaeological understanding of Cartier's voyages and the Jesuit establishment up to date.
 - Take into consideration the history of the site from the mid-17th century to the late 19th century (Notre-Dame-des-Anges farm, craft-based activities, industrial activities) when presenting the national historic site.
 - Communicate to the general public that the site is a member of Parks Canada's national system of parks, historic sites and marine conservation areas.
 - Enhance the popularity of the site among various tourist clienteles, particularly independent travellers and tour groups.
 - Develop the national historic site as a commemorative attraction in the heart of the city and integrate our commemorative mission into the network of walking and cycling trails along the Saint-Charles River and in the surrounding urban environment.
 - Improve the effectiveness of the national historic site's outreach initiatives among clients who are unable to travel to the site.

With respect to **integration into the regional tourism network**, Parks Canada will strive to attain the following objectives:

- Maintain and encourage collaboration with the local and regional community in the commemoration, conservation and presentation of the site.

7. Looking to the Future: Cartier-Brébeuf National Historic Site of Canada in 2020

The following paragraphs are intended as a statement of the vision for the Cartier-Brébeuf National Historic Site covering a 15-year horizon. This vision is primarily concerned with safeguarding the commemorative integrity of this site and making Canadians partners in protecting this integrity and communicating messages of national historic significance. Thus:

- The period in 1535-1536 when Jacques Cartier and his shipmates wintered near Stadacona and the establishment in 1625-1626 of the first residence of Jesuit missionaries in Québec City provide a commemorative context prompting visitors at the Cartier-Brébeuf National Historic Site to reflect on the origins of Canada; in the process, they will gain greater awareness of the fact that many people recognize this place as the site of the country's founding.
- Visitors will be introduced to various points of view on the two events commemorated at the Cartier-Brébeuf National Historic Site; events that bear witness to the first encounters between Europeans and Aboriginal peoples in this region of North America destined to become an integral part of Canada.
- The Cartier-Brébeuf National Historic Site will be recognized as an important urban park in the Borough of Limoilou. During their picnics and walks, site users will gain awareness of the site's national historical significance through the message-laden landscape surrounding the pond and through interpretive islands. Those who come to the site for educational purposes will enjoy theme-based exhibits in the new

interpretation centre and an outdoor walk around the various interpretive islands.

- The ethnological and archaeological collections will be inventoried and documented, and the artifacts will be conserved according to the appropriate scientific methods. Furthermore, the site will be at the leading edge of historical, archaeological and anthropological knowledge, which will be made accessible to the public through exhibits, interpretive activities, and – in the case the clientele unable to visit the site – the Website.
- The Cartier-Brébeuf National Historic Site will be recognized as an essential component of Québec City's tourism circuit. Independent travellers and tour group visitors who wish to immerse themselves in the spirit of the first contacts between Europeans and Aboriginal peoples will stop in to visit. Local and regional communities, along with a number of First Nations groups will identify with the site through their involvement in various commemorative or public/family-oriented activities.



Monument to Donnacona and Jacques Cartier
Parks Canada / Hélène Boucher

8. Presentation

8.1 The presentation concept

The 1993 management plan proposed presentation policies based on the “creation of a new attraction capable of triggering a new boom in popularity among all visitor clientele and reviving the interest of those who are already familiar with the place.” The major components of the project consisted in:

- Replacing the existing information and interpretation centre with a new building better adapted to space, comfort and attraction requirements and able to house all the equipment and activities directly associated with the presentation of the theme specific to the site, including construction of a life-size section of a ship representative of the sailing ships of Cartier’s era.
- Demolishing the upper floor of the current building, which was to be replaced with a large-scale platform for observation, leisure and group activities, below which storage spaces and a comfort station will be constructed in the former garage and basement.

This concept also requires making some secondary modifications:

- The commemorative monuments of the southeastern sector were to be presented by constructing trails and planting clusters of shrubs and flowers.
- Some permanent outdoor interpretation was to contribute to affirming the site’s role. The content was to be delivered in the form of a historical walk passing through the key locations on the site.

- The historic significance of the Saint-Charles River was to be highlighted by scaling down the wall supporting the riverside footbridge.
- The footpath along the pond was to be improved in order to encourage access to all areas of the historic site by the mobility-impaired.
- A slight increase in the density of the vegetation screen around the historic site was to improve the intimacy of the place, visually and acoustically.
- Pond water quality and public safety around this feature were to be guaranteed.
- The parking lot was to be revamped.

To date, none of the main proposal components identified in the 1993 management plan have been implemented. As such, the new interpretation centre project was an excellent concept; it was, moreover, the subject of a public consultation and was favourably received. Nonetheless, it was probably too ambitious for the financial resources available.

Among the secondary interventions identified, only those related to the establishment of a visual relationship between the pond and the Saint-Charles River, those related to densifying the vegetation screen surrounding the site and those related to improving artificial pond water quality and visitor safety have been completed. Implementing these secondary interventions has above all contributed to strengthening the historic site’s urban park character and the aspects of its

historic character that are related to its natural features. As a result, the site's commemorative vocation – in other words, its primary mission – currently suffers from significant weaknesses and gaps.

Within the framework of the current management plan review process, the presentation concept will have to be based on the quality of the commemorative experience that visitors should acquire at Jacques Cartier's wintering site. Since 1958, when the site was awarded its designated status by the Historic Sites and Monuments Board of Canada, no archaeological vestiges associated with the wintering-over of a European crew or with the Jesuits' establishment have been unearthed during any of the numerous archaeological interventions conducted between 1959 and 1993. Nonetheless, Cartier stayed at this location with 110 men for eight months. There, they built a defence wall, probably buried 25 men, and abandoned a ship. The Jesuits built several buildings on this location or in the vicinity. In his account of his voyage, Samuel de Champlain tells of discovering the vestiges of Cartier's wintering site on a bank of the Saint-Charles River in 1608. Finally, in summer 2004, City of Québec archaeologists discovered vestiges near the river, at a location adjoining the Parks Canada property, which could be linked to Cartier and his men's sojourn. As a result, the site has significant archaeological potential, which is only waiting to be unearthed. Until now, the numerous interventions have simply not been conducted at the right place.

Any initiative will have to be preceded by exploratory archaeological interventions, which will serve to validate some hypotheses about the location of the 1535-1536 wintering site and the 1625-1626 Jesuit settlement. Potential discoveries would enhance the spirit of the site and frame future actions involving, for example, landscaping, siting of the visitor

services centre, or even the relocation of the currently existing longhouse. At the same time, our historical knowledge will have to be upgraded and, as new knowledge is acquired, our interpretations of the longstanding texts – in particular, Cartier's narrative and the Jesuit Relations (accounts) – will have to undergo a critical reappraisal. Ultimately, building an interpretation centre would serve to synthesize, communicate and disseminate both level-1 and level-2 commemoration-related knowledge and messages.

8.2 Management measures

Given the obsolescence of the Cartier-Brébeuf National Historic Site's reception and interpretation infrastructures, the primary issues to manage involve the knowledge, protection and presentation of cultural resources. Management measures have been proposed to ensure the commemorative integrity of these resources and the public safety. The implementation of these measures will contribute to strengthening the historic character and spirit of the place and, as a result, will have a positive impact on the quality of visitors' experience.



Archaeological excavations
Parks Canada / Jacques Guimont

To build **knowledge** of the resources, Parks Canada proposes to:

- Strengthen the historic character of the site by initiating an archaeological and historical research program that will deepen certain aspects of the theme, such as:
 - Update knowledge about the voyages of Jacques Cartier, particularly that of 1535-1536, and attempting a critical reappraisal of the Saint-Malo explorer's accounts;
 - Mark out a potential wintering area based on the most recent knowledge;
 - Carry out exploratory archaeological excavations to validate the hypothesis and, if need be, pursue the excavations further;
 - Update knowledge about the presence of Jesuit missionaries in New France and their program of evangelization, particularly in Québec City;
 - Map out with greater precision the layout of the first residence of the Jesuits on the Saint-Charles River and documenting the physical appearance of the settlement;
 - Update knowledge about relations between Europeans and Amerindians both during the period of contact and at the time of Québec City's founding;
 - Document the level-2 resources and messages.

To **protect** the resources, Parks Canada proposes to:

- Safeguard the integrity of the archaeological vestiges that will be unearthed.

- Establish an inventory, conservation and presentation program for the landscape in order to better understand the landscape's significant components and areas of vulnerability, and to gain a deeper grasp of the features that make up the spirit of the site.
- Assess the feasibility of eliminating the water level control structure upstream from the pond in order to heighten the connection with the river.
- Build awareness among community partners, particularly municipal officials, of the value of the landscape to be preserved.
- Safeguard the protection of level-2 cultural resources (archaeological collections).

To **present** the cultural resources and resource-related values, along with messages of national historic significance, Parks Canada proposes to:

- Develop, then present to visitors, a new personalized interpretation program dependent on the seasonal use of mobile, removable structures. This program will be produced as a pilot-project in collaboration with the External Relations and Visitor Experience Directorate.
- On the basis of any unearthed vestiges related to the wintering of Jacques Cartier, carry out reflection on the preferred mode of presentation; the directions to be given to the exhibit and the interpretive program; and the location and scale of a new future visitor reception and interpretation centre.
- Present, whether inside or outside of the future visitor reception and interpretation centre, in situ archaeological vestiges in a way enabling them to be easily understood.

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- Develop an archaeological discovery circuit in partnership with the other major archaeological sites active at the same time, in particular the Saint-Louis Forts and Châteaux and the Îlot des Palais sites.
 - Assess the place of the current longhouse in the future interpretive program, particularly with respect to the encounter of two cultures, and consider all options and alternatives regarding its future.
 - Develop a new heritage communication focus in which the relative significance of the Jesuit theme will be given greater prominence and establish a roundtable with other community stakeholders who address this theme in order to avoid duplicating what they are already doing.
 - Make use of the heritage communication evaluation program in order to test future interpretive and outreach elements among target clienteles during formal evaluations.
 - Set heritage awareness objectives (re: reasons for designation) regarding recreational clienteles in order to achieve these objectives and maintain them year after year.
 - Update the current Website by adapting it to target clientele segments that are unable to visit the historic site and establish reciprocal hyperlinks with partner sites that have gained the loyalty of these clienteles.

To promote **integration into the regional tourism network**, Parks Canada proposes to:

- Prepare ourselves to target better-known markets and clienteles in order to significantly improve the positioning of this

historic site, particularly among members of Canada's cultural communities, Canadian tourists in Quebec, Quebec tourists in Québec City, members of Aboriginal communities in Quebec, French tourists and tour group clients visiting Québec City.

- Leverage the staging of the 400th anniversary celebrations of the founding of Québec City (2008) to position the national historic site as a significant commemorative attraction on the Saint-Charles River, close by the major tourism hub of Old Québec.
- Develop a partnership with the Huronne-Wendat Nation of Wendake to communicate messages related to the encounter of the two cultures.
- Conduct research with a view to better understanding visitors' needs and expectations.
- Measure, on a regular and ongoing basis, performance indicators on visitor satisfaction and visit experience.
- Measure and document attendance at the national historic site and use of this urban park for recreational and cultural purposes.

To ensure **public safety**, Parks Canada proposes to:

- Ascertain that the facilities and activities are subjected to risk assessment and are integrated into the public safety and law enforcement program, in accordance with national policy.
- Proceed with upgrading the underground Lairet River channel that has been sinking of late.

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- Should excavation work be required by the actions identified in the management plan, take soil samples to determine the scope and type of contamination present.
 - Continue to ensure sound environmental management of the site's various natural components in order to preserve a high-quality natural environment for users.

9. Conclusion

Cartier-Brébeuf National Historic Site is at a turning point in its existence. Since it opened to the public in 1972, no major investment has been made to improve the reception and interpretation infrastructures, with the result that they have now reached the end of their useful life. Concerning the communication of commemorative messages, be they related or not to the reasons for designation, the main components consist in the activities led by guide-interpreters and the educational tools they have developed. In its current form, the exhibit is of hardly any use to them. As a result, one of the site's major weaknesses lies, precisely, in the communication of messages of national historic significance.

The management measures proposed in the current update of the 1993 management plan will enable visitors to enjoy an exceptional commemorative experience on one of the country's founding sites, at the same location where Jacques Cartier stayed with 110 shipmates and where, less than a century later, the Jesuits established their missionary residence. Developing the site into an attraction will have to occur at the precise location of any future unearthed vestiges. Ultimately, building a new visitor reception and interpretation centre will serve to contextualize and explain to the public the

reasons for designation. Through these measures, it will be possible to increase Cartier-Brébeuf National Historic Site's popularity among various tourist clienteles. New facilities, in whatever form they take, will act as a catalyst in making the site a significant place of commemoration in the heart of the city, and to integrate it into the Saint-Charles River walking/cycling circuit and the surrounding urban environment. However, this project must be viewed against a fifteen-year horizon. Accordingly, implementing and maintaining sound management measures will be a prerequisite to pursuing any major development program of actions. Such measures will be completed over the course of the five years covered by the current management plan. It is only afterwards that projects of greater scope and scale can be contemplated.

The Quebec Field Unit intends to fund all the proposed measures based on current yearly allocations, additional one-time funds, existing but as yet untapped funding programs, or partnerships with community stakeholders. If the Field Unit is unable to count on such revenue sources, Parks Canada's new funding ought nevertheless to make it possible to successfully meet the main challenges.

10. Environmental Assessment Summary

10.1 Context

The current strategic environmental assessment of Cartier-Brébeuf National Historic Site is based on the environmental assessment process for projects, policies, plans and programs.

The management plan sets out the management objectives and measures with respect to the protection, presentation, management and use of the historic site. It provides the framework for subsequent business and work planning. It must be referred to as guide for striking a balance between land use and the preservation of cultural and natural heritage.

The strategic environmental assessment is intended to integrate environmental considerations into the development of public policies. Its goal is to identify and evaluate, in strategic terms, the main environmental issues inherent in Cartier-Brébeuf National Historic Site presentation concept.

10.2 Methodological approach

The methodological approach adopted to produce an environmental assessment of the plan comprises several steps: one, identification of the scope of the assessment; two, compliance of the plan with policies; three, identification of the sources of impact (particularly in respect of the effect on commemorative integrity) and of the mitigation measures to be implemented strategically; and, four, the assessment of residual impacts.

10.3 Scope

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

The assessment covers the entire designated place administered by Parks Canada. The designated place refers to all the resources directly related to the reasons for national historic site designation. It does not include any buildings. There is one level-1 cultural resource, namely the cultural landscape consisting of the point at which the Lairet River meets the Saint-Charles River and the uneven slope surrounding the pond. These components represent the landscape components that bear witness to Cartier's choice of wintering site. For now, there is no other known cultural resource associated with the commemorative intent.

10.4 Compliance with policies

The site management plan complies with all laws and policies related to Parks Canada such as the *National Parks Act*, the *Parks Canada Agency Act*, *Parks Canada Guiding Principles and Operational Policies* and the principles of sustainable development. The developments and activities proposed in the designated place administered by Parks Canada compromise neither commemorative integrity nor the understanding and appreciation heritage. To the contrary, on the whole, they provide support for Parks Canada's mandate.

10.5 Identification of sources of impact and mitigation

The current environmental assessment attempts to identify sources of stress or threat, current and potential stressors and their main points of origin. To warrant efforts at identification, such stressors must have an impact on commemorative integrity.

The environmental assessment has established that the only source of stress identified is the presence of contaminated soil due to the fact that prior to the development of the park, it served as a public landfill for dry materials. It is possible that other types of materials or liquids were dumped there. During archaeological excavations and the future construction of a reception and interpretation centre, it is possible or likely that crews will reach layers of contaminated soil.

The management measures proposed in the management plan have a positive impact on or serve to mitigate the negative effects on commemorative integrity. Overall, they improve commemorative integrity and have a beneficial impact in terms of sustainable development.

The environmental assessment proposes a number of mitigation measures with which to protect these cultural resources:

- Build awareness among managers and users of the designated place about the presence and significance of the cultural resources on its property;
- Call attention, on the physical premises of this designated place, to major cultural resources. These mitigation measures are intended to make Parks Canada's protection and presentation strategy better understood.

- Prepare an analysis of the situation regarding site contamination in order to determine the risks stemming from this situation for both the environment and public health.

10.6 Residual impacts

Overall, the management measures identified in the management plan help reduce the impacts of stressors. These measures support efforts to enhance and maintain the commemorative integrity of the place.

10.7 Results

According to the results of this environmental assessment and on the basis of the information available, the presentation concept selected for the designated place administered by Parks Canada is acceptable in terms of both heritage and the environment. As a whole, the management objectives and measures presented in the management plan support Parks Canada's mandate and management policies.

An environmental assessment of the project(s) stemming from the implementation of this concept will have to be performed in compliance with the *Canadian Environmental Assessment Act* and the directives and policies of Environment Canada and Parks Canada.

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