



# At the Heart of Our Heritage

Gatineau's Heritage Policy





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## A word from the Mayor

I am particularly proud to present Gatineau's Heritage Policy, which sets the foundations for municipal intervention in connection with this important aspect of our community's life. The terms of the policy were developed in consideration of the concerns of residents and local stakeholders in regard to this precious, albeit fragile, legacy.

Heritage distinguishes and identifies a community. This policy hopes to make this collective treasure a central aspect of our concerns. By giving it this special attention, Gatineau is confirming the importance of heritage and recognizing the need to protect and manage it to its full potential. Thus, this policy attests to our commitment and determination to make heritage a source of pride for all Gatineau residents.

In fact, it is for these residents that this policy was developed. Integrating heritage into urban renewal, economic development and socio-cultural outreach, as well as securing its place as part of the development of a sustainable city, are all ways that Gatineau intends to use it to promote activities that draw people together and that contribute to the quality of life of residents, essentially making it part of their day-to-day lives.

I invite residents, stakeholders and our partners to embrace heritage and to work with Gatineau on ensuring the success of this municipal will.

I am convinced that this policy will help consolidate the sense of belonging of Gatineau residents by making heritage a basic component of our territory's vitality and our community's identity.

**Maxime Pedneaud-Jobin**  
Mayor



## A word from the Municipal Councillors

Gatineau's Heritage Policy, which we are proud to present to you, is the outcome of a lengthy process of reflection and consultation. It stems from the city's Cultural Policy, which was adopted in 2003.

An extensive two-stage consultation process was undertaken—first in 2010, and then in 2011—providing residents, local stakeholders and partners with the opportunity to share their views about heritage issues, and to put forward measures that would meet the community's requirements.

This policy is also the product of diligent work by the Service des arts, de la culture et des lettres, the Service de l'urbanisme et du développement durable, the Service du greffe, the Service des communications and the Section de la planification stratégique. The contributions of the members of Gatineau's Comité consultatif d'urbanisme and of the Commission des arts, de la culture, des lettres et du patrimoine also bear mentioning. We would also like to thank Quebec's ministère de la Culture et des Communications for its unfailing support with this project.

The efforts made by all, the ideas offered at the public consultations, and the conceptual approach applied to the project led to the development of a consummate and community-building policy that covers all aspects of our heritage.

This document—the first milestone in a unified municipal approach to heritage—is a declaration of intent and a commitment by Gatineau to promote its defining characteristics. The heritage policy will become an invaluable guide that Gatineau will use to light the way when making its decisions, and to introduce complementary and concerted measures to preserve and promote our city's distinctive character.

Together, we will be able to fulfill this shared responsibility aimed at protecting, conserving and promoting the heritage treasures accenting our city from east to west.

**Mireille Apollon**  
Municipal Councillor, Chair, Commission des arts,  
de la culture, des lettres et du patrimoine

**Richard M. Bégin**  
Municipal Councillor, Chair,  
Comité consultatif d'urbanisme



## Introduction

### Heritage: a key to Gatineau's identity

Part of the route travelled for thousands of years by American Indians, and very soon after the French Régime took over, by explorers and missionaries, what today is known as Gatineau was an important crossroads and trading place in part due to its geography and the layout of its network of waterways. Although compared to Quebec's other regions, the Outaouais and Gatineau were slow to be colonized. In the early 19<sup>th</sup> century the beginnings of an economy based largely around forestry started to take shape, thanks to the area's abundant resources. As with the sea for the Gaspésie, the forest, the key component of Gatineau's heritage, has been at the root of Gatineau's history and development. Over time, it helped forge a unique and distinctive heritage that manifests in a multitude of ways.

The unusually high concentration, for Quebec, of "matchbox houses", old houses in a typical urban environment, neighbourhoods with olden day village charm, houses of worship of different faiths, places with evocative names, public works of art, natural landscapes, and archaeological remnants dating back thousands of years, are but a few of the components of Gatineau's rich heritage.

Spread over a vast expanse of 344 km<sup>2</sup>, Gatineau is the product of the merger of the former cities of Aylmer, Hull, Gatineau, Masson-Angers and Buckingham. Five sectors with highly different vocations—residential, industrial, commercial and agricultural—each with a unique past and history. Such diversity in the vocation and use of the territory, and among the men and women who settled there, has left traces that today constitute Gatineau's heritage. A collective set of heritage baggage that is to be protected, certainly, but also promoted into a sustainable point of reference for current and future generations.

### A consistent approach

Very early on, Gatineau recognized the importance and value of its territory's heritage. In its cultural policy, which was adopted in 2003, Gatineau listed heritage, in association with history, as one of the factors that made up the community's identity. As a result, it made considerable efforts to foster conservation and to promote Gatineau's heritage, together with the community, local organizations and government bodies. Studies, inventories, promotional projects, and management tools were among the measures applied to protect, preserve and valorize the different components of Gatineau's heritage. These activities, along with the tools provided by Gatineau, demonstrate the consistent nature of the approach that has been used for the last several years.



Made of brick or wood (clapboard, vertical boards and rabbeted boards), matchstick houses can be found in every sector of the city. Over time, the original model adapted to architectural trends and to the needs of residents, giving rise to a wide array of variations.

However, Gatineau would like to go even further in its efforts to recognize heritage as a source of pride and belonging. Known for its innovativeness and aware of the role that heritage plays in establishing a community's identity and its significance, Gatineau, with the support of local organizations, decided to develop a heritage policy. This tool will enable it to orient its activities and those of the stakeholders who are actively involved in this field.

If a policy of this kind is to achieve its purpose, it will have to get the public onside, as well as the heritage community and partners from every sphere. It is in this spirit that Gatineau launched its heritage policy project, coordinated by the Service des arts, de la culture et des lettres, financed by Gatineau and Quebec's ministère de la Culture et des Communications, and carried out in partnership with the Service de l'urbanisme et du développement durable and the Section de la gestion des documents et des archives of the Service du greffe.

As well, in the interest of taking into consideration the opinions of as many people as possible, residents and target groups were consulted for their views about the overall importance of heritage, about the issues related to it, about Gatineau's role and about the priorities. This exercise was coordinated by Gatineau's Service des arts, de la culture et des lettres in collaboration with its Section de la planification stratégique and the Service des communications.

The heritage policy resulting from this lengthy process of analysis and consultation is a guide designed to ensure a proper response to the many challenges associated with efforts to protect and promote Gatineau's heritage.

## Gatineau: a strategic and historic corridor

### Countless generations of American Indians

Since time immemorial, the Ottawa River and its tributaries, the Gatineau, Blanche, Lièvre and Rideau rivers, have served as navigation and trade routes for American Indians. As revealed by archaeological digs in the 1990s, the Gatineau region, in particular the site of today's Leamy Lake Park, was frequented by them for more than 4,000 years.



The territory's first occupants, the nomadic Algonquins, had travelled the Outaouais' waterways for generations, using birchbark canoes, symbolic elements of their cultural identity.

Library and Archives Canada, C-040097

### The arrival of the Europeans

As early as 1610 in New France, and even after the Conquest in 1760, the Gatineau region became part of the mandatory corridor to the continent's interior for explorers such as Samuel de Champlain, missionaries, coureurs des bois and fur traders.

However, the first permanent European settlements only started to take shape in 1800, with the arrival of Philemon Wright from the United States with his family and a few associates, in the northwestern portion of Leamy Lake Park. This agricultural community was the first of a series of farms that Wright developed along the Gatineau and Ottawa rivers.

Taking advantage of the colossal international demand for wood, Wright laid the foundations of an industrial structure. He made the most of the hydraulic power provided by the Chaudière Falls. Where the current downtown lies, the founder of the Hull Township built sawmills, workshops for the tradesmen, a distillery and a brewery, all of which formed an industrial centre dedicated to processing and exporting forest resources.

Wright's wife, Abigail Wyman, was an integral part of the family business. Given that he spent a great deal of time in Quebec City, Wright relied on his wife for periodic reports. She advised him on a number of matters, and was actively involved in the sawmill. In fact, Abigail Wyman was the Outaouais' first businesswoman.



Philemon Wright, the founder of the township of Hull, was designated a national historic figure for his part in the development of the Ottawa Valley and Canada's wood industry.

Library and Archives Canada C-011056

Wright was a visionary, and he understood that the region's future did not lie in farming. It would have to be based on the Outaouais' forests, which abounded with oak and giant pines. Many families were to follow in the footsteps of the Wrights, including the Bowmans, Egans, Gilmours and Aumonts, all of whom made the most of the area's rich forest resources.

### Emerging communities

In the early 19<sup>th</sup> century, a first road was built in the west to by-pass the Chaudière Falls and the rapids that prevented ships from heading up the Ottawa River. Little by little, the settlers built their homes along this road, which became boulevard Alexandre-Taché and chemin d'Aylmer.

Around 1818, Wright built the Chaudière Farm on the westernmost part of this road. A small hamlet grew near the quay, from which ships would depart to head up the Ottawa River heading towards, among other places, the Pontiac. In 1831, Charles Symmes, Wright's nephew, built a store and an inn to accommodate the many travellers passing through this area. Initially called Symmes Landing, the community soon took the name of Aylmer.

In what is today the Buckingham sector, a first sawmill was set up in 1824 on the west side of the Lièvre River, followed by another mill two years later on the opposite shore. The forest industry helped spawn a community and houses of worship by the late 1830s.



Standing at the mouth of the Gatineau River, this wood chapel would make way for the Saint-François-de-Sales church in 1886. Although the buildings in the photograph have since disappeared, Pointe-Gatineau is recognizable upon close inspection.

Bibliothèque et Archives nationales du Québec, première église en bois de Pointe-Gatineau, vers 1860, Centre d'archives de l'Outaouais, collection Centre d'archives de l'Outaouais de Bibliothèque et Archives nationales du Québec (P1000, D22, P1)

At the same time, settlers were building their homes at the mouth of the Gatineau River, in what would become Long Point Range, then Pointe-à-Gatineau and finally Pointe-Gatineau. These pioneers did everything related to cutting, processing and floating logs. A first chapel was built in 1840. A village gradually emerged along the Gatineau, an important river that was used by 1806 to transport wood.

In the 19<sup>th</sup> century, the current territory of Masson was the terminus of the channel between the Ottawa River and the first rapids of the Lièvre River. This site was used to assemble the squared log rafts that floated down the Ottawa River to Quebec City, and to store the wood milled in Buckingham. A train station was built there in 1877, and a community emerged at the end of the 19<sup>th</sup> century.

The village of Angers came to be in 1861, west of the Lièvre River. A small community settled there and prospered through farming. A post office opened in 1869, and five years later the L'Ange-Gardien church was built.

### The important role of industry

At the turn of the 20<sup>th</sup> century, agriculture and industrial activity—among others in the food, chemical and mining sectors—fostered the development of the cities that today make up Gatineau. It is worth noting the contribution made by women in the textile and matchmaking industries. One of them, Donalda Charron, the first president of a matchmaker's union, played a pivotal role in a labour dispute in 1924, standing up to the powerful E. B. Eddy.

Moreover, the industry linked Gatineau to the region, as was so clearly demonstrated with Canadian International Paper (CIP). The company owned a paper mill in Gatineau, which it supplied through its facilities in Maniwaki. It also founded Gatineau Power, whose dams supplied electricity to its Gatineau plant, the Outaouais and southern Ontario. Companies such as CIP, E. B. Eddy and Maclaren drove the economies of numerous communities in the Outaouais.



Long overlooked by historians, women, like those who stripped mica in Masson between 1905 and 1915, played a key role in Gatineau's industrial development.

Jean Bastien collection, Buckingham Historical Society

*Heritage is the  
music of the natural  
landscapes heard by  
our ancestors.*



## A population shaping its heritage

As in many cities throughout Quebec, industrial activity plummeted after the Second World War, as more and more residents ended up working for the federal public service, in various services and in tourism.

And of course, there were the pioneers from many different parts of the world, not to mention those who followed, who continue to shape the city's history. As the residential development and different economic activities took shape, the elements that today make up Gatineau's heritage were established. Part of this heritage has disappeared forever, but a number of tangible traces remain, namely in Old Aylmer, around the Chaudière Falls, and the Brewery Creek (ruisseau de la Brasserie) sector; the Quartier-du-Moulin and Old Buckingham.

In the 19<sup>th</sup> and early 20<sup>th</sup> centuries, several municipalities emerged throughout today's Gatineau. However, this trend reversed after the Second World War, as several mergers took place, especially in 1975 in Aylmer and Gatineau. Of these, the most important one in the city's history took place in 2002, when Aylmer, Hull, Gatineau, Masson-Angers and Buckingham came together to form the Greater Gatineau, a city of more than 200,000 inhabitants. Its population very quickly increased after that, reaching 260,000 within a few years. It continues to prosper through the cultural communities that are already moulding our collective heritage.



Today, Gatineau residents hail from every corner of the world, and its heritage is constantly enriched by this growing diversity.

## Gatineau: the origin of the name

At this point, nobody knows the exact origin of the name of Gatineau. This having been said, there are documents suggesting that we should probably be looking at Nicolas Gatineau or Gastineau, a notary from Trois-Rivières and fur trader who travelled the river that today bears this name. Still, it is possible that Gatineau was named after his two sons, Louis and Jean-Baptiste, who in the late 17<sup>th</sup> century had a trading post at the juncture of the Gatineau and Ottawa rivers.

And just to complicate things, the toponym might be of American Indian origin, as would be suggested by the 19<sup>th</sup> century maps indicating *Nàgàtinong* or *Àgatinung* for the river. Moreover, other sources claim that the name comes from the Algonquin word *Tenagatin*, which means “river without end”, which might be an appropriate name for a river that runs over approximately 440 kilometres.

While the origin of the city's name remains hazy, one fact is certain: contrary to what has long been said, Nicolas Gatineau did not drown in the river by the same name, but rather died in a hospital in Quebec City in 1689.

## Defining heritage

Heritage is a rich and diverse universe. It is architecture, history and archaeology, but also landscapes, traditions, archives and tangible and intangible expressions of material culture. The intrinsic value of every component of heritage remains undeniable. The quality and diversity of this heritage go a long way in justifying its preservation and promotion.

Far from being static, the concept of heritage changes over time, responding to changes in society, based on the values and concerns of successive generations. It reflects a community's attachment to its inheritance, territory, culture and identity. Our ways of looking at heritage, interacting with it and exercising stewardship over it are in constant flux.

Despite its changing nature, the following definition—used for this policy—is currently applied in Quebec:

*[Translation]*

*Heritage includes all of the elements—cultural and natural, material and immaterial—that live in our memories and are acknowledged as testimonies to the past, culture and identity of a community. Thus, heritage consists of any object or collection, tangible or intangible, that has meaning that is acknowledged, appropriate and collectively transmitted—and by that very fact deserves to be protected, conserved and promoted<sup>1</sup>.*

The notion of heritage has been considerably expanded, and now includes an increasingly wide range of elements belonging to an impressive variety of heritage categories.



<sup>1</sup>Based on the Groupe-conseil sur la Politique du patrimoine culturel du Québec, *Notre patrimoine, un présent du passé*, November 2000, p. 17–33.



## The many facets of Gatineau's heritage

Gatineau has a significant heritage, which can be broken down into several components, all of which are constantly changing. It goes without saying that a given heritage component can have characteristics and particularities that enable it to transcend one category to be included in more than one component at a time.

### The natural heritage and green spaces

The natural heritage consists of geological, biological and hydrographic elements. It pertains to the physical environment, to the planet we inhabit, and to the richness of the natural geographic space that we occupy. In Gatineau, it comprises, in particular:

- waterways, including Brewery Creek and the Ottawa, Gatineau, Blanche and Lièvre rivers;
- plant and wildlife; and
- natural areas, such as wetlands and forests, not to mention various parks and green spaces, such as the Boucher Forest and McLaurin Bay.

### The built heritage

One of the most visible components of our heritage, the built heritage includes old and modern structures that stand out, among other things, for their architecture or the manner in which they represent their period. It includes a wide range of structures built to provide shelter, to express one's faith or for work, and they stem from an interrelationship between our culture and our territory. It refers to historic areas and to the typology of buildings, their interrelationships, their layout, their density, their envelope and their architectural style. In Gatineau, the built heritage includes, for instance:

- more than 2000 buildings of potential heritage interest dispersed throughout the city's five sectors;
- approximately 10 different assets classified by the Quebec government as having national value;
- more than 50 listed historical monuments and close to 10 heritage sites, including a cemetery, that have been designated by Gatineau for their local and regional significance;
- a rich industrial and workers' heritage that attests to activities linked, among other things, to the region's forest and hydro power;
- a modern heritage consisting of buildings that fit into a recognized functionalist and minimalist architectural trend;



One of the old E. B. Eddy company buildings. This structure, which is classified as a historic monument, is a pillar of Gatineau's industrial heritage.

- approximately 15 calvaries and roadside crosses of heritage interest;
- approximately 40 churches, 20 rectories and half a dozen convent structures; and
- a dozen historically significant cemeteries that are of interest from the point of view of our funeral heritage.



Michel Riberty

Agriculture and livestock farming on the St. Lawrence Lowlands at the foot of the Canadian Shield: a key cultural landscape for Gatineau and the Outaouais.

There is no question but that water is a key component of Gatineau's heritage. It is the source of life, and has shaped the territory and influenced its occupation since prehistoric times.

The arrow-patterned sash, both handcrafting and symbol of folk culture.

### The landscape heritage

Intimately linked to the natural and built heritage, the landscape heritage includes all of the elements that attest to the interrelationship between human occupation and the territory. It includes natural landscapes, as well as humanized ones and their spatial organization, that is to say natural structures that have been shaped by human activity, which translates the manner in which the community moulded the environment to its lifestyle. It refers, among other things, to:

- developed sites and arrangements such as parks, gardens, plant cover and some cemeteries;
- rural landscapes shaped by farming, in particular those in the Masson-Angers sector;
- panoramic views and focal points; and
- typical urban forms, such as street grids, subdivisions and urban landforms.

### The immaterial heritage

The immaterial heritage corresponds to ancient and current practices and knowledge, as well as to the spaces and achievements associated with them. It also includes occurrences and actions. An expression of the immaterial culture, it reflects the community's ways of being, thinking and doing. It is also known as the "living heritage", and is transmitted orally and includes, for instance:

- traditions, customs, knowledge, songs, tales and legends connected to Gatineau's history;
- the knowledge and products associated with a trade, an artistic, craft or culinary practice, or connected to the use of a tool or machine;
- family practices and knowledge;
- Aboriginal languages, lifestyles, know-how and traditions; and
- everyday life practices.





*Le Pont*, a work by artist Jean-Yves Vigneau, installed in 2011 at the Cadieux-Laflamme fire hall in acknowledgement of Buckingham's history, like a stream of water bridging the Lièvre River.

The entrance to the Notre-Dame de Hull cemetery, which houses the remains of several key personalities from the region.

These pieces of broken pottery dating back to the Midde Woodland period (2400 to 1000 years ago) illustrate the archaeological wealth of Leamy Lake Park.

### The movable cultural heritage

The movable cultural heritage includes all of the community's material products. These objects and goods are the outcome of a lifestyle, beliefs of various types, and artistic practices. They support the collective memory, and express in a tangible manner the immaterial culture of a community. In Gatineau, this heritage includes, in particular:

- furniture, everyday household items, tools, equipment and items of worship;
- collections in Gatineau museums;
- approximately 120 public-art works found in parks, urban places and public places, that are part and parcel of, among other things, urban furniture, buildings and landscaping arrangements; and
- a municipal collection that includes more than 4,000 works of art, of which close to 100 have been certified as Canadian cultural property of national importance.

### The archaeological heritage

Whether buried, submerged or on the ground, the archaeological heritage includes material remains and traces of past human activity. Not only those of the pioneers who settled here, but also those of American Indian tribes who occupied the territory long before the arrival of Europeans. In Gatineau, the archaeological heritage includes, for instance:

- several prehistoric sites covering more than 4,000 years of Aboriginal history in Leamy Lake Park;
- several historic sites, some of which commemorate the earliest settlement activity in the region, including the first home of Philemon Wright in Leamy Lake Park;
- a number of areas that could yield archaeological resources from either the historic or prehistoric period, such as the higher grounds and terraces corresponding to previous shorelines of the Ottawa and Gatineau rivers; and
- urban areas, in particular Île de Hull and Pointe-Gatineau which, as cradles of new settlements by descendants of Europeans in the region, have significant archaeological potential.

### The commemorative heritage

The commemorative heritage pertains to key events and significant contributions connected to the occupation, development and evolution of the territory. It stems from a collective desire to remember landmarks in the city's history and to pay tribute to its people. This category straddles the material and immaterial heritage, and refers in particular to:

- the events, families and individuals—both men and women—that explain a territory;
- the ten or so different sites of historical interest, some of which are linked to the passage of the 17<sup>th</sup> century explorers;
- the outdoor commemorative works, historical cemeteries and religious monuments; and
- the hundreds of toponyms dotting the Gatineau landscape.

### The documentary heritage

The documentary heritage includes all of the information resources, whether published or not, that—irrespective of their format or support—help to document the Gatineau community. These serve as sound, visual, virtual and written memories, and include, for instance:

- institutional (municipal, school, religious and union) and private (family, business, and community, sport and cultural organization) archives;
- studies, research and publications on the city's history;
- digital elements, such as Web sites and electronic correspondence;
- books, newspapers, photographs, posters, negatives, and recent and ancient maps;
- genealogical resources, including parish baptismal, marriage and funeral records; and
- sound recordings, videos and audiovisual documents.



Postcards are a valuable, if poorly understood, documentary resource. This one wonderfully illustrates Aylmer's role as prime cottage country in the 19<sup>th</sup> and 20<sup>th</sup> centuries.

Nancy Allen Collection, Aylmer Heritage Association Archives



## The text of the policy

### A heritage built around its residents

Heritage includes the currents that course through time and convey a cultural identity. Its many twists and turns reflect that which has happened, what is happening and what will happen. Heritage is everywhere, incarnating who we are: at street corners, in the hands of artists, in the vaults of museums and archival centres, in the landscapes we carve out, and in the words we use.

Heritage is an environment that unfolds against a historical backdrop. It includes the cabinetmaker's techniques, and the culinary secrets passed on from generation to generation. It is a stroll through the core of a neighbourhood's architectural attractions. It is the thread to our roots. And it is what we prepare for those who will come after us.

And always, at the centre of this heritage, we find the people. A resident who is fascinated by genealogy and who is captivated by the scent of an ancient manuscript, a grandfather describing the neighbourhood of his youth to his grandchildren, a musician drawing from traditional rhythms, a little girl sitting on the steps of an old porch. Every one of them is a player in the heritage story. Every one of them lives it every day.

### Bringing heritage to life

Heritage is not supposed to be a frozen reflection of time, but rather a dynamic component that is instrumental in Gatineau's renewal and its culture's reputation. It is supposed to be a lever that allows for the day-to-day use of practices, traditions, know-how, buildings and places. It must be alive, attuned to the rhythm of life of Gatineau residents, and an active part of the quality of life and the urban or rural experience.

The Gatineau community must integrate heritage into its views on evolution and transformation. It must consider the heritage treasure from the perspective of renewal.

In addition, it must take steps and make choices—to the extent that it can afford—that will ensure the transmission to future generations of the qualities and characteristics that are at the root of its heritage, which of course includes yesterday's but also those of tomorrow.

In summary, Gatineau has chosen the following approach:

- the Gatineau community and its heritage are to be an integral part of its urban renewal, economic development and socio-cultural renown;
- heritage is to manifest in the everyday lives of Gatineau residents, and foster activities that bring them together; and
- tomorrow's heritage is to find its source in a sustainable city and in today's actions.



Living our heritage means appreciating it in our everyday comings and goings.

## The key issues

The community is increasingly aware of the importance of heritage. Nonetheless, it is not always easy to identify heritage and integrate it into everyday life. Several issues have to be taken into consideration in achieving full and complete stewardship over heritage. These issues include a proper understanding of heritage, logical intervention choices and a clear desire to plan in accordance with the concept of a sustainable city, which includes respect for the principles of ecological urban planning and sustainable development in the territory's management.

### A solid understanding of heritage

Our traditional understanding of heritage must be expanded to include new dimensions. Heritage being one of the factors of urban renewal, it is important not to reduce the notion to that of the preservation of a list of elements. Heritage must, instead, be part and parcel of today's and tomorrow's urban, economic, social and cultural dynamic.

Similarly, we must avoid “museifying” heritage: it must breathe in tune with the rhythm of everyday concerns. While we must respect our ancestors' know-how and seek to understand yesterday's heritage, it is essential that we consider today's ways. Our actions, framed by solid understanding, must target the harmonious development of yesterday's heritage and the emergence of tomorrow's. Everyone must understand that promotion is not merely a matter of embellishment or dissemination, but actually encompasses a true appropriation of heritage.

### Rational choices

In view of the amplitude and scope of the tasks to be carried out, Gatineau must prioritize its interventions. It has to make choices because it is impossible to do everything. These interventions call for carefully considered and structured planning if they are to be meaningful and profitable for the community.

Highlighting the “levels of renown” of heritage (see the areas of intervention under the policy) provides a basis for reflection that can be used to identify the areas or components where an intervention will have a major impact. The choices made by Gatineau and the community must be future-oriented and take into consideration the available resources and the approach advanced by the policy. In addition, the priorities will be established in accordance with those elements that carry true heritage potential.



Heritage consists of the many different components—buildings, greenery, landscapes—that make up a whole, hence the importance of taking every one of its aspects into consideration when planning.

### Clear determination linked to overall planning

The Gatineau community, its organizations and public entities must show their attachment to heritage through everyday concrete actions. While it is important to ensure that there is a true commitment, expressed by one and all, to appropriate Gatineau's heritage, it is also essential to ensure overall planning for the resource. It is in this context that Gatineau will link its policy to its overall management instruments and to the concept of a sustainable city, which it endorses. Heritage will find its place in the planning for urban renewal, and in a context of sustainable development, so that it can exist on its own. It must not be promoted in artificial ways.

### Taking realities into consideration

The issues related to the implementation of the heritage policy concern a panoply of variables. Some of them stem directly from heritage—fragility, conditions of preservation, etc.—whereas others pertain to the context in which heritage evolves: budget constraints, shortage of new players, and external pressures.

From a more global point of view, the issues concern the following realities and challenges:

- the capacities of the available human and financial resources compared to the costs and efforts related to the identification, conservation and promotion of heritage;
- the balance to be reached between the traditional approach to integrating heritage and the new integration practices (rehabilitation, dismantling, repair, modification and addition) in order to achieve global and significant rebirth of heritage;
- the renown of Gatineau's heritage in relation to the major national institutions;
- the integration of Gatineau into the Outaouais region;
- the development and professionalization of the next generation in a context of scarcity and burnout of volunteers;
- the precariousness of every aspect of Gatineau's heritage;
- the pressures exerted on the heritage (landscape, natural, built and archaeological) by urban development; and
- the need to better define the private sector's contribution.



## The objectives

### Take heritage into consideration in planning

The heritage policy is in continuity with the municipal interventions that have been carried out over the last few years in this area. In order to determine the priorities and develop the appropriate tools, Gatineau has developed a reference framework for heritage management issues—a framework that has to connect to other sectoral policies, as well as to its strategic plan. The policy places the protection and promotion of heritage at the core of Gatineau's concerns: land use and development projects will have to better integrate the notion of heritage at the planning stage.

### Actions based on knowledge

The heritage policy will make it possible to fine-tune knowledge about Gatineau's heritage. It will help strengthen the less well documented aspects, and enhance the knowledge of heritage in every sector of Gatineau. With a better understanding of what underlies its heritage treasure, Gatineau will be in a position to properly structure its interventions and to better focus its information, awareness, promotion and development activities in this regard.

### Focusing efforts

The heritage policy also provides the opportunity to focus efforts in order to make heritage a part of the everyday lives of Gatineau residents. To this end, taking into consideration the fact that the concept of heritage has expanded and become more complex, Gatineau must work in complementarity with other partners in order to share responsibilities in the ongoing interest of achieving a common objective. The policy will make it possible to define the role of Gatineau and of the different stakeholders. This is the time to learn to work better together.

Other than these general objectives, Gatineau's specific objectives in developing a policy dedicated to heritage are as follows:

- mobilize the local community and its bone and sinew around the heritage issue to make it an important social project;
- orient a common vision and work in partnership to foster the conservation and promotion of Gatineau's heritage;
- bring heritage into the present and project it into the future rather than treat it as merely something of the past;
- foster the sense of stewardship over Gatineau, its territory and its heritage by its residents; and
- consolidate Gatineau's identity in order to strengthen the sense of belonging of residents by making heritage an element of valorization and pride.



*Heritage is a homogeneous collection that attests to a collective trend and its period.*





## Share responsibilities

### Ville de Gatineau

Because it believes in it, because it sees it as a tool that fashions identity and generates economic vitality, from the outset Ville de Gatineau acknowledges that it has responsibilities in the field of heritage. The following are the main ones:

#### 1. Promoting and disseminating heritage

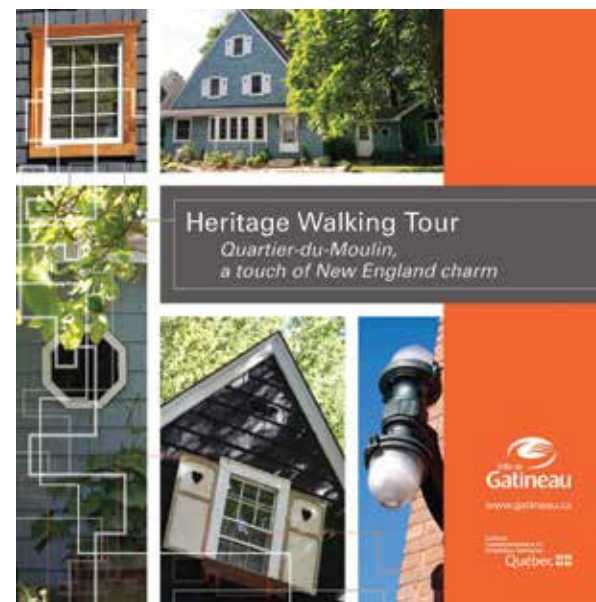
Gatineau mobilizes and supports all the stakeholders in the Gatineau territory around the promotion and dissemination of heritage. Given that it represents the residents and carries the necessary legal authorities, Gatineau is responsible for promoting heritage and identifying a common vision of it. In order to achieve this, Gatineau must:

- orient a contemporary vision of the promotion and dissemination of heritage;
- guide its actions through a global strategy; and
- make new clients aware of heritage.

#### 2. Managing its properties and public holdings in an exemplary manner

Gatineau is expected to intervene in connection with numerous assets and sites that it owns or has custody of. Interventions in municipal properties, particularly buildings of heritage interest, cultural centres and historic sites, must be done in an exemplary manner in order to serve as models for residents. Thus, Gatineau must:

- foster the rehabilitation of its properties in the public interest through dynamic activities that are compatible with the heritage infrastructures;
- apply the principles of sustainable development, which focus on the use of existing infrastructures, as well as on maintaining and repairing original materials and components of interest rather than replacing them;
- maintain in excellent physical condition any municipal properties with a heritage value; and
- valorize public holdings by making or encouraging quality interventions.



Charting the course for a contemporary vision of heritage means acknowledging its place in the day-to-day lives of Gatineau residents while at the same time updating its image.

Volunteer organizations play a key role in the management of the municipal heritage buildings. In this regard, the Aylmer Heritage Association, the Symmes Inn Museum and the Buckingham Historical Society deserve special mention.

### 3. Managing the territory effectively

Gatineau is responsible, on behalf of the community and under the authorities it has been granted, for planning, managing and promoting the territory under its jurisdiction. It must ensure harmonious and innovative planning and sustainable development, thereby helping to improve the quality of life of residents, namely by promoting the built, natural, landscape and archaeological heritage. In order to manage its territory effectively, Gatineau must:

- manage its activities within an overall plan;
- make residents aware of the notion of heritage;
- improve the regulatory framework;
- consolidate programs that are in place, and develop new ones; and
- adopt optimal monitoring and control measures.

### 4. Gathering the community around common objectives

Gatineau is responsible for gathering the different players around common projects, including the preservation and promotion of heritage. As the leader of its inhabitants, it must help the heritage community by supporting initiatives related to the policy and its action plan while at the same time negotiating the necessary partnerships with the different groups. Gatineau must initiate and bring together. To this end, it must:

- endorse local organizations and support the role of volunteers;
- focus the efforts of organizations and foster collaboration among them;
- encourage partnerships, networking and resource sharing; and
- serve as a mediator to foster consultation among groups and individuals in order to facilitate the implementation of initiatives and projects.

### Gatineau's partners

Gatineau's heritage is a collective treasure, and the entire community should be involved in making sure that it is appreciated, preserved and promoted. Thus, in order to implement the contents of the heritage policy, Gatineau will rely on the collaboration of different partners, depending on the actions that must be taken.

### Organizations with an interest in heritage

Gatineau and regional organizations that are dedicated to heritage are the true bone and sinew of the community. Their members have unique knowledge about Gatineau's heritage and history. Gatineau recognizes their importance in protecting and valorizing heritage, namely in terms of increasing awareness and facilitating.

Because it is aware of the limits of these not for profit organizations—which most often rely on volunteers and limited resources—Gatineau will in future foster consultation and networking. It believes in the merits of sharing organizational resources and combining some of their actions, without compromising their autonomy.

Gatineau proposes the following roles for organizations:

- serve as advisory resources representing their milieu;
- take part in increasing residents' awareness and understanding of heritage;
- support Gatineau in carrying out activities under the heritage policy; and
- help carry out projects and manage places of heritage interest.

*Heritage is an old neighbourhood that is coming back to life through its revitalization and diversity.*

### The institutional and government milieu

In addition to the organizations dedicated to heritage, Gatineau relies on the support and partnership of the institutional and government milieu, that is to say:

- **Quebec and federal government departments and organizations:**
  - financial assistance,
  - expertise among officials, and
  - participation in development agreements;
- **the research and teaching milieu:**
  - research, namely into the less well-developed aspects of heritage (living heritage, etc.), and
  - education of students, hence the next generation; and
- **the religious institutions:**
  - collaboration in identifying, protecting and promoting the religious heritage.

### The private sector

Gatineau is also relying on participation by private-sector stakeholders, such as designers, researchers, entrepreneurs and potential philanthropists. Their support concerns the following aspects, in particular:

- technical and financial assistance;
- execution of projects that promote heritage (facilitation in urban, historic and heritage areas, tourism projects, management of buildings, etc.); and
- help with promoting heritage.



The historical movable heritage, in this case illustrated by a miner's helmet once used in the Lower Lièvre valley, is one of the areas of intervention under the heritage policy.  
Artefact: Buckingham Historical Society

## Areas of intervention under the policy

### Aspects targeted by the policy

Designed to address every component of heritage, the policy touches on all aspects of Gatineau's heritage. However, for each of these aspects, Gatineau is aware that it must carefully measure out its level of activity based, in particular, on the legislative framework, its priorities and the available human and financial resources.

Nonetheless, Gatineau intends to become involved in heritage at three levels of intervention: leadership, partnership and support.

More specifically, Gatineau is committed to:

- serving as a leader in the identity-building, built, natural, landscape, archaeological and documentary heritage, as well as in the field of toponymy;
- being an active partner in issues dealing with history, museology and commemoration; and
- supporting initiatives pertaining to the immaterial heritage, genealogy and the historical movable cultural heritage.

### A policy for every sector of the city

Gatineau, the product of the merger of five municipalities, is adopting a policy that treats the heritage of each of its sectors as a reflection of its territorial reality. This is the spirit in which it will dedicate its efforts to the village cores and those of the former cities that now make up its territory, which it sees as “engines” of economic, cultural and tourism development.

However, Gatineau will pay particular attention to pursuing its efforts to protect and promote its downtown's heritage as part of its development plan. Already covered by a special planning program, the downtown requires specific treatment inasmuch as it constitutes the cradle of the region's development, and holds, among other things, a significant concentration of heritage buildings and places of historical interest.

This does not mean that Gatineau will neglect the heritage located outside the urban centres and village cores, in particular that in the rural areas.

### Levels of renown: a tool for reflection and prioritization

Gatineau's heritage has numerous facets. Its identifying features can be defined through its material, immaterial, cultural and natural components. Like a trunk filled with souvenirs, this heritage is extensive: it consists of known and documented information, but also many unknown elements. Certainly, much remains to be done in terms of heritage. However, it is impossible to do it all, and to intervene on all fronts with the same energy.

Hierarchizing heritage treasures based on their “renown” can make it easier to set priorities. This form of categorization makes it possible to situate the potential of resources within their context and to analyze their importance in regard to a neighbourhood, the city of Gatineau, the Outaouais region or an even wider expanse, such as Quebec or Canada.

**At the local level,** there are elements associated with the history and development of the neighbourhoods or areas that today make up Gatineau, including:



Calvaries and road crosses are often overlooked in relation to local heritage. Yet the calvary on chemin Pagé has witnessed passers-by on chemin de Montréal Est for decades.

- parks and neighbourhood historical places, such as the parc Commémoratif;
- road crosses and calvaries, including the one on chemin Pagé;
- parish archives, such as those of the Notre-Dame-des-Neiges church;
- artefacts connected to the history of a neighbourhood, such as the vehicle that was used to work the Forsyth mine;
- historic houses, such as the Patrick and Gillies Houses; and
- views of local interest, such as the view of the La Fonderie building from rue Papineau.

*Heritage is the beauty  
of the olden days that  
lives on through  
today's actions.*





Log drive circa 1939, symbolic of the Outaouais' history. Ville de Gatineau, Canadian International Paper Company collection, P030-01/0006\_p0099

**At the municipal level,** we find elements that are important to the entire Gatineau territory. The following are some examples:

- commemorative works such as the *Ils étaient deux, ils étaient cent* monument;
- institutional buildings such as collège Saint-Alexandre de la Gatineau;
- historic sites and old neighbourhoods such as Village d'Argentine and Old Aylmer;

- interpretation centres such as the Symmes Inn Museum and the Buckingham Museum;
- the thousands of place names dotting Gatineau's landscape; and
- events such as the Fête d'antan d'Aylmer.

**At the regional level,** we find elements of interest for the Outaouais and the Ottawa region. Here we find:

- the urban morphology of the city's original birthplace (the downtown core);

- the most important old cemeteries in Gatineau, including the St. James and Bellevue cemeteries;
- green expanses, such as Gatineau Park;
- the vernacular architecture of the matchstick houses;
- the archives associated with the Outaouais' industrial development, such as the Canadian International Paper and the Maclaren company funds; and
- the unique historic sectors such as the Quartier-du-Moulin.

**At the national level,** we find those elements that, because of their history, rarity or value, are renowned at the provincial and national levels. These include:

- the key natural elements of Gatineau's development, such as the Ottawa River; the site of the Chaudière Falls and Brewery Creek;
- the archaeological sites in Leamy Lake Park;
- historical figures like Philemon Wright and Ezra Butler Eddy;
- the Jean Paul Riopelle prints that have been conserved by Gatineau;
- events such as the clandestine visit of Louis Riel to Angers in 1874; and
- buildings with an exceptional history and architecture, such as the Charles-Symmes Inn, the E. B. Eddy buildings, Fairview House, the old national printing bureau and the Canadian Museum of Civilization.



The Charles-Symmes Inn, classified as a historic monument and designated as a national historic site of Canada, bearing witness to the importance of the Ottawa River as part of the national communication network.

### Level of renown: a useful planning tool

Although associating an asset with a certain level of renown is sometimes difficult—an asset can straddle more than one level—this approach makes it easier to assess responsibilities and how they are allocated among different stakeholders. It makes it possible to identify partners in heritage projects and to specify each one's degree of intervention, particularly since heritage initiatives do not always involve the same players based on the renown of an asset. Whereas the involvement of all three levels of government is desirable for a national asset, a heritage element of local significance is more likely to interest Gatineau and local organizations.

Moreover, an approach based on the level of renown helps determine the heritage components and the urban areas where the interventions would have the greatest impact. For instance, revitalizing a historic square that has national, municipal and local significance would have a greater impact than an intervention with an asset of strictly local significance. This approach will be used to identify the measures that will have a future impact on Gatineau's heritage, and will present the planning indicators for the interventions that would be priorities under the policy's action plan.



Gatineau's toponymic database, which has been online since 2010, documents the origin and meaning of hundreds of place names throughout the city.



## The guiding principles

Gatineau's heritage policy is built on seven guiding principles that make up the foundations of its intervention in heritage matters for the coming years. These guiding principles serve as shared values to which everyone subscribes, and that inspire the actions taken by Gatineau and its partners.

### The guiding principles are as follows:

1. A source of identity and belonging
2. Indispensable foundations for quality of life and cultural vitality
3. An instrument of social cohesion
4. An economic and tourism engine for sustainable development
5. A shared responsibility
6. An invitation to civic participation
7. Integrated management

### 1. A source of identity and belonging

Heritage is a fundamental component of Gatineau's culture, and an essential part of the city's landscape. It helps set Gatineau apart from other cities in Quebec, to give it an identity and personality of its very own. Heritage attests to the manner in which the American Indians, pioneers and residents occupied the territory while reflecting its evolution over more than 4,000 years.

Heritage prompts residents to identify with a group, place and environment. It crystallizes the Gatineau identity into a sense of belonging and pride. It consolidates the city's reputation and fosters the territory's stewardship by its population. This is why the heritage policy must define, protect and highlight the characteristics that make Gatineau a unique and distinctive place.



Key heritage elements, such as this dome on avenue de Buckingham, dot the Gatineau landscape and at the same time trigger its residents' sense of belonging.

## 2. Indispensable foundations for quality of life and cultural vitality

Gatineau's older sectors abound with elements and buildings that lend them charm and originality. By working the stone, wood and brick, artisans forged Gatineau's built framework, creating a quality architecture and distinctive atmosphere. Features such as carved wood ornaments and sculpted cornices help shape an architectural environment that enhances Gatineau's quality of life. Through its association with parks and green spaces, rivers and other waterways, heritage contributes to the community's well-being. In fact, heritage in all of its forms helps create frameworks for living that shape an original identity.

Heritage is also a fundamental dimension of cultural life. It is the foundation of artistic, literary and celebratory creations. It is expressed by a wide range of activities, delivered in a contemporary statement. The niche is broad, and includes: tales, legends, theatre, festivals, traditions, shows, genealogy and exhibits—all of which are based on what constitutes our heritage, whether material or immaterial, built, or in the form of illustrations or music. Gatineau's cultural vitality emanates from it.

## 3. An instrument of social cohesion

Heritage is an instrument of social cohesion, an element that brings the population together. Gatineau consists of five sectors corresponding to former cities, each of which has a distinctive history and features that mean a great deal to its residents, but that also share a social, economic and cultural experience common to all Gatineau residents. Heritage brings residents together around their connection to a territory. It is also a tool of convergence among generations. Its stewardship by residents incarnates our desire to share the destiny of that same community.

Thanks to this role as a common denominator, heritage is bound to evolve and gain substance by drawing on the contributions of groups and individuals who share and promote it. In addition, a strong and clearly identified heritage facilitates the social integration of newer communities in Gatineau because it gives meaning to their new living environment. This leads to the creation of a desire to "live together" that is based on a heritage that is very much "alive".



Michel Riberty

Transmitting heritage, particularly in its immaterial form, promotes closer ties among people and generations.

*Heritage is the odour of bread from the olden days in a traditional cottage transformed into a bakery. It is the beer sipped at the foot of an old wall like the ones that stood 150 years ago. It is the fragrance that emanates from every nook and cranny of a traditional house transformed into a café. It is a festive experience in an old neighbourhood.*



4. An economic and tourism engine for sustainable development

Heritage is an important economic engine, which produces some rather significant benefits in terms of jobs, income, investments, and tourists. The restoration and reuse of buildings, urban revitalization and the development of places of historic interest all help to maintain and create jobs, and add to the vitality of local businesses, to the appeal for tourists, to higher real estate values and to lively living environments.

In the same manner, heritage research, the dissemination of knowledge and the valorization of heritage sites all pave the way to the development of professional skills, namely in archaeology, history, ethnology and architecture, not to mention the growth of specialized trades such as masonry and cabinetmaking. Thus, heritage is a significant asset to Gatineau's economy and society.

Heritage interventions are part and parcel of the philosophy and principles of the *Sustainable Development Act*, to which Gatineau subscribes. As with the environmental policy, the heritage policy chooses to take this route by leaning, among other things, towards the rehabilitation of heritage buildings. Sustainable development certainly finds an expression in the built, natural, landscape and archaeological heritage, but also in the protection of cultural diversity and the values and traditions that forged it. Their preservation and transmission evoke a sense of continuity and sustainability.



In the Buckingham sector, a portion of the wood slide has been converted into a recreational pathway: an example of heritage enhancing the quality of life in a sustainable manner!

*Heritage is a place that defines a community's identity by linking the very beginnings to the present. It is a reference point that attests to the history and remains.*



5.A shared responsibility

The heritage belongs to all Gatineau residents: its recognition, conservation and promotion must be assumed by and for the entire community. Gatineau acknowledges its role in this regard. But it cannot act alone. Several stakeholders must share the responsibility in order to make heritage a collective project. Gatineau will work with government institutions, volunteer groups, local organizations, business people, people who own heritage assets, and residents. Every partner brings specific skills to the table. Each one has a role to play. Partnership is called for between stakeholders whose actions should be concerted to increase their effectiveness.

6.An invitation to civic participation

The heritage is a collective inheritance, hence an important social project, which makes diligent participation by residents essential to its vitality. The policy's success depends on the public buying into its principles and actions. Many residents and organizations are engaged in conserving and valorizing Gatineau's heritage. Gatineau acknowledges the quality and importance of this effort. Through its heritage policy, it intends to encourage them to pursue this involvement and foster participation by new stakeholders, by providing them with appropriate support and guidance.

7. Integrated management

Gatineau and its partners want to establish a global vision that integrates the different components making up Gatineau's heritage, which must be seen as an integral whole, at the core of the territory's management. Aware of the particular features of every component, Gatineau expresses its desire to focus on an integrated approach that takes into consideration the overall heritage resource. This vision calls for greater cohesion and partnership. Gatineau intends to improve the coordination of measures and responsibilities shouldered by stakeholders to bring them together around a common project: the conservation and valorization of heritage.

## The areas of intervention

Gatineau has identified five areas of intervention in its heritage policy around which to structure the work in this regard over the next few years. These areas, or axes, stem directly from the guiding principles and the roles of Gatineau and its partners in regard to heritage. These axes reflect the key concerns of heritage initiatives in Gatineau, and are accompanied by objectives and sub-objectives that indicate the focus that will be given to each one.

### The areas of intervention are as follows:

1. Ensure global and coherent management
2. Know and acknowledge heritage
3. Increase awareness and foster stewardship by residents
4. Valorize heritage to protect and conserve it
5. Work in partnership and with cohesion

#### 1. Ensure global and coherent management

Gatineau sees heritage as a highly valuable socio-economic resource in developing the identity of Gatineau residents.

Consequently, this heritage must be managed in a coherent and integrated manner from a global perspective.

To this end, Gatineau commits to:

##### 1.1 Take heritage into consideration in all municipal decisions and actions

- Give more consideration to heritage value in the management of municipal properties.
- Pay more attention to heritage, namely archaeological and landscape heritage, in interventions in the public domain.
- Valorize the heritage dimension when working on existing buildings and in construction or development projects in older areas.
- Focus on the rehabilitation and requalification of heritage components to regenerate the urban fabric.

- Pay attention to landscapes, archaeology and the historical use of sites targeted by development projects.
- Be more sensitive to promoting the heritage (overall concept) and environment of a building or site where Gatineau is required to intervene.
- Focus primarily on urban development projects that are essentially of a heritage nature, even outside the protected areas.



Two periods, two architectures, one city.

##### 1.2 Perfect planning, management and control tools based on changes in the concept of heritage

- Maintain and improve the municipal planning and control instruments.
- Focus primarily on tools that integrate new knowledge and approaches in heritage matters.
- Take into consideration the heritage challenges when introducing management and control tools.
- Integrate in an optimal way the concept of heritage in the analysis of files with heritage features.
- Standardize practices in monitoring work on buildings of heritage interest, particularly those assets that are subject to the *Cultural Heritage Act*.

#### 2. Know and acknowledge heritage

Gatineau believes that it is essential to perfect knowledge in all areas of its heritage, particularly those that are less well documented.

It recognizes that heritage, as a constantly changing concept, requires that knowledge and research in this area—along with its related policies and by-laws—be continuously updated.

Gatineau also considers it essential to acknowledge the importance of heritage in its actions, and the need to rely on the powers conferred by the *Cultural Heritage Act*.

In this regard, Gatineau commits to:

##### 2.1 Identify the distinctive features of Gatineau's heritage

- Characterize the identity-building features of heritage that apply throughout the Gatineau territory.
- Distinguish the particular identity-building features of Gatineau's different sectors.

##### 2.2 Increase and enhance knowledge about Gatineau's heritage

- Acquire new knowledge about the ancestral and current presence of American Indians in Gatineau.
- Document the historic and prehistoric archaeology.
- Facilitate the acquisition and handling of private archival holdings and collections.
- Foster research on the carriers of traditions, and on the immaterial heritage in general.
- Encourage research on the movable cultural heritage, in particular that belonging to the different religious orders.
- Refine and integrate knowledge about the built, natural and landscape heritage.
- Focus on historical and ethnological research, particularly in regard to the contributions made by women to Gatineau's heritage.
- Increase knowledge about Gatineau's different sectors.

##### 2.3 Acknowledge both ancient and modern heritage

- Valorize the conservation and promotion of old buildings, sites of historical interest and the movable, immaterial and documentary heritage.
- Improve the protection of the archaeological, natural, landscape and built heritage, namely by applying the provisions of the *Cultural Heritage Act*.
- Document and characterize modern heritage.
- Promote modern heritage of interest in urban and cultural planning.





Awareness among property owners and municipal staff is the ticket to success in the conservation and promotion of heritage.

### 3. Increase awareness and foster stewardship by residents

Gatineau is aware of the importance of well-documented and up-to-date information, as well as of pertinent education when it comes to heritage interventions. Residents, elected officials and municipal employees must have the necessary knowledge and tools to properly assume stewardship of the heritage and to manage it.

It is only through familiarity with the heritage that the Gatineau community can assume its stewardship and thus focus on its protection, conservation and reputation. Thus, Gatineau acknowledges the importance of democratizing heritage by disseminating and sharing knowledge about it.

In this regard, Gatineau commits to:

#### 3.1 Pursue efforts to increase awareness of the built heritage by disseminating knowledge

- Valorize investments linked to the preservation, maintenance and restoration of old buildings.
- Enhance the supply of tools and documentation made available to the owners of old buildings.
- Increase awareness among residents, property owners and entrepreneurs about the heritage value of older areas and good preservation practices.
- Foster access to the appropriate expertise, information and education.

#### 3.2 Improve knowledge about heritage among Gatineau's elected officials and employees

- Provide elected officials with the tools they need to perfect their knowledge about Gatineau's heritage.
- Properly train strategic municipal staff about heritage concepts and principles.
- Encourage the sharing of knowledge among Gatineau and heritage organizations.

### 3.3 Foster the stewardship of heritage by residents

- Foster the heritage stewardship of the region's birthplace.
- Stimulate participation by residents, in collaboration with heritage organizations and institutions.
- Get residents to recognize and conserve their family heritage through community activities.
- Disseminate knowledge among the public, namely by facilitating the publication and distribution of works and information about activities.

### 4. Valorize heritage to protect and conserve it

Gatineau acknowledges the importance of fostering the survival of all components of its heritage, and transmitting it to future generations.

It also acknowledges the undeniable value of valorizing heritage in order to make it clear why it must be protected and conserved.

In this regard, Gatineau commits to:

#### 4.1 Guide the protection of heritage assets through incentives

- Maintain and adjust direct financial assistance to the owners of heritage buildings.
- Support efforts by property owners who try to preserve buildings of heritage interest, mainly by providing technical assistance.
- Foster the harmonization of heritage conservation practices in the city's different sectors, making sure to respect their specific characters.

### 4.2 Promote, preserve and disseminate heritage in a sustainable manner

- Favour, as required, the reuse of heritage buildings.
- Encourage efforts to maintain the authentic nature of heritage buildings by fostering the preservation of original components and materials of interest.
- Foster development projects that are respectful of the built, landscape and natural environments.

### 4.3 Take heritage into consideration in revitalization projects in older areas

- Promote and affirm identity-building sites and heritage markers.
- Focus on quality of life through activities in older neighbourhoods.
- Encourage innovative projects that valorize heritage aspects while respecting the characteristics of different areas.
- Ensure the revalorization of abandoned areas with an eye to sustainable development.

*Heritage is cultural values or the events of a period that transcend time through a museum or an interpretation centre.*

#### 4.4 Promote the valorization of the immaterial heritage

- Familiarize the public with the concept of immaterial heritage.
- Help transmit and preserve traditional wisdom and know-how.
- Contribute to the dissemination and use of traditional wisdom and know-how through ancient construction trades, the restoration of heritage buildings, and the use of places devoted to interpretation.

#### 4.5 Protect archaeological sites and areas with archaeological potential

- Facilitate the dissemination of acquired archaeological knowledge.
- Promote known archaeological sites.
- Avoid the destruction of archaeological sites and areas with archaeological potential, namely during construction and urban development projects.

#### 4.6 Preserve archives and democratize access to them

- Valorize the role, usefulness and importance of the archives.
- Foster participation by residents through their donations of documents of archival interest to recognized organizations.
- Ensure the protection of archives that have not yet been scanned.
- Apply preservation techniques to digital archives.
- Support the handling of significant archival collections kept in Gatineau.

#### 4.7 Preserve and valorize Gatineau's natural and landscape heritage

- Focus on a global conservation and valorization strategy for municipal natural sites.
- Improve the planning and control mechanisms for the preservation of public and private natural sites.
- Ensure the protection of natural and humanized landscapes in development projects.
- Develop interpretation measures and tools.



Boulevard des Allumettières—some of these were taken here in October 1924—marks the contribution made by women to Gatineau's history.

CSN archives

Thousands of artefacts tell the city's history, such as this marking hammer which was used to imprint the Maclaren company symbol on logs.

Artefact: Buckingham Historical Society



Family photographs—ancient and current—are heritage treasures that we all have. Before discarding them, we should think of offering them to an archives centre.

Centre régional d'archives de l'Outaouais, Denyse-Huard-Millar collection (P51)

Promoting the immaterial heritage—music, crafts, tales, construction techniques, to name just a few examples—is a mission for many local stakeholders.

#### 4.8 Contribute to the preservation of the movable cultural heritage

- Encourage Gatineau's museum institutions to adopt policies for the acquisition and management of their collections.
- Contribute to the conservation of Gatineau's museum collections.
- Valorize the donation of objects related to the mandates of Gatineau's museum institutions.
- Foster the promotion and conservation of religious heritage objects.

#### 4.9 Maintain and encourage commemoration activities

- Pursue and disseminate toponymic research.
- Acknowledge the contributions made by women and American Indians through municipal place names and commemoration activities.
- Support historical interpretation activities.
- Foster the emergence of projects that establish a foundation, are identity-building and a draw for the public in terms of the commemoration of sites, people and events.

*Heritage is a street, an urban form that was shaped by the values of the period. It is the light cast by the street lamps along an historic artery.*



## 5. Work in partnership and in a cohesive manner

Gatineau maintains that creating partnerships is essential to optimizing the efforts to foster knowledge about heritage, and to preserve and promote it. Sharing responsibilities—and successes—as well as maximizing resources, can only help Gatineau's heritage. Partnerships must be established with and among the different heritage stakeholders to lend cohesion to heritage efforts overall.

To this end, Gatineau is committed to:

### 5.1 Maintain and improve support and partnerships with and among Gatineau's heritage organizations

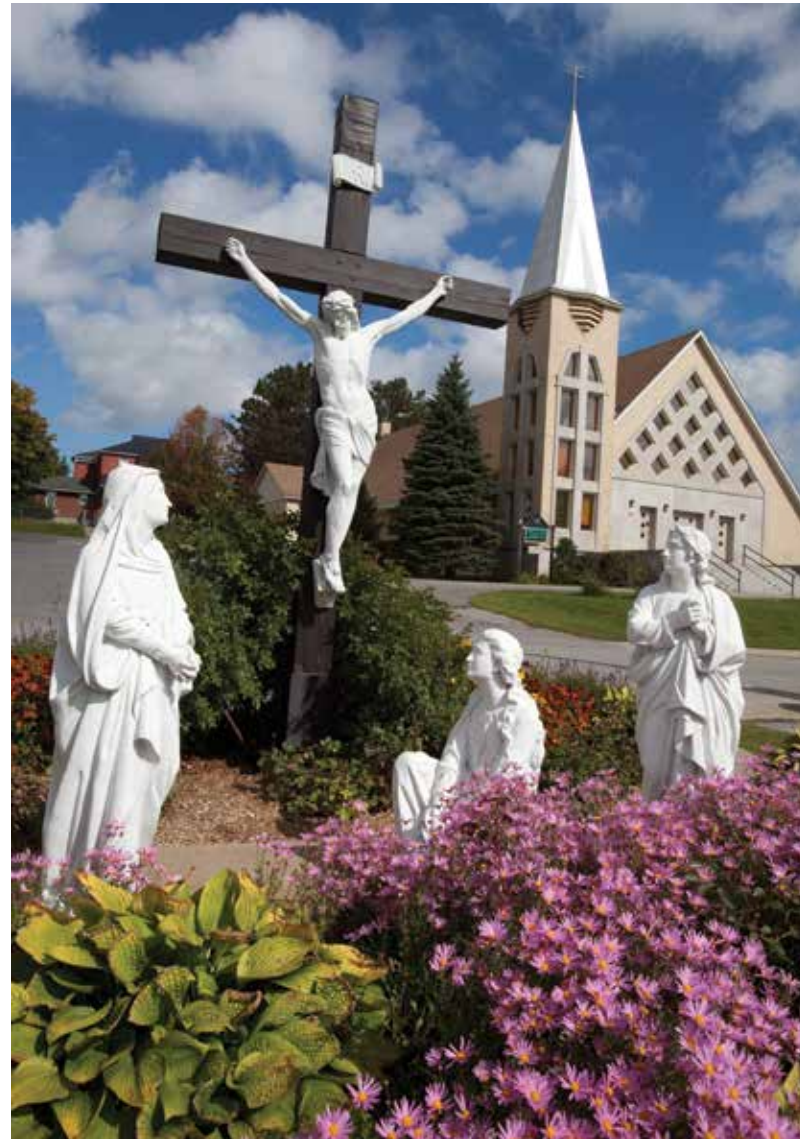
- Support organizations dedicated to consultation.
- Take into consideration local initiatives and capacities.
- Continue and adjust the financial and technical support provided to organizations.
- Foster sound management of organizations and training for their directors and staff.

### 5.2 Define the roles of organizations, partners and Gatineau in an effort to achieve complementarity

- Share duties to avoid overlap.
- Rationalize efforts to be more effective.
- Make the most of the strengths of the different organizations.

### 5.3 Place more emphasis on heritage in local and regional tourist attractions

- Complement the regional tourist attractions with greater emphasis on those aspects of Gatineau's heritage that help define its residents' identity.
- Focus on heritage to enhance cultural tourism attractions.



Places of worship, including the Notre-Dame-des-Neiges church in Masson, are beacons for the local communities.

*Heritage is the scent of an ancient manuscript, the treasure of archives and their stories, the painter's canvas, the antique chair that carries its story.*



### 5.4 Maintain and increase partnerships with governments, their sponsors and businesses

- Seek to make more of the resources provided by regional organizations.
- Foster the sharing of resources and networking of expertise that can be provided to residents and heritage stakeholders.
- Develop collaborations with Gatineau and Quebec teaching institutions.
- Focus on developing partnership agreements with government and paragonovernmental entities to facilitate the preservation and promotion of heritage.
- Increase interactions among organizations and businesses.
- Encourage the purchase and promotion of heritage buildings by the private sector.

### 5.5 Encourage partnerships and consultation among the different religious orders and parish organizations in regard to heritage matters

- Encourage religious communities and parish organizations to share heritage buildings with one another, as well as the cost of maintenance and repair.
- Make room for religious heritage among the community's interests.

### 5.6 Facilitate communication and collaboration among municipal departments

- Increase awareness among the appropriate staff about the policy's orientations and the ways of integrating its pertinent elements into their respective responsibilities.
- Maximize the use of existing communication, monitoring and coordination tools.
- Increase consultation to facilitate exchanges and create a dynamic among the interested departments.

## Implementation

To help implement its heritage policy, Gatineau has adopted or plans to adopt a series of measures. These are intended to monitor and update the policy, which will have to be evaluated by 2016.

### Monitoring the heritage policy

The policy's implementation is essentially based on Gatineau's expressed desire to act, as well as on the human and financial resources at its disposal. Gatineau intends to use the Comité consultatif d'urbanisme and the Commission des arts, de la culture, des lettres et du patrimoine as forums for analysis, orientation and validation.

More specifically, the Service des arts, de la culture et des lettres and the Service de l'urbanisme et du développement durable, in collaboration with the municipal service centres, will have the primary responsibility—according to their respective jurisdictions and in acknowledgement of the stated values—for the policy's implementation and its integration into the public administration.

### Disseminating the heritage policy

Every document related to the heritage policy will have to be readily accessible to the stakeholders, residents and partners to encourage adhesion to the guiding principles and areas of intervention.

### Harmonizing with the other municipal policies

The application of the heritage policy will have to be harmonized with the other municipal policies, including those on culture, the environment and housing, as well as with the programs, municipal by-laws and planning tools, such as the master plan.

### Developing a progressive three-year action plan

The action plan will specify and prioritize the measures to be taken. It will be based on the policy's areas of intervention, and will take into consideration the levels of renown, and the policy statement, its objectives and its issues. The plan will have to be evaluated annually. At that time, the measures for the coming years will be reviewed. Such an approach will make it easier to monitor the measures taken, and to thus adjust and update the plan so that it remains an effective and pertinent tool.



## Allocating resources

Coordinating and applying the heritage policy require human and financial resources. The policy will make it possible to assess the allocation of staff to heritage issues, and to optimize existing human, material and financial resources. This will better identify the officials in charge of the files, and heritage issues will be better integrated into the municipal structure.

Not only will this result in budgetary planning that meets the targeted objectives, but a heritage financing strategy will have to be developed.

## Involving the community and sharing responsibilities

Gatineau invites its partners to actively participate in implementing the heritage policy. Residents' associations, business people, and paragonovernmental and governmental organizations must work with it, through their activities and to the extent of what they can manage and their jurisdictions. The community's involvement and the sharing of responsibilities are essential to the successful preservation of the heritage for future generations.

## Gatineau's heritage management structure

Three departments in particular are involved in heritage planning and management in Gatineau:

- the Service des arts, de la culture et des lettres is responsible for promotion, dissemination, information and facilitation when it comes to promoting heritage (publications, research and writing program, consultation with the community, programming discovery activities, support for museum institutions);
- the Service du greffe is responsible for the acquisition, handling, preservation and promotion of the municipal archival heritage (archives handling program, research and exhibits, partnership with the community) and for managing Gatineau's toponymy (managing the Comité de toponymie and the database of place names); and
- the Service de l'urbanisme et du développement durable, in partnership with the service centres, is responsible for and oversees the management of the built, natural and landscape heritage (physical promotion, improvement and implementation program, work permits, planning and regulatory tools, integration efforts with the public domain and municipal properties, revitalization and rehabilitation plan, intervention monitoring and control, etc.).

In addition to these key players, other municipal departments, including those involved with infrastructures, public works, the environment and communications, have a hand in implementing Gatineau's heritage measures. Every department involved in heritage issues has its own field of expertise and responsibilities, but they all work together to better manage the heritage resources.



## Conclusion

Through its desire to introduce a heritage policy and see it implemented, Ville de Gatineau is demonstrating the importance it attaches to protecting and promoting heritage, a true beacon of Gatineau's identity. It is also expressing its wish to integrate the notion of heritage into urban, social and cultural development throughout its territory.

The heritage policy will guide Gatineau's interventions and serve as a framework for ensuring coherence and pertinence in its initiatives. It will help plan and prioritize the measures that must be taken, while attempting to correct any weaknesses observed.

Through this policy, Gatineau will affirm its role as the overseer of heritage, as well as its openness to working with the different stakeholders in the community. Within the municipal organization, the policy will make it easier to harmonize the management of heritage.

The policy is the product of consultations with all of the stakeholders who have expressed their needs and concerns in the area of heritage. The commitment to listen to them is well reflected in the policy, because it is based on an ever-present wish to work in consultation and partnership.

The policy's success will be assured once all Gatineau residents know and assume stewardship over the collective treasure that their heritage represents.



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We also thank all of the residents, organizations and other stakeholders who contributed to the preparation of this policy. Their participation attests to their interest in heritage.

The comments, testimonies and advice provided throughout the preparation of this policy were instrumental in producing an effective and future-oriented tool for the management, planning, protection and promotion of heritage.



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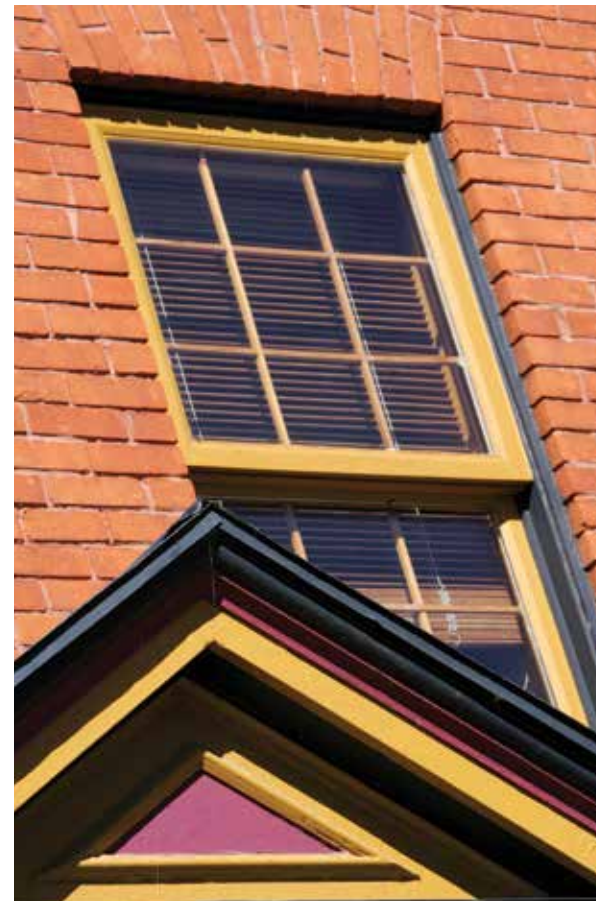
## Appendix I: The infrastructures associated with Gatineau's heritage

There are national, regional and local heritage-related infrastructures throughout the Gatineau territory, including in the museum, archival and artistic fields. These key infrastructures hold a significant part of the heritage of Gatineau, the region and the nation. They help conserve our heritage and to increase knowledge about it, as well as to disseminate it, to teach residents, and to immerse the latter in heritage on a day-to-day basis.

Gatineau has the Canadian Museum of Civilization, the Library and Archives Canada Preservation Centre, as well as the Centre d'archives, de généalogie et d'histoire de l'Outaouais. The latter, located in the Maison de la culture de Gatineau, holds the Centre d'archives de l'Outaouais of Bibliothèque et Archives nationales du Québec (BAnQ), the Centre régional d'archives de l'Outaouais (CRAO), the Section de la gestion des documents et des archives of the Service du greffe of Ville de Gatineau, and the Société de généalogie de l'Outaouais.

Gatineau also has several exhibition and interpretation centres, along with a number of museums. Most of these institutions are dedicated to artistic heritage, with the smaller museums dedicated to the interpretation of the Gatineau and regional heritage: the Symmes Inn Museum, the Buckingham Museum, the Vitrines du Centre d'archives, de généalogie et d'histoire de l'Outaouais and the Aylmer Heritage Association's Archives and Exhibit Centre.

Linking culture and entertainment, the Les Brasseurs du Temps microbrewery, which is located in the former Château d'eau de Hull—a municipal building—contains a museum display that is dedicated to the brewery history and heritage of Gatineau and the Outaouais.



## Appendix 2: The legislative framework

### Quebec

The Government of Quebec has, through different statutes, defined the terms and conditions for intervention that it has delegated to Ville de Gatineau in regard to heritage matters, while at the same time specifying its range of responsibilities.

The heritage policy fits into this broader legislative framework. The authorities it has been conferred delimit the measures that Gatineau will be able to use in its implementation.

The following is a brief overview of these key statutes:

- The *Cities and Towns Act* (RSQ, c C-19) and the *Municipal Powers Act* (RSQ, c C-47.1): these set out the authorities and powers of every city in Quebec.
- The *Charter of Ville de Gatineau* (RSQ, c C-11.1): sets out the authorities and jurisdiction of Ville de Gatineau.
- An *Act respecting land use planning and development* (RSQ, c A-19): currently under review, provides the authority to plan and manage the use and development of land in cities, namely through the development of different tools, including:
  - the land use plan;
  - the master plan;
  - the special planning program (SPP); and
  - different planning instruments: zoning by-law, architectural implementation and integration plan (AIIP), comprehensive development programs (CDP), subdivision by-law, construction by-law, etc.
- The *Cultural Heritage Act* (RSQ, c P-9.002): grants Gatineau the authority to confer legal status on key heritage elements for their protection.
- The *Natural Heritage Conservation Act* (RSQ, c C-61.01): provides the authority to protect the character, diversity and integrity of Quebec's natural heritage through measures that protect specific parts of the natural environment.
- The *Environment Quality Act* (RSQ, c Q-2): provides the authority to request impact studies and environmental protection measures, namely in regard to built and natural environments and the archaeological heritage.
- The *Building Act* (RSQ, c B-1.1) and the *Building Code* (RSQ, c B-1.1 B-1.1, r0.01.01): aim to control the quality of construction work in the interest of public safety. The standards set out under these statutes may be taken into consideration when Gatineau issues construction permits. These jurisdictions are shared between the municipalities and the Régie du bâtiment du Québec.
- An *Act Respecting Labour Relations, Vocational Training and Workforce Management in the Construction Industry* (RSQ, c R-20): governs the construction trades and, since the adoption of Bill 181 (SQ, 2001, c 79), provides for the execution of work by recognized professional artists and restorers.
- The *Burial Act* (RSQ, c I-11): sets out specific procedures that have an impact on, among other things, the respectful treatment of old sepulchres and archaeological research methods.



- The *Archives Act* (RSQ, c A-21.1): requires municipalities to manage their documents and to prepare a retention schedule indicating which documents are to be preserved and which ones may be disposed of.

In regard to heritage, Gatineau's authorities stem mainly from *An Act respecting land use planning and development* and the *Cultural Heritage Act*. These statutes help recognize and protect the characteristics that establish Gatineau's identity.

## Canada

A number of federal statutes apply to Gatineau's heritage.

The following are the key ones:

- The *Historic Sites and Monuments Act* (RSC 1985, c H-4): gives the federal government the authority to, among other things, acquire historic sites, to create historical museums, and to commemorate events and individuals.
- The *Parks Canada Agency Act* (SC 1998, c 31): gives the federal government the authority to designate, protect and highlight any historic or natural site of national significance.
- The *Heritage Railway Stations Protection Act* (RSC 1985, c 52 (4<sup>th</sup> suppl.)): prevents owners from removing, demolishing, modifying or disposing of a station that has been so designated without prior approval.
- The *Cultural Property Export and Import Act* (RSC 1985, c C-51): governs, among other things, the export of cultural assets in the interest of conserving Canada's national heritage.
- The *National Capital Act* (RSC 1985, c N-4): helps prepare land use, conservation and improvement plans for the National Capital Region, of which Gatineau is a part.

*Heritage is the breath and experiences of the stone and wood ramparts. It is an old front porch with a child seated on its steps. It is a building, a moulding, a window, an artistic cornice that reflects the charm of a forgotten neighbourhood. It is a monument of interest that emerges from a collective wish.*





