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MISSION AND VISION

Founded in 1975, Heritage Montreal works to promote and protect the architectural, historic, natural and cultural heritage of Greater Montreal. At the heart of a vast network of organizations, Heritage Montreal is an independent non-profit organization that focuses on education and advocacy in order to promote, enhance, and preserve the identity and unique qualities of Montreal.
It is with great pleasure that I present Heritage Montreal’s 2011 Annual Report.

After over 35 years of work, vigilance and perseverance, Heritage Montreal is now at the heart of an extensive network of private and institutional partners, allowing us to play a key role in identifying the most important challenges to preserving and promoting Montreal’s heritage while being intimately involved in the development of innovative solutions to revitalize Montreal’s urban landscape.

Our 2007-2010 Strategic Plan has allowed us to affirm our desire and ability to create strong partnerships with the private sector in order to accelerate the revitalization of some of our threatened heritage landmarks. Following new partnerships established in 2011 with major players in Montreal’s development sector, including Ivanhoe Cambridge, the Canada Lands Company and Locations d’outils Simplex, as well as upcoming important partnerships in 2012, Heritage Montreal is increasingly reaffirming its role as a strategic partner in the protection, enhancement, and harmonious development of our landmarks and neighbourhoods.

In addition, we continue to confer with elected officials and administrators from all three levels of government. This ongoing dialogue with and instruction of governments at each level has been fruitful; contributing for example to the adoption of a new law on cultural heritage in September 2011 and the adoption of the Plan métropolitain d’aménagement et de développement (PMAD) in December 2011.

We shall continue to engage in discussions and to take concrete actions in a true spirit of collaboration to ensure the dynamic growth of our city while respecting its DNA as well as the ambition and vision of the great builders of Montreal’s history.

I would like to thank the members of our Board of Directors for their unwavering commitment and many hours dedicated to supporting our staff, led by our Executive Director, Marie Senécal-Tremblay, and our Policy Director, Dinu Bumbaru. I would also like to thank the team of over 30 volunteer guides who ensure the excellence of our guided tours as part of our ArchitecTours series, which reveal the rich heritage of the city to Montrealers and visitors alike.

Thank you for your continued support and participation in our increasingly popular activities. Let’s continue to celebrate together the great Montreal adventure!

Robert Turgeon
President
“Together we can make the leap from good to great by proudly building on our foundations.”

> Marie Senécal-Tremblay

To defend and promote Montreal’s heritage, we need strong foundations and vitality. The year 2011 saw the culmination of efforts undertaken following the renewal of our strategic plan in 2007 to ensure the efficiency of our operations and increase the reach of our mission.

Our Architectours and our Renovation Courses are key elements in Montreal’s heritage calendar. The Activities and Services Committee is actively working to expand our offerings to include new programs focused on families in the fall of 2012.

The revitalized Communications Committee and a new internal resource allowed us to significantly increase our presence on social networks. We are proud to have relaunched the official unveiling of the Ten Threatened Emblematic Heritage Sites, which is now an event that is not to be missed.

All of this dynamism is definitely an added value for our partners who, in turn, offer tremendous opportunities for our members and visitors to the city. The second edition of tours of the Pointe-du-Moulin site and Silo N° 5 is a perfect example of such mutually beneficial collaboration.

This offering of increasingly innovative activities and our augmented visibility attracts members and volunteers in increasing numbers, thus creating a virtuous circle of exchange and influence. I am particularly proud this year as we have exceeded the 100-volunteer mark!

Every organization has its unique set of constraints. In his acclaimed book “Good to Great”, author Jim Collins states that “Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline”. We would like to strengthen our social media presence, better leverage our unique knowledge of Montreal, and of course increase our impact, but we are dynamically positioned and are very enthusiastic about meeting the challenges ahead.

All these initiatives and the strengthening of our means of action would not be possible without the participation of many key players: our Board of Directors and its advisory committees; our staff; our wonderful volunteers; our members and donors, as well as our public and private partners. I would also like to highlight the exceptional work of our “Volunteer Queens”: Amélie Renouf, Kate Busch, and Justine Dewavrin. I warmly thank each and every one of you on behalf of all of Montreal’s enthusiasts!

Together we can make the leap from good to great by proudly building on our foundations.

Marie Senécal-Tremblay
Executive Director
I00 VOLUNTEERS:
AN UNPARALLELED AND INVALUABLE FORCE

Heritage Montreal would like to thank our volunteers for their dedicated, enthusiastic, and inspiring work. More than a hundred volunteers have collaborated with our team in 2011 - an increase of 70% since 2010.

Carlos Acosta
Margot Apanovich
Cécile Arbaud
Elena Balan
Vanessa Baratta
Laure Barrachina
Annie-Pier Beaulieu-Bastien
Linda Bélanger
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Silvia Spampinato
Debora Surati
Stéphanie Teasdale
Marie-Andrée Thiffault
Allan Frank Torres Sandoval
Jean-Guy Trinque
Phan My Truc
Elissa Turpin

and the 21 members of our Board of Directors and committees

A HEARTFELT THANKYOU!

Recognition Event for our Volunteers

Following the success of our ArchitechTours and our hors-série tours of Silo No. 5 in the spring and summer of 2011 — with a total of over 3,000 participants! — Heritage Montreal recognized the commitment of its volunteers at an event held on Tuesday November 22, 2011 at the Stewart Museum located at the fort on Île Sainte-Hélène. It was an opportunity to visit this often overlooked jewel, recently re-opened after two years of work. Our volunteers put their observation skills to the test by participating in a treasure hunt through Histoires et Mémoires, the new permanent exhibition at the Stewart Museum. A very lively cocktail followed by a draw for door prizes ended the evening with gusto!

We are very grateful to our partners:

Canada Lands Company, Pointe-à-Callière,
IGA, Simply Wonderful, Stewart Museum, McCord Museum
On June 7, 2011, members of Heritage Montreal were invited to the Notman House for the Annual General Meeting. At this gathering, members received a report on activities, events, and important issues from the past year, and were presented with four new resolutions tabled by the Heritage and Planning Committee (COPA), which were adopted unanimously.

The resolutions were to:

- Improve the procedures in terms of heritage and planning
- Increase support given to owners of heritage buildings
- Enhance the Pointe-du-Moulin
- Highlight Montreal heritage in anticipation of the 375th Anniversary of the City of Montreal in 2017

The Notman House was originally built in 1845, designed by architect John Wells, at the same time as he was working on the Bank of Montreal on Place d'Armes. In 1876, the house was acquired by renowned Montreal photographer William Notman. Notman occupied the house until his death in 1891. Subsequently, the Montreal businessman Sir George Alexander Drummond acquired the property to establish a care facility for women, under the management of the Sisters of St. Margaret. A new wing, designed by Montreal architect Andrew Taylor to accommodate the hospital, was added with the Drummond family’s financial support. The property continued to perform these functions until the late 1980s.

In 1979, the building was classified as a historic monument by the Cultural Property Act of Quebec, creating a protected area of a radius of 500 feet. The classification does not include Taylor Hospital, at the rear, but the hospital stands within the protected radius.

After several real estate projects proved to be controversial over the past twenty years, the Osmo Foundation and Real Ventures entered into an agreement in 2011 to acquire the property to convert it into a centre for technological innovation of the web. The Notman House is an historic monument, unoccupied for many years, which will thus become an incubator of creative spirits and cutting-edge technology in Montreal. The past, present and future coexist in the Notman House, an ideal place to reflect on Montreal’s heritage.
**Montreal in Metamorphosis:**
**Our ever-popular ArchitecTours!**

In 2011, the issues of urban planning and architecture raised by major development projects - those underway and those to come - were a constant topic of discussion. *Montreal in Metamorphosis* was the theme of the 2011 ArchitecTours.

Intended to promote awareness and the discovery of Montreal’s heritage, these guided tours have been a fundamental aspect of the organization’s mission for 23 years.

Since 2006, this educational program has grown significantly. In fact, the popularity of our ArchitecTours was confirmed in 2011 with an attendance of 850 visitors, despite the inclement weather. Thus, we have not only exceeded our goal of 800 participants, but we have also exceeded the average of the last 13 years of 768 participants!

In addition to a high participation rate, the results of surveys distributed to visitors confirm that this activity is greatly appreciated. Ninety-nine percent of those surveyed expressed great satisfaction with the ArchitecTours.

Our thanks to our generous and invaluable partners:

- Auberge Bonaparte
- Foundation of Greater Montreal
- Ivanhoe Cambridge
- La Société des directeurs des musées montréalais
- Le ministère de la Culture, des Communications et de la Condition féminine
- and the City of Montreal

as part of the Entente sur le développement culturel de Montréal 2008-2011
Following the success of our first series of tours of the Pointe-du-Moulin and Silo N°5 site in the fall of 2010, it was a great pleasure to partner with the Canada Lands Company (CLC) for a second series of visits to Silo No 5 in the spring and summer of 2011.

These visits have raised the awareness of 2,150 visitors regarding the silo’s heritage and its future as well as the challenges and potential of this heritage site.

In light of the unprecedented waiting list and the unmatched popularity of this site, a series of tours is being planned for spring 2012.

A profitable partnership all around:

We would especially like to thank the Canada Lands Company (CLC) for its commitment, its generosity, and its desire to share the extraordinary site of the Silo N°5 with Montrealers.
Montreal Architectural Heritage Campaign

Since 1990 Heritage Montreal, in partnership with the City of Montreal, has coordinated the Montreal Architectural Heritage Campaign (MAHC). This annual campaign was born from a common observation that preventive maintenance plays an essential role in safeguarding and developing the heritage of neighbourhoods.

MAHC, an awareness campaign in residential and commercial heritage carried out each year, awards prizes that highlight the efforts of owners to maintain properties while preserving their historical integrity. It also offers the public a rare opportunity to discover the architectural heritage that distinguishes each of the different neighbourhoods of the greater Montreal area.

As part of the 2011 Campaign, Heritage Montreal organized a guided tour of the Pointe St. Charles neighbourhood and some of its heritage homes including several examples of award winners from previous years.

Renovation Courses in 2011

This educational program, offered since 1981, helps to educate participants on how to renovate their houses and, at the same time, preserve the particular character of their neighbourhood. This course also provides an opportunity to learn more about best practices in maintenance and restoration, regardless of age or architectural style.

The popularity and relevance of these courses have been confirmed every year for more than 30 years. This program is recognized for the quality of its speakers who generously share their experience and expertise. Participants gain the necessary confidence to undertake and to manage their renovation projects.

Courses offered in 2011:

- Montreal's Residential Architecture Through History
- General Home Inspection
- Renovation Planning and Administration
- Mechanical and Electrical Systems of the Home
- Doors, Windows and Exterior Woodwork
- Foundations and Structure
- Exterior Walls, Roofs and Insulation
- Sustainable Development

We would like to thank our generous partners for their support:

Location d’outils Simplex, Marvin Windows and Doors, Atelier L’Établi, Studio du Verre, MP Reproductions
Heritage Montreal is Making Waves with the World Heritage of Water

Throughout 2011, Heritage Montreal continued its role as organizer, offering Montrealers a program of public activities celebrating the International Day for Monuments and Sites. Heritage Montreal, with its local and international expertise, first organized the celebration of this day in 2009, using the specific international theme to create a panoply of activities for the public.

After Heritage and Science (2009) and Heritage and Agriculture (2010), the global theme in 2011 was the Heritage of Water. Essential to life, water is present in all cultures and in all societies as well as throughout their history. Water is the source of countless traditions, inventions, and customs although we too often overlook its presence.

In the greater Montreal area, a wide range of expressions of aquatic heritage can be found in architecture, landscape, archeology, history, and technology. Heritage Montreal brought together sixteen partners on the theme of water on April 16th and 17th:

The Montreal Port Authority, Cité historia, Hydro-Québec, ICOMOS Canada, Ministère de la Culture, Communications et Condition féminine, Pointe-à-Callière Montreal Museum of Archeology and History, Stewart Museum, Parks Canada, Lachine Canal National Historic Site, Société patrimoine et histoire de l’île Bizard et Sainte-Geneviève, Old Port of Montreal, the City of Montreal (Division d’expertise en patrimoine, Centre d’histoire de Montréal, Conseil du patrimoine, Direction des grands parcs, Réserve des collections archéologiques).

Over 300 people participated in guided tours and lectures held over the course of the weekend. Nautical disasters, archaeological collections, waterside areas on the island of Montreal, and a hydroelectric power plant were just some of the fascinating topics presented.

Modernization of our Documentation Centre: Digitization of our Visual Archives

Heritage Montreal operates a Documentation Centre that preserves and makes accessible documentation relating to the heritage, architecture, construction, renovation and urban development of Montreal. Our visual archives illustrate the evolution of Montreal’s urban environment starting in the 1970s and include more than 8,500 visual records.

Thanks to a generous grant in honour of the late Peter N. Quinlan, a founding director of Heritage Montreal, a project enhancing this extensive visual archive was undertaken over the summer of 2011. To date, we have completed 50% of the digitization of this photographic collection, most of which consists of slides. Once the entire photographic archive has been scanned, the second stage of the project will be to make these archives accessible, so as to enrich the resources offered by our centre.

We would like to thank our generous partner: The Zeller Family Foundation
A MESSAGE FROM OUR POLICY DIRECTOR

Heritage Montreal, supported by the Heritage and Planning Committee (COPA), rigorously pursues its efforts to ensure the protection and enhancement of Montreal’s heritage as the city and its neighbourhoods develop.

Among its numerous interventions in 2011, Heritage Montreal produced five briefs and participated in a dozen public consultations. Equally important, the organization contributed to various conferences and committees, for example: the international Ecocity City World Summit 2011, the Forum des architectes, the Borough of Verdun’s Committee on Densification, the City of Longueuil’s Committee on the Management of Architectural Heritage, the symposium on Organ Heritage, and the consultations on the Future of the Olympic Park.

The following paragraphs describe some of the major projects of 2011. We invite you to read through these and take note of the breadth of Heritage Montreal’s initiatives, undertaken while faced with the wide diversity of situations that affect the heritage and urban development of our metropolis.

Welcoming the New Law on Heritage and Ensuring its Implementation

On October 19th, 2011, the National Assembly unanimously adopted the new Cultural Heritage Act which will come into effect next October, replacing the current Cultural Property Act of 1972. The attention of Minister Christine Saint-Pierre brought about the completion of a process begun 25 years ago by the then Minister Lise Bacon and revived by Ministers Agnès Maltais and Line Beauchamp.

During this long process, Heritage Montreal and the COPA participated in the preparatory work and parliamentary consultations on the bill, stressing the importance of widening the scope and effectiveness of the law to ensure the protection and development of our heritage.

The new law provides tools to better identify heritage in all its diversity, including landscapes and expertise. To increase the transparency of protection procedures, the law requires Ministers to produce and publish conservation plans that outline rules and that remove part of the secrecy that envelops the current ministerial decision-making process.

However, the new law is more akin to an important administrative reform than a revolution in heritage stewardship, since it focuses on the division of powers between the provincial government and Quebec’s municipalities. Our hopes undiminished, we still wait for heritage protection legislation equal to the challenges our heritage faces. We base our hopes on the fact that Quebec already stands out internationally for having included in its laws the protection of cultural heritage as one of the principles of sustainable development. Heritage Montreal will therefore continue its efforts to complete this reform with an effective modernization of obligations regarding heritage, its protection, as well as supporting its enhancement and development, through tax incentives and other ways to encourage investment.
Québec's law on planning and urban development requires the Communauté métropolitaine de Montréal (CMM) to prepare a Plan métropolitain d'aménagement et de développement (PMAD) that includes specific measures to protect environments and landscapes, both built and natural. Heritage Montreal has therefore taken a keen interest in the preparation of the PMAD. In September 2011, some 400 individuals and organizations presented their views on the draft PMAD. This remarkable mobilization is due in part to a first citizens’ agora on the city held in late 2010, at the invitation of the Institut de politiques alternatives de Montréal (IPAM) and Heritage Montreal.

During consultations on the PMAD, Heritage Montreal drew attention to the importance of heritage and landscape in the city's identity. We highlighted the characteristic features of the metropolitan landscape – the river, islands, the presence of Mount Royal and the other mountains in the Monteregean range, the old cadastral patterns, institutional complexes, and the original roadways such as the Chemin de Chambly, the first in New France. We also noted that some threats to the city's heritage, including its religious heritage, deserve to be met with a comprehensive municipal action plan. Additionally, we stressed the importance of Greater Montreal's agricultural heritage, its landscape as well as built form traditions that must be protected and enhanced. Heritage Montreal also requested that the architecture and integration of transport infrastructures in the landscape and urban environment be properly cared for.

Following the consultations, an improved version of the PMAD addressing planning, transport, and environment, was adopted. The plan includes a brief discussion of heritage and landscape within the context of an important metropolitan project to create a network of "green" and "blue" spaces. This metropolitan plan will serve as the basis for the Development Plan and Master Plan of Montreal, which must conform to it. Heritage Montreal will ensure it is actually implemented, particularly in matters relating to heritage and landscape.
Requiring Quality Management in the Development of Downtown

Heritage Montreal presented a detailed brief for public consultation on the forty amendments proposed by the City of Montreal regarding heights and densities in the downtown area. Some of these modifications, such as diminishing the height in the Square Mile, for example, were fully justified corrections. Others, however, threatened the integrity and scale of important sites such as Old Montreal and its surroundings, the recently restored Victoria and Dorchester squares, the section of Sherbrooke Street near the Art Deco Holt Renfrew store and the Museum of Fine Arts. Several proposals would have affected sight lines to the mountain, visual links already significantly reduced by the accumulated neglect of municipal governments that have approved projects without adequately assessing their impacts on the urban landscape.

Heritage Montreal requested the removal of several proposed amendments, insisting that they would create an acquired right whereas the right of public scrutiny needs to be preserved in these cases. We also invited the City of Montreal, on the occasion of the fifth anniversary of its designation as a UNESCO City of Design, to take into account the UNESCO Recommendation on Historic Urban Landscapes adopted in November 2011. The Office de consultation publique report includes many of the requests and suggestions made by Heritage Montreal.

Collaborating in the Protection and Enhancement of Mount Royal’s Heritage

Heritage Montreal is a member of the advisory panel of Mount Royal created in 2005 by the Mayor of Montreal. In 2011, we participated in working groups dealing with landscapes, interpretation and education, funding, and projects for the 375th anniversary of Montreal in 2017.

Such participation is important in creating a coherent and effective action plan to reduce pressure from use and prevent public or private projects that are inconsistent with the heritage value of a feature as iconic as Mount Royal. Issues like the new expansion project for the site of the Montreal General Hospital, despite the commitment of the McGill University Health Centre in 2008, shows the magnitude of this task. Facing this situation, Heritage Montreal is very interested in the future of the Royal Victoria Hospital and the Hôtel-Dieu, both of which will have to change use. We also urge greater respect in both public and private projects regarding all assets of the mountain, including their often neglected historical and landscape aspects.
22,000 Demolitions in 25 Years!

In the summer of 2011, Dominique Saint-Louis, an intern in urban planning technologies from Cégep Ahuntsic conducted a very interesting study on the issue of demolition in Montreal. Between 1975 and 2000, more than 22,000 demolitions took place. Moreover, in Montreal and the region, the criteria and regulations governing demolition varied from one borough or municipality to another; some demonstrate little concern, while others are very sensitive to heritage issues. Heritage Montreal will follow this issue as part of future consultations on the Development Plan of Montreal and the reform of the Quebec Act respecting land use planning and development.

Heritage and Sustainable Development

Heritage Montreal met with the advisor to the Minister of Sustainable Development, Environment and Parks to address the Quebec Sustainable Development Act which states the protection of cultural heritage as a fundamental principle, a unique legal stipulation world-wide. We also questioned the Ministry’s plans to replace century-old farming on Boucherville island by recreated natural spaces, and asked that traditional farming be maintained in the National Park, considering its historical and heritage value and the current interest in urban agriculture.

Redpath House: To Be Continued...

In the wake of the Redpath House case, Heritage Montreal assisted residents and organizations to establish the Golden Square Mile Association for the purpose of contributing to the protection and enhancement of this central neighbourhood of heritage interest and help revitalize the site of this historic mansion.

A Bridge for the 21st Century

Concerned for the future of the Champlain Bridge, in October 2011 Heritage Montreal brought together the presidents of the Orders of architects, urban planners and engineers as well as Mission Design and important figures in the field of urban planning. These experts published an open letter calling for an international competition for the new Champlain bridge in the hope that it would become a model for the twenty-first century in terms of both its design and functionality as well as for its integration into the surroundings.

Hope for the La Fontaine House

After 25 years of abandonment, the arrival of a new owner of the Sir Louis-Hippolyte La Fontaine house in the summer of 2011 has opened up encouraging avenues for the restoration and revitalization of this site so important to our national history, particularly with respect to the coming of democracy and responsible government. Saved from demolition at the eleventh hour by Heritage Montreal in 1987, Heritage Montreal shares the desire of many to see this case move forward positively so as to facilitate more favourable conditions for the development of this heritage site.
Great Builders of Heritage Montreal

LA FONDATION PHYLLIS LAMBERT

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- Canada Lands Corporation (CLC)
- Centre d’histoire de Montréal
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- Culture Montréal
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- IGA
- Institut de politiques alternatives de Montréal (IPAM)
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- Marvin Windows and Doors
- Montréalité
- Château Ramezay Historic Site and Museum of Montreal
- McCord Museum
- Stewart Museum
- Notman House
- Pointe-à-Callière Montreal Museum of Archaeology and History
- Laurier BBQ Restaurant
- Moishes Restaurant
- Simply Wonderful
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Finances Québec

Heritage Canada and ASTED in conjunction with the Young Canada Works program

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### Mystery in Griffintown: An Event for our Donors

In recognition of their support, approximately a hundred of our members and individual donors were invited in June 2011 to an exclusive exhibit of *Ghosts in the Machine: The Inquest of Mary Gallagher*, by Alison Loader, based on the murder of Mary Gallagher in 1879. This installation reconstructed the inquest with the help of anamorphic projections of photographs and illustrations from the 19th century as well as maps and contemporary recordings inspired by testimony gathered during the police investigation.

Presented in the former police station in Griffintown, where the investigation and trial actually took place, and now the rehearsal studio and workshop for Centaur Theatre, this exhibition provided an opportunity to visit the historic building, rarely open to the public, led by Jean-Yves Bourdages, seasoned guide for Heritage Montreal.

Our thanks go to Centaur Theatre, Shauna Janssen, curator of this exhibition, and Jean-Yves Bourdages, of course!

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**Heritage Montreal is financed 100% by people who love Montreal.**
As a non-profit organization, Heritage Montreal is proud of the outstanding management efficiency, transparency, and responsibility it offers its donors.

Heritage Montreal relies principally on contributions from the corporate sector, philanthropic foundations, and individual Montrealers. We make effective use of these funds to maximize their impact. In 2010, more than 87% of our funding was directed to our educational programs and activities, all aimed at promoting and protecting the architectural, historical, natural, and cultural heritage of Montreal.

Looking to the future, however, it is clear that our long term objectives require a sustainable financial base. To that end we have sought to develop other revenues, and we are happy to report that in 2010 self-generated revenues saw a modest increase. This is a trend we intend to encourage.

2010 Revenue
$494,814

Corporate, Foundation and Individual donations 42%
Membership dues 4%
Other revenue 4%
Sponsorships 4%
Self-generated revenue: Courses and activities 11%
Grants 16%
35th Anniversary Event 19%

2010 Expenses
$421,525

Programming 87%
Administration 13%
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Ronald Gagnon
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