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*ARCHITECTOURS, McTAVISH STREET. PHOTO: HERITAGE MONTREAL, 2020.*
Heritage Montreal’s mission is to promote and protect the architectural, historic, natural and cultural heritage of the Greater Montreal area. At the heart of an extensive network of partners, this private, not-for-profit organization works through education, representation and concerted action to raise awareness of, enhance and enrich the identity and unique qualities of Greater Montreal as Quebec’s demographic and economic centre and as home to the largest ensemble of heritage sites in the province.
Also in 2020, the Government of Quebec began reforms to the Cultural Heritage Act. Among other things, Bill 69 grants municipalities and regional county municipalities (RCMs) increased powers and responsibilities in heritage protection and management. Though the intentions are laudable, we remain skeptical as to the effectiveness of the mode of governance. Given that, Heritage Montreal submitted a brief to the parliamentary committee studying the bill, in which we welcomed certain improvements but also expressed our reservations and made proposals.

To provide support and guidance to municipalities and property owners who sorely lack the required expertise and means, and to equip them to properly fulfill the role they are being given, we believe it is essential to create a pool of high-level expertise, resources and tools dedicated to built heritage. Moreover, in concert with others this past year, we proposed the creation of an independent central authority that would have the exclusive mandate of ensuring the protection of built heritage and monitoring the state of built heritage in Quebec.

Priority files of ongoing concern to Heritage Montreal include the condition and future of the Bibliothèque Saint-Sulpice, the Royal Victoria Hospital, the Molson Brewery site, and the Université de Montréal campus.

Who could have imagined, at this time last year, that we were headed into a time of such uncertainty and upheaval? We had no idea of the scale of the tsunami that was about to engulf Montreal and the rest of the planet, or of its repercussions on our lives, individually and collectively.

This chaotic period is quite revelatory in many respects—notably, what it tells us about the importance of our living environments. The stay-at-home orders and shuttering of various sites showed us the importance of a quality home environment, but also the vital roles played by local sites—be they stores, restaurants, arts and culture venues, or places of worship—to which access was suddenly barred or curtailed.

This enthusiasm for the built environment translated into a huge surge in real estate activity in Montreal and elsewhere in the Montreal Metropolitan Community, as well as in Quebec’s regions. While this represents an opportunity to restore and enhance properties with heritage value, we must nevertheless remain vigilant with regard to the urban impact of these new projects. For example, the ramping up of major public-works projects as part of a large-scale economic recovery program can pose a threat to certain buildings and sites or to the authenticity of certain neighbourhoods. The REM de l’Est light-rail expansion project is a telling example; Heritage Montreal is concerned about the impact of its elevated structures on the city’s skyline and how they would create a permanent fracture within the city.
That was precisely the position we adopted with our citizen alerts platform when it was launched in 2015. Known as Memento since September 2020, it aims to reach more people in the Montreal metropolitan region and provide a way for them to express their interest in and concerns about heritage buildings and sites in their neighbourhoods and cities.

A dedicated, impassioned team of experts

Focused on our four areas of action, the members of our team are fielding increasingly more requests for information and intervention, and producing more and more content.

We are grateful to them for their commitment and great professionalism.

Thank you to our members, donors and partners.

In her report made public in June 2020, Quebec’s Auditor General wrote that “[. . .] citizens as a group determine what is representative of their heritage, for example, through the attachment they feel toward certain buildings that awaken their sense of belonging or help shape their cultural identity [. . .].”
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Amélie Renouf
Laure Barrachina (Maternity leave replacement)

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EDUCATIONAL ACTIVITIES COORDINATORS
Joëlle Perron-Oddo
Amélie Roy-Bergeron

PROJECT COORDINATOR - MEMENTO PLATFORM
Mathieu Boisclair

ADMINISTRATIVE AND FINANCIAL TECHNICIAN
Mycâél Charbonneau
Our Volunteers
Passionate and dedicated allies

More than 2,300 volunteer hours donated in 2020!

Heritage Montreal is fortunate to have a loyal team of curious, generous and enthusiastic volunteers who care about their city’s heritage. Our volunteers play a crucial role in bringing Heritage Montreal’s public programs to life. Thanks to their commitment, we can provide our many educational activities each year as well as improve our internal working methods and our communications.

Thank you 71 times over!

Volunteer guides
Give guided tours

Welcome agents and accompagnateurs
Provide logistical support for activities and special events

Administrative support
Support the organization’s in-house team in various tasks

Volunteers with particular talents
Offer their expertise in photography, editing, graphic design, etc.

Testimonies

My first contact with Heritage Montreal goes back to my studies in urban planning. As my interest in Montreal and its built heritage grew, I got involved with the organization. I joined the Succession Committee (known by its French acronym, CORE, for COmité RElée) in March 2020. This opportunity to work with Heritage Montreal’s amazing volunteer team and their permanent staff turned out to be a true privilege. As a committee member, I’ve helped implement a diverse array of exciting projects that aim to present our city’s heritage in interesting and different ways. Whether it’s been organizing tours of repurposed heritage buildings, taking part in networking activities and even an ideas competition, or partnering with a Montreal artist to produce a magnificent series of prints, I’ve really had the sense that I’m helping enhance Montreal’s heritage. Besides this feeling of contributing to the organization’s worthy mission, my involvement has allowed me to make friends who share my passions, as well as expand my network and my knowledge.

Gabriel Laferrière, Succession Committee member since 2020
Our cities, as urban landscapes comprising myriad architectural expressions, are much more than decorative backdrops to our daily lives. Every monument, every building, like a silent but essential character, plays a primordial role in our imagination and is imbued with our emotions. That red-brick house you grew up in, those church steps that have seen the happiest but also the saddest moments of people’s lives, the noise of a car driving over that metal bridge—all these little things that gently, subtly, without a word, are imprinted in our memories and become monuments to lives lived. I got involved with an organization that understands, among other things, the human value of architecture, out of love for these discreet, sometimes majestic, sometimes ordinary characters. This will be my third year with Heritage Montreal, and for the third time I’ll be sharing my passion and love for architecture with renewed enthusiasm. Learning the histories of our cities, understanding that every stone laid is a decision that speaks about us as a society, helps me feel ever more rooted in our collective identity.

Myriam Leclair, architect and volunteer guide since 2019

When I think of Heritage Montreal, I think of three time periods. Before I signed on as a volunteer, I had the impression Heritage Montreal was this huge organization with many employees and departments, something like a government ministry. It was while taking a course on modern architecture and heritage that I was made aware of Heritage Montreal and attended a presentation by one of your members. Since becoming a volunteer, I’ve noticed that in conversations about this city’s cultural heritage, the name Heritage Montreal cannot be ignored. The organization is everywhere: with exhibitions, talks, an academic presence, and most important, with Montrealers. Heritage Montreal’s secret weapon, if I have permission to reveal it, is its guided tours. They are not visits directed at tourists; they’re made for everyone. After three years as a Heritage Montreal volunteer, my feeling is that it’s a modest organization in scale, but a huge one in terms of its ideas. Heritage Montreal keeps watch over the city, but is also recognized by citizens and experts for the work it does. Lastly, none of what I’ve just mentioned would be possible without the collaboration of their dedicated and friendly employees.

Ali Hajjar, volunteer accompagnateur since 2018

Once again this year, despite the pandemic and all of its upheavals, Heritage Montreal and its policy direction team, accompanied by the volunteer members of the Heritage and Development Committee (the Comité Patrimoine et Aménagement, or COPA), addressed many dossiers of current interest and participated in a number of consultations. Formed following Heritage Montreal’s 25th anniversary in 2000, COPA contributes to the organization’s thinking, to its positions and to the proposals it puts forward, based on the principles of urban development adopted at the 2008 Annual General Meeting. This year, COPA reached the impressive milestone of 200 meetings held since its inception, a sign of the sustained commitment of this team of people from many different backgrounds, to whom we extend our thanks.

In an effort to strengthen our actions in the areas of heritage and planning and to create a greater impact, this year we undertook a major priority-setting exercise to determine the principal issues to which we should devote more attention while remaining attentive to current events. As a result, COPA held working meetings on the following topics:

- The role of the boroughs and municipalities
- Heritage and planning post-COVID-19
- Trusts and land-use strategy
- Financing and taxation
- Quebec Auditor General’s report on built heritage
- A new Montreal Master Plan
- Downtown

This list of topics will also help to shape resolutions ahead of the 2021 Annual General Meeting.
Major issues in 2020 at a glance...

Auditor General’s report on the preservation and enhancement of built heritage

On June 3, 2020, the day we held our virtual Annual General Meeting, Quebec’s Auditor General tabled her report on built heritage following an audit of the Ministry of Culture and Communications. This was an unprecedented exercise, the first in the more than 150-year history of this respected body. Heritage Montreal had been given the opportunity to meet the team tasked with this audit and to share its concerns, observations and recommendations as well as practice elsewhere in Canada and internationally. Several of our observations and recommendations were incorporated into the report, including:

- The need for the Government of Quebec and municipalities to be exemplary in their roles as “custodians” and “trustees” of the heritage buildings and sites that they own;
- The importance of enhancing professional resources, expertise and support, notably at the municipal level;
- Creation of a mechanism to monitor the state of built heritage in collaboration with members of the public as well as with heritage organizations and universities;
- The need to implement incentive tools and measures, such as tax credits, to support property owners as well as promote conservation and repurposing projects that are compatible and promising;
- Awareness-raising of and positive engagement with the public via tools such as Heritage Montreal’s Memento platform, which was cited as an example in the audit.

The Auditor General also stated that: “[C]onsisting of priceless and irreplaceable assets, built heritage is an integral part of a community’s cultural identity and a legacy for future generations. It is thus important that its conservation and enhancement be among the concerns of the Government. With that heritage under constant, multiple and varied threats, strong governmental leadership is needed to ensure it is safeguarded.”

For nearly 40 years now, Heritage Montreal has been demanding this type of leadership through a genuine government policy on heritage for Quebec, and also advocating that a proactive approach be the norm from now on. This audit and the action plan that the Ministry of Culture and Communications produced—and, at our request, made public—are important steps toward improved protection and enhancement of our heritage. But much work remains to be done, and Heritage Montreal will persevere in its efforts to that end.

Coalition for Exemplary Management of Built Heritage

To make sure that this extremely critical report—and, especially, its highly relevant recommendations—are acted upon, Heritage Montreal decided to form a coalition of heritage organizations throughout Quebec, and co-ordinate it along with Action Patrimoine and the Fédération Histoire Québec. Other members of the Coalition include the Canadian Centre for Architecture, the Université de Montréal Faculty of Environmental Design and Planning and the Université du Québec à Montréal Institut du patrimoine, plus groups dedicated to the conservation of historic houses as well as religious and industrial heritage. The Coalition wrote to Premier François Legault to convey its concerns and its proposals and to insist that the Government of Quebec turn words into action and meet the challenges of the 21st century in terms of heritage protection and enhancement. We held several meetings with the Premier’s staff, the Minister of Culture, Nathalie Roy, and her staff, and the Direction générale du patrimoine.

Bills 61 and 66 to accelerate projects for post-pandemic recovery

Though the Coalition has dealt mainly with the Ministry of Culture and Communications, it targets the actions of the government overall, notably with respect to the roles of a number of ministries in the protection and enhancement of built heritage in Quebec. As Heritage Montreal has done for years, the Coalition has called upon the government to be exemplary and coherent. In that context and considering the possible repercussions on heritage, the Coalition intervened on the subject of Bill 66, aimed at accelerating certain infrastructure projects as levers of recovery, by submitting a brief to the Public Finance Committee. The Coalition also expressed its concerns to the office of the Treasury Board President.
Bill 69 on cultural heritage
On October 29, in response to the Auditor General’s report, the Ministry of Culture and Communications tabled Bill 69 to amend the 2011 *Cultural Heritage Act* along with other legislation including the *Act Respecting Land-Use Planning and Development* and the *Charter of Ville de Montréal, Metropolis of Québec*. Although it was not a major overhaul and did not call into question the delegation of government responsibilities to municipalities, Heritage Montreal identified a number of proposals of interest. We were called before the National Assembly parliamentary committee and submitted a detailed brief that covered the following points:

- The urgent need for a government policy on heritage;
- Creation of an independent national-level body, such as a commissioner general for heritage;
- Alignment with Bill 66 and infrastructure projects;
- The urgent need for thinking on innovative financing solutions;
- Recognition of metropolitan consensus-building on heritage and landscapes;
- The lack of a connection to training and the educational community;
- Consideration of heritage as part of a vision of sustainable development.

The Coalition also submitted its own brief, with substantial input from Heritage Montreal, which was followed by another letter to the premier and a news release.

The bill, with some changes, was unanimously passed by the National Assembly on March 25, 2021, and received royal assent on April 1.

Montreal Metropolitan Community
Since 2010 and as part of the citizen agora that we helped organize, Heritage Montreal has worked alongside and participated with the Montreal Metropolitan Community (MMC) on development of consultation on heritage and landscapes, their recognition, protection and enhancement, as part of the Metropolitan Land-Use and Development Plan (Plan d’aménagement et de développement de la région métropolitaine, or PMAD), which covers 82 municipalities.

At the 2018 *Agora métropolitaine*, Heritage Montreal hosted a workshop on heritage and landscapes, which led to the creation of a metropolitan issue table on this topic that generates both interest and challenges, notably for smaller municipalities that often lack both means and expertise.

In 2020 we took part in the issue table, which brings together elected officials and experts from various sectors in the metro region, contributing our reflections and proposals for supporting the municipalities in their responsibilities, but also for definition of a metropolitan-level project to protect and enhance these assets that help shape the identity of the metropolis and its components. Heritage Montreal was also invited to sit at the *Table métropolitaine sur la culture*, which the MMC set up to document the impacts of the pandemic on cultural sites and to draw up a summary of problems across the metropolitan area.
Repurposing of the former Royal Victoria Hospital site

In addition to these cross-cutting political files, Heritage Montreal is active in many significant issues in Montreal, including the proposed repurposing of the former Royal Victoria Hospital site, an exceptional heritage complex that has been mostly abandoned since 2015. In 2018, the Government of Quebec tasked the Société québécoise des infrastructures (SQI) with developing a master plan for this vast complex that would consider McGill University’s plans to occupy part of the site—the New Vic project—as well as the rules stemming from the Government of Quebec’s 2005 designation of Mount Royal as a historic and natural district. To that end, the SQI formed a committee of experts in 2019 (on which our Policy Director, Dinu Bumbaru, was invited to sit in a personal capacity) and held a consultation workshop to which Heritage Montreal contributed.

Given that the McGill New Vic project will occupy only part of the complex, Heritage Montreal is concerned about the fate of the various buildings of heritage interest, much-neglected in recent years, and the integrity of this public property in light of the real risk of it being fragmented. We therefore worked with Les amis de la montagne to raise public and government awareness of our demands that the integrity of this vast public site, which borders on Mount Royal Park, be respected. From that perspective, our two organizations mapped out concrete proposals based on existing Quebec property tax mechanisms—many of which are already in use in downtown Montreal—and on other methods inspired by international experiences.

Former homes belonging to McGill University

In March 2020, just before the pandemic was declared, Heritage Montreal took part in a workshop to consider the future of several magnificent former residences in the Square Mile, following the announcement by McGill University, which has owned them for decades, that it would dispose of them in line with its master plan published in 2019. The University owns nearly 50 former residential buildings of heritage value, but some of those involved in the current exercise are of very high value, notably because of the exceptional quality and integrity of their interiors. We proposed the creation of a trust to which the university could cede its properties rather than putting them on the market.

In the spirit of our 2014 resolution on the Square Mile following the demolition of the Redpath house, we also recalled the importance of considering possible solutions for protecting and repurposing these homes, including via creation of a trust, as part of the upcoming discussions between the Government of Quebec, the City of Montreal and McGill University concerning the New Vic project for the former Royal Victoria Hospital.

Lachine-Est

The City of Montreal, the borough of Lachine and the organization Concert’Action Lachine conducted a vast and exhaustive consensus-building exercise in 2020, leading to the creation of a new master plan for the Lachine-Est sector. Much remains to be done in this sector to protect and repurpose its industrial heritage, but there is a sense that the will and the energy are there. Heritage Montreal took part in the workshops held from April to December 2020 and collaborated by organizing and moderating sessions on heritage.

More generally, we welcomed the efforts being made to revitalize major industrial sectors in Montreal, like the one in Lachine-Est:

“The master plan puts forth broad guidelines applicable to future development and uses in this vast 60-hectare sector. The layout of green spaces, sustainable mobility, the diversity of residential typologies, community facilities and stormwater management are among the aspects addressed with a view to making this a sustainable and resilient neighbourhood.” (Source: news release, La Ville de Montréal présente son Plan d’ensemble pour le futur écoquartier Lachine-Est, February 16, 2021)
Office de consultation publique de Montréal (OCPM) – Special Planning Program for the Faubourgs – Molson Brewery and Craig Pumping Station

The Faubourgs district covers a vast territory between the St. Lawrence River and Sherbrooke Street, taking in, among other things, two great emblems of Montreal heritage: the former Molson Brewery complex and the Jacques Cartier Bridge and its surroundings. In 2020 the sector was the subject of a public consultation by the OCPM, to which Heritage Montreal contributed in writing, pointing to the merits of several proposals put forward by the city but insisting on the need to conduct a separate exercise for the repurposing of the former brewery site, which deserves particular attention.

Heritage Montreal hailed the proposal for a new Ville-Marie Boulevard with a configuration and route that would facilitate access to and enhance the former Craig Pumping Station. At the same time, we firmly insisted on the urgent need for the city to conduct consolidation and restoration work on this municipal heritage building, which has been abandoned for decades and whose brick chimney stack has been partially dismantled due to safety concerns. Heritage Montreal also accepted an invitation from the Ville-Marie Borough to sit on the committee it formed in 2020 in support of the project to repurpose the station.

Policy

Major issues in 2020 at a glance...

18 meetings of the Heritage and Development Committee (twice as many as in 2019!)

2 news releases
- Publication of the Auditor General’s report
- Bill 69

2 comments to the OCPM
- The western section of Sainte-Catherine
- The PPU on the Faubourgs

2 briefs
- Special consultation on Bill 69, An Act to amend the Cultural Heritage Act and other legislative provisions, brief submitted to the Committee on Culture and Education
- Special consultation on Bill 66, brief by the Coalition pour une gestion exemplaire du patrimoine immobilier submitted to the Committee on Public Finance in October 2020

2 op-ed pieces
- The future of the former Royal Victoria Hospital, La Presse
- Open letter to Premier Legault following tabling of the Auditor General’s report, Le Devoir

4 resolutions at the Annual General Meeting
- Resolution on Heritage and the Climate Crisis (2020-01)
- Resolution on Heritage and Post-Pandemic Development and Planning (2020-02)
- Resolution on the Maintenance of Built Heritage (2020-03)
- Resolution on the Development and Enhancement of the Old Port of Montreal sector (2020-04)
Optimization of the \textit{H-MLT} platform

In 2019, Heritage Montreal had conducted a needs analysis and held several meetings with stakeholders of the built heritage ecosystem with a view to upgrading and optimizing the \textit{H-MLT} platform, which it had launched in 2015.

Several steps were completed in 2020, including:

\begin{itemize}
  \item Organization of focus groups in February in collaboration with research firm Callosum to identify obstacles to citizen engagement and to find new uses for the platform.
  \item Request for proposals issued to select a firm to take over Web development of the platform. The firm La Grange, which has worked with CBC/Radio-Canada and Bixi, among others, was chosen.
  \item Development of a new identity for the platform in partnership with Casacom (name search) and Rethink (visual identity). The decision was made to rename the \textit{H-MLT} platform \textit{Memento}.
  \item Production of three new \textit{InspirActions} videos on the Forges de Montréal in the Bridge-Bonaventure district, Île des Moulins in Terrebonne, and the repurposing of the mother house of the Sisters of Sainte-Anne congregation in Lachine.
  \item Launch, in collaboration with the Succession Committee, of Heritage Montreal’s first ideas competition for emerging design and planning professionals, with the former Craig Pumping Station as the chosen site. In all, 32 competing teams made up of between one and three students or young professionals, for a total of 61 participants, submitted creative proposals for repurposing this vestige of the former \textit{Faubourg à m'lasse} industrial neighbourhood. Two teams were singled out by the jury of experts and declared winners.
  \item Official launch of \textit{Memento} on September 15, 2020, at an event held in the Chapelle historique du Bon-Pasteur in compliance with all health measures in effect at the time. Several key players in the heritage ecosystem were invited, including Émilie Thuillier, Mayor of the Borough of Ahuntsic-Cartierville and City of Montreal Executive Committee member responsible for democracy and transparency, communications and citizen experience as well as heritage; Pierre Corriveau, President of the Ordre des architectes du Québec; and Anne-Marie Sigouin, City Councillor for the Sud-Ouest Borough and Chair of the Standing Commission on Culture, Heritage and Sports.
\end{itemize}

New citizens’ alerts

Citizens were very active in 2020 and kept up a heritage watch to a degree unprecedented in the history of Heritage Montreal’s map-based citizens’ platform. In the nine months prior to the platform’s rebranding as \textit{Memento}, seven alerts were logged, whereas between the September 15 launch date and December 31, 2020, there were 25 new alerts posted via \textit{Memento}. Heritage Montreal’s strong media presence in promoting and disseminating the \textit{Memento} platform certainly contributed to greater awareness of our tool among citizens and prompted them to report more heritage sites under threat.

Examples of sites newly mapped in 2020

\begin{itemize}
  \item \textit{Windmill, Pointe-Claire.}\newline\textit{Photo: Richard Boudrias, 2020.}
  \item \textit{Former Saint-Vincent-de-Paul Penitentiary.}\newline\textit{Photo: Correctional Service Canada.}
  \item \textit{Former Sainte-Hélène Island Pavilion.}\newline\textit{Photo: Journal de Montréal.}
  \item \textit{RCA Victor building.}\newline\textit{Photo: Noemi Lamarre.}
  \item \textit{Jacques-Cartier Cross.}\newline\textit{Photo: Catherine Danis.}
  \item \textit{Former City Hall, Côte-Saint-Paul.}\newline\textit{Photo: Viviane Rochon Montplaisir.}
  \item \textit{Former Anglican church, Saint-Lambert.}\newline\textit{Photo: Le Courrier Du Sud.}
\end{itemize}
Launch of Memento: communications campaign
- Media relations operation entrusted to Marelle Communication:
  - 26 publications in the media
- 3 InspirActions videos = more than 60,000 views
- 3 blog articles with close to 6,000 views
  - Launch of the Memento platform
  - Two project proposals selected for repurposing of the Craig Pumping Station
  - Notman House
- 18 posts on social media
- Online marketing campaign: more than 200,000 people reached via Facebook, Twitter, Google AdWords and YouTube

By the numbers

- Number of visits*: 27,398 (+202%**)
- Uniques visits*: 22,700 (+190%**)
- Page views*: 51,420 (+330%**)

*from September 16 to December 31 2020
**vs September 16 2019 to December 31 2019

The Memento platform optimization was financed through the Entente sur le développement culturel de Montréal, an agreement between the City of Montreal and the Government of Quebec, and through the Fonds d’initiative et de rayonnement de la métropole of the Secrétariat à la région métropolitaine of the Ministère des Affaires municipales et de l’Habitation du Québec.

We wish to thank our partners who actively contributed to production and to its success:

Acknowledgments
Steering Committee
Manouane Beauchamp, Marcel Barthe, Carole Deniger
In-person and online programs
The year 2020 was, of course, marked by the COVID-19 pandemic. Although we had to cancel the springtime At the Heart of the City guided tours as well as events like Opération patrimoine, the year gave us the opportunity to rework our activities and to create a whole new program of digital content.

ArchitecTours®, reinvented
The theme of the 32nd annual ArchitecTours® held from August 15 to September 20, 2020, was Montreal: The Architecture of Learning. From primary schools to universities to specialized institutions, these sites bear witness to how teaching methods have evolved, but also to the histories of the communities they were built in. Though they are located right in the heart of our neighbourhoods, these examples of built heritage are often little known.

We adapted our programming and succeeded in presenting four architectural walking tours with reduced numbers of visitors in each group to comply with health directives. We also added a brandnew online component to our educational activities, with two of the ArchitecTours® visits presented in video form. In addition, we published our guides’ Coups de cœur (favourites) along with outreach articles on the Heritage Montreal social networking platforms and blog.

This project is funded under the Montreal Cultural Development Agreement between the City of Montreal and the Government of Quebec. We are grateful to our generous partners for helping design and produce the ArchitecTours® guided tours program:

Note: Despite the pandemic situation, we attracted three times the usual number of participants thanks to our digital presence! All tickets to our in-person tours were sold in a matter of hours. A little over 300 people were able to take part in person, while another 12,000 read our blog entries and/or watched our videos.

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Home Renovation Lessons: Now in the comfort of your own home!
For nearly forty years, Heritage Montreal has provided support to homeowners through its Home Renovation Lessons. To date, more than 9,000 homeowners have benefited from our experts’ advice and improved their knowledge in appraising, maintaining, replacing and repairing various elements of their homes.

This year, the Home Renovation Lessons pivoted to online delivery, and consisted of two sessions of four courses each. Once again, the program was a great success, attracting a total of 111 participants.

We are grateful to our generous partners for as well as to Atelier l’Établi for helping design and produce the Home Renovation Lessons.

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Big thanks to you, the entire team and the instructors as well. I really enjoyed the courses; they were very informative and above all well-focused. Truly a pleasure! Plus, the catch-up option is a great idea if you miss a class or part of a class for some reason. – Houda Halhoul

I really enjoyed the experience. We’re doing renovations all the time and doing practically everything ourselves. I’ve already saved more money than the cost of enrolment and your experts’ advice has kept me from implementing some bad ideas! This training is going to stay with me for a long time. – Anonymous
International Day for Monuments and Sites
Theme: Shared Cultures, Shared Heritage, Shared Responsibility
April 18, 2020
For the 12th year in a row, Heritage Montreal marked the ICOMOS International Day for Monuments and Sites on April 18. Because of the pandemic, we held this year’s activity online, presenting several resources illustrating the theme via social media.

We are grateful to our generous partner for helping design and produce this activity.

Montréal

City Talks
Presented in partnership with the McCord Museum for the eighth consecutive year, the City Talks lecture series addressed various architectural and heritage issues. Moderated by Heritage Montreal Policy Director Dinu Bumbaru, the series brings together various Montreal stakeholders and focuses on current urban issues.

In 2020, City Talks speakers addressed various urban phenomena ranging from social acceptance to façadism and citizen involvement in heritage. A special-edition talk was also organized in June in response to current events and to discuss the impacts of the pandemic on the planning of Montreal streets.

The archived talks are available in podcast format and via the McCord Museum YouTube account.

By the numbers
2 evenings at the McCord Museum = 220 in-person participants
2 talks presented online = more than 2,700 views on social media
11 speakers

Thank you to our partner

Journées de la Culture: Honouring the artisans
For the 2020 Journées de la Culture, Heritage Montreal decided to pay tribute to the tradespeople who work every day to preserve and restore Montreal’s heritage. Throughout October, we presented online seminars that explored the day-to-day work, the challenges faced and the passionate dedication of three artisans: Olivier Toupin (mason), Jeff Scheckman (master glassmaker) and Jean-François Lachance (carpenter). The seminars were broadcast live on our Facebook page, and complemented by two articles on our blog, profiling artisans Marie-France Kech (decorative arts painter and craftswoman) and Alexandre Maquet (stonemason).

By the numbers
More than 2,800 people viewed the seminars on social media.
The articles have been read 230 times and counting.
EDUCATION
Our heritage awareness and education programs (CONTINUED)

Ateliers patrimoine: raising awareness for our partners, the City of Montreal and Centre de services scolaires de Montréal
Since 2018, Heritage Montreal has been collaborating with the City of Montreal to present Ateliers patrimoine in the boroughs. These workshops bring together civil servants, elected officials and members of the planning advisory committees in each borough to help raise their awareness of heritage and discuss heritage-related challenges in their neighbourhoods, with the aim of instilling a “heritage reflex” for all development projects. This past year, we met with representatives of four more boroughs: Villeray–Saint-Michel–Parc-Extension, Lachine, Rivièredes-Prairies–Pointe-aux-Trembles and Plateau-Mont-Royal.

This project is funded under the Montreal Cultural Development Agreement between the City of Montreal and the Government of Quebec.

An initial Atelier patrimoine presented in 2019 and developed for the Centre de services scolaires de Montréal was once again held in 2020, this time targeting project managers, architects and engineers. The training was very well received by participants and will be presented again in 2021.

By the numbers
Number of participants: 245

The best training I’ve ever taken since I’ve been working for the City of Montreal. It was informative, inspiring and captivating. Having learned more about the importance of preserving Lachine’s heritage has given me more motivation in my day-to-day work.
– A participant in the Lachine workshop

Plus . . .
In the winter of 2020, Heritage Montreal also gave talks at the invitation of two organizations, the Association des entrepreneurs en maçonnierie du Québec (AEMQ, the provincial masonry contractors association) and the Groupe uni des éducateurs-naturalistes et professionnels en environnement (GUÊPE, a group of naturalist-educators and environmental professionals).

We are especially grateful to our partners for their support throughout this particular year, which has been exceptional in many respects.

EDUCATION
The Future Generation Committee (CORE)

Succession Committee activities
The Heritage Montreal Succession Committee, formerly the Youth Committee and now known by its French acronym CORE (for Comité RElèves), was created in 2016 as a way of bringing heritage to life differently: a laboratory for exploring alternative activities involving discovery (or rediscovery) of heritage. The committee’s mission is to develop new avenues for awareness-raising, communication and exchange with the emerging generation of architects, planners, heritage specialists and designers interested in Montreal’s built heritage, in turn amplifying opportunities for collaboration and making it easier to share diverse experiences and career journeys. CORE’s ten volunteer members organize events aimed at exploring Montreal heritage from a playful, original and socially committed angle.

Entretiens tours
Presented since 2017, the Entretiens tours are opportunities for the student community and emerging professionals (graduates in fields related to architecture, planning and heritage conservation) to learn about recent projects focused on repurposing of heritage buildings. The tours are hosted by the architects who executed the projects.

In 2020, the Entretiens tours featured Centech, the École de technologie supérieure’s incubator for start-up businesses located in the former Dow Planetarium. The firm MSDL was responsible for the conversion, and the tours were led by MSDL partner architect Julie Morin.

5 à 7 at au Pied-du-Courant
On August 20, 2020, the Succession Committee hosted an in-person 5 à 7 at the Village au Pied-du-Courant to bring together students and young professionals in design and planning and provide a networking opportunity. The gathering was also a chance for entrants in the ideas competition to visit the area around the Craig Pumping Station, a short walk away. The event attracted about 30 people and was much appreciated.

We are especially grateful to our partners for their support throughout this particular year, which has been exceptional in many respects.

PHOTO: GABRIEL LAFFERRIERE.

PHOTO: FRANÇOIS SÉGUIN.

PHOTO: LÉA PAPILLON.
Ideas competition
To provide a forum for the creativity of emerging practitioners in design and planning, CORE members organized Heritage Montreal’s very first ideas competition in 2020. The goal was to highlight a threatened heritage site and to propose creative solutions for repurposing it. The former Craig Pumping Station, in the shadow of the Jacques Cartier Bridge, was the site chosen for this intervention.

There were 32 teams, each consisting of one to three students or young professionals for a total of 61 participants. They mapped out scenarios for the design and repurposing of the site that were evaluated by a jury of five architecture and heritage experts. Two teams stood out from the rest and took top honours. Given the success of this first ideas competition and the strong participation of emerging professionals, a second event is planned for 2021.

Congratulations to the members of the two winning teams: Laurence Boire, Samuel Rancourt and Camyl Vigneault, as well as Jérôme Généreux, Gabriel Tremblay and Cédric Vermette.

Heritage Montreal thanks the members of the jury:
- Sonia Blank, Intern Architect, EVOQ Architecture
- Paloma Castonguay-Rufino, Co-Chair, Heritage Montreal Succession Committee
- Pierre Corriveau, Partner Architect, CGA Architectes, and President of the Ordre des architectes du Québec
- Guillaume Éthier, Professor of Urban Studies, UQÀM, and member of the Canada Research Chair in Urban Heritage
- Julia Gersovitz, Professor of Practice, Peter Guo-hua Fu School of Architecture, McGill University, and co-founder, EVOQ Architecture

Thanks also to our partner:

**Affiche ton patrimoine: Café Olimpico print sale**
In the fall of 2020, CORE partnered with artist Julien Castanié and MARMIT laboratoire to organize a sale of limited-edition prints benefiting Heritage Montreal. As an image emblematic of the city’s heritage, CORE members chose Café Olimpico on Saint-Viateur Street, a true Mile End and Montreal institution. A total of 121 prints were sold, with the proceeds going to Heritage Montreal.
PUBLISHING AND COMMUNICATIONS (CONTINUED)

- Awareness campaign on the theme *Une ville sans patrimoine, c’est une ville sans souvenirs.* (“A city without heritage is a city without memories,” August/September 2020)
  - Partnership with Rethink (visual creation) and Québecor (media buys)
  - 64 posters in STM bus shelters
  - 6 advertisements in 24h and le Journal de Montréal
  - More than 37,000 people reached by our Facebook and Twitter campaigns

- Launch of the new *Memento* platform (formerly *H-MTL*) in September 2020 (see page 24)

- Development of an online content production and distribution strategy
  - Launch of a new blog in June 2020: 49 articles and videos posted
  - Production of 18 original videos:
    - 13 instalments of *Around the Block*
    - 3 new *InspirActions*
    - 2 Virtual *ArchitecTours*
  - 4 guides’ *Coups de cœur* (favourites) posted to Instagram
  - Design and production of online activities (see pages 26 to 29)

By the numbers

- 80 media appearances and interviews (TV, radio, web) (versus 107 in 2019)
- 1 mandate to analyze our database entrusted to *Synapse C*

Our followers

<table>
<thead>
<tr>
<th>Platform</th>
<th>Followers</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook*</td>
<td>16,555 (+8%)</td>
<td></td>
</tr>
<tr>
<td>Twitter*</td>
<td>6,267 (+1,79%)</td>
<td></td>
</tr>
<tr>
<td>Instagram*</td>
<td>2,648 (+22%)</td>
<td></td>
</tr>
<tr>
<td>LinkedIn*</td>
<td>1,065 (+51%)</td>
<td></td>
</tr>
<tr>
<td>YouTube*</td>
<td>214 (+229%)</td>
<td></td>
</tr>
<tr>
<td>Newsletter*</td>
<td>5,300 (-0,5%)</td>
<td></td>
</tr>
</tbody>
</table>

*As at December 31, 2020

Web marketing campaigns: more than 2,342,000 impressions and more than 27,000 click throughs to our platforms

- Heritage Montreal site: 29,357 visitors (34,769 in 2019, or -15%), 39,109 unique visits (48,193 in 2019, or -18%) and 77,503 page views (94,765 in 2019, or -18%)

The difference in traffic is explained by the cancellation of the *At the Heart of the City* guided tours and the sale of a limited number of tickets for our *ArchitecTours* tickets:

- *ArchitecTours*: 2,627 page views in 2020 / 16,076 page views in 2019
- *At the Heart of the City*: 248 pages views in 2020 / 3,201 page views in 2019

NEW Blog: 21,799 visitors, 27,273 unique visits and 34,682 page views (June 1 to December 31, 2020)
Top 5 most-read blog entries

5. GUIDES’ FAVORITE: NAZARETH INSTITUTE ON QUEEN MARY. BANG.

Thank you to our major partner

QUÉBECOR

Thank you to our service, creativity and outreach partners

FINANCIAL SNAPSHOT

During this exceptional year dominated by the COVID-19 pandemic, we were forced to introduce measures beginning in April 2020 to offset the expected decrease in revenues from our programs of activities as well as from philanthropy.

Whereas we had a record year in 2019 for income generated by our activities, that revenue was considerably reduced in 2020 (a decrease of 54%). Revenues from donations, memberships and sponsorships, meanwhile, were down by 21%. We succeeded, however, in compensating for the impacts of the pandemic through revenues from two major projects, which meant that we closed out the year with an overall decline in revenues of 10% compared with the previous year.

In addition, by taking advantage of the Canada Emergency Wage Subsidy (CEWS) program, we were able to reduce operating expenses by 14% and in so doing generate a surplus of over $120,000. Had it not been for the injection of those emergency funds, Heritage Montreal would have ended the year with a significant deficit.

Part of that 2020 surplus was earmarked for new initiatives in 2021, including the hiring of new resources for the team.

Revenues

Donations, memberships and sponsorships: 46%
Programs and activities: 28%
Government grants for operations: 11%
Government grants for projects: 6%
Government grants for programs and activities: 9%

Expenses

Salaries (net of federal grants): 47%
Rental and operating expenses (including project costs): 3%
Programs and activities: 45%
IN MEMORIAM

Sœur Madeleine Juneau, CND
1945-2020

We wish to salute Sœur Madeleine Juneau, of the Congrégation de Notre-Dame, for her vitality and immense humanity—qualities that characterised her service to the community and to heritage. For many years, she cared for Maison Saint-Gabriel, a historic monument emblematic of the early years of Montreal, and helped make it a much-visited site for its architecture, its gardens and its educational activities. And she did so without separating this site — so important for its place in our national history — from the working-class neighbourhood of Pointe-Saint-Charles that surrounds it in southwest Montreal.

No less important was the role Sœur Juneau played with the Montréal Museums Society. As that organization’s president, she made a vigorous, forthright, insightful and demanding presentation as part of the 2008 consultations held by the Ministry of Culture to reform the Cultural Property Act. Her remarks about the need to educate members of the public as well as lawmakers and other public decision-makers about heritage remain just as relevant today.

Many members of Heritage Montreal will recall Sœur Juneau because they had the good fortune to meet her. For example, in September 2017, under the magnificent trees at Maison Saint-Gabriel, she personally welcomed the group in our Sur le chemin des origines walk for Montreal’s 375th anniversary — a memorable moment indeed.

We are deeply grateful to Sœur Madeleine Juneau, CND, who in thought and action awakened and inspired a new generation to the same commitment and volunteer spirit that she displayed.

PHOTO: MARIE-CLAIRE DUGAS.

Jean Décarie
1937-2020

Geographer, urban planner, professor and citoyen engagé Jean Décarie was a great friend of our city, its landscape—the river and the mountain, especially—and its urban, industrial, institutional and funerary heritage. This Montrealer was a man of pioneering ideas, strong-willed beliefs and immense knowledge gained in the field.

His passing leaves a great void, but also many legacies that will benefit the people of Montreal for a long time to come, although they may have rarely been aware of his contributions. Consider the Archipel project, his work on open spaces and parks, and the first plan for the protection and enhancement of Mount Royal. Consider, too, the Réseau vert bikeway along the CP railway, and the work that led to the eventual repurposing of the former Miron quarry into a park.

Members, volunteers and friends of Heritage Montreal will recall Jean’s enlightened and generous interventions in French, the language he so passionately defended and spoke with such care—like his talk on Montréal’s forgotten streams, which was the very first of our City Talks lecture series on October 3, 2012. Likewise, his commitment to saving the work of sculptor Charles Daudelin in Square Viger, to installation of level crossings linking the Plateau and Rosemont, and to creation of a “fragmented national park” in the Montérégian Hills exemplify the diversity of the causes and projects that drove him.

We have lost a giant and a friend. But the ideas that Jean Décarie sowed in the service of the collective good live on. We are deeply grateful to him for them, and hope that our institutions will be equally appreciative.

PHOTO: CITY TALKS, 2014, MCCORD MUSEUM AND HERITAGE MONTREAL.
Corporations and Foundations

Heritage Montreal’s Great Builders

**FONDATION PHYLIS LAMBERT**

- **Greystone Circle ($10,000 - $24,999)**
  - Fondation ECHO
  - Gestion de Luz inc.
- **Sandstone Circle ($5,000 - $9,999)**
  - Anonymous
  - Fondation Cole
  - Fondation Drummond
  - Fondation de la Famille Claudine et Stephen Bronfman
  - Prével
- **Granite Circle ($2,500 - $4,999)**
  - Rainville et Frères
  - NKF Devencore
  - Fondation de la Famille Birks
  - Claude Cormier et associés inc.
  - Béïque Legault Thuot inc.
- **Slate Circle ($1,000 - $2,499)**
  - Sanimax San inc.
  - Espace Nord inc.
  - Fondation Pierre Desmarais
  - Fondation Linoit
  - Fondation de la Famille Morris

Individual

- **Greystone Circle ($1,000+)**
  - Marcel Barthe
  - Carole Deniger
  - Peter et Ellen Jacobs
  - Judith Kavanagh
  - Mary Leslie et Ian Altkin
  - Pierre-André Ouimet*
  - Daniel Rabinowicz
  - Robert Turgeon*
- **Granite Circle ($500 - $749)**
  - Prével
  - Rachel Julien
- **Slate Circle ($250 - $499)**
  - de Montréal site historique de Montréal
  - Musée McCord-Stewart
  - Centre Canadien d’Architecture
- **Brick Circle ($500 - $999)**
  - Atelier L’Établi Inc.
  - Behaviour Interactif inc.
  - Complexe du Canal Lachine
  - Sid Lee Architecture

Memberships partners

- Centre Canadien d’Architecture
- Musée Marguerite-Bourgeoys
- Musée McCord-Stewart
- Château Ramezay - Musée et site historique de Montréal
- Musée d’art contemporain de Montréal
- Pointe-à-Callière - Cité d’archéologie et d’histoire de Montréal

Special partners and gifts in kind

- Callosum
- Casacom
- Editions La Presse
- FacadesMTL
- Fasken s.r.l./S.E.N.C.R.L
- Mesure Média
- Musée McCord-Stewart
- Rethink
- TOMA Objects

**Heritage Montreal Archives Centre**

We wish to thank Peter and Ellen Jacobs for their financial contribution to the project to set up a Heritage Montreal Archive. This major funding will help define the mission, objectives and operational framework for the future Archives Centre.

**Relève en patrimoine et aménagement (Heritage and urban planning future generation) Program**

We wish to thank the following partners for financing this program:

- Rachel Julien
- Prével

Thank you to our major partner

**Québecor**

- Government support
  - Ville de Montréal
  - Ville de Montréal / Government of Québec
  - Agreement on the Cultural Development of Montréal
  - Government of Canada
  - Montreal Metropolitan Community

- SPECIAL PARTNERS and gifts in kind
  - Belvédère et Rosalind Goodman
  - Toma Objects
  - Rethink
  - Québecor
  - Musée McCord-Stewart
  - Château Ramezay - Musée et site historique de Montréal
  - Musée McCord-Stewart
  - Centre Canadien d’Architecture

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