

**Gouhar SIMISON (Canada)**

**Conservationists and Developers — towards  
a Holistic Architecture**

This paper will discuss the strengthening relationship between heritage preservationists and developers. A trend is developing towards accommodation of differing interests and away from a tradition of adversarial dealing. This relationship is still little discussed or recognized in the field of Heritage Conservation. Our experience in recent years in implementing the Canadian Federal Heritage Policy (FHBRO) has brought to our attention that developers presenting proposals to rehabilitate Federal properties have been very cooperative and creative in adapting their design one stage after another to conserve more and more of the heritage value while accommodating their modern use. We feel developers are increasingly prepared to listen to community needs in relation to heritage conservation. They are not interested any more in carrying on battles with citizens that cost them delays in development and construction and the resulting loss in profit margins. The developers are realizing that the private exercise of «free» enterprise comes with a price to be paid to the public. The time is ripe for some serious heritage interaction between conservationists and developers to consider each others' concerns. Without an understanding and working together we would be doing harm to more heritage buildings. Ignoring the negative and hazardous situation that exists now in treating our assets should not continue.

The key to establishing a positive relationship in FHBRO projects was the very well studied and consistent set of principles and design criteria that was applied to reviewing the conservation/rehabilitation proposals. Also, the aims and objectives of these reviews and the expectations for the end result are well defined and clearly explained to the designer. This has always resulted in developing very positive interaction between designers working for private developers and conservation designers of the Federal Government.

This paper in the first part will focus on the methodology of reviews and the relationship of developers to government property Custodians. The second part of this paper will propose methods for making developers aware of conservation needs.

The first step is to have developers feel the need to pursue knowledge about existing buildings and their potential use as an asset rather than considering them as an obstacle in the way of the «clean slate» approach to design and development — this is a more mature and holistic approach to architecture.

The second step is to have the designers — namely contemporary, architects, engineers, landscape architects, planners and others — realize their need for special education aimed at a valuing of existing buildings. Designers need to realize that their work expresses more creativity of original buildings and their context are made the focal point of architectural «statements» rather than making their own «statement» out of context as presented now in universities training today.

The third step is to explain to economists and politicians that at a time when tourism is becoming a major world industry, a city's or country's most valuable asset is its own cultural heritage. Cultural heritage is the engine of the tourist industry which produces economic property.

This point also can be driven home more effectively if the myth of the high cost of conservation can be dismissed. In our experience, in reviewing the «FHBRO projects», high costs in majority of cases is not called for by the needs of conservation, but more so by the uncalled-for extravagance of modern design out of context or the misunderstanding of our conservation objectives and user needs.

In the concluding portion of the paper, a training course for developers and their designers will be proposed for comments and discussion.

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## Training Guardians of the Federal Heritage Buildings and Cultural Assets in Canada

The «Federal Heritage Building Policy» was announced in 1982. It established the «Federal Heritage Building Review Office» (FHBRO) to coordinate all activity undertaken by any federal department owning heritage properties which are over 40 years old. The Federal Government is the largest single owner of heritage properties in this country.

The policy states that the Government of Canada will apply available resources to:

- identify and evaluate heritage building and maintain a Register of Federal Heritage Building;
- manage its real property to promote conservation and continued use of heritage buildings;
- provide federal heritage boldness with the degree of protection required by their architectural and design integrity, their urban setting and landmark value and their historic importance;
- encourage continuity of use and function for federally owned heritage building;
- recognize local, regional and provincial policies and priorities and explore all reasonable alternatives before making decisions about federal heritage buildings;
- attempt to provide continuing protection to federal heritage buildings which may leave federal government ownership;
- encourage other levels of government and the private sector to conserve their own heritage buildings.

The Canadian Parks Service, responsible for the success of the FHBRO program, felt the urgent need to train professionals and technicians involved as project and property managers in the care of these buildings. The purpose of training was to assist participants in using the FHBRO process to evaluate, designate, and describe «recognized» and «classified» buildings, and to evaluate proposals for related interventions. In 1987-1988 a training program FHBRO workshops was begun; its intention ultimately is to address all 22 federal departments. The first workshop was organized for employees of the Canadian Parks Service (CPS). The next two workshops were organized for employees of Public Works Canada (PWC) and those of the National Capital Commission (NCC).

The results of the workshops were positive and the participants evaluated them as very successful. Since another dozen workshops were organized for other Government Departments. It is the intention of the training team to continue providing and improving these courses. It is also their intention to offer versions that are appropriate to different levels of employees in the public service managerial or technical categories. These include:

- a) two-day courses, aimed at professionals involved with project interventions;
- b) half-day courses, aimed at upper-level managers;
- c) four-day courses of more intensive nature aimed at two or three levels of staff.

Continuing FHBRO workshops will emphasize the value of heritage resources in federal ownership to their guardians and custodians. The workshops will also inform the participants concerning the philosophical and technical approaches available in keeping the heritage resources in use for socially beneficial purposes.

The approach used in the courses encourages participation of the attendants by means of exercises and dialogue. By this means, participants become fully aware of various heritage issues, and are enabled to effectively make the heritage case to their supervisors.

This paper will discuss the unique Canadian methods of evaluation and designation of the Heritage properties and the special techniques of training the custodians of these heritage properties.

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## Formation des gardiens des édifices fédéraux à valeur patrimoniale et des biens culturels au Canada

La politique sur les édifices à valeur patrimoniale a été rendue publique en 1982. Elle a donné lieu à la création du Bureau d'examen des édifices fédéraux à valeur patrimoniale, dont le rôle consiste à coordonner les interventions de tous les ministères fédéraux à l'égard des édifices à valeur patrimoniale de plus de 40 ans dont ils sont propriétaires. De par le nombre qu'il possède, le gouvernement fédéral est le plus important propriétaire d'édifices à valeur patrimoniale au pays.

Il est énoncé dans la politique que le Gouvernement du Canada utilisera ses ressources disponibles pour:

- identifier et évaluer ses édifices du patrimoine et tenir à jour un «Répertoire des édifices fédéraux à valeur patrimoniale»;
- gérer sa propriété immobilière de façon à encourager la conservation et l'utilisation à long terme de ces édifices;
- assurer à ses édifices la protection qu'ils méritent vu l'intégrité de leur architecture et de leur conception, vu leur environnement urbain et leur valeur d'époque et vu leur importance historique;
- assurer la continuité de l'usage et du rôle des édifices fédéraux à valeur patrimoniale;
- tenir compte des politiques et des priorités tant locales, régionales que provinciales et examiner toutes les options raisonnables avant de prendre des décisions qui affecteront les édifices fédéraux à valeur patrimoniale;
- tenter de continuer à protéger ces édifices même lorsqu'ils auront été cédés par le gouvernement;
- encourager les autres échelons de gouvernement et le secteur privé à conserver eux aussi leurs édifices d'intérêt patrimonial.

Le Service canadien des parcs, dont dépend le succès du programme du Bureau d'examen des édifices fédéraux à valeur patrimoniale, a reconnu le besoin urgent de former les spécialistes et techniciens responsables, en qualité de chargés de projets et ou de gérants d'édifices, de la préservation de ces édifices. La formation avait pour but d'aider

les participants à utiliser le processus du Bureau d'examen afin d'évaluer, de désigner et de décrire les édifices «reconnus» et «classés», et d'évaluer les propositions d'intervention à leur égard. En 1987-1988, une série d'ateliers de formation du Bureau d'examen a été lancée; son but ultime est d'atteindre l'ensemble des 22 ministères fédéraux. Le premier atelier a été organisé pour les employés du Service canadien des parcs (SCP), et les deux ateliers qui ont suivi étaient destinés aux employés de Travaux publics canadiens.

Les résultats des ateliers ont été positifs, et les participants les ont qualifiés de très réussis. Etant donné que douze autres ateliers ont été organisés pour d'autres ministères fédéraux, l'équipe de formation a l'intention de poursuivre et d'améliorer ces cours. Elle désire aussi offrir des cours appropriés aux différents niveaux d'employés dans les catégories des gestionnaires et des techniciens de la fonction publique. Il s'agit notamment de:

- a) cours de deux jours, destinés aux spécialistes affectés aux projets d'intervention;
- b) cours d'une demi-journée, destinés aux cadres supérieurs;
- c) cours de quatre jours plus intensifs, destinés à deux ou trois niveaux du personnel.

Les ateliers continus du Bureau d'examen mettront l'accent sur la valeur des ressources historiques dont le gouvernement fédéral est propriétaire pour que les gardiens responsables en prennent bien conscience. Les participants y seront aussi informés des approches philosophiques et techniques applicables dans la préservation des ressources historiques utilisées pour le bien de la société.

La méthode utilisée dans les cours vise à encourager la participation, par des exercices et le dialogue. Les participants se trouvent ainsi bien sensibilisés aux différentes questions patrimoniales, et ils sont en mesure de promouvoir la cause du patrimoine auprès de superviseurs.

Il sera question dans cet exposé des méthodes exclusives d'évaluation et de désignation des édifices à valeur patrimoniale en usage au Canada, ainsi que des techniques particulières de formation des responsables de ces édifices.

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