

BC Heritage Program, Ministry of Tourism, Sport and the Arts

**Heritage Conservation and Sustainable Development:
SFU City Program, Workshop, February 16, 2007**

Findings of Participant Survey and Focus Groups

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OVERVIEW

Simon Fraser University's City Program workshop "The Challenge of Sustainability for Heritage Conservation" was held at the downtown Vancouver campus on February 16, 2007. In the morning and early afternoon, a panel of speakers addressed a number of topics, from the history of heritage conservation in the context of North America to the future of sustainable urbanization. Participants were then asked to contribute ideas on how the field of heritage conservation could further strive to integrate and reinforce the broader social, economic and environmental objectives of sustainable development.

Feedback was provided through a survey of individuals, representing various agencies, organizations and private sector firms, and five focus groups each of which proposed future strategies for specific aspects of sustainability. Groups 1 and 4 identified avenues for deepening existing linkages between heritage conservation and socially sustainable development. Group 2 focused on overlaps between conservation of heritage structures and economic development. Groups 3 and 5 listed ways in which environmental targets and heritage conservation planning are already, and could become, mutually supportive. The workshop ended with an open question and answer dialogue with panel presenters.

In total, 65 stakeholders were present including 59 participants and 6 course instructors. The range of interests represented included: community-based and provincial heritage organizations, private sector practitioners, municipal, provincial and federal government officials, managers of museum and green spaces (parks, forestry), community planners and "green building" specialists. Most people actively participated and discussions were productive.

PARTICIPANT SURVEY

In the survey for the workshop, participants were asked to respond to three questions:

Social sustainability:

How can we ensure the projects we plan or approve further involve the community, engage processes of local democracy and consultation, ensure that the resulting buildings and sites will be accessible, provide needed functions, reinforce broader building frameworks?

Economic sustainability:

How can we ensure that the projects we plan or approve are more economical, based in local economics, investing in long-term durable solutions, contribute to broader economic objectives and policies?

Environmental sustainability:

How can we ensure that the projects we plan or approve promote the use of recycled and durable materials and techniques, while considering embodied energy and other effects, environmental performance and lifecycle assessment?

KEY THEMES

A number of key themes emerged from the survey of workshop participants:

1. Marketing Communications Strategy

Heritage conservation in British Columbia requires the strategic leadership of high profile and local government champions. There is a need to re-brand by linking to the messages of social, economic and environmental organizations and engaging in more positive-sounding advocacy. Fundraising has a pivotal role at the local level.

2. Integrated Sustainable Heritage Planning

Heritage conservation should be integrated with broader social, economic and environmental objectives. Heritage buildings can have multiple uses, such as social housing or environmental demonstration projects. Integrated local area planning is possible through ordinance, links to local economy and a mix of old and new green design innovations. The buy-in of community and business interests is necessary.

3. Partnership

Heritage conservation would be facilitated through more partnership with community stakeholders and the business sector including developers, contractors and building organizations, e.g. UPI, BOMA. It is essential to have a presence on the agenda of the Green Council of Canada, LEED, the BC Building Code review and Vancouver Heritage Foundation. It is important to partner with social service agencies especially non-profit housing groups.

4. Supportive Institutional Framework

Heritage conservation at the municipal level is dependent upon the support of senior governments through an enabling framework of policies, legislation, regulations, tax credits and penalties, and funding. The BC Building Code and land use zoning should be flexible to allow the re-use of existing structures. Heritage policy could integrate standards like LEED, which should acknowledge heritage value and the embodied energy of historic places. Blanket approaches to upgrading like Power Smart are not useful.

5. *Innovative Practices*

Innovation in heritage conservation would result from deeper integration with social, economic and environmental stakeholders. Heritage awards could be expanded to green design in rehabilitation, and environmental awards could recognize heritage sites. Education in technical restoration skills could lead to new industries and local economic growth. Older buildings could be pilot projects for sustainable technology. Industrial heritage could be adapted for social housing or cultural commercial space.

6. *Education/Information*

Public education on heritage conservation in BC and the Historic Places Initiative should be part of the provincial curriculum. Education for professionals including the construction industry, planners, architects, green building specialists and the general public is also needed. Public websites and an information clearinghouse on heritage conservation processes and techniques would be useful as learning tools.

7. *Value-Added Heritage*

Cultural heritage has social, economic and environmental value. Heritage buildings are valued for prestige, associated “live-ability” and uniqueness. Aesthetic appeal often leads to higher property values. Adaptive re-use heritage sites in mixed-use zoning may result in social housing and arts amenities in local areas. Historic places are also valuable to present and future generations for their environmental efficiency.

PRINCIPAL GOALS

Feedback from participants can also be grouped as goals that fall under the key themes.

1. *Marketing Communications Strategy*

Goals included:

Social factors:

- Make restoration sexy – high profile champion;
- Local government champion;
- Re-brand heritage;
- Change message by linking heritage to social agendas;
- More positive-sounding advocacy.

Economic factors:

- Fundraising and public relations;
- Change message by linking heritage to economic agendas;
- Sell longevity of heritage products;

Environmental factors:

- ❑ Change message by linking heritage to green agenda;
- ❑ Campaign 3Rs for heritage;
- ❑ Promote access to parks, landscape;
- ❑ Promote original green design features and building maintenance;
- ❑ Advocate for more credits for heritage in environmental rating systems.

2. Integrated Sustainable Heritage Planning

Goals included:

Social factors:

- ❑ Integrate heritage planning with broader social objectives;
- ❑ Approach heritage conservation as way to unite community in common goal;
- ❑ Heritage buildings as social/affordable housing or community meeting places;
- ❑ Integrate planning and design at the local area level by embedding heritage value in land use policy with flexible mixed-use zoning;
- ❑ More inclusion of a cross section of society – families, seniors, young singles.

Economic factors:

- ❑ Integrate heritage planning with broader social objectives;
- ❑ Ensure heritage projects are financially and economically successful;
- ❑ Heritage buildings could be approached as commercial space and a source of cultural tourism revenue;
- ❑ Develop closer ties between heritage planning and downtown revitalization, including local economy and trades;
- ❑ Secure buy-in of business interests.

Environmental factors:

- ❑ Integrate heritage planning with broader environmental objectives;
- ❑ Approached heritage buildings as green building demonstration projects;
- ❑ Integrate planning and design at the local area level by a balance of heritage retention and open green spaces;
- ❑ Heritage projects should incorporate re-used materials and original green design features with environmental products, technologies and practices;
 - Heritage systems: awnings, storm windows, ventilation, etc;
 - New systems: grey water recycling, alternate sources of energy, high-performance technology;

- Only incorporate green mechanisms that do not interfere with heritage features.

3. Partnership

Goals included:

Social factors:

- Build alliances and relationships;
- Partner with organizations whose agendas impact heritage value:
 - Community groups, e.g. Vancouver Heritage Foundation;
 - BC Building Code review.
- Enable community stakeholders representing a wide diversity of socio-economic interests to contribute to heritage planning through public processes and serve as heritage committee members:
 - Seniors, youth, ethno-cultural groups, low-income people, tenants;
- Partner with social services especially the non-profit housing sector;
- Understand the unique social dynamics of each neighbourhood.

Economic factors:

- Take a corporate or co-operative approach to partnering with the business sector;
- Harness linkages to developers, contractors, specialized industries and building organizations, e.g. UPI, BOMA;
- Deepen educational partnerships with professional associations, e.g. AIBC, and develop relationships with local training institutes offering trades programs.

Environmental factors:

- Participate in national discussion on the environment – Kyoto etc.;
- Link to senior government policies and initiatives;
- Partner with organizations whose agendas address green issues:
 - Green Building Council of Canada;
 - LEED;
 - BC Building Code review;
- Join forces with building industry on waste reduction.

4. Supportive Institutional Framework

Social factors:

- Position local, regional, provincial governments to support all of the benefits of heritage;

- ❑ Intergovernmental and cross-jurisdictional policy that favours heritage projects;
- ❑ Establish an enabling legislative structure and tax environment;
 - Revise BC Building Code;
 - Modify tax incentives and disincentives;
- ❑ Subsidize heritage awards, etc.

Economic factors:

- ❑ Favour retention over replacement as an economical option;
- ❑ Financial support:
 - Government grants of substantial value;
 - Guaranteed loans at below market rates;
 - Heritage lottery;
- ❑ Tax-based support:
 - Tax credit for heritage;
 - Higher taxes for new construction – demolition, parking lots;
- ❑ Reduce cost of upgrades by revising the BC Building Code;
 - More flexible standards for materials and non-modern design;
- ❑ Supportive land use policies and regulations;
 - Density bonuses and transfer;
 - Higher landfill tipping fees for older building materials.

Environmental factors:

- ❑ Cultivate a culture of repair through heritage policy;
- ❑ Adopt standards like LEED, which should acknowledge heritage value and the embodied energy of historic places;
- ❑ Remove blanket approaches to upgrading like Power Smart.
- ❑ Land use policy that supports brown field reclamation – industrial heritage.

5. Innovative Practices

Social factors:

- ❑ Achieve innovation by integrating heritage practice with social development;
- ❑ Document stories about neighbourhoods for present and future generations;
- ❑ Adapt industrial heritage for social housing or cultural commercial space.

Economic factors:

- ❑ Achieve innovation by integrating heritage practice with economic policy;
- ❑ Stimulate new industries and local economic growth through training in restoration and rehabilitation skills;

- ❑ Explore new ways to interpret heritage buildings that generate revenue;
- ❑ Take advantage of renovation trend with a television program, “Flip This Sustainable Heritage House”.

Environmental factors:

- ❑ Achieve innovation by integrating heritage practice and green agenda;
- ❑ Expand heritage awards to green design in rehabilitation, and environmental awards to heritage projects;
- ❑ Older buildings as pilot projects for sustainable technology;
- ❑ Research historic green building techniques as good environmental practice.

6. Education/Information

Social factors:

- ❑ Educate on the social benefits of heritage conservation;
- ❑ Outreach to politicians, public officials, children and youth, the general public;
- ❑ Incorporate the Historic Places Initiative into the provincial school curriculum;
- ❑ Learn from and involve communities through storytelling and planning input;
- ❑ Develop public websites and an information clearinghouse on heritage conservation as learning tools.

Economic factors:

- ❑ Educate on the economic benefits of heritage conservation;
- ❑ Outreach to relevant professionals including planners, architects, the construction industry, green building specialists and businesses;
- ❑ Inform on lifecycle costing and cost effectiveness of rehabilitation.

Environmental factors:

- ❑ Educate on the environmental benefits of heritage conservation;
- ❑ Outreach to relevant professionals including planners, architects, the construction industry, green building specialists and businesses;
- ❑ Spread “the greenest building is an existing building” as a principle:
 - Re-use of existing materials;
 - Original green design;
 - Embodied energy;
- ❑ Demonstrate the link between demolition and landfill.

7. Value-Added Heritage

Social factors:

- ❑ Emphasize the social value of heritage resources including character and a novel association with “live-ability”;
- ❑ Realize adaptive re-use heritage sites in mixed-use zoning that create diversity in communities by adding social housing or arts and culture amenities to neighbourhoods.

Economic factors:

- ❑ Find new ways for heritage resources to be understood as “value added”;
- ❑ Promote prestige value of a heritage lifestyle, i.e. desirable, marketable;
- ❑ Track gains in property values tied to the trendiness of heritage features;

Environmental factors:

- ❑ Emphasize the environmental value of heritage structures and sites including embodied energy, original green design and re-used materials.

FOCUS GROUPS

After completing the individual survey, participants reported their feedback as focus groups, each of which proposed ways in which heritage conservation could address the challenge of sustainable development.

Social Sustainability

Groups 1 and 4 identified avenues for deepening the existing linkages between heritage conservation and social sustainability. They identified the below points.

Group 1:

- ❑ Community building:
 - Grassroots or
 - Institutionally planned change;
- ❑ Institutional community building should have:
 - Public participation;
 - Buy-in;
 - A cohesive and publicly popular strategy;
 - Usefulness;
 - Accessibility (to community etc);
 - Research;
 - Good public relations and discourse.

Group 4:

- ❑ Public acceptance of heritage character:
 - Extend acceptance outside of urban areas;
- ❑ Public sector:
 - Are they walking the walk?
- ❑ Education and design professionals:
 - Opportunity not liability – change in attitude;
 - Link between demolition waste and landfill;
- ❑ Focus on stories that buildings can tell;
- ❑ Broaden net of what is meant by heritage conservation and broaden tactical alliances:
 - Avoid pigeon holing;
- ❑ Education linkages;
- ❑ Minimal interference with heritage vs. new construction.

Economic Sustainability

Group 2 focused on overlaps between heritage conservation and economic development. They identified the below points.

Group 2:

- ❑ Partnerships:
 - Tourism;
 - Corporations;
 - Funding agencies;
- ❑ Incentives:
 - Education;
 - Grants;
 - Tax (including tax trades); embedded energy credits;
- ❑ Lifecycles:
 - Initial investment – longer lasting materials;
 - Programs for long-term schedules;
 - Investigating building scope costs.

Environmental Sustainability

Groups 3 and 5 listed ways in which environmental policy and heritage conservation planning are already, and could become, mutually supportive. They identified the below points.

Group 3:

- ❑ Rehabilitation = reuse.
 - Reuse is a compelling strategy;
 - Defining reuse – lifecycles, energy savings, local materials;
- ❑ Be proactive around green agenda:
 - Participate;
 - Make linkages;
 - Integrate incentives and disincentives, e.g. landfill, tipping fees.

Group 5:

- ❑ Relaxing zoning/building code bylaws – maintain/reuse existing materials;
- ❑ Remove incentives for demolition;
- ❑ Add incentives for adaptive re-use (i.e. residential, secondary suites);
- ❑ Preserve original green designs and provide education on these systems;
- ❑ Research on historic building technologies that are good green design practices (e.g. storm windows, double doors, ventilation systems, etc.);
- ❑ Include heritage building systems and historic window systems in the Power Smart program;
- ❑ Encourage maintenance programs;
- ❑ Create environmental heritage awards for projects that are green redevelopments;
- ❑ Make dumping fees for building materials higher;
- ❑ Add environmental criteria for built heritage to revision of the building code;
- ❑ Provide incentives for maintenance/conservation with high embodied energy ratings;
- ❑ Create disincentives for demolition;
- ❑ Work with the Green Buildings Council of Canada to build communication channels and partnerships;
- ❑ Conduct more research on environmental issues;
- ❑ Facilitate the culture of repair rather than replace;
- ❑ Establish maintenance standards legislation for buildings;
- ❑ Work with organizations like Habitat for Humanity to conduct renovation rehabilitation rather than new construction for social housing;
- ❑ Integrate heritage conservation practices and policy with environmental organizations;
- ❑ Heritage theme CD to raise funds for heritage environmental practices;

- ❑ Tax heritage projects at the rate as parking lots;
- ❑ Buildings should not be demolished for parking lots;
- ❑ More stringent requirements for parking lots etc. or more relaxations to encourage heritage projects;
- ❑ Encourage incentives like density transfer;
- ❑ More bonus for higher percentage of retention of historic fabric;
- ❑ Prize type incentives bikes, transit passes, etc.;
- ❑ Change tax structure;
- ❑ Bonus for urban fabric (combat façade-ism);
- ❑ More price tag incentives.

CONCLUSION

Simon Fraser University's City Program course "The Challenge of Sustainability for Heritage Conservation" was a productive workshop that yielded seven key themes, or strategic directions, for the Province of British Columbia. Participants identified ways in which the field of heritage conservation can further strive to integrate strategies of socially, economically and environmentally sustainable development. The issues that emerged from the individual surveys and focus groups as immediate objectives for heritage conservation are: (1) a marketing communications strategy; (2) integrated sustainable heritage planning; (3) partnership with relevant stakeholders; (4) supportive policy and legal frameworks; (5) innovative practice; (6) education and information; and (7) value-added heritage. These recommendations are informative for the BC Heritage Program and its new heritage conservation strategy.

APPENDIX ONE: Participant Survey – Complete Results

How can the field of heritage conservation further strive to integrate strategies of sustainable development, by contributing to the social, economic and environmental sustainability of our work?

Social sustainability:

How can we ensure the projects we plan or approve further involve the community, engage processes of local democracy and consultation, ensure that the resulting buildings and sites will be accessible, provide needed functions, reinforce broader building frameworks?

Recommended strategies for making heritage conservation more socially sustainable:

- Re-brand heritage;
- More positive-sounding advocacy;
- Change message to fuse heritage to social movements (e.g. Mole Hill);
- Use marketing strategies to promote heritage as a 'green' initiative – capture the current interest in the environment;
- Provide more information on the multi-faceted advantages of heritage conservation – economics, environment, etc.
- Make it sexy – need a high profile champion;
- Make restoration sexy – UK restoration nation series 2005/06 very popular;
- Educate on heritage values;
- Education – users over need for conservation;
- Educate our elected officials and civil servants;
- Public education about value of sustainable neighbourhoods and projects that involve the return of a neighbourhood to its original state;
- Raise awareness of local heritage value, i.e. public process and grassroots heritage;
- Community involvement which is to some degree in place but can be further encouraged through education and alliances and partnerships with active community groups;
- Community education and involvement in projects;
- Education for community – forums, discussions;
- Get information out to public for discussion;
- Education/awareness/story-telling;
- Educate school children – build capacity for the future;

- ❑ Develop linkages in K-12 education curriculum with the Historic Places Initiative;
- ❑ Education in schools: initiate a heritage program for children;
- ❑ Engage children in the story of development history of their communities and their homes and important structures;
- ❑ Ensure information is available on web – policies, objectives, project info;
- ❑ Have images and contact information on web site;
- ❑ Heritage walking tours;
- ❑ Integrate with other agencies/individuals involved in social sustainability;
- ❑ Tie in heritage with broader social goals;
- ❑ Satisfy established social objectives, policies;
- ❑ Demonstrate social benefits of heritage conservation;
- ❑ More integration of social housing into building revitalization projects;
- ❑ Investigate affordable housing as a use;
- ❑ Integrate re-use with social needs – re: social housing;
- ❑ Explore social needs/opportunities of area;
- ❑ Create social centers out of buildings slated for demolition (e.g. heritage parks);
- ❑ Recognition of cultural values;
- ❑ Can heritage conservation be linked to principles found in other sectors (e.g. mining – recycling is responsible mining);
- ❑ Joint projects with interests from other fields.
- ❑ Support community planning with expertise that includes economic and environmental factors;
- ❑ Rehabilitating heritage buildings for residential and commercial space;
- ❑ Employment and training of local specialized industries;
- ❑ Integrate urban agriculture;
- ❑ Integrated planning and design processes;
- ❑ Embedded heritage value in community planning policies and regulations;
- ❑ Focus on heritage areas not individual buildings;
- ❑ Integrate heritage with other municipal planning processes – open space, parks etc;
- ❑ Coordinate approach of infrastructure, buildings, green spaces, etc.;
- ❑ Look at heritage as part of integrated community;
- ❑ Heritage conservation unites community in common goal – e.g. re-use/rehabilitation of buildings of Mole Hill;

- ❑ Create new opportunities for community direction;
- ❑ Combination like Mole Hill, e.g. meeting special needs – work with community groups;
- ❑ Contributes to neighbourhood continuity and a sense of place;
- ❑ More inclusion of a cross section of domestic units regardless of income – families, seniors, young singles;
- ❑ Address needs of seniors or pre-seniors to retain future value;
- ❑ Address needs of access to services – if not existing transit – new solutions;
- ❑ Identify the values that the building has historically been involved with;
- ❑ Create heritage conservation programs in local governments and provide comments, education;
- ❑ Seek working agreements/partnerships with other organizations;
- ❑ Build upon what is already in place re: existing arrangements/agreements;
- ❑ Involve broad base of social groups;
- ❑ Consult with communities about social issues;
- ❑ Understand socio-economic mix of neighbourhoods;
- ❑ Partner with other interests such as non-market housing;
- ❑ Understand more deeply the diversity of heritage stakeholders (e.g. tenants, low-income, etc);
- ❑ Heritage committees should have categories of membership that require business interest, tenants, etc. (not all heritage folks);
- ❑ Engage all income levels in community planning/heritage discussion;
- ❑ Allow mix of uses that help support development and ensure directly engage community/neighbourhood interests. Actively engage stakeholders in advocacy and decision-making;
- ❑ Seek out and engage both individuals and groups that accurately represent the interests of the community;
- ❑ Listen to what they define as being of value to them;
- ❑ Ensure a mix of uses, activities, services that cater first and foremost to who is there now;
- ❑ Major public input process;
- ❑ Encourage open houses or have exhibition/consultation facilities in cities/communities;
- ❑ Presentations/workshops for neighbourhoods;
- ❑ Have objectives of city plans/visions available;

- ❑ Involve the community directly in consultation through open houses and workshops;
- ❑ Solicit community input on the history of a site/area;
- ❑ Consultation/discussion over (legitimate) process of building use evolution;
- ❑ Ensure/promote public/community involvement;
- ❑ Focus group to understand community's values;
- ❑ Engagement of ethno-cultural groups' interests;
- ❑ Youth participation/engagement in initiatives;
- ❑ Position governments (local, regional, provincial) to appreciate and support all of the benefits of heritage;
- ❑ Subsidize heritage recognition;
- ❑ Coerce legislators to create more progressive legislation;
- ❑ Revise community building codes and guidelines;
- ❑ Look for storytelling opportunities respecting proposals and document the stories for present and future generations;
- ❑ Mixed zoning;
- ❑ Adaptive re-use allows for creative uses to adapt to current and future needs;
- ❑ Mixed cultural business, housing etc.;
- ❑ Heritage commission, CHR process;
- ❑ Heritage awards;
- ❑ Explore tenure to maximize sense of ownership – good maintenance;
- ❑ Development of restoration skills;
- ❑ Identify “live-ability” values;
- ❑ Recognize the value of heritage lifestyle;
- ❑ Identify uniqueness of cultural heritage qualities;
- ❑ Heritage can encourage diversity of community, e.g. mixed housing for mixed incomes; arts and culture; cultural commercial.

Economic sustainability:

How can we ensure that the projects we plan or approve are more economical, based in local economics, investing in long-term durable solutions, contribute to broader economic objectives and policies?

Recommended strategies for making heritage conservation more economically sustainable:

- ❑ Fundraising and public relations – higher profile campaigns, the more informed, the more willing groups will be to participate;
- ❑ Heritage conservation messages/initiatives integrated with agencies/projects in the field of economic sustainability;
- ❑ Develop local government planning information for building conservation plans;
- ❑ Educate on benefits to the construction community and provide incentives to them;
- ❑ Sell longevity of heritage products (quality) message;
- ❑ Educate politicians, decision-makers on the economic benefits of rehabilitation;
- ❑ Explanation of the benefits of rehabilitation – examples of lifecycle costing;
- ❑ Education concerning how to undertake cost effective rehabilitation techniques;
- ❑ Information clearing house on rehabilitation and techniques;
- ❑ Publicly reward success undertakings that lead by example;
- ❑ Economic policies that provide incentives and remove disincentives;
- ❑ Financial studies – publish findings;
- ❑ Crunch the numbers/compare heritage re-use with redevelopment;
- ❑ Tie in with local or regional economic goals;
- ❑ Integrate heritage conservation with mainstream economics;
- ❑ Integrate heritage conservation projects with multi-faceted money-making projects;
- ❑ Develop skills in project financing, design and management;
- ❑ Link to desired education outcomes;
- ❑ More creative integration of heritage incentives with housing;
- ❑ Economic development and tourism development incentives, policies;
- ❑ Maximize heritage tourism – identify authentic local qualities;
- ❑ Make stronger connections to tourism. Website, city festivals;
- ❑ Identify the success of heritage overall impact positively on the desired economics of the community (e.g. tourism, education);
- ❑ Neighbourhood rejuvenation;
- ❑ Buildings to be used by community;
- ❑ Integration with long-term plans and neighbourhood plans;
- ❑ Flexible zoning/uses to allow changes based on future market change;
- ❑ Promote heritage preservation through zoning bylaws;
- ❑ Integrate the heritage value into the entire building (not just façade);

- ❑ Heritage density transfers;
- ❑ Pursue rehabilitation of exterior only (not interior);
- ❑ Integration of built assets in new developments;
- ❑ Re-use of buildings even though function will likely change;
- ❑ Move towards multi-use adaptability;
- ❑ Focus on adaptive re-use;
- ❑ Re-use of existing buildings may be more economical than demolition and new construction;
- ❑ Aim for adaptive re-use that seeks to minimize the levels of intervention;
- ❑ Renting out spaces;
- ❑ Encourage continued maintenance of heritage resources;
- ❑ Explore DIY options for heritage conservation within communities;
- ❑ Integration of local materials – minimize transportation;
- ❑ Buy-in of business interests;
- ❑ Promoting localized trades and industries;
- ❑ Use local talent;
- ❑ Promote local products for construction;
- ❑ Partnerships;
- ❑ Partnership with other organizations;
- ❑ Cooperative involvement, corporate economic models;
- ❑ Planning for more than one specific identity. Broaden view;
- ❑ Partnering with business;
- ❑ Partnerships with local businesses – encourage to use existing buildings;
- ❑ Are there cottage industries that can be identified that will further historic rehabilitation?
- ❑ Look to economically viable conservation projects in other cities of the same size and density;
- ❑ Liaison with contractors, developers, business;
- ❑ Develop allies/relationships with building organizations like UPI, BOMA;
- ❑ Partnership with skill training institutes to access innovations in practice;
- ❑ Encourage training, apprenticeship;
- ❑ Rehabilitation industry needs to be trained and trustworthy;
- ❑ Continue developing in-house/local skills-base;

- ❑ Create policies which favour historic places rehabilitation;
- ❑ Available institutional subsidization over extended number of years;
- ❑ Government provided grants of real value;
- ❑ Government guaranteed loans and below market rates;
- ❑ Heritage lottery;
- ❑ Provide planning incentives/benefits/relaxations for heritage-positive projects;
- ❑ Incentive programs;
- ❑ Financial incentives;
- ❑ Provide incentives for rehabilitation projects, buildings and neighbourhoods;
- ❑ Provide incentives that are more closely tied to level of retention not replacement;
- ❑ Use of incentives to encourage conservation, e.g. density bonuses and transfer, grants, tax incentives;
- ❑ Tax incentives and municipalities need senior government help;
- ❑ GST rebate issue – new housing units in existing buildings;
- ❑ Coop ownership differing from individual ownership;
- ❑ Provide a more supportive tax relief environment;
- ❑ Tax incentives to re-use existing heritage buildings;
- ❑ Develop real incentives (i.e. tax) get rid of disincentives (lobby the feds);
- ❑ Financial incentives – tax, grants;
- ❑ Need for financial incentives (tax relief);
- ❑ Renew federal financial incentive for heritage;
- ❑ Preferential tax (GST, property tax, water and sewer) for densification of heritage;
- ❑ Initiate a federal tax credit (a la landmarks not landfill);
- ❑ Increase heritage conservation tax credit;
- ❑ Tax for not revitalizing;
- ❑ Remove incentives for demolition and new construction;
- ❑ Use land fill tipping fees for older building materials to encourage conservation;
- ❑ Alignment of municipal government fees, i.e. tipping fees are underdeveloped;
- ❑ Removal of tax obstacles (property etc.);
- ❑ Need to eliminate financial disincentives;
- ❑ Eliminate disincentives to heritage work;

- ❑ Remove tax disincentives;
- ❑ Removal of government tax impediments;
- ❑ Lobby governments to remove obstacles/disincentives, e.g. unfair tax policies;
- ❑ More “objective” building codes;
- ❑ Pursue provincially the needed changes to the building code;
- ❑ BC Building code to include heritage issues;
- ❑ Building codes must be revised to recognize value of existing buildings;
- ❑ Code for existing buildings as needed;
- ❑ Target regulations (or amend those existing) that require substantial upgrades and relax those requirements;
- ❑ Remove institutional barriers;
- ❑ Promote/perform maintenance of buildings to reduce later rehabilitation costs;
- ❑ Explore new ways to reinterpret heritage buildings that generates income;
- ❑ Partnership with booming renovation television opportunities, e.g. flip this sustainable heritage house;
- ❑ Find new ways for heritage resources to be understood as “value added”;
- ❑ Desired aesthetic sees higher property values which can finance rehabilitation;
- ❑ Promote prestige value of heritage.

Environmental sustainability:

How can we ensure that the projects we plan or approve promote the use of recycled and durable materials and techniques, while considering embodied energy and other effects, environmental performance and lifecycle assessment?

Recommended strategies for making heritage conservation more environmentally sustainable:

- ❑ Heritage conservation messages/initiatives integrated with agencies/initiatives in the field of environmental sustainability;
- ❑ Sell the “green home is a built home” message;
- ❑ Make more sexy – unique characteristics;
- ❑ Campaign 3Rs for heritage;
- ❑ Champion rural values, food growing;
- ❑ Promote use of and access to green space, parks, landscape;
- ❑ Preserve original green design concepts and educate about this;

- ❑ Promote/perform maintenance of buildings to reduce likelihood of demolition by neglect, etc. – reduce landfill;
- ❑ Handbooks/programs to support good rehabilitation and environmental upgrades to existing/heritage buildings;
- ❑ Need a local government champion that focuses on what is realizable;
- ❑ Advocate to include more credits for use of existing buildings in environmental rating systems so that a benchmark can be set on sustainable heritage conservation (education as to what green processes are appropriate for heritage conservation);
- ❑ Education;
- ❑ Get ahead of the wave and prepare for how to educate about alternatives;
- ❑ Educate ourselves and public about benefits in an aggressive/high profile way working with local governments;
- ❑ Training/educating emerging trades and planner/architect professionals in the concept of “the greenest building is an existing building”, etc.;
- ❑ Education to general public – heritage conservation is the most environmental option;
- ❑ Educate on benefits of existing building envelopes;
- ❑ Attempts to show benefits of using recycled materials;
- ❑ Educate people with respect to the environmental impact of not utilizing embodied energy;
- ❑ Educating community on benefits of investment in renewable energies;
- ❑ Awareness of landfill issues re: building materials;
- ❑ Stress integration with social and economic values;
- ❑ Use triple bottom line approach to help capture information on the full cost of projects prior to, during and after and social costs so that future projects may be undertaken with better information and improved decision-making is possible;
- ❑ Harness environmental concerns;
- ❑ Integrate heritage objectives into sustainability/green/environmental issues:
- ❑ Utilize heritage conservation at the right sites environmentally;
- ❑ Planning healthy reclaimed community space;
- ❑ Preserve as much as local landscaping;
- ❑ Incorporation of landscaping;
- ❑ Conserve park lands;
- ❑ Integrate urban agriculture;

- ❑ Incorporation of services within a walkable area to reduce need for mechanical transit;
- ❑ Recognize rehabilitation environmental projects as heritage work;
- ❑ Preserve and rehabilitate existing sites;
- ❑ Retain original building materials;
- ❑ Re-use and recycle;
- ❑ Reuse more beneficial than recycle in many instances;
- ❑ Salvage heritage material and re-use;
- ❑ Recycling – less environmental damage;
- ❑ Encourage maintenance programs for heritage conservation;
- ❑ Encourage the use of heritage “systems” (awnings, storm windows, ventilation, etc) in heritage development;
- ❑ Use materials that last for restoration/rehabilitation/renovation;
- ❑ Use environmentally friendly products;
- ❑ More use of natural materials;
- ❑ Discourage overbuilding of sites;
- ❑ Training heritage rehabilitators to use green building techniques in their work;
- ❑ Control of storm water;
- ❑ Incorporation of recycling of grey water;
- ❑ Collection of rainwater as a requirement;
- ❑ Plan/construct buildings recognizing future energy shortages;
- ❑ Alternate sources of energy;
- ❑ Improved restoration technologies;
- ❑ Incorporate new technology to integrate best practices re: energy generation, water re-use;
- ❑ Appropriately integrate high-performance/efficient technology (like heating systems of Mole Hill);
- ❑ Incorporate energy saving features where they won’t interfere with heritage features;
- ❑ Link to principle of energy conservation in your old house;
- ❑ Jump on Kyoto/Environment band wagon to public and policy makers;
- ❑ Collaboration with environmental organizations and lobby groups;
- ❑ Alliance with environmental groups especially re: built assets and landscape;
- ❑ Create partnerships with environmental agencies active in the community;

- ❑ Link to Green Building Council of Canada;
- ❑ Get to the table with the different councils (Green Building, LEED, etc);
- ❑ “Energy conservation and your old house” tied into the larger government programs plus training the industry, public;
- ❑ Form alliances within the BC Building code branch to promote green design;
- ❑ Partnerships, e.g. Vancouver Heritage Foundation and used building materials suppliers;
- ❑ Liaison with contractors, e.g. on waste reduction;
- ❑ Greater alliance/encouragement for secondary suites in single family neighbourhoods;
- ❑ Develop and promote standards like LEED, which recognize embodied energy value of buildings;
- ❑ Integrate more stringent requirements into local bylaw/policy;
- ❑ Remove blanket approaches to upgrading (e.g. Power Smart);
- ❑ HPO changes needed and get rid of Power Smart;
- ❑ Maintenance standards bylaw?
- ❑ Encourage recycling of building material;
- ❑ Repair rather than replace; get tax incentives;
- ❑ As condition for approval require building and materials inventory prior to construction in order to ensure reuse of materials;
- ❑ Incentive programs for rehabilitation;
- ❑ Apply a sliding scale for transfer of density that allows the greatest benefit for a project that has a higher level of retention, which would see a façade project receiving no bonus;
- ❑ Add tax incentives;
- ❑ Favour tax credits for rehabilitation projects;
- ❑ More incentives for brownfield reclamation – industrial heritage;
- ❑ Remove tax disincentives;
- ❑ Tax parking lots at rate before demolition if undeveloped for more than 2 years;
- ❑ Demolition taxes not just increased tipping fees;
- ❑ Higher landfill charges;
- ❑ Increase land fill charges for all types of building materials;
- ❑ High dumping fees for demolition debris, demolition permits are expensive;
- ❑ Revise building code to include heritage conservation;

- ❑ Let the heritage project influence building codes etc. appropriately;
- ❑ Research approaches for existing built cities, e.g. achieving codes;
- ❑ Be flexible not fixed performance standards;
- ❑ Relax code requirements;
- ❑ Relaxation of zoning or building code requirements if heritage materials and methods are used;
- ❑ Consider the time costs – discourage short-life difficult to recycle materials;
- ❑ Maximize building systems that are efficient even if not modern techniques;
- ❑ Encourage alternate power sources associated with preservation/rehabilitation;
- ❑ Ensure discussion on green building code goes beyond energy efficiency;
- ❑ Subsidize energy audits. Require audits at house sales;
- ❑ Establish heritage category for environmental awards;
- ❑ Support (provincial awards) for good rehabilitation and environmental projects, carpentry, construction;
- ❑ Research in topics such as historic building techniques that are good environmental practices;
- ❑ Pilot projects of good practice;
- ❑ Broader application of sustainable technology for all products, raise the bar;
- ❑ Integrated or shared heating/cooling systems among a group of buildings.