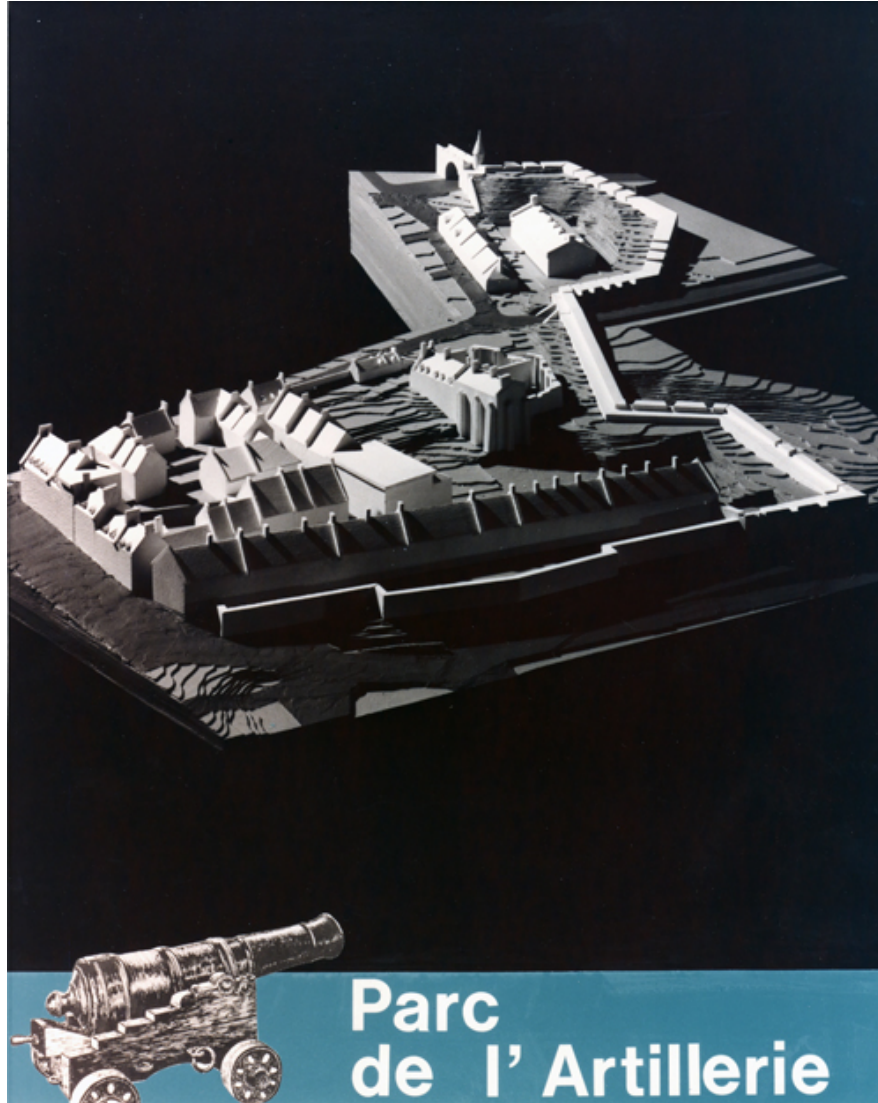


# A History of the Canadian Government Historic Sites Restoration Services

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*Extracts from a text written in February 2006 by Ken Elder, restoration architect  
with additional contributions from François LeBlanc.*



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# A History of the Canadian Government Historic Sites Restoration Services

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## **Predecessors of the Restoration Services Division**

**Department of Northern Affairs and National Resources  
National Parks Branch (Dec. 16, 1953)  
Engineering and Architectural Services (Sept. 1, 1955)**

### **Chief G. L. Scott**

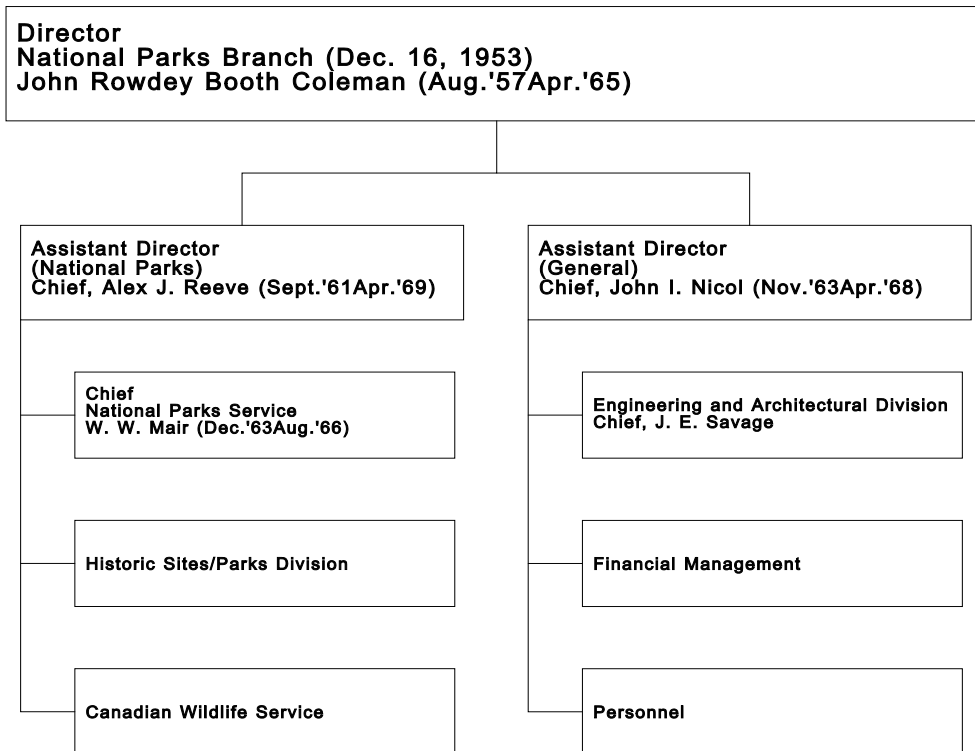
During the late 1950's and early 1960's, the preservation and development of National Historic Sites was largely carried out by the supervising engineers and technologists of Engineering Services Division, based in the district offices. Trained in the contemporary engineering field, and with little guidance from Ottawa, they did the best possible job they could.

In the Ontario/Québec district, the principal projects were: Fort Mississauga, Niagara-on-the-Lake; Murney Tower, Kingston; Fort Wellington, Prescott; Fort Chambly, Chambly; Fort Lennox, Île-aux-Noix; Maison Laurier, St. Lin; and the Québec City walls and gates. In the Western district the main focus was: Fort Langley, Langley; the Palace Grand Theatre, Dawson; the White Pass and Yukon Route sternwheelers, Whitehorse; and Fort Prince of Wales, Churchill. In the Atlantic district attention was given: Fort Anne, Annapolis Royal; Carleton Tower, St. John; Cabot Tower, St. John's and Halifax Citadel (from 1951).

Generally a stabilization and selective restoration approach was taken. In the case of Fort Langley and the Palace Grand Theatre, private sector architects were approached for designs. All of the projects were accomplished without the benefit of a stated National Historic Parks & Sites policy (March, 1968), heritage recording, archaeological research, historical research (by qualified historians) or international charters setting out the principles of conservation (the Venice Charter was approved in May, 1964).

The approval by Cabinet of the Fortress of Louisbourg Reconstruction Project in March, 1962, marked the beginning of a new, more rigorous approach to conservation. For the first time a multi-disciplinary team of archaeologists, military historians, architects, engineers, and architectural technologists were assembled for the same project. As a result of a review of the administrative organization of the Branch

carried out by J. I. Nicol, six separate divisions of National Parks Branch at Ottawa were formed under two Assistant Directors. Engineering and Architectural Division was placed under the Assistant Director (General).



**Department of Northern Affairs and Natural Resources  
National Parks Branch  
Engineering and Architectural Division (Oct. 18, 1963)**

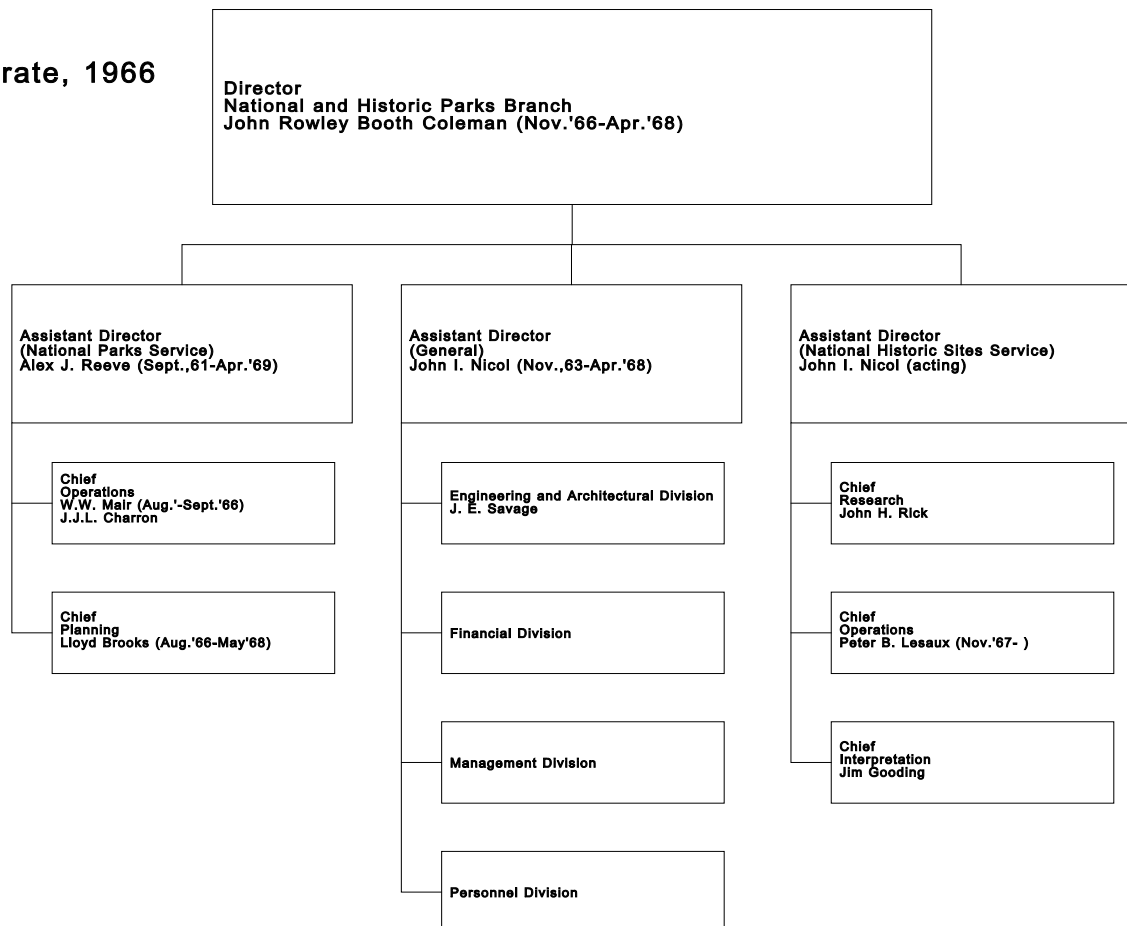
**Chief J. E. Savage**

In order to call attention to the range of Branch activities the minister approached Treasury Board in March, 1965 with a proposal to change the name of the Branch.

**Department of Northern Affairs and Natural Resources  
National and Historic Resources Branch (May 1, 1965)  
Engineering and Architectural Division**

**Chief J. E. Savage**

**Directorate, 1966**



Annual visitor attendance at national and historic parks had risen from about four million persons in 1957 to a new high of nearly thirteen million in 1967. The rapid expansion of national parks activities, coupled with recognition of the tourist potential of historic sites led to reorganization in the National and Historic Resources Branch. On March 3, 1966, Treasury Board approved changes in the Branch structure to facilitate the efficient conduct of its activities. The name of the Branch was changed to the National and Historic Parks Branch. Under the Director, the Assistant Director (General) became responsible for the financial and management improvement of the Branch, and the general direction of the Engineering and Architectural Division and other support sections of the Branch.

**Department of Indian Affairs and Northern Development (Oct. 1, 1966)**

**National and Historic Parks Branch (March 3, 1966)**

**Engineering and Architectural Division**

**Chief J. E. Savage**

To build a restoration capability within E. & A. Division, A. D. (Dave) Perry, Site Engineer at the Fortress of Louisbourg was brought to Ottawa in the fall of 1966 to fill the position of Restoration Engineer, under the Chief Architect, Les Baker. At the time, the positions of Chief Landscape Architect and Chief Engineer were held by Ed Wallace and John Baker respectively.

## **The years 1966-1968**

Under the Chief of Engineering and Architectural Division, J. E. (Doc) Savage the restoration group expanded with the addition of Richard Fairweather, a Senior Restoration Draftsman (January, 1967) and Henry van der Putten, a Supervising Draftsman (June, 1967), also from Fortress Louisbourg. Offices were located in the Centennial Tower, 400 Laurier Avenue West, Ottawa.

Henry van der Putten's first accomplishment in Ottawa was the compilation of an Interim Guide for Measuring, Recording & Drawing of Historic Structures, after which he turned his attention to the hiring of contractors for the as-found recording of national historic sites. One of the first teams was that built around John Chivers, a Winnipeg architect. The team, which began its work in the spring of 1968, comprised George Walker (senior technician) and Sandy Siepman, Lorne Campbell, Gary Slippert, Bo Hanec, George Thrale and Gordon Cymbaluk (draftsmen). Some of the first buildings recorded were the South-West Bastion, Engineer's Cottage, and Prins House/Fraser House, all at Lower Fort Gary.

This completed, the team moved on to the Riel House and York Factory. Richard Fairweather, who might be credited as the first Restoration Officer at R. S. D., began his recording and restoration design of the Fur Loft building at Lower Fort Garry in the winter of 1967-68 and when joined by the recording team in the spring, passed on what experience he had from his years spent at Louisbourg. The Big House was officially opened May 9, 1969. The Sales Shop and Furloft building followed in May, 1971.

Teams were also assembled in Halifax. Bill Hockey (September, 1971), Greg Corcum, Brian Gallant, Robert van Rumpt, Ron Peck and Warren Peck joined in early 1970 and are all still employed with Parks or PWGSC, if in other capacities.

The number of recorders was getting so great that Robin Letellier could not handle the task of supervising every team. This is when Charles Dumais and Bill Hockey (December, 1973) were brought to Ottawa as supervisors. The teams were split up, with half reporting to Bill and the remaining half to Charles.

To build a restoration architecture capability, Jacques Dalibard an architect, and senior designer at the Canadian pavilion at EXPO 67 in Montreal, was hired in January 1968. Between June and July, 1968 he was joined by Gilles LaFrance, a Project Officer and Ted Konopacki, a Project Architect, from National Parks Branch, Engineering and Architectural Division.

To establish a restoration engineering capability, Paul Stumes, an engineer with Indian Affairs Branch, Engineering and Architectural Division (June, 1968) and Louis Dugas, an engineer working in Montreal (Oct.-Nov., 1968) were hired. Under the direction of Paul Stumes a restoration research laboratory was set up in the Keyes Building, 123 Kent Street. The work was carried out by graduate students on 2-3 month contracts.

By the middle of 1968, a seven person unit was in place in Ottawa. In March of 1968 a statement of policy for National Historic Parks and Sites was adopted.

Accomplishments:

#### Heritage Recording

- Fur Loft Building, Lower Fort Garry N. H. P., As-Found Recording (Fairweather), February, 1968.

## **The Year 1969**

Because of the additional responsibilities given the Department of Indian Affairs and Northern Development by legislation back in 1966, the departmental structure was reviewed, and a temporary structure adopted. In 1969 the reorganization finally became effective and the Engineering and Architectural Division of the National and Historic Parks Branch, along with the technical services of other branches, was absorbed by the Technical Services Branch.

**Department of Indian Affairs and Northern Development  
Technical Services Branch  
Engineering and Architectural Division**

**Chief (Design). J. E. Savage  
Head Restoration Design (incl. as-found) - Mr. D. Perry**

**Head Architectural Design - Mr. L. Baker**  
**Head Engineering Design - Mr. C. Crapper**  
**Head Physical Planning - Mr. E. Wallace**  
**Head Construction - Mr. K. Stairs**

The creation of a Restoration Design group (known as Restoration Services) staffed by individuals with specialist expertise at Headquarters may have been stimulated by a draft paper, Capital Management, dated September 25, 1969 Section 8.3.3 dealing with general policy which stated in part: "For the purpose of capital management, restoration and preservation projects pertaining to Historic Parks and Sites will be classified as major capital projects. Major capital projects will be the responsibility of the Director of Technical Services and his Regional Engineering staffs, as appropriate, and minor projects will be the responsibility of Program Managers through their Regional and field staffs".

Throughout 1969 the build up of restoration staff continued with the transfer of Jack Zukowski, an architectural technician from Louisbourg (1969) and the transfer of Gary Slippert, an architectural technician from the recording team in Winnipeg (May 1, 1969).

Henry van der Putten also continued his expansion of the recording group and hired Stan Anderson, Virgil Broodhagen, Cyril Chislett and Bernie Prins in September 1970 to record the



S. S. Klondike in Whitehorse and a number of buildings in Dawson City, Yukon. At the same time Jim Lisoway and his wife, also a recorder, were working in the western provinces. Then came Québec's turn. Henry hired Robin Letellier in 1969 to supervise the Québec teams. The work in Québec started with the recording of Fort Levis and the Windmill at La Pointe du Moulin, Île-Perrot near Montreal. Robin and his team members; Jean Daigneault, Jacques Fénelon, André Roy and Rodrigue St. Pierre joined Robert Dionne and Jacques St. Pierre who were working for the province on the Place Royale project at their office at 3 rue Buade (now the regional office). There were other teams who were doing recording across Canada that converged in Québec for the winter months to utilize the office space.

Some of these people were:

- Tom Connell,
- Derreck Cowell,
- Jim Dixon,
- Gary Duguay, (now with Alberta Culture),
- Louise Durocher,
- Pat Fielding,
- Pierre Gauthier,
- Jean-Pierre Jérôme (now with HCP),
- Merle McCallum,
- Robert Mitchell (now with Prairie Region)
- Francois Pelerin (now with Archaeology, Québec)



- Denis Poirier,
- Jacques Renaud,
- Scott Smith,
- Robert Vermette,
- James Well,
- Max Wong.

			
Jacques Dalibard 1935-2007	Jack Zukowski (1924-1985)		

Henry van der Putten's first office staff member was Able Kitchen, taken on in late 1969 (on loan from Social Services).

## **The Architectural Component Reference Collection**

The idea of forming an architectural component collection was more or less thrust upon Restoration Services by news of the imminent demolition of sixteen towns in the Ste-Scholastique region of the Province of Québec and their stock of post 1760 buildings, to make way for the new Mirabel Airport. In the spring of 1969, Richard Fairweather led a team to the area to recover what they could of doors, window sash, and window glass. At the time, reproduction glass for Louisbourg was being purchased in France at upwards of \$13.50/sht. It was hoped the salvaged glass could be substituted for a sizeable saving in cost.

Jacques Dalibard gave François LeBlanc (hired in June 1971) the responsibility to organize and document the collection.

Over the next fourteen years, material was added to the Collection from National Historic Sites and other significant sites in Canada. At its peak the collection comprised over two-thousand components, and was well documented with a filing card system. From 1972 until 1978 the Collection was housed in the basement of the Hunter Building. In 1978 it was moved to the 5th floor, Terrasses de la Chaudière. In 1980 the entire Collection was packed and moved to a storage warehouse belonging to Conservation Branch, 1550 Liverpool Court.

Accomplishments:

Heritage Recording

- Trade Store, Fort Langley N. H. P., As-Found Recording (Cronk), June, 1969.
- Engineer's House, Lower Fort Garry N. H. P., As-Found (Campbell, Cruickshank, Cymbaluk, Siepman), September, 1969.
- Fraser House, Lower Fort Garry N. H. P., As-Found (Cymbaluk, Hanec, Siepman, Walker), October, 1969.

#### Other Projects

- Engineer's House, Fortress of Louisbourg, N. H. P., Reconstruction Design (Jack Zukowski), June, 1969.
- Fur Loft Building, Lower Fort Garry N. H. P., Restoration Design (LaFrance), September, 1969

	
Fur Loft building, Lower Fort Garry, Manitoba	West Bastion, Lower Fort Garry, Manitoba
	
Big House, Lower Fort Garry, Manitoba	Engineer's House, Louisbourg, Nova Scotia

## **The Year 1970**

In these formative years the lack of specialized training was apparent and many of the staff were approved for lengthy courses in restoration, visits to developed sites, and meetings with restoration specialists from the U.S. Parks Service. Most importantly, Jacques Dalibard was allowed time to complete his M. Arch course at Columbia University (1971-1972).

Early experimental work was started on different restoration techniques: stopping fungal decay by cobalt irradiation or reinforcing old masonry with steel bars and concrete grout. Unfortunately the Directorate refused to cover the processes with patents in favour of the Crown so that a Finnish group patented the first process and an Italian company the second.

A new policy was established: restoration projects estimated at \$25,000 or over were given to headquarters (Restoration Services) for design and regional offices for implementation, except for Louisbourg which retained a design capability with input from Restoration Services. The arrangement was not altogether satisfactory, as the regions lacked trained staff to implement or supervise the field work.

Long range development plans were started for the more active sites: the Halifax Citadel, the Quebec Fortification Walls, Fort Levis, Dawson City, etc. In many cases the planning was more of a paper exercise as funding was not forthcoming, but the work was excellent training for the staff and proved that restoration must be a multi-disciplinary effort. National and Historic Parks Branch had two operational regions: Halifax and Calgary. Cornwall was a minor office with one Senior Engineer as the entire Engineering & Architecture capability.

Joining Restoration Services in 1970

- Capt. Frank Harley - (Navy Ret.), hired as Head, Marine and Industrial, April, 1970

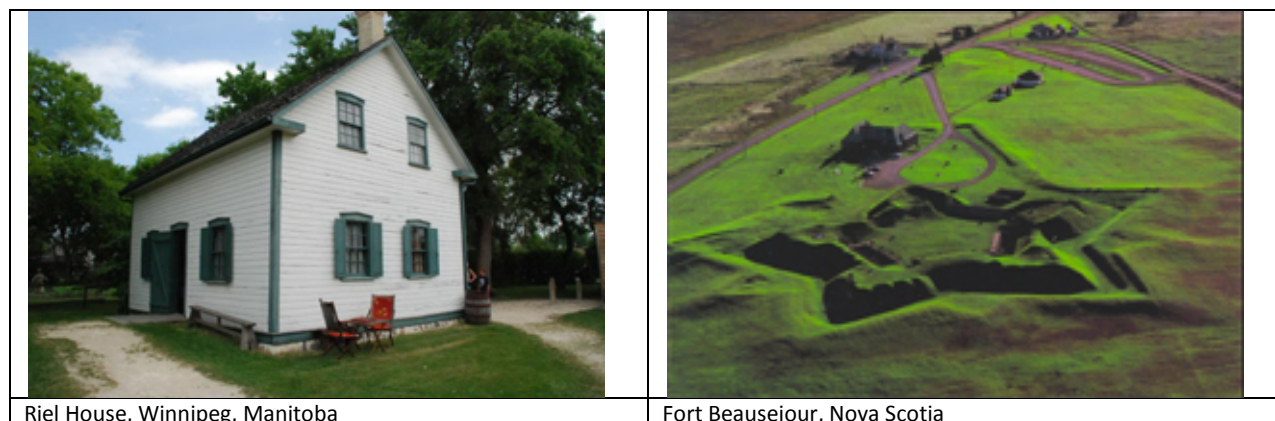
Accomplishments:

#### Heritage Recording

- Riel House N. H. S., St. Vital, As-Found Recording (Cymbaluk, Hanec, Thrale, Siepmann), February, 1970.

#### Other Projects

- Fort Anne N. H. P., Annapolis Royal, Restoration of No. 2 Powder Magazine (St. Amour, Stumes), 1970.
- Fraser House, Lower Fort Garry N. H. P., Restoration Design (Fyfe, LaFrance), February, 1970.
- Fort Beausejour N. H. P., Aulac, Restoration of British Entrance (La France), April, 1970.
- Colonnaded Verandah Cavalier Building, Halifax Citadel N. H. P., Design Considerations (Stumes, van der Putten), May, 1970.
- Blacksmith Shop, Lower Fort Garry N. H. P., Reconstruction Design (LaFrance), October, 1970.



## The Year 1971

Early in 1969, a study group was formed within National and Historic Parks Branch to evaluate the existing system of programming park and historic sites development. More than 100 parks and sites were considered. Many of the administrative recommendations were adopted in March 1970. The recommendation to Cabinet was that \$200,000,000 of Capital funds be assigned over 15 years for the conservation of historic sites and concluded that the scarcity of certain resources in Canada, namely archaeologists, restoration architects, etc., might prevent the implementation of their recommended plan.

To address this deficiency Treasury Board gave Restoration Services 58 person-years to hire and train specialists. Joining Restoration Services in 1971 were:

- Michel Henrion - July 1, 1971
- David Lane - (B. Arch), hired as restoration architect, c. 1971
- Denis St. Louis - (B. Arch), hired as restoration architect, May 1, 1971
- Michel Soucy - (B. Arch), hired as restoration architect, April 1, 1971
- John Thomas - hired as draftsman (April 1, 1971)
- Martin Eli Weil - (M. Arch University of Pennsylvania and a Master's in early American culture and decorative arts from the University of Delaware), hired as Head, General Period Structures, June 15, 1971.
- Alfred (Alf) C. Wildsmith - (P. Eng, C. Eng F. 1 Mar. E.) hired as specification writer, May 1, 1971
- François LeBlanc – (B. Arch), hired to develop the Restoration Research Group, June 1971
- Jean Claude Yarmola - (B. Arch), hired as Head, French Period Structures, September 1, 1971

Because of the rapid increase in staff, by mid-year, Restoration Services attained the status of a Division.

			
Martin E. Weil	François LeBlanc	Denis St-Louis	

**Department of Indian Affairs and Northern Development  
Technical Services Branch  
Restoration Services Division**

**A/Chief, L. A. Parker  
Chief Restoration Architect, Buildings and Structures, J. Dalibard**

The Division was organized into 5 groups, Restoration Research (technical library, artefact collection, model shop, Infothèque) , Buildings and Structures (French Period Group, and General Period Group), Restoration Engineering, Marine and Industrial Restoration, and Operations (as-found recording and drafting, project planning, and materials research).

### **Parks Canada Model Sets**

While working on the design of the R. C. M. P. St. Roch in 1971, Marine and Industrial Restoration received a number of requests from the general public for sets of drawings to aid in building models. On the initiative of Captain Harley, head of the section, a procedure was established for their distribution and all of the necessary permissions obtained. By 1986, 9 model sets for period ships and boats and 5 sets for period guns had been developed for distribution.

### **Infothèque**

In July of 1971 a data base for historical materials and methods of construction, known as "Infothèque", was developed by François LeBlanc and Georges Guibord (Departmental informatics services) and established to serve the Departmental engineers and architects engaged in the restoration and conservation of historic buildings. Technical information pertaining to historic restoration found in archives, libraries, research reports, micro-film and personal recollections was collected, words or groups of words capturing the essence of the article underlined and the text entered by a data clerk on punch cards which were then fed into an IBM 360-85 computer. By using the key word or group of words a print-out of the sources or text of the articles could be obtained in a few hours. (Read article by F. LeBlanc at: [http://www.icomos.org/~fleblanc/publications/pub\\_infotheque.html](http://www.icomos.org/~fleblanc/publications/pub_infotheque.html))

Accomplishments:

#### Heritage Recording

- Fur Depot, York Factory, Hayes River, As-Found Recording (Campbell, Cruickshank, Siepman), April, 1971.
- South-West Bastion, Lower Fort Garry N. H. P., (Campbell, Cymbaluk, Hanec, Slippert, Walker), 1971.

#### Other Projects

- Engineer's Cottage, Lower Fort Garry N. H. P., Restoration Design (Soucy), 1971.
- York Boat, Lower Fort Garry N. H. P., Reconstruction (Fairweather), January, 1971.
- Penitentiary/Warehouse, Lower Fort Garry N. H. P., Restoration Design (Lane), September, 1971.

### **The Year 1972**

On April 3, 1972, the restoration laboratory, artefact storage and a model shop facilities were established in the Hunter Building at 56 O'Connor Street, Ottawa and the Keyes Building facility closed. Model maker Jeannot Bélanger (who continued his career as a furniture maker and restorer for Parks Canada Québec Region) was hired and a large sum of money was allocated to purchase the tools necessary to make the model shop a first class facility. On June 12, 1972, R. S. D. moved to the 8th floor of the Lord Elgin Plaza on the south-west corner of Slater and Elgin Streets, Ottawa. The Marine and Industrial Restoration unit remained for the time being at Centennial Towers.

Site planning, research, investigation, analysis and restoration design began on 15 priority sites identified by the study group formed back in 1969. Some of the larger projects begun in this period were Parc de L'Artillerie Québec, P. Q., Lower Fort Garry, N. H. P., Selkirk, Manitoba, Halifax Waterfront Project, Halifax, Nova Scotia, Fort St. James, N. H. P., Fort St. James, B. C. and the Dawson City Conservation Study.

Joining the Division in 1972 were:

- Alex Barbour - hired as senior restoration engineer, Marine & Industrial Section
- Jacques Baud - (architectural technician) hired as draftsman, May-Aug, 1972
- David Bouse - (B. Arch University of Nebraska), hired as restoration architect, May 8, 1972.
- Charles Dumais – (B. Arch Université Laval)
- Ken Elder - (B. Arch University of Toronto), hired as restoration architect, June 1, 1972.
- Leo Gohier - (P. Eng) hired as restoration engineer, May-Aug, 1972
- Gérard Guy - (P. Eng) hired as restoration engineer, May-Aug, 1972.
- Jacques Hébert - (B. Arch), hired as restoration architect prior to Aug. 72
- Tom Koscielecki - (M. Arch Rhode Island School of Design), hired as restoration architect, pre Aug. 1972.
- Prem N. Panjwani - (P. Eng) hired as restoration engineer, April 11, 1972
- Ron Peck - (B. Arch McGill University), hired as restoration architect, July 1, 1972.
- Ash Randev -

- Akio Saito - (architectural technologist), hired as draftsman, January 31, 1972
- Gouhar Shemdin - (Degree in Architectural Conservation, Middle East Technical University, and Diploma, ICCROM, Rome), hired as restoration architect, January, 1972
- John J. Stewart - (landscape architect), hired as landscape architect, May 29, 1972.
- Jeannot Bélanger – Hired as Model maker, 1972.
- Francois Varin – (B. Arch), hired as restoration architect.
- Derek Watson - (B. Arch), hired as restoration architect.
- Martin E. Weaver - (B. Arch), hired as head of in-house training, November 1, 1972.
- Ronald M. Peck (Arch.), hired as restoration architect.

			
Gouhar Shemdin	Martin E. Weaver 1938-2004	François Varin	



In order to accelerate studies of period building components and handle the analysis and testing of samples being brought back from the sites the restoration laboratory was staffed with two professionals and a technician, the model shop was given two technicians and the component collection one senior technician.

- Robert Orr - hired as chemist for restoration laboratory, pre Aug 1972
- James Moore - hired as chemist for restoration laboratory
- John Stewart -

#### Accomplishments:

- Grey Owl's Cabin, Prince Albert N. P., Restoration Phase I (Konapaki, Slippert), February, 1972.
- Grey Owl's Cabin, Prince Albert N. P., Restoration Phase II (Becker, Lane), May, 1972.
- Commissariat Building/St. Thomas Rectory, St. John's, "Architectural Investigation Report and Proposal" (Zukowski), July, 1972.
- Halifax Waterfront Project, Restoration Proposal and Specification (Elder, Peck, Shemdin and Soucy), August, 1972
- R. C. M. P. "St. Roch" N. H. S., Restoration Design (Barbour, Harley, Wildsmith), November, 1972.



	
Halifax Waterfront buildings, Nova Scotia	The RCMP's St-Roch vessel

## The Year 1973 - The Decentralization of Engineering and Architecture

During 1973, further reorganization and decentralization of the National and Historic Parks Branch was accomplished. Effective April 30, 1973, regional offices were opened in Winnipeg and Quebec City. The name of the former National and Historic Parks Branch was changed to Parks Canada. Headquarters activity thereafter was concerned with the formulation of policy, the development of long range planning and liaison and cooperation with other departments and governments. What had been Technical Services Branch became Engineering and Architecture Branch.


### Department of Indian Affairs and Northern Development

#### Engineering and Architecture Branch (April, 1973) Restoration Services Division

#### Chief Larry A. Parker

Some of the persons who joined the Division in 1973 were;

- Ed Clow, restoration engineer
- Hans Honegger, restoration architect
- Ted MacDonald, restoration architect
- Shawn Mackenzie, photographer and designer
- Peter Pratt, restoration planner

			
Hans Honegger			



The first in-house training program for R. S. D. staff was begun in February, 1973, and held regularly on Friday mornings, until finally winding down in May of 1975. The course, conceived of by Jacques Dalibard, was modelled on the schooling given restoration architects in France by the "Service des Monuments Historiques", the government agency responsible for conservation of historic monuments. On November 1, 1972, Martin Weaver, fresh from teaching Master's students at the Middle East Technical University in Ankara, Turkey was brought in to head up the Training and Technical Studies Section and deliver the course.


The curriculum was generally organized around building materials, and progressed through such topics as timber, brick, paint, soil, fire, stone and metals. Each session began with an introductory talk by Martin followed by a lecture on the same theme delivered by a guest speaker. Speakers from the United States included: V. Rambusch on the Restoration of Leaded Glass; James M. Fitch on Parameters, Depths, and Levels of Restoration, Reconstruction and Preservation; and Norman R. Weiss on Recent Advances in the Conservation of Stone. Local speakers included: Dr. Don H. Shields on The History of Foundation Engineering; Tom Ritchie on Brick Decay and Peter J. Stokes on The Grange project, in Toronto. International speakers included Emmanuel Anati from Brescia in Italy on Rock Art and René Péchère from Belgium on Historic Gardens. From the beginning it was the intention to make an audio record and later a video record of the sessions to distribute across the country for training purposes. Some of the employees hired specifically for this purpose were:

- Jocylene Weir - an audio-visual production specialist
- André Caron - audio-visual technician

At about the time R. S. D. made the move to the Lord Elgin Plaza, Able Kitchen began acquiring the photographic equipment needed for architectural photogrammetry. Despite the lack of a plotter Vlado Mrzena (early 1973) and John Bell (May 8, 1973) were taken on as photogrammetric engineers. Dr. J. Jachimski, a National Research Council (N. R. C.) post doctorate from Poland, and recognized international specialist in Architectural Photogrammetry was brought in to train the staff. At this early stage the plotting was farmed out, generally to Kenting who were well established with aerial mapping equipment. On June 8, 1974 Peter (Tom) Sawyer was hired as an operator and a used A 7 Plotter was purchased from a mapping company in Toronto. A room was fitted up in the Empire Building at the corner of O'Connor and Laurier Streets and the plotter hoisted by crane and passed through a window. Unfortunately in the concern for providing a stable environment for the equipment no provision was made for daylight for the operators. Tom still has a copy of the memo needed to get a window cut.

- Robin Letellier - (B. Arch Laval) hired as the supervisor of the unit
- Vlado Mrzena - hired as a senior photogrammetric engineer (c. May, 1973)
- John Bell - (M Sc. B Sc Eng. U.NB.) hired as a photogrammetric engineer (May 8, 1973)
- Peter Sawyer - hired as a photogrammetric plotter (June 8, 1973)
- Jean-Pierre Jerome - hired as an extant recorder (May 1, 1972)

- Gary Robertson (early 1973)

			
Robin Letellier 1944-2007			

Prompted by the Report of the Glassco Commission in \_\_\_\_, setting out a new approach to management in the Public Service, with better differentiation between those associated with the conduct of the Department's operation (the regions) and those involved in corporate management (headquarters), in September 1971 the Department retained consultants to study the Technical Services Function to determine how this function could best be discharged from the point of view of cost effectiveness and operational efficiency. A number of organizational arrangements at both H. Q. and field were studied and the first phase of the report submitted on February 29, 1972.

The report recommended a centralized unit at Departmental H. Q. to provide functional services to each program ADM and assist Regions where a particular type or level of skill was not feasible at Regional level. It further recommended the establishment of 5 or 6 Regional Technical Offices to serve the combined needs of all operating Programs in each region. The second phase of the report which dealt with details of the organizational arrangement was begun in September 1972, brought before Treasury Board in the spring of 1973, and subsequently approved.

On July, 1973 an exhibition of the various projects being undertaken by Restoration Services Division was organized for William (Bill) McKim, the new Director of Engineering & Architecture Branch. Panels illustrating 21 different projects and 2 in-house initiatives were mounted and 19 staff members stood by to provide explanation.

In December 1973, "Management Services" was retained to examine the Canals Engineering and Restoration Services functions, with a view to achieving maximum decentralization of these activities. Not surprisingly they found that the number of professionals was inadequate to properly staff each of the 5 regions. To address this problem, a staged plan for developing Regional capacity in the Restoration Services activity was agreed to. Plans were approved to achieve the required decentralization in 3 years but suffered a lengthy delay due to the rewriting of job descriptions, meeting the Federal Bilingual Policy without losing half the staff to language training and securing permission from Cabinet to stage the training over a 4 year period. As a consequence, the H. Q. unit was forced to continue carrying a substantial design and construction workload, mainly Prairie Regional work.

Accomplishments:

## Heritage Recording

- St. Andrews Blockhouse, St. Andrews, As-Built Recording (Hockey, Peck), June, 1973.

## Other Projects

- Inverarden House, Cornwall, Landscape Design (Decaire, Stewart), 1973
- Commissariat Building/St. Thomas Rectory, St. John's, Restoration Design (Down, Zukowski), April, 1972.
- Fish Cache, Fort St. James N. H. P., Restoration Design (Bouse, Panjwani, Stumes), June, 1973.
- Perimeter Walls, Lower Fort Garry N. H. P., "A Survey Report and Proposed Maintenance Program" (Clow, Elder), August, 1973.
- Rideau Canal Preliminary Site Study Series, No. 13? , "Jones Falls Site & Lock Station," (Kirlin, Shemdin, Stumes, Pratt), August, 1973.
- Moravian Mission, Hopedale, 1782 Mission Building, Architectural Investigation Report and Foundation Repairs Proposal (Peck), August, 1973.
- Doctor's Office, Lower Fort Garry N. H. P., "Restoration Feasibility Study Report" (Honegger), September, 1973.
- Fur Loft Building, Lower Fort Garry N. H. P., Emergency Exit Design (Clow, Elder), October, 1973
- "Stone Chimney, Fort St. Joseph, Architectural Investigation," (Panjwani, Pratt, Watson), November, 1973.



## **The Year 1974**

On January 17, 1974 R. S. D. moved once again, this time to the 6th floor of the Journal Building, at 365 Laurier Avenue West and Marine and Industrial Restoration re-joined the group. The restoration laboratory, artefact collection and model shop remained in the Hunter Building.

## **The Canadian Engineering Heritage Record**

About this time National Historic Sites Branch (Dept. of I. N. A.) and the Engineering Institute of Canada formed a co-operative body, the Canadian Engineering Heritage Record. Through surveys, it set out to

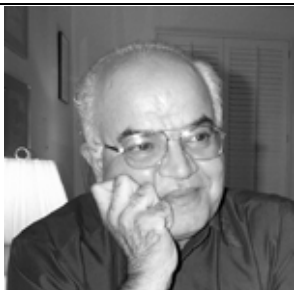


make a permanent record of the tangible remains of Canada's engineering, technological and industrial heritage. For the few short years of its existence it had as its Secretary, Paul Stumes, who was assisted by Lise Duguay.

### Artillery Park Management Plan

In 1974, Jacques took a big gamble by promising Artillery Park Director Henri Tetu that his Restoration Services Division team in Ottawa could produce a comprehensive and high quality management plan for Artillery Park in record time. The entire French Regime Architecture team worked feverishly during six months to produce the document that was hailed at the time as one of the best management plans produced to date for a federal government national historic site.

In 1974 a number of new employees joined the Division:

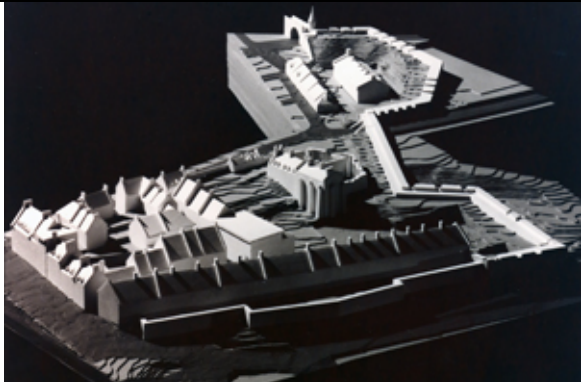



- G. Attar-Hassan - (B. A. in Architecture and Civil Engineering and M. A. Sc Structural Engineering), hired as restoration engineer (1974)
- Kathy Blake, (September 30, 1974)
- Bill Hockey, (Buildings and Structures) restoration architect
- Bill Keenan, (Buildings and Structures) restoration architect
- Claude Levesque, (Buildings and Structures) restoration engineer, 1975, under francophone training program
- Daniel Nicastro, (Operations) restoration architect

			
Ghassan Attar	Bill Hockey	Bill Keenan 1926-2008	

Accomplishments:

- "Parc de L'Artillerie P. H. N., Esquisse d'Aménagement" (Baud, Hébert, LeBlanc, St. Louis, and Varin), Mars, 1974. (The Esquisse d'Aménagement is available for download at: [http://www.icomos.org/~fleblanc/projects/1971-1979\\_PC/p\\_pc\\_artillerie\\_esquisse\\_amenagement.html](http://www.icomos.org/~fleblanc/projects/1971-1979_PC/p_pc_artillerie_esquisse_amenagement.html))
- "Dawson City Y. T. Conservation Study," KNHS, 4 Volumes, (Becker, Darweish, Honegger, Kosciielecki, Perry, Pratt and Saito), March, 1974.
- General Warehouse Fur Store, Fort St. James N. H. P., Restoration Design (Bouse, Panjwani), April, 1974.

- Bonne House, Riel House N. H. S., "Survey and Recommendations" (Elder), May, 1974.
- Fort Anne N. H. P., Annapolis Royal, Restoration of Powder Magazine (Peck, Sklenar), June, 1974.
- Sir John Johnson House, Williamstown, Rehabilitation Design (MacDonald), July, 1974.
- Post Office & Telegraph Annex KNHS, Interim Restoration for 1975 Visitor Season, (Pratt), September, 1974.
- Men's House, Lower Fort Garry N. H. P., Restoration Design, (Elder), October, 1974.
- Rideau Canal Preliminary Site Study Series, No. 1, "The Ottawa Area, Ottawa, Hartwells, Hogs Back" (Pratt, Saito, Sklenar), November, 1974.
- Rideau Canal Preliminary Site Study Series, No. 2, "Chaffey's Lock" (Keenan, Panjwani, Pratt, Saito, Sklenar), December, 1974.

	
Artillery Park, Quebec City, restoration model 1974	Artillery Park, aerial view in 1974
	
Artillery Park, Redoute Dauphine in 2008	Fort Anne, Annapolis Royal, Nova Scotia

## The Year 1975

Under pressure from the regions, decentralization was pushed ahead. The first group to transfer to the regions (1975) was: Denis St-Louis, François LeBlanc, François Varin, Jacques Hébert, Léo Gohier, Gerard Guy, Charles Dumais, and Jacques Baud, all bound for Quebec City. In January 1976 they were joined by Gouhar Shemdin.

Despite not knowing whether Ontario region would remain in Cornwall or move to Guelph, Ted MacDonald, Shawn Bonderski, Ash Randev and Jack Zukowski set out for Cornwall in 1975.

In the same year Henri van der Putten accepted a transfer to Prairie and Northern Region to head the Regional Restoration Workshop.

In November 1975 a revised organization chart for Restoration Services Division was approved with 4 sections Period Architecture (historic areas, historic buildings, analysis and recording, and maintenance), Period Engineering (structures and machines and vessels), Period Data (material research, components reference collection, model shop, data storage and retrieval, graphics design, photogrammetry and hand recording), and Production Services (design support). Preservation Training and the Service Co-ordination reported directly to the Chief. Permission was also given for RSD to operate with 50 person-years, on top of the secretarial services already assigned. Staffing of the vacant positions began immediately and continued throughout 1976. Because of the competition with the regions qualified candidates were difficult to find:

- Ross Anderson (Period Architecture) senior restoration architect, historic buildings
- André Audette (Production Services) architect in training, francophone training program.
- Kathy Bardell (Production Services) engineer in training
- Barbara Doyle (Service Co-ordination Centre) project co-ordinator
- Ludvick Konicek, (Period Engineering) restoration engineer, structures
- Robert (Bob) Skanes (Production Services) architect in training
- \_\_\_\_\_(Period Architecture) maintenance restoration architect
- \_\_\_\_\_(Period Data), material research consultant
- \_\_\_\_\_(Period Data), head components reference collection
- John Martin (Period Data), head, data storage and retrieval
- \_\_\_\_\_(Period Data), data collection clerk (pictorial)
- \_\_\_\_\_(Preservation Training), audio-visual technician
- Soon Yang (Period Engineering), engineer, machines and vessels

Accomplishments:

#### Rideau Canal

- Rideau Canal Preliminary Site Study Series, No. 3, "Kingston Mills Lock" (Keenan, Koscielecki, Panjwani, Pratt, Saito, Sklenar), January, 1975.
- Rideau Canal Preliminary Site Study Series, No. 4, "Washburn Lock" (Keenan, Koscielecki, Panjwani, Saito, Sklenar), February, 1975.
- Rideau Canal Preliminary Site Study Series, No. 5, "Narrows Lock" (Keenan, Koscielecki, Panjwani, Saito).
- Rideau Canal Preliminary Site Study Series, No. 6, "Newboro Lock" (Keenan, Koscielecki, Panjwani, Saito), December, 1975.

## Other Projects

- "La Redoute Dauphine, Parc de L'Artillerie, P. H. N., Étude Préliminaire à la Restauration" (Hébert), Avril, 1975.
- Trade Shop & Office, Fort St. James N. H. S., Reconstruction Design (Bouse, Panjwani), June, 1975.
- Bethune House, N. H. S., Restoration Design (MacDonald), July, 1975.
- "Report on the Niagara Historic Complex" (Bouse, Shemdin), August, 1975.
- Men's House, Fort St. James N. H. P., Restoration Design (Bouse, Panjwani, Randev, Watson), August, 1975.
- "Maison 30 (Rue McMahon), Maisons 35-39 (Côte du Palais), Parc de l'Artillerie, P. H. N., Objectives et Procédures de Réhabilitation et de Réadaptation," Volume I and II. (Elder, B. Hébert), Novembre, 1975.
- Palisade & Bastions, Men's Barracks, Officer's Quarters, Flagpole, Fort Walsh N. H. P., Preliminary Design: Reconstruction (Soucy), November, 1975.
- "Conceptual Development Proposals for Dawson City Historic Sites and Klondike Sites and Klondike Gold Fields (Koscieski, Pratt), 1975.

## **The Year 1976**

Throughout 1976 most of the Restoration Architecture positions in Western and Prairie regions were advertised. The Restoration Co-ordinator position in Winnipeg was taken by Michel Soucy. An Architectural Technician position in the same region was taken by Lorne Campell.

Some of the projects carried out by Production Services in 1976 were: A maintenance plan for Cole Island, the working drawings and specifications for the Graham Warehouse at Fort St. James, the foundation work and stabilization for Winants Store in Dawson City, and the Rideau Canal Site studies. Period Architecture continued work on the master plan for Dawson City, the wood handbook and the guideline on recording. Period Data completed the model of Côte du Palais and transferred much material to the regions. Training delivered the Historic Preservation Maintenance Training Program in May and completed the list of video-tapes produced by the Division.

The first guideline produced by Engineering and Architecture (January, 1977) was "Preventative Maintenance Inspection Procedures for Buildings."

Joining the Division in 1976 were:

- Blaine Chapman hired as photogrammetry technologist (July, 1976)
- Andrew Powter (Period Architecture) restoration architect, historic buildings (August 16, 1976)
- Julian Smith, (Production Services) architect in training (1976)

			
Andrew Powter	Julian Smith		

## Accomplishments:





### Rideau Canal

- Rideau Canal Preliminary Site Study Series, No. 8, "Brewers Mills Lock" (Clow, Keenan, Koscielecki, MacFarlane, Saito), February, 1976.
- Rideau Canal Preliminary Site Study Series, No. 9, "Davis' Lock" (Clow, Keenan, MacFarlane, Saito), April, 1976.
- Rideau Canal Preliminary Site Study Series, No. 7, "Merrickville Lock" (Keenan, Koscielecki, Panjwani, Saito), June, 1976.
- Rideau Canal Preliminary Site Study Series, No. 10, "Black Rapids Lock" (Clow, Koscielecki, MacFarlane), July, 1976.
- Rideau Canal Preliminary Site Study Series, No. 11, "Long Island Locks" (Clow, Piscopo, Smith), October, 1976.
- Rideau Canal Preliminary Site Study Series, No. 12, "Burritts Rapids Lock" (Attar-Hassan, Piscopo, Smith), November, 1976.

### Other Projects

- Dawson City KNHS, Landscape Inventory (Stewart?), 1976.
- Grey Nuns Convent, St. Boniface, "Guidelines for Further Restoration Works" (Pratt, Sklenar), January, 1976.
- Parc Historique National du Fort Lennox, Île-Aux-Noix, PQ, Restauration de Toit de la Poudrière (Attar-Hasson, Paré), March, 1976.
- Graham Warehouse, Fort St. James N. H. P., Reconstruction Design (Bouse, Clow), April, 1976.
- Cole Island, Fort Rodd Hill N. H. P., "Continuing Maintenance Program" (Elder, Clow, Hockey), April, 1976.
- St. Antoine de Padoue Church, Batoche N. H. S., Restoration Design, (Powter), April, 1976.
- Riel House N. H. S., "Architectural Analysis and Conservation Concept Report" (Elder), July, 1976.
- "Study of the Behaviour of Old Frame Structures" (Attar-Hassan, Levesque), December, 1976.
- Oak Hall/Winaut's Store KNHS, Structural Stabilization.



	
Fort Lennox, Saint-Paul-Ile-aux-Noix, QC	Entrance locks, Rideau Canal, Ottawa, ON
	
Downtown Dawson City, Yukon	St. Antoine de Padoue church, Batoche, SK

## The Year 1977 - The Reorganization

Early in 1977, the Period Data section of RSD was formed into a new Division, known as Technical Data Services, under an acting administrator, L. (Larry) A. Parker, and relocated to the 17th floor of the Journal Building. About the same time RSD moved up to the 16th floor. On October 3, 1977 Restoration Services Division was re-organized to reflect the new advisory, management systems and functional management roles.

Four sections were created: Period Architecture (rehabilitation and recycling, guidelines and monitoring, analysis and evaluation); Period Engineering (guidelines and monitoring, machines & vessels, analysis & evaluation); Training and Technical Studies (professional training and technical studies); and Service Co-ordination (administrative support). Period Architecture and Engineering shared a technical support unit. In early 1978 Dr. G. Y. Sebastyan was brought in from Transport Canada, where he had headed a team responsible for a National Airport Operations Manual, as the new Director General, Engineering and Architecture. Strongly supported by senior management, it was hoped he would bring the new Headquarters ethic to Engineering and Architecture.

Following a series of floods which occurred in September, 1977, the Ontario Ministry of Culture and Recreation requested Martin Weaver visit Old Fort William and provide advice on the conservation of the reconstructed historic buildings of that complex.

- Linda Dicaire hired as senior landscape architect, (1977)
- Lyne Fontaine hired as engineer in training, July 18, 1977 under francophone training program

			
Lyne Fontaine	Lynda Dicaire		

#### Accomplishments:

- Black Residence KNHS, Rehabilitation Design, (Elder), June, 1977.
- S. S. Klondike, Whitehorse, Restoration Design (Barbour, Yang), June, 1977.
- Officer's Dwelling House & Dairy, Fort St. James N. H. P., Restoration Design (Keenan), July, 1977.
- Rideau Canal Preliminary Site Study Series, No. 14 "Tay Canal Branch, Beveridges, Perth" (Attar-Hassan, Hossack, Smith), September, 1977.
- Riel House N. H. S., Restoration Design (Powter, Sklenar), November, 1977.

## The Year 1978

Between 23 and 28 March, 1978 Restoration Services Division moved to new quarters in the recently constructed Les Terrasses de la Chaudière complex at 10 Wellington Street in Hull. General office and drafting room functions were accommodated on the 4th floor. Space for the conservation laboratory and architectural component collection was found on the 5th floor and the Hunter Building operation closed down (c. October). At the same time Technical Data Services with their photogrammetric laboratory and dark room facilities were brought to the 5th floor.

Under Steve Sebastyan's watchful eye, the writing of standards and guidelines progressed at a frantic pace, progress measured by the thickness of paper produced.

## Manual on Conservation Technology

In 1978 the Director of Engineering and Architecture assigned RSD the responsibility of co-ordinating and developing a technical manual on the conservation of historic buildings. The "Manual on Conservation Technology", as it was known initially, was organized into 8 separate publications: Part 123 Conservation Process, Part 126 Recording, Part 128 Investigation and Analysis, Part 129 Conservation of Building Materials, Part 130 Conservation of Finishes and Decorative Materials, Part 131 Period Construction Technology, Part 132 Design and Part 133 Conservation Maintenance and each part assigned an editor. In many ways it was similar to "A Technical Handbook for Historic Preservation", a

document edited by Lee H. Nelson, an architect in the Office of Archaeology and Historic Preservation, National Park Service, and circulated in outline form at RSD in July of 1973. Within a year more than 50 articles were written by in-house staff. In 1979, Bilodeau St-Louis were retained to evaluate and review the document. The review turned out to be more of an endorsement than a criticism and only minor changes were suggested.

## **Maintenance Management System (MMS)**

In 1978, Engineering and Architecture set out to develop and implement a systematic approach to maintenance of contemporary and historic assets across the system. Barry F. Dewis was appointed project manager and Roy Jorgenson & Associates were retained to design a Maintenance Management System. In June of 1980, the recommendations were taken to PMC and accepted for national implementation. Between 1980 and 1981, a pilot project was conducted at Waterton Lakes and monitored. Full implementation of the System was begun in 1981-82. At the same time as the Departmental System was being developed, RSD was developing a format for site-specific maintenance manuals and organizing its input to the Departmental system. To identify the "Maintenance Functions" particular to restoration and co-ordinate the writing of "Level of Maintenance" and "Method Standards" for each, Restoration Services Division's hired Richard O. Byrne in November of 1980.

In March of 1978, Susan Hum-Hartley was hired as senior engineer, Professional Training and Technical Studies. In May, their training at Headquarters complete, André Audette left for Winnipeg and Lynn Fontaine headed off to Halifax. Peter Pratt accepted the position of Restoration Co-ordinator in Prairie Region.

### **Accomplishments:**

- "Preserving Historic Structures in Canada: Wood" (Weaver), February, 1978.
- Lower Fort Garry N. H. P., Landscape Development Concept (Stewart?), 1978.
- Butler's Barracks #1, Niagara-on-the-Lake, Restoration Design, (Hockey), 1978.
- Mme. Tremblay's Store KNHS, Restoration Design (Audette, Fontaine), April, 1978.

## **The Year 1979**

### **Restoration Specifications**

The writing of Parks Canada Restoration Specifications began in 1979.

### **Construction Cost Manual**

Another initiative which got underway in 1979 was the compilation of a construction cost manual for use by estimators in the field, Regional and Project Managers and Senior management. The manual was organized into 6 categories of assets, and each assigned an editor drawn from Headquarters staff: A. Buildings, Bob Saunders, B. Utilities, René Stauch C. Grounds, \_\_ D. Roads \_\_ E. Bridges, Chuck Howland and F. Restoration. Current projects at Headquarters and in the Regions were used for the cost data. The enormous 3 volume work was released in April of 1980. Volume 3, the "Restoration" section of the

manual, 195 pages in length, was organized into two sections: Section I, with unit costs, subdivided into the 16 Government Master Specification (G. M. S.) divisions and Section II, with cost data on individual projects organized by region. An appendix contained case histories drawn from Atlantic, Quebec and Ontario regions and a section on vessels.

- Bill Hockey moves to Calgary to head up the restoration architecture section. (1979)
- Martin Weaver accepts the position of Director of Education and Technical Services, Heritage Canada Foundation.
- Jacques Dalibard leaves his job as Director of the Restoration and Preservation at Columbia University's graduate school of architecture to be Executive Director of the Heritage Canada Foundation
- John Stewart (landscape architect), Martin Weaver and Guy Masson (1981) join Jacques at the Heritage Canada Foundation.
- François LeBlanc leaves to become the Director of ICOMOS in Paris.

1979 will also be remembered as the year Parks Canada was transferred from the Department of Indian Affairs and Northern Development to Environment Canada.

#### **Environment Canada**

##### **Parks Canada**

##### **Engineering and Architecture Branch**

##### **Restoration Services (RSD)**

#### **Accomplishments:**

- BNA Bank KNHS, Rehabilitation Design, Phase I (Levesque, Skanes), April, 1979.
- Annex, Riel House N. H. S., Reconstruction Design (Campbell, Soucy), June, 1979.
- Riel House N. H. S., Landscape Development Plan (Dicaire), June, 1979.
- Men's Cottage, Motherwell Homestead N. H. P., Restoration/Adaption Phase I (Shemdin, Sklenar, Slippert), September, 1979.
- Red Feather Saloon KNHS, Restoration Design, (Elder), November, 1979.
- Lower Fort Garry N. H. P., Period Landscape Study (Fardin), December, 1979.
- Contribution to "Design Guidelines for Historic Dawson", (Project Illustrator, Smith; Resource Personnel, Elder, Clow; Production, Krusberg, MacKenzie, Potvin, Friend)