CITY OF STRATFORD COOPER SITE BUILDING:
COMMUNITY WORKSHOP AND RECOMMENDATIONS

Prepared By:

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Prepared For:

Stratford
ONTARIO CANADA

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City of Stratford Cooper Site Building: Community Workshop & Recommendations

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EXECUTIVE SUMMARY

MGP was retained by the City of Stratford to conduct a consultation process, site assessment and feasibility analysis of the City's options for the future use, or role, of the vacant, former industrial building located at 350 Downie Street, also known as the Cooper Site.

The Cooper site is an 11.42 acre site, which forms a portion of the larger CNR Lands, and is generally located south of St. Patrick Street, west of Downie Street, at the southern periphery of the Downtown Core. The site is the original location of the Grand Trunk Railway shops. It was acquired by the City from the previous owner, through expropriation proceedings in 2009, after discussions and negotiations between the City and the University of Waterloo about establishing a satellite university campus (the Stratford Campus) in the Downtown Core. The Cooper Site lands were acquired by the City with the intention of providing the opportunity to accommodate future phases of the satellite campus and complimentary uses on those lands. Today, the Cooper Site is directly adjacent to a recently established, modernly designed, 42,000 square foot University of Waterloo building, as the first phase of a satellite campus. The university building and the Stratford Campus have become a focal point in the Downtown Core.

The building on the Cooper Site has a ground surface area of approximately 4.8 acres in size. It continues to be a dominant physical feature of this part of the City despite being vacant for over 25 years. The building has been damaged by fire and weathering and is in a state of considerable disrepair. In its current state, the building is an eyesore, a safety concern, and will continue to deteriorate.

In part because of its proximity and relationship to the satellite campus, the City of Stratford, public representatives and the wider community have expressed a desire to see a sense of purpose and vibrancy restored to the Cooper Site, including by considering the future use and role of the deteriorating building on the site.

This report:

- Considers the Cooper Site building in its past and current context;
- Provides a synthesized, high level summary analysis of the outcomes of various past studies, including related to the structural integrity of the building; its heritage significance; and the environmental conditions and potential associated costs of dealing with the building on the Cooper Site;
- Considers the results of a recent consultation and public workshop exercise, including a combination of interviews, a community workshop, a site tour, and a public meeting; and
- Concludes with options and recommendations for the future use and role of the building on the Cooper Site.

Our analysis of the Cooper Site neighbourhood context, past studies, and the different options and approaches to dealing with the building that emerged through the consultation exercise give rise to three main potential options for the future of the Cooper Site, and, in particular, the use and role of the Cooper Site building. These are:

- **Option 1**: Large scale adaptive reuse.
- **Option 2**: Retain part of the building for commemoration and future use.
- **Option 3**: Demolition and commemoration.

Our assessment of these options addresses the practicality and suitability of the options, and draws a number of conclusions relating to the future of the existing building and the potential reuse of the site. Our assessment considers: the costs and impacts of environmental contamination and remediation; the costs and consideration involved in adaptive reuse; the cost to redevelop the site; the types of uses that would be best suited to the site; and, the need for commemoration.

Our final recommendation is that while either options 2 or 3 may be feasible, option 3 is the preferred option, and should form the basis of further discussion and consideration by Council.

1.0
INTRODUCTION

Various studies have been conducted on the Cooper Site, each addressing specialist elements; this report provides a high level summary of the outcomes of past studies and a review of the recent community consultation and public workshop exercise. The study concludes with options and recommendations for the future use and role of the building on the Cooper Site.

1.1 Introduction

Malone Given Parsons Ltd (MGP) has been retained by the City of Stratford to conduct a high-level feasibility analysis and community consultation exercise, which takes a comprehensive approach to assessing all of the relevant factors affecting the future development prospects associated with the use and role of the building on the Cooper Site, located at 350 Downie Street.

The Cooper Site is an 11.42 acre brownfield site. It is adjacent to the land formerly known as the St. Patrick Street parking lot and the Downie Street parking lot, the YMCA and the University of Waterloo campus. The combined, nearly 18 acre, site was historically the site of the former Canadian National Railway locomotive repair and service shops (the CNR Lands). The building on the Cooper Site was originally constructed in 1871, as a locomotive repair shop, with expansions in 1889 and 1907, and an addition in 1949.

In 1991, the City acquired the CNR Lands from Landawn Shopping Centres Limited, pursuant to the City's program for the acquisition, sale and development of industrial/commercial lands and for parking. In 1996, the City conveyed the Cooper Site portion of the CNR Lands to a private company, for economic development purposes. Between 1996 and 2008, the Cooper Site changed ownership a number of times, but it was never redeveloped and the building has remained vacant since about 1989. Fire and deterioration have resulted in demolition of a portion of the building. What remain of the shops today are the 1907 expansion and the 1949 addition.

In 2006, the City of Stratford and the University of Waterloo began discussions regarding the establishment of a satellite university campus in the City of Stratford. In 2008, the City determined that the CNR Lands were an ideal location for the university campus, at least in part because it could accommodate a university building, parking and still allow for potential future expansion and phasing of the university's development.

The City undertook expropriation proceedings in respect of the 11.42 acre Cooper Site (a portion of the CNR Lands that it didn't own) and it obtained ownership of the Cooper Site from the previous owner, 1353837 Ontario Inc., on June 15, 2009.

In November 2009, the City of Stratford and the University of Waterloo entered into an agreement that would see the university satellite campus, known as the Stratford Campus, established in the Downtown Core. Part of the agreement was that the City would provide the University with lands suitable for the establishment of the Stratford Campus, which lands would be located in the Downtown Core and initially be a single site of at least 8 acres with additional lands for potential expansion as provided for in section 4(c) of the Agreement:

"The City will use all reasonable efforts to secure, at the earliest opportunity, additional abutting lands to provide to the University for future University buildings, including student residences, building expansions and new buildings, and additional parking."

In October 2012, the first phase of the Stratford Campus opened: a satellite campus building located on the CNR Lands adjacent to the Cooper Site.

Currently, part of the Cooper Site is being used for parking associated with the Stratford Campus. The existing industrial building on the Cooper Site is in significant disrepair and in danger of falling into further disrepair if it is left in its current state. Access to the building has been blocked off by the City of Stratford for safety reasons.

To date a number of studies have been commissioned by the City of Stratford which investigate and assess the land use, structural integrity, environmental conditions, heritage significance, and physical characteristics of the building on the Cooper Site.

These reports include:

- Malone Given Parson Ltd.'s Land Use Evaluation report (2009);

- Goldsmith Borgal & Company Ltd. Architects The Cooper Site (locomotive repair sheds) Public Consultation Report (2012);
- Read Jones Christoffersen Consulting Engineers Building Condition Assessment report (2012); and
- Various environmental reports prepared by R.J. Burnside and Associates Ltd. and Conestoga-Rovers & Associates.

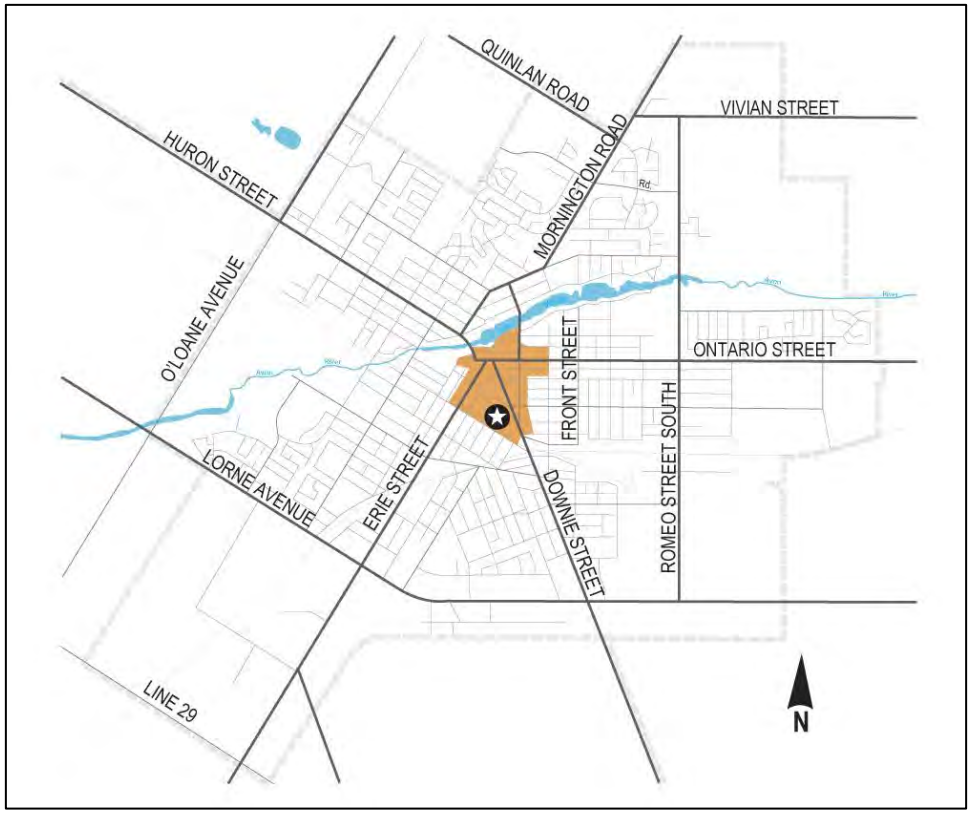

Figure 1.1 Cooper Site Location

1.2 Purpose and scope of work

The City of Stratford is seeking advice on how to approach the development of the Cooper Site by firstly assessing the feasibility of various options for the building on the site, including restoring, or demolishing it in whole or in part. The reports and assessments that have been prepared to date relating to the Copper Site each focus on specific factors affecting the future use and role of the Cooper Site and the Cooper Site building in particular; heritage, structural integrity, environmental conditions etc. MGP have been contracted to provide a high level assessment of all of these factors, and to provide options and recommendations for the future development of the Cooper Site, and in particular the future use and role of the Cooper Site building.

In carrying out our evaluation MGP has taken consideration of the following:

- The physical characteristics of the building (a site visit was conducted, most recently, on May 14, 2013, photographs are available in Appendix A);
- The history and heritage significance of the building;
- The surrounding land uses and institutional context and, in particular, the City of Stratford's agreement with the University of Waterloo;
- Structural integrity of the building;
- Environmental site conditions;
- The outcome of a community workshop and public meeting;
- The thoughts, ideas and input from community members, professionals and interest groups portrayed in interviews held over the course of the consultation process that informed this report;
- Potential costs associated with the options for the use and role of the building;
- Market opportunities; and,
- The advice, input and recommendations put forward in other related reports.

1.3 Study approach

Figure 1.1 below illustrates the study approach adopted by MGP in completing the study and outlines the next stages required to take the project to a master planning stage.

Figure 1.1 Study approach

Our analysis and findings are set out in the following report sections:

- **Section 2:** Site context and history;
- **Section 3:** Community and interest group consultation;
- **Section 4:** Proposed options and recommendations.

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2.0
SITE CONTEXT AND HISTORY

The Cooper Site, the original site of the Grand Trunk Railway shops, has played a significant role in the City of Stratford for over 100 years. Being 11.42 acres in size and within the defined downtown core of the City of Stratford, the site has remained a dominant feature in the City despite being vacant for over 25 years. Heritage significance, environmental issues, structural damage and the potential costs associated with the options for the future use and role of the building are all considerations of this assessment that will contribute to determining the next steps for the development of the Cooper Site.

2.1 Site Location & Surrounding Context

The Cooper Site is located at 350 Downie Street, Stratford, Ontario. It is currently occupied by a vacant industrial building which at one point in time was part of a locomotive repair shop complex. Over time the building changed use to host a manufacturing facility however it has been vacant since the late 1980's.

The Cooper Site covers an area of approximately 11.42 acres. The site is distinguished by its large scale and position on the periphery of the Downtown Core in the City of Stratford, south of Market Square and the core areas of Stratford.

The site is bounded to the east by Downie Street and the YMCA complex, to the south by the CNR Goderich rail tracks and St. David Street, to the west by Cooper Street and to the north by the University of Waterloo satellite campus building and St. Patrick Street.

The Cooper Site building is located to the south side of the site. It currently occupies a ground surface area of approximately 4.8 acres. At its most expansive, the buildings occupied a ground surface area of approximately 5.2 acres. A University of Waterloo satellite campus building now occupies the land on which the former Tender Shop and Sandblasting Shop were once located, and which were demolished following a fire in 2002.

The largest section of the building, at 140 feet by 786 feet and 50 feet in height, formerly housed the machine and boiler shop.

Figure 1.1 Cooper Site Location Map

There are a number of distinguishing aspects of the Cooper Site that are useful to understanding the broader context of the building and site: the site's relationship to the core; the urban structure; road pattern and public realm; built form; parks and open space; and, land use.

Relationship to the Core

Functionally, the site lies at the periphery of the Downtown Core area, removed from the major focus of cultural and commercial activities. However, the Cooper Site is adjacent to the Stratford Campus which has become an institutional focal point in the Downtown Core. Since 2009 when the City entered into the Agreement with the University of Waterloo, the Cooper Site has been contemplated to become incorporated into the institutional and economic fabric of the university campus, either through future expansion of the university building and/or by way of a range of complimentary institutional, civic and/or ancillary commercial uses. In this way, the Cooper Site has the potential to become an extension of the existing functioning Downtown Core and institutional area.

Figure 1.2 Relationship to the Core

Urban Structure

The Cooper Site and the locomotive repair shop building on it are situated within a relatively large and impermeable block. The site, in its current configuration, is a barrier between the Downtown Core and the residential area to the south. Redevelopment of the site may present opportunities to establish better connectivity to the core area by incorporating a more open concept plan.

Figure 1.3 Urban Structure

Built Form

The locomotive repair shop is by far the largest structure in the core area.

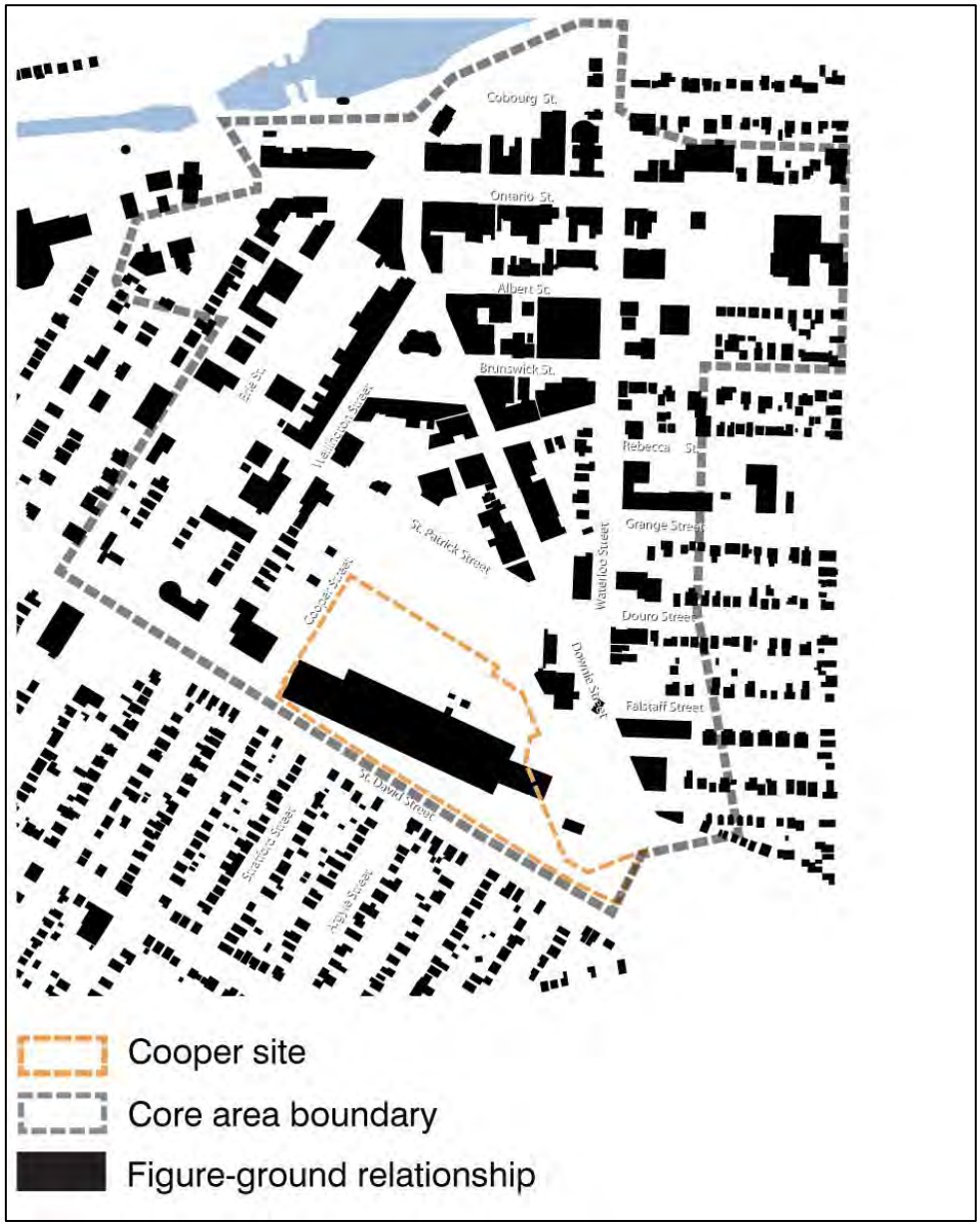

Figure 1.5 Built Form

Parks & Open Space

Stratford's waterfront provides a natural focus for cultural and recreational activities and contributes greatly to the City's sense of place. There are few active and passive parks within the Downtown Core and to the south of the core area. Establishing better connectivity throughout the Cooper Site and indeed the larger CNR Lands will allow for better access to the parks and open space on the southeast portion of the Downtown Core. Potential also exists to incorporate a park into the redevelopment of the site, which could complement the adjacent university campus institutional use.

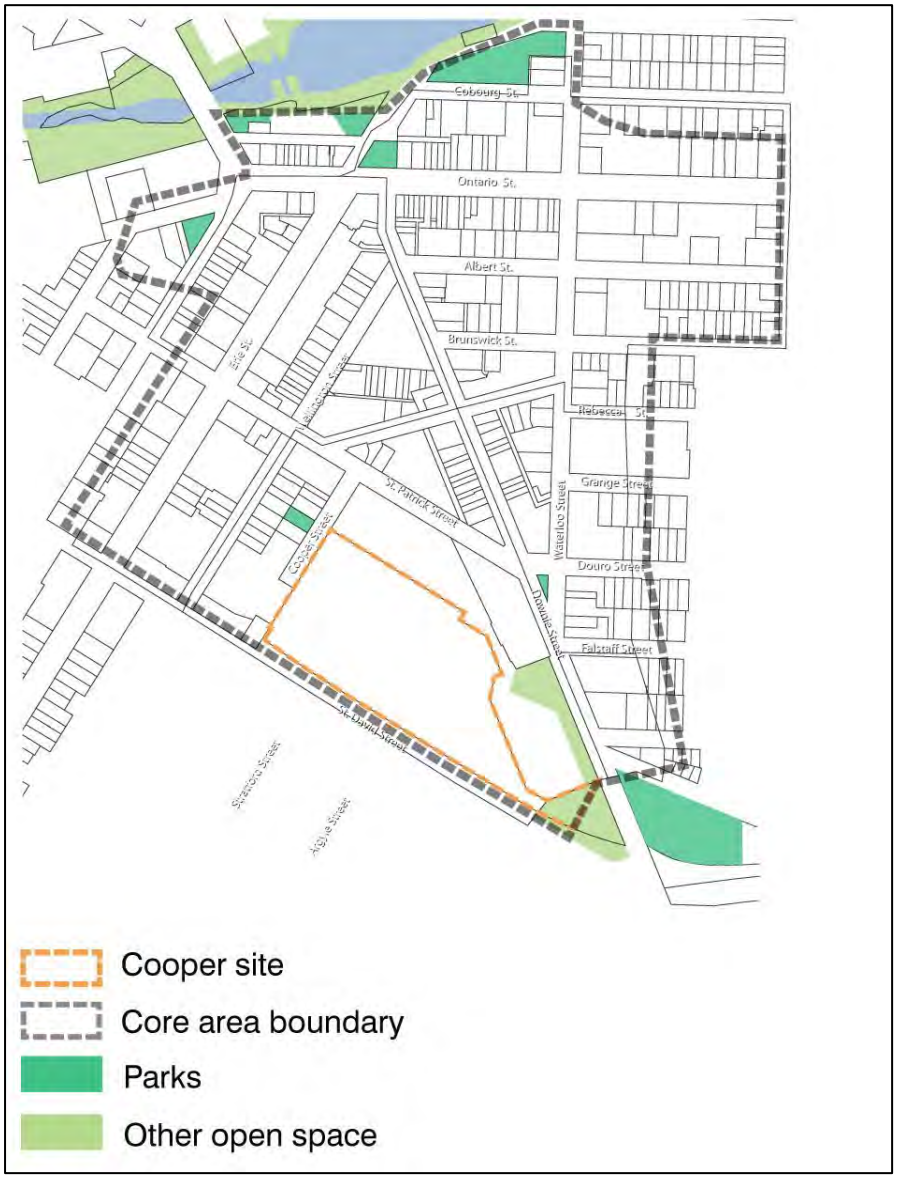

Figure 1.6 Parks and Open Space

Land Use

The site is close to, but not part of, the business, entertainment, commercial, and civic uses in the Downtown Core area. Considering the adjacent University of Waterloo campus building and YMCA complex, the Cooper Site provides an excellent opportunity to build on the strength and character of the downtown through an appropriate institutional or complimentary redevelopment. Vacant areas and surface parking lots are located immediately around the building, at least a portion of which appear to be required for the Stratford Campus and any future expansion.

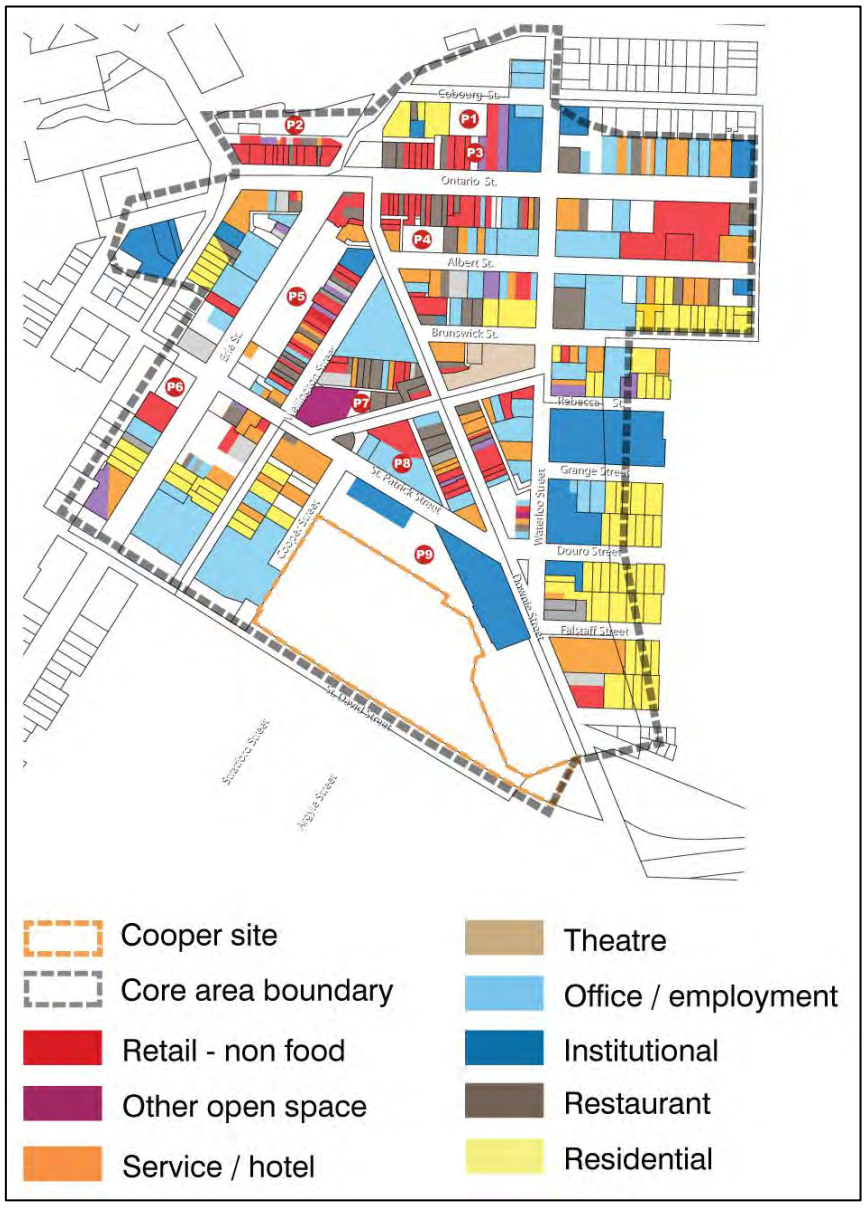

Figure 1.7 Land Use

Figure 1.8 Aerial View from the North

Figure 1.9 Aerial View from South-East

2.2 Site History

The rail industry has played a significant role in shaping the City of Stratford. It is said that, at one point in time, at least one member of most families in Stratford was involved with the railway. The railways were the largest employer in Stratford, employing over 40% of the workers in the City. Not only has the railway economically impacted families by creating and largely shaping the standard of living, it has played an important role in shaping the City's identity.

During its life the railway fostered growth of many key industries including:

- Agricultural;
- Stratford Mill Building;
- Stratford Bridge and Iron Works; and,
- Farm Implement manufacturers.

As a Railway hub, a number of businesses and industries flourished. The furniture industry which began in the 1880's was a major beneficiary resulting from the growth of the railway. Stratford furniture was sold all over North America and at one point the City was producing one-sixth of Canada's furniture output. The furniture industry also created jobs and these positions attracted workers to the area. Towards the latter half of the 20th century, the railway's role in Stratford began to decline.

Grand Trunk Railway (GTR) constructed the locomotive shop to accommodate their growing steam locomotive market. The CNR Lands site in Stratford was selected as it was located at the crossroads of the main line from Quebec to Chicago and the east-west line from Buffalo to Goderich on Lake Huron. The original shops were completed in 1871. After acquiring Great Western Railway (Hamilton to Detroit), GTR expanded the Stratford facility in 1889 to accommodate the influx of staff and equipment relocated from Hamilton. Major expansions to the facility were constructed in 1907 and 1949 in order to accommodate the increasing size of the locomotive. During that time, in 1923, GTR was absorbed by Canadian National Railway (CNR).

After the conversion to diesel engines, CNR no longer required the locomotive repair shops and sought offers for the fully equipped facility in 1953. In 1959, the U.S.-based Cooper-Bessemer Corporation (later named Cooper Energy Services) leased the facility from CNR for its manufacturing purposes. By 1989, due to the turnaround in fortunes for Cooper Energy Services, the building became, and remains, vacant.

In 1991, the City acquired the CNR Lands from Landawn Shopping Centres Limited, pursuant to the City's program for the acquisition, sale and development of industrial/commercial lands and for parking.

In 1996, the City conveyed the Cooper Site portion of the CNR Lands to a private company, for economic development purposes. Subsequently, the Cooper Site changed ownership a number of times, however it was never redeveloped and the building remained vacant.

In 2003, a major fire occurred in the west end of the building causing extensive damage. Another smaller fire occurred in 2008, with only minor damages noted. In 2004 and 2010 respectively, demolition of the 1871 and 1889 portions of the building was completed

In 2008, after the City had determined that the CNR Lands site was the ideal location for the Stratford Campus, at least in part because it could accommodate a university building, parking and still allow for potential future expansion and phasing of the university's development, the City took steps to acquire ownership of the Cooper Site (it already owned the remaining portion of the CNR Lands, except that portion owned by the YMCA).

Ultimately, as noted, the City determined to expropriate the Cooper Site for municipal purposes, including economic development purposes, and primarily that of being able to establish the Stratford Campus on the CNR Lands. The City therefore became the owner of the Cooper Site and the plan of expropriation was registered on June 15, 2009.

In November 2009, the City of Stratford and the University of Waterloo entered into the Agreement that would see the Stratford Campus, established in the Downtown Core. As noted, part of the Agreement was that the City would provide the University with lands suitable for the establishment of the Stratford Campus, which lands would be located in the Downtown Core and initially be a single site of at least 8 acres.

MGP understands that, subsequent to the execution of the Agreement, the City and the University of Waterloo agreed to implement the Agreement by conveying the lands in phases, as required and as remediated. To date, only approximately 1.4 acres of City land have been conveyed to the University.

In October 2012, the first phase of the Stratford Campus opened: a satellite campus building located on the lands adjacent to the Cooper Site and formerly known as the St. Patrick Street Lot.

Figure 1.10 shows a timeline of events relating to the history of the railway in Stratford.

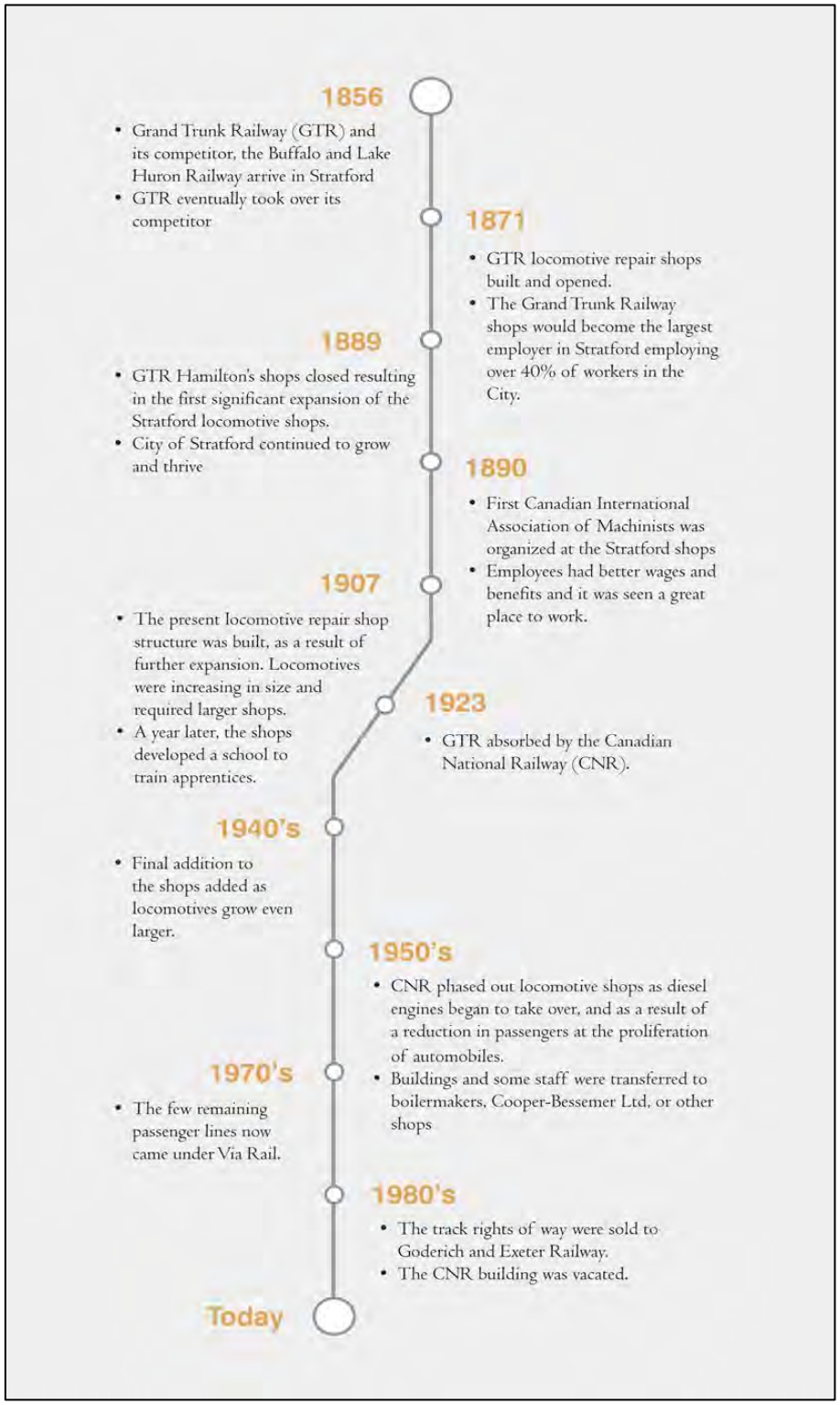

Figure 1.10 History of the Railway in Stratford

2.3 Realities of the Site

Overview of Current Structure

Exposure to exterior elements, the environment and fire have resulted in significant deterioration of the building on the Cooper Site. What remains of the structure is the shell of the main building, comprised of concrete foundation with steel/frame trusses, portions of a wood roof deck and a combination of concrete block and brick exterior walls. At the south end of the building, evident traces of the tube shop's brick walls and wood beams are viewable. Figure 1.11 highlights some of the more visibly obvious signs of deterioration associated with the building.

Structural reports conducted on the building reveal that recovering the structure for future occupancy would require rehabilitation, reinforcement, and protection of the structure, which involves repairs, replacements and reinforcement of the steel framing, concrete rehabilitation and repair work, complete removal and replacement of the roofing assembly and a considerable amount of repairs to exterior concrete, masonry, and metal cladding elements.

The original building and 1889 expansion were demolished in 2004 and 2010. Currently only the expansions and 1949 addition exist on site. The remaining building is arranged with 4 bays, opening from the ground to the roof structure with the exception of the north-most bay.

The north-most bay is approximately 615-ft long by 40-ft wide and 50-ft high to its peak. The next bay south is approximately 770-ft wide and 65-ft wide at a similar height of 50-ft to its peak. The third south bay is approximately 780-ft long by 70-ft wide and 67-ft high to its peak. The south most bay is approximately 580-ft long by 50-ft wide and 38-ft high to the roof surface.

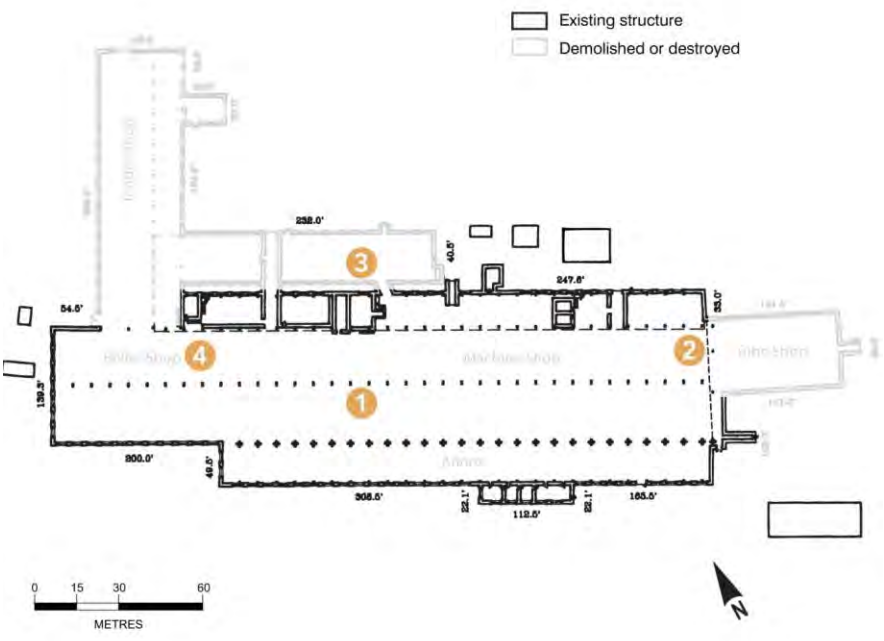

Figure 1.11 Realities of the Site

Structural Integrity

In June 2012, Read Jones Chistoffersen Consulting Engineers (RJC) was retained on behalf of the City of Stratford to undertake a physical condition assessment of the building on the Cooper Site. The purpose of the study was to determine the overall structural integrity of the building, including a review of the slab-on-grade, roof deck structure, roofing system, and exterior cladding elements. The key findings of the report have been summarized below.

The report found that the structure has suffered varying levels of deterioration, which is more significant in some areas as a result of exposure to exterior elements, the environment and fire damage. Specific areas of damage to the structure include: warped truss, beam, and cross-bracing members; roofing and roof deck completely burned away; extensive surface corrosion as a result of exposure to moisture; significant corrosion at bases of columns; a torched out steel beam; dents in steel members; missing rivets; cracking throughout the mezzanine floor, ponding and moisture accumulation.

According to RJC, rehabilitation, reinforcement and protection of the structure would be required in order to salvage the building and make it minimally compliant with the Ontario Building Code. Required work would include:

- Steel framing reinforcement;
- Repair work and replacements;
- Concrete restoration and repair work;
- Exterior walls restoration and repair work;
- Masonry and metal cladding repair work; and,
- Removal and replacement of roofing system including drainage.

The RJC report considered the advantages and disadvantages associated with three options, including (1) “do nothing” and allow the building to continue to exist/deteriorate in its present state; (2) rehabilitate the superstructure at an estimated cost of approximately $9,720,000 plus HST (2012 dollars), to achieve the minimum upgrades that would be required for occupacy; (3) demolish the building structure, including sub-structure elements, down to grade, in order to end up with a brownfield site graded to the approximate current ground elevation for future development purposes as deemed appropriate by the City.

With respect to option three, the report notes that "complete demolition of the building would result in a substantial reduction in cost versus rehabilitation of the structure. Furthermore, the cost to construct a completely new building of similar magnitude may prove to be cheaper than any proposed retrofit of the existing building." (p. 37) While there would be soil remediation costs and potential environmental impact due to disposal of site materials, key advantages of option three include the fact that demolition of the building would provide a 'clean slate' for future development and such development would not be limited to the existing footprint, orientation and arrangement of the existing building. (p. 33)

The RJC report concludes as follows:

"In consideration of the estimated costs, advantages, and disadvantages of each of the options, we recommend demolition of the building… to provide a brownfield site for future development for an estimated construction cost of $1,200,000 plus HST. At the discretion of the City of Stratford, the cost of this option could be reduced to approximately $470,000 by deleting the substructure demolition scope of work, allowing that part of the work to be completed as part of any future development of the site." (p. 37)

Heritage Significance

In mid-2010, the City commissioned Goldsmith Borgal & Architects (GBCA) to consider and assess the cultural and heritage merits of the building on the Cooper Site. The assessment was based on a combination of research into the site's heritage merit as defined by Provincial requirements for heritage sites, an individual and public consultation process, and by reference to general costs and implications of the various options for use or re-cycling of the building on the site. The GBCA report, the Cooper Site (locomotive repair sheds) Public Consultation Report, was prepared in June of 2010 and included an assessment of the heritage value of the building against the Ontario Heritage Act O.Reg.9/06.

GBCA found that as per the Criteria for Determining Cultural Merit, the property meets the criteria to be considered of Cultural and Heritage Value or Interest, and therefore GBCA concluded that the site is worthy of preservation or commemoration in some manner. The report considers the prospect of adaptive re-use and concludes that:

"In our opinion, given the sheer size of the structure within its local context, the adaptive re-use of the entire structure is not a realistic possibility. While it remains possible to retain the building or its shell for potential future use, this would require stabilization and "mothballing" so as to ensure future usability of

the structure and ongoing safety to the public while protecting the structure from the elements and mishap… There is significant cost attached to this type of an option…Given GBCA's conclusion that adaptive reuse of the building is not a realistic possibility, and is likely cost-prohibitive and/or economically untenable, the GBCA report proceeds to consider a number of precedents and options for commemoration of the site, including:

- Site signage (i.e. a historical plaque);
- Site signage or commemorative feature integrated into a park; and
- Retention of some of the building frames which could be incorporated as standing objects between future developments of the site, including perhaps parking areas or small pocket parks.

The GBCA report concludes that:

"While the building frame is robust enough to be exposed to the weather for the short term, there are a considerable number of components such as roofing, minor framing, concrete structural components, and systems and fittings that would be severely affected by deterioration and which could become dangerous if not removed and safety risks mitigated. Security must remain in place until the site is redeveloped if left in its current condition. These issues will represent a sizeable cost simply to stabilize the structure and retain it for an unknown future use. Therefore:

- Complete demolition and mitigation of the site will be costly and would not preserve heritage values nor take advantage of some of the potential opportunities the site presents.
- Complete retention of the core of the main building for a variety of potential uses of at least some parts of the structure could be done. Uses may include a bus terminal, off-site parking in support of the core area (which would free up the market area to the south of City Hall for a market and park), and expansion of the library or YMCA. However, such retention will require initial stabilization and protection and thus will create even higher costs and ongoing costs as the time frame for re-development of the site must remain open ended.
- Heritage restoration of the Locomotive Shops is unfeasible due to its sheer scale. The extent of restoration or conservation or commemoration should be the objective of on-going discussions and planning.
- Of the suite of the compromise options that should be considered is the preservation of a currently undefined part of the building's structural frame (and possible retention of all or portions of the floor slab). The retained components could occupy a portion of the site while still providing provision of development room in a unique setting." (p.26)

Section 4 Heritage Value from the GBCA report, which includes details of the heritage significance of the site and how it meets the Criteria for Determining Cultural Merit, has been included in Appendix B.

Environmental Contamination

The Cooper Site has been the subject of extensive environmental, soil and groundwater study over the past twenty-plus years, including a recent Phase 1 and Phase 2 Environmental Site Assessment, which suggest varying levels of contamination on the site and resultant remediation costs depending on the proposed use.

Conestoga-Rovers and Associates has been commissioned by the City to conduct a data gap analysis and complete a Risk Assessment of the lands that include the Cooper Site, which results will, ultimately, need to be considered by the City in the context of facilitating any future development of the site.

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3.0 COMMUNITY & INTEREST GROUP CONSULTATION

The community of Stratford, interested groups and professionals have been engaged in a consultation exercise on the future of the Cooper Site building, through a process of interviews, community workshop and public meeting. The process revealed that there is interest amongst the community surrounding how the site is developed, and various ideas on what uses could occupy the site. There is a general interest in commemorating the railway industry, in some manner.

3.1 Interest Group Involvement

As a component of this high-level feasibility analysis, the City of Stratford requested MGP to engage in discussions with interested groups and professionals who have had past involvement in the Cooper Site and building, including Thor Dingman B. Architecture Sc., Michael Wilson Architect, Heritage Stratford, and the Grand Trunk Railway Site Heritage Committee. The objective of the consultation process was to take advantage of the long history and knowledge of these interested professionals and interest groups, to get a greater understanding of the broader Stratford context, to help inform the study, and to seek their input with respect to the future use and role of the building on the Cooper Site.

The feedback from the interviews can be grouped into four categories: Special Considerations; Commemoration; Demolition; and Reuse of the Site.

Special Considerations

Those interviewed spoke about special considerations related to the building that should be taken by the City of Stratford when planning for the future development of the site. In particular, the importance of the railway in the growth and success of Stratford was thought to be significant and interviewees suggested that the City's consideration of the future use and role of the building on the site should account for this, and that the significance of the railway in shaping Stratford should not be underplayed. The importance of the heritage significance of the

building itself was also raised, and it was suggested that the City of Stratford should consider economically viable proposals to save a portion of the site.

It was also suggested that, due to its strategic downtown location, the City should consider using the site to strengthen the downtown.

It was noted that there is a fiscal reality associated with the future of the site, it was therefore recommended that the future use/uses of the site need to be economically viable.

Commemoration

One message that emerged strongly from the interviews was that the City of Stratford should embrace the new while commemorating the past. There is an expectation, by everyone involved in our discussions, that the significance of the railway in Stratford should be commemorated, in some manner, at the site. Many options were proposed regarding approaches to incorporating the commemoration of the railway in Stratford into the future development of the site. These included: saving a façade; saving a partial façade; CNR Gardens (which would incorporate relics or part of the steel structure); placement of a locomotive on site; a railway museum (utilizing three existing bays of the current structure); preserving a steel frame to capture the scale of the building; a commemorative public park area.

Demolition

The viewpoint amongst those interviewed varied from favouring partial or complete demolition of the building, albeit with some element of commemoration; to complete retention and adaptive reuse of the building. For a variety of reasons including finance, the current state of the building, and the practicalities of utilizing a building of its scale, some felt it would be impractical to consider retaining the entire building for adaptive reuse but that restoration of a portion of the building or some of the materials might be considered. The dangers of retaining the building in its current state were also raised, with one person stating that "the building should come down before it falls down". On the contrary, one interviewee stated that the building is structurally sound and could stand for another 100 years. The possibility of retaining the building for adaptive reuse was also presented as an option that should be given appropriate deliberation, with a suggestion put forward that the building could be divided up into smaller buildings.

Reuse of the Building

While this study relates more specifically to the future of the existing building, the interviews naturally evolved to discussing the future use of the site. The alternatives suggested were mainly institutional in nature, and included the following:

- Expansion of the University of Waterloo campus and/or the establishment of complimentary institutional/ancillary commercial uses.
- Demolition of the existing YMCA building and the construction of a new, larger building. One which would utilize some of the Cooper Site, which could include locating a new pool on the Cooper Site.
- It was suggested that the existing public library is too small and that the site could be used to house a new library building.
- The building could be carved up into smaller buildings and sold.
- There is potential for the site to become a transit hub. The City buses could then be moved from the market square, freeing up the square for other community uses.
- It was also recommended that the City of Stratford should engage in a master planning process to reuse or reintegrate the site.

3.2 June 3rd Workshop, Process and Outcomes

On June 3, 2013, a public open workshop facilitated by Malone Given Parsons Ltd. was held at the City of Stratford. The purpose of the workshop was to:

- Share findings from the consultant team's initial review of the site and the results of the interviews.
- Create an avenue for the public to provide feedback and discuss possibilities for the future use and role of the building and the site; and,
- Encourage the public to share their vision for the future use and role of the building and the site.

The workshop opened at 4pm with an informal format, and closed at 7pm. The public were introduced to MGP staff who invited them to examine and ask any questions with regard to eight information boards on display in the City Hall auditorium, which covered the following:

- History of the railway in Stratford;

- Details of the existing site and building, including a floor plan and aerial view;
- Aerial photographic display of the building and site within the broader Stratford City context;
- Details of the urban context of the site: land use; urban structure; built form; etc.;
- Overview of the physical appearance of the existing building;
- Realities of the site and existing building: heritage significance; structural integrity; environmental contamination; scale of the building and market realities; and,
- Opportunities for the future.

Copies of the boards are included in Appendix C. Attendees were also invited to leave comments on a comment sheet handout and to sign up should they wish to receive further notice relating to the matter. Twenty five attendees signed up in total, representing the majority of attendees. The information boards were well received by the attendees. In general, MGP's discussions with the individuals revealed that the views of the attendees were a mixture of: general interest in the future development of the site; that there should be complete demolition of the building; that there is potential for adaptive reuse of part of the building; and, that the railway and site should be commemorated.

3.3 Public Meeting

The public meeting which followed the public workshop was held in the City Hall Auditorium, with the purpose of giving Council and the public an opportunity to hear presentations regarding further consultation on the future of the building at the Cooper Site.

A total of five presentations were received by Council, including one from Lee Parsons of MGP, which was informed by the consultation and site assessment process that had been completed to date. Other presenters included: Eric Adams, Grand Trunk Railway Site Heritage Committee; Lawrence Ryan; Joseph Moss; and, Lorne Bolton. Two additional presentations were sent to the City of Stratford from Leslie Walker-Fitzpatrick, and Michael Wilson, who could not attend the meeting.

Copies of the complete presentations, together with the public meeting minutes, are attached in Appendix D. The following provides a headline summary of the conceptual ideas proposed by the presenters at the meeting and of the submissions sent in by those who could not attend the meeting

Development of a Railway Heritage Site and Museum

To recognize over 100 years of railway history in Stratford, which has given the City its industrial base from which it grew, the Grand Trunk Railway Site Heritage Committee proposed that a Railway Heritage Site and Museum should be established at the Cooper Site. The museum would incorporate the use of three bays from the original erecting shop and machine shop. The attached appendices include conceptual drawings for the proposed museum. It was proposed that the museum could house retired steam locomotives and eventually a passenger car/van. The Committee proposed that the museum could be one of many uses at the Cooper Site and suggested that the remainder of the site could be used as a transit hub, for example. It is proposed that, in the short term, the site could be cleaned up to a presentable or functional state, which might include leaving the ironwork in place so that it could be reused and redeveloped in time.

A tropical garden and solarium

It was proposed that the site could accommodate a tropical garden and solarium that could become a major tourist attraction in Stratford. It was proposed that the building would be retained, with the roof needing to be replaced with transparent plastic or glass.

Swimming Pool

It was proposed that the site would be suited to the development of an Olympic sized swimming pool and aquatics facility.

Condominium Development

A condominium proposal with an internal park area roofed with transparent solar panels. The development could also include facilities for indoor parking, units for business in the lower levels, an Olympic sized swimming pool and expansion of the YMCA facility. It was proposed that this option would involve the adaptive reuse of the existing building fabric. It was acknowledged at the meeting that this proposal would involve private developer involvement.

Partial Retention/Adaptive Reuse

Retention of the main central bay that once held the 200 ton crane, which it was proposed, could become an artifact that would attract tourists. It was also suggested that the skeletal structure could be retained without the roof or walls, or that a portion of the building could be retained as an artifact. It was suggested that adaptive reuse of part of the building to accommodate a mixture of public or institutional uses should be investigated.

National Heritage Designation and Stabilization of the Building for Adaptive Reuse

It was suggested that the City of Stratford seek National Heritage designation for the Cooper Site, and to then apply for national and provincial funding to stabilize the building. It was proposed that the building could then be adaptively reused for a variety of different uses.

Expropriation

Mr. Ryan's submission related to the expropriation of the Cooper Site. A copy of his presentation is also contained in the appendices.

3.4 Site Tour

MGP was invited to take part in a guided site tour by the Grand Trunk Railway Site Heritage Committee on June 26, 2013. The tour was led by Dean Robinson, member of the Grand Trunk Railway Site Heritage Committee and author of Railway Stratford Revisited. The walking tour provided a history of the site and the railway industry in Stratford.

3.5 Conclusion

To sum up the findings of the interest group consultation exercise, community workshop and public meeting, section three highlights that while there are varying views with regard to the future use and role of the building on the Cooper Site, one key message that has remained constant is that there is a desire for commemoration, in some manner, of the significance of the railway to the development of Stratford.

4.0
PROPOSED OPTIONS

Section four outlines and assesses three potential approaches to the future of the existing building at the Cooper Site, which emerged as a result of the analysis and community consultation exercise. MGP has undertaken due consideration of the options, which generally reflect the viewpoints expressed in previous reports as well as the suggestions advanced at the public meeting.

The following section analyses three potential options, these include:

- **Option 1**: Large scale adaptive reuse.
- **Option 2**: Retain part of the building for commemoration and future use.
- **Option 3**: Demolition and commemoration.

4.1 Option 1: Large Scale Adaptive Reuse

The characteristics of this option include:

- Construction of a base building that utilizes the existing foundations and superstructure.
- There would be no need to remove and dispose of the building's foundation and super structure.
- This option would require installation of new foundation in some areas of the building.
- The existing slab would be made serviceable.
- The costs to construct the new structure are unknown but would be substantial.
- The issue of environmental contamination would remain.

MGP's September 2009 report entitled "Land Use Evaluation: The Cooper Site" reviewed a number of proposed options for adaptive reuse of the Cooper Site and concluded that these were not feasible primarily due to the costs of remediation and construction, but also due to the scale of the proposal (particularly as it would relate to the building) and the weak market demand for the uses proposed. These uses included: hotel, residential, office, retail, and entertainment. Since that report, we have monitored the market situation and nothing has changed to alter our conclusions.

At the public meeting, additional proposals for adaptive reuse of the building were suggested. These included: botanical garden, Olympic swimming pool, and condominium within an internal park area. However these have been determined to be unfeasible.

Our overall conclusions on proposals for large scale adaptive reuse of the building are:

- While the Cooper Site has some attractive characteristics, there are significant restrictions which limit the range of uses and the form of future development on the site.
- The existing building is in poor condition and has no obvious prospects for commercially viable reuse. Given the substantial costs to restore it, the remaining building is an impediment to the reuse of the site.
- Adaptive reuse of the building is not practical and not financially feasible due in part to the significant costs of rehabilitation, retrofitting, construction, and weak market demand for the uses proposed. (This does not include environmental remediation costs which could be substantial.)

4.2 Option 2: Retain Part of the Building for Commemoration and Use

The characteristics of this option include:

- Reuse of part of the building, in situ, as a way to commemorate the history of the railway industry in Stratford, by preserving up to three bays and constructing a museum therein.
- The retained three bays portion would be enclosed and could be used for a museum and ancillary retail and office.
- The cost to construct a new base building around three bays would be in the range of $4.5 - $5.3 million.
- There would be additional costs to construct a finished building.
- Subject to environmental remediation costs, the balance of the site would be cleaned and cleared for civic and institutional uses such as: a park; recreation; expanded university campus etc.
- The expansion of the Stratford Campus could be accommodated, albeit with limited siting and design options.
- The issue of environmental contamination would remain for the reused bays.

Through the consultation exercise, the Grand Trunk Railway Site Heritage Committee suggested that a Railway Heritage Site and Museum could be established at the Cooper Site. Their proposal, in its suggested form, could be realized under an Option 2 scenario. The museum would incorporate the use of three bays from the original erecting shop and machine shop. It is proposed that the museum could house retired steam locomotives and eventually a passenger car/van. The financial cost and ownership of the project would need to be investigated further.

Conclusion: Option 2 is a potentially viable option which addresses the need to commemorate the site, and offers some opportunity for development on the balance of the site. However this option could be costly and, subject to the results of a risk assessment, potential environmental issues would limit the array and location of potential uses of the site.

4.3 Option 3: Demolition and Commemoration

The characteristics and requirements of this option include:

- Demolition, removal, and disposal of the existing building structure, floor slab, foundations, etc. from the site.
- Removal, restoration and storage of a few structural elements which could be later relocated on the site in a commemorative context, once plans for the future use of the site are known.
- Maximum flexibility to accommodate the expansion of the Stratford Campus.
- Balance of the site used for future civic and institutional uses.
- Create visual and functional linkages between the south end of Stratford and the Downtown Core.
- Enables comprehensive planning to ensure that development and uses of the site are complementary to the downtown structure and function and consistent with the goals of Stratford.

The preserved structural elements from the demolished building could be incorporated into a new structure in time or could become an artefact that is located on the site as part of a broader plan. A scenario in which the building is demolished, albeit commemorated, makes the entire site available for redevelopment.

Conclusion: MGP considers complete demolition to be the most favourable option. Demolition and removal of the building makes available the entire site for the expansion of the University and associated complimentary uses. Commemoration of the building is implied, and the preservation of components of the structure offers a multitude of approaches in commemorating the building.

A

IMAGES OF THE LOCOMOTIVE REPAIR SHOP

Figure A-1 Aerial view of site in context of City

Figure A-2 Aerial view of site from westerly side

Figure A-3 Aerial angle of site southwesterly view

Figure A-4 Aerial image of site

Figure A-5 Aerial view of site

Figure A-6 View of site from Argyle Street

Figure A-5 View of exterior of building

Figure A-6 Alternative view of exterior shell of building

Figure A-5 View of portion of structure of site

Figure A-6 View of building shell

Figure A-7 View of roofing system and building structure

Figure A-8 Expansive view of the Machine Shop

Figure A-10 View from the mezzanine

Figure A-11 Large roof openings have allowed water to leak through

Figure A-12 Alternate view of roofing system and building structure

Figure A-13 View of an upper portion of the building shell

Figure A-14 View of deterioration and cracking

Figure A-15 View of deterioration at base of columns

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B

GBCA HERITAGE VALUE EXTRACT

4. Heritage Value

4.1 Criteria for Determining Cultural Merit

The Ontario Heritage Act provides that a property may be designated if it meets criteria under O.Reg. 9/06 as follows:

> 1. *(1) The criteria set out in subsection (2) are prescribed for the purposes of clause 29 (1) (a) of the Act. O. Reg. 9/06, s. 1 (1).*
>
> *(2) A property may be designated under section 29 of the Act if it meets one or more of the following criteria for determining whether it is of cultural heritage value or interest:*
>
> *1. The property has design value or physical value because it,*
> *i. is a rare, unique, representative or early example of a style, type, expression, material or construction method,*
> *ii. displays a high degree of craftsmanship or artistic merit, or*
> *iii. demonstrates a high degree of technical or scientific achievement.*
>
> *2. The property has historical value or associative value because it,*
> *i. has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community,*
> *ii. yields, or has the potential to yield, information that contributes to an understanding of a community or culture, or*
> *iii. demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.*
>
> *3. The property has contextual value because it,*
> *i. is important in defining, maintaining or supporting the character of an area,*
> *ii. is physically, functionally, visually or historically linked to its surroundings, or*
> *iii. is a landmark. O. Reg. 9/06, s. 1 (2).*

As noted, for designation purposes, the act states that as long as the site meets one of the three criteria it can be considered eligible for designation.

4.2. Heritage Assessment

In the following text, we provide a preliminary heritage assessment of the Cooper Site using the above criteria.

5.2.3.1 The property has design value or physical value because it:

i. is a rare, unique, representative or early example of a style, type, expression, material or construction method,

Our research has indicated that there are very few structures of this type, built for this purpose, in Ontario and, indeed, in Canada. We discuss a few of these in the next Section. Therefore, it is our opinion that this criterion is met.

ii. displays a high degree of craftsmanship or artistic merit, or

The structure does not have a high degree of artistic merit (the criteria are not clear). Although we note the similarity of the 1907 building scheme to the Behrens-designed plant in Germany accepted as a seminal advance in industrial modern design, the design execution of the exterior of the subject building is crudely executed (being of poorly formed poured concrete, a material which was a "high tech" material of its time) and typical of more pedestrian examples in the U.S. and Europe where a building's function took primacy over its appearance. However, the elaborate interior structure is of a high order of engineering skill with large areas of windows in the original building creating an illuminated and airy interior as seen in early photographs. Therefore, the building is of interest in terms of its design. It is our opinion that the criterion is partially met with respect to craftsmanship

iii. demonstrates a high degree of technical or scientific achievement.

The mass and scale of the building, particularly with respect to the structural frame and truss system, represents a high level of engineering achievement. It is our opinion that this criterion is met.

5.2.3.2 The property has historical value or associative value because it,

i. has direct associations with a theme, event, belief, person, activity, organization or institution that is significant to a community,

The locomotive shops were a key factor in the development of the community and supported other social aspects of the community including initiating services such as the library, the YMCA and the fire services among others. It is our opinion that this criterion is met.

ii. *yields, or has the potential to yield, information that contributes to an understanding of a community or culture,*

The Cooper Site and its connections to the community locally, provincially, and nationally, can yield information contributing to

the understanding of Stratford and its development. It is our opinion that this criterion is met.

iii. *demonstrates or reflects the work or ideas of an architect, artist, builder, designer or theorist who is significant to a community.*

We have no information to date with respect to any individual associated with the design of the structure and cannot conclude that this criterion is met. However, the Canadian Bridge Company erected many engineering monuments in Ontario and was therefore significant in the development of the province. It is our opinion that this criterion is partly met due to the importance of the design organization.

5.2.3.3 The property has contextual value because it,

i. is important in defining, maintaining or supporting the character of an area:

The location and size of the complex had a major impact on the organization of the streets and properties in the local area and was a significant contributor to the development of adjacent residential areas and the characters of those working neighbourhoods. It is our opinion that this criterion is met.

ii. is physically, functionally, visually or historically linked to its surroundings, or

Bounded by the rail line and the downtown core, using the local street network for access, and deeply linked to the historical development of the community, it is our opinion that this building meets this criterion.

iii. is a landmark

Given the scale of the building, despite the removal of some significant portions, it is our opinion that the building meets this criterion.

4.3 Conclusion

As noted earlier, to be considered a property of Cultural and Heritage Value or Interest, it must meet only one of the three categories in the Criteria for Determining Cultural Merit. Based on our examination, it is our conclusion that this site meets the criteria in whole or in part in all three categories. Therefore, it is our opinion that this site is of heritage value and worthy of preservation or commemoration. We explore some examples of this approach in the next section.

C

COMMUNITY WORKSHOP PANELS

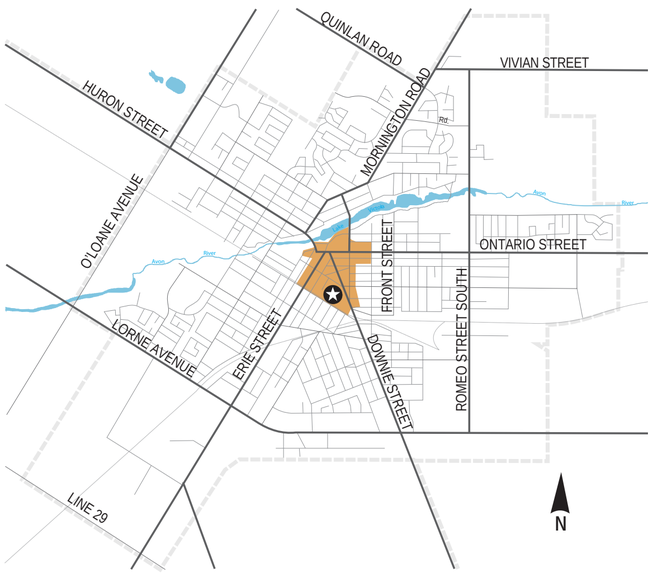
COOPER SITE WORKSHOP

1

Welcome

The Cooper site

The Site is located at 350 Downie Street, Stratford, Ontario. It is currently occupied by a vacant industrial building which at one point in time was part of a locomotive repair shop complex. Over time the building changed use to host a manufacturing facility however has been vacant since the late 1980's.



Key distinguishing features about the property include:

- Proximity to commercial, entertainment, business and civic uses;
- Large size and irregular shape;
- The Goderich Exeter Rail Co. line running along the western boundary;
- Limited access and setback from the street;
- Heritage value of the building; and
- Cost of redevelopment.

Objectives of this workshop

The building represents a century of important railway history in Stratford and also an economic opportunity. The intent of this workshop is to inform the Site Assessment and Feasibility Analysis and Final Recommendations to ultimately prepare a plan for the future of this Site. This workshop will serve three main purposes:

- To share findings from the preliminary site assessment and feasibility analysis;
- Create an avenue for the public to provide feedback and discuss future possibilities of the site; and,
- Encourage the public to share their vision on the future of the site.

Key considerations

A number of details need to be understood and addressed in order to determine the best future plan for the Site. These details help to determine the true viability of the Site. Considerations include:

- Physical characteristics of the site;
- Structural integrity of the building;
- Environmental contamination;
- Heritage value of the building; and
- Market realities.

The process

This community workshop acts as step number 3 within the process. The steps involved include: Review of Background Studies; Discussions with Key Stakeholders; Community Workshop; Present Findings to Council; Prepare Feasibility Analysis and Site Assessment Report; and Preparation of Plan. Each step is described below:

Review background studies

Key studies have been reviewed to understand the Site from a number of lenses. As well the team conducted a number of visits to better understand the scale and realities of the Site.

Discussions with key stakeholders

Discussions were held with key individuals and groups to gain more thorough knowledge about the Site and its realities.

Community workshop

Present findings to Council

Discuss findings and engage in discussion with Council to guide preparation of Site Assessment and Feasibility Analysis Report.

Prepare feasibility analysis and site assessment report

Present a final Feasibility Analysis and Site Assessment Report to the City of Stratford.

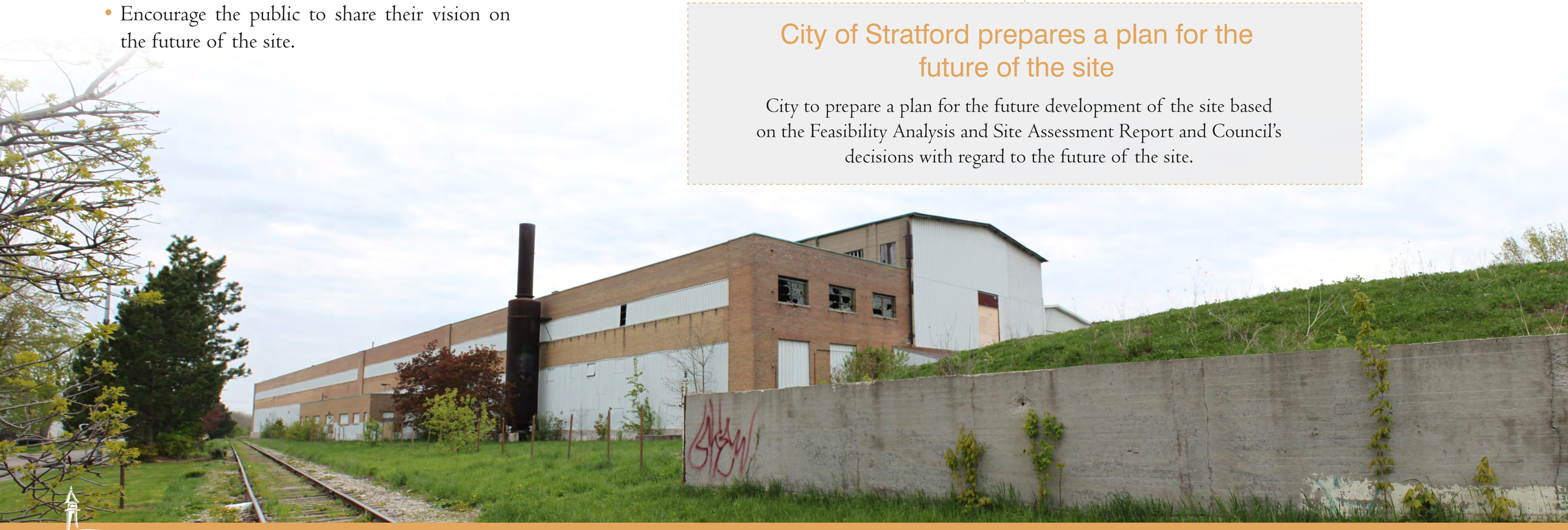
City of Stratford prepares a plan for the future of the site

City to prepare a plan for the future development of the site based on the Feasibility Analysis and Site Assessment Report and Council's decisions with regard to the future of the site.

Supporting materials

A number of key reports and publications were used to inform the content used on each of the panels. These include but are not limited to:

- Malone Given Parsons Ltd. Land Use Evaluation report (2009);
- Goldsmith Borgal & Company Ltd. Architects The Cooper Site (locomotive repair sheds) Public Consultation Report (2012);
- Read Jones Christoffersen Consulting Engineers Building Condition Assessment report (2012);
- Burnside Potential Remedial Costs Related to the Redevelopment of the Cooper Site Property (2009); and,
- Dean Robinson Railway Stratford Revisited (2012).



COOPER SITE WORKSHOP

A history of the railway and site

2

The role of the railway in shaping Stratford

The Railway has played a significant role in shaping the City of Stratford. At one point in time at least one member of many families were involved with the railway. For most of their existence the railways were considered the largest employer in Stratford, employing over 40% of the workers in the City. Not only has the railway economically impacted families by creating and largely shaping the standard of living, it has played an important role in shaping the City's sense of heritage and identity.

During its life the railway fostered growth of many key industries including:

- Agricultural Industry;
- Stratford Mill Building;
- Stratford Bridge and Iron Works; and,
- Farm Implement manufacturers.

As a Railway hub, a number of businesses and industries flourished. The furniture industry which began in the 1880's was a major beneficiary resulting from the growth of the railway. Stratford furniture was sold all over North America. The furniture industry also created jobs and these positions attracted workers to the area.

Towards the latter half of the 20th century, the railway's role in Stratford began to decline.

1856

- Grand Trunk Railway (GTR) and its competitor, the Buffalo and Lake Huron Railway arrive in Stratford
- GTR eventually took over its competitor

1871

- GTR locomotive repair shops built and opened.
- The Grand Trunk Railway shops would become the largest employer in Stratford employing over 40% of workers in the City.

1889

- GTR Hamilton's shops closed resulting in the first significant expansion of the Stratford locomotive shops.
- City of Stratford continued to grow and thrive

1890

- First Canadian International Association of Machinists was organized at the Stratford shops
- Employees had better wages and benefits and it was seen a great place to work.

1907

- Present locomotive repair shop structure was built, as a result of further expansion. Locomotives were increasing in size and required larger shops.
- A year later, the shops developed a school to train apprentices.

1923

- GTR absorbed by the Canadian National Railway (CNR).

1940's

- Final addition to the shops added as locomotives grow even larger.

1950's

- CNR phased out locomotive shops as diesel engines began to take over, and as a result of a reduction in passengers at the proliferation of automobiles.
- Buildings and some staff were transferred to boilermakers, Cooper-Bessemer Ltd, or other shops

1970's

- The few remaining passenger lines now came under Via Rail.

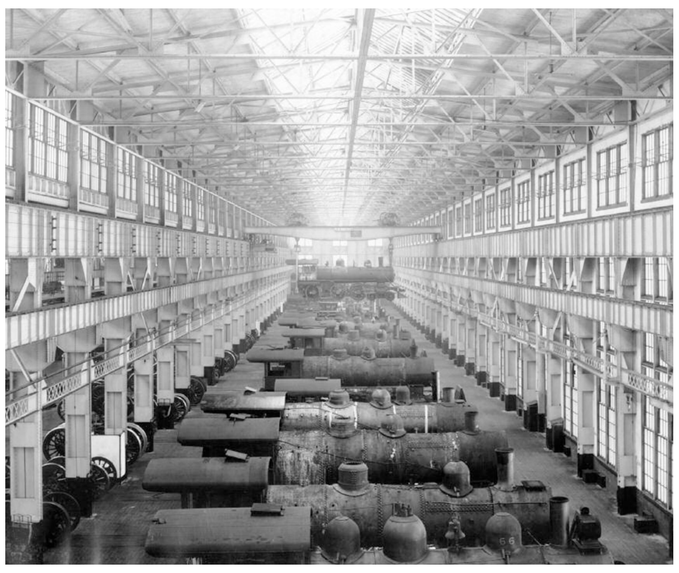
1980's

- The track rights of way were sold to Goderich and Exeter Railway.
- The CNR building was vacated.

Today

A brief history of the locomotive repair shops

The building was constructed by Grand Trunk Railway (GTR) as a locomotive shop to accommodate their growing steam locomotive market. The site in Stratford was selected as it was located at the crossroads of the main line from Quebec to Chicago and the east-west line from Buffalo to Goderich on Lake Huron. The original shops were completed in 1871. After acquiring Great Western Railway (Hamilton to Detroit), GTR expanded the Stratford facility in 1889 to accommodate the influx of staff and equipment relocated from Hamilton. Major expansions to the facility were constructed in 1907 and 1949 in order to accommodate the increasing size of the locomotive. During that time, GTR was absorbed by Canadian National Railway (CNR) in 1923.
After the conversion to diesel engines, CNR no longer required the locomotive repair shops and sought offers for the fully equipped facility in 1953. In 1959, the U.S.-based Cooper-Bessemer Corporation (later named Cooper Energy Services) leased the facility from CNR for its manufacturing purposes. By 1989, due to the turnaround in fortunes for Cooper Energy Services, the building became, and remains, vacant.



Since becoming vacant, the property has seen changes in ownership and several proposals and plans put forth for redevelopment, none of which ever came to fruition. In 2002, a major fire occurred in the west end of the building causing extensive damage. Another smaller fire occurred in 2008, with only minor damages noted. In 2004 and 2010, respective demolition of the 1871 and 1889 portions of the building were completed, leaving the 1907 expansion and 1949 addition as the only remaining buildings.

COOPER SITE WORKSHOP

The site

3

Site extent

The Cooper Site

The Cooper Site covers an area of approximately 11 acres, of which a portion is now occupied by a University of Waterloo satellite campus. The site is distinguished by its large scale and strategic position on the periphery of the downtown core in the City of Stratford, south of Market Square and the core areas of Stratford.

The site is bounded to the east by Downie Street and the YMCA complex, to the south by the CNR Goderich rail tracks and St. David Street, to the west by Cooper Street and to the north by the University of Waterloo satellite campus building and St. Patrick Street.

The main building has an "L" plan form and is located to the south side of the site. It currently occupies and a ground surface area of approximately 4.8 acres. At its most expansive, the buildings occupied a ground surface area of approximately 5.2 acres. A University of Waterloo satellite campus building now occupies a section of the former Tender Shop and Sandblasting Shop which were demolished following a fire in 2002.

The largest section of the building, at 140 feet by 786 feet and 50 feet in height, formerly housed the machine and boiler shop.

The locomotive repair shops

COOPER SITE WORKSHOP

Context

4

Aerial view from north

Aerial view from south-east

COOPER SITE WORKSHOP

5

Context

Relationship to the core

- The site is situated within the defined core area boundary.
- Functionally, the site lies at the periphery of the core area, removed from the major focus of cultural and commercial activities.

Cooper site
Core area boundary

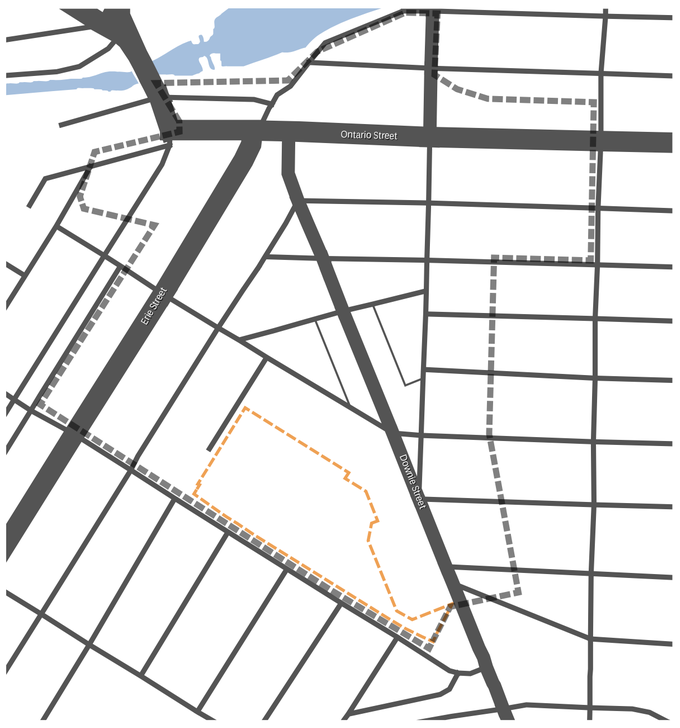
Urban structure

- The site and the locomotive repair shop building are situated within a relatively large and impermeable block.
- There may be opportunities to establish better connectivity to the core area through the site.

Cooper site
Core area boundary
Block structure

Road pattern & public realm

- While the locomotive repair shop is a visible landmark, the site has limited street frontage.
- The site is not located along the core area's major retail streets.



Cooper Site
Core area boundary
Street hierarchy

Built form

- The locomotive repair shop is by far the largest structure in the core area.
- The site surroundings contain vacant parcels and parking lots, resulting in poorly defined spaces.

Cooper site
Core area boundary
Figure-ground relationship

Parks & open space

- Stratford's waterfront provides a natural focus for cultural and recreational activities and contributes greatly to the City's sense of place.
- There are few active and passive parks within the core and to the south of the core area.

Cooper site
Core area boundary
Parks
Other open space

Land use

- The site is close to the business, entertainment, commercial, and civic uses of the core area.
- A University of Waterloo campus building and YMCA are located adjacent to the property.
- A number of vacant sites and surface parking lots are located immediately around the site.

Cooper site
Core area boundary
Retail - non food
Other open space
Service / hotel
Theatre
Office / employment
Institutional
Restaurant
Residential

COOPER SITE WORKSHOP

Current structure

6

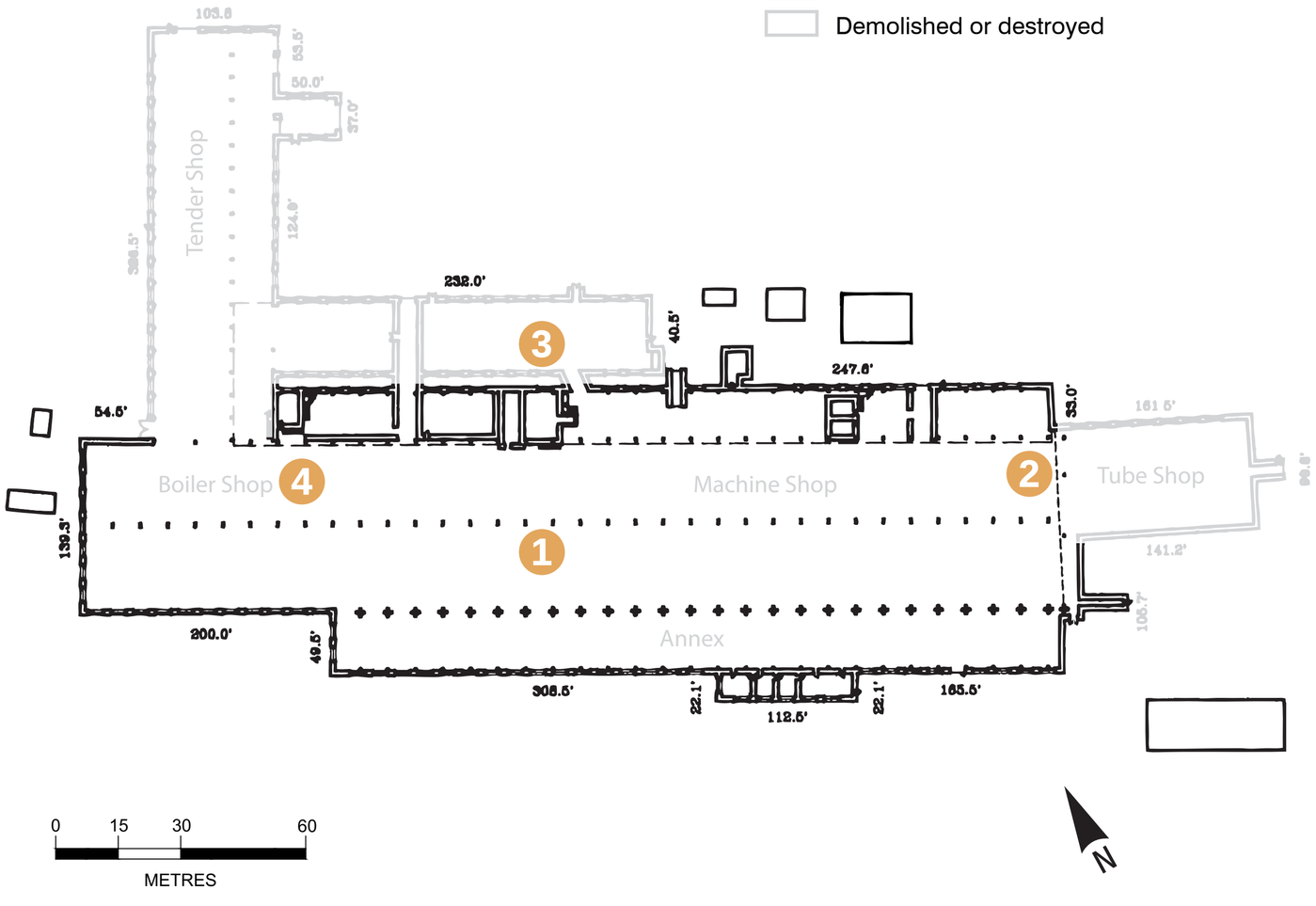
Overview of current structure

Exposure to exterior elements, the environment and fire have resulted in significant deterioration. What remains of the structure is the shell of the main building, comprised of concrete foundation with steel/frame trusses, a wood roof deck and a combination of concrete block and brick exterior walls. At the south end of the building, evident traces of the tube shop's brick walls and wood beams are viewable.

Recovering the structure for future occupancy would require rehabilitation, reinforcement, and protection of the structure, which involves repairs, replacements and reinforcement of the steel framing, concrete rehabilitation and repair work, complete removal and replacement of the roofing assembly and a considerable amount of repairs to exterior concrete, masonry, and metal cladding elements.

The original building and 1889 expansion were demolished in 2004 and 2010. Currently only the expansions and 1949 addition exist on site. The remaining building is arranged with 4 bays, opening from the ground to the roof structure with the exception of the north-most bay.

The north-most bay is approximately 615-ft long by 40-ft wide and 50-ft high to its peak. The next bay south is approximately 770-ft wide and 65-ft wide at a similar height of 50-ft to its peak. The third south bay is approximately 780-ft long by 70-ft wide and 67-ft high to its peak. The south most bay is approximately 580-ft long by 50-ft wide and 38-ft high to the roof surface.



Lack of roofing and large roof openings have allowed water to leak through.

Cladding and roofing systems were found to be in poor to very poor condition.

Severe deterioration, cracking and spalling concrete was observed.

Corrosion is present at the base of columns.

COOPER SITE WORKSHOP

7

Realities of the site

Heritage significance

- The locomotive shops were fundamental in shaping Stratford and reflect the history and identity of the people of Stratford.
- The locomotive repair shops have architectural features such as the roof truss system which can be considered one-of-a kind.
- The location and size of the site was highly influential on the organization of the streets and properties in the area.
- A heritage assessment by Goldsmith Borgal & Co. found that the locomotive repair shops fulfil nearly all of the criteria to be considered of heritage significance under the Ontario Heritage Act.

Environmental contamination

- Different levels and categories of environmental contamination are present on site.
- Geological and environmental conditions of concern include:
  - o Stratigraphy;
  - o Fill and soil quality;
  - o Concrete; and,
  - o Other materials including: metal beams, rebar, building materials, wiring, etc.
- One known off-site contamination impact (Festival Hydro Property) and potentially others.
- Proposed use of site and risk tolerance will impact the type of remediation required.
- Remedial costs could range from $6.3 million to $15.5 million.

Scale of the building and site

- Difficult to find a use to occupy 4 acres of building floor area.
- At 11 acres, the site is likely too massive to attempt to manage as one single use or function.
- Given the size of the Stratford market, the range of potential future uses are more limited when compared to larger urban centres.

Structural integrity

- The structure has suffered varying levels of deterioration, which is more significant in some areas as a result of exposure to exterior elements, the environment and fire damage.
- Rehabilitation, reinforcement and protection of the structure is required in order to salvage the building. Required work includes:
  - o Steel framing reinforcement;
  - o Repair work and replacements;
  - o Concrete restoration and repair work;
  - o Exterior walls restoration and repair work;
  - o Masonry and metal cladding repair work; and,
  - o Removal and replacement of roofing system including drainage.
- An extensive repair project to restore the structural integrity of the building would cost an estimated $4,600,000.
- To repair the structure for basic occupancy would cost an estimated $9,700,000.
- Extended and prolonged periods of vacancy and exposure could require even further structural rehabilitation.
- High risk of unforeseen site conditions that are likely to arise and present difficulties during retrofit.

Market Realities

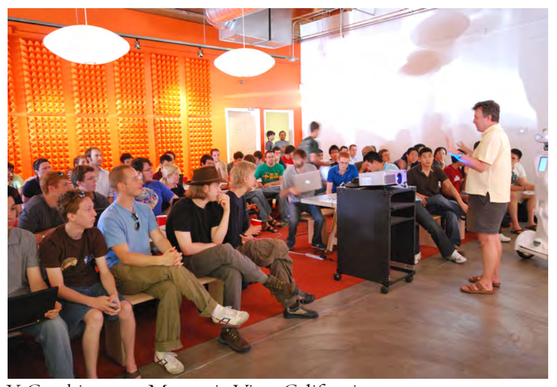
- Market realities must be considered when discussing potential futures uses.
- Introducing major retail uses to the site could negatively impact the vitality of the City's downtown core. Site visibility, accessibility and parking requirements are constraints for these uses.
- Current and foreseeable demand for hotel accommodation is being met.
- Market demand for high-density residential is limited.

COOPER SITE WORKSHOP

Opportunities for the future

Options Suggested	Comments
Heritage Commemoration	• The heritage significance of the site should be commemorated.
Public Park	• Potential exists to utilize part of the site as a public park, incorporating heritage commemoration.
Police Station	• Site offers a good location for a new police station building.
Retail, Service & Restaurants	• Retail could form some potential use, if of a scale that is complementary to the downtown core. • Inappropriate site for large scale retail.
Hotel	• Current and foreseeable demand for accommodation is being met.
Business Offices	• Uncertain market location for business services.
High Density Residential	• Market demand for high density residential is limited.
Public Parking	• There is potential to incorporate some additional parking at the site.
Transit Hub	• There is potential to move the existing bus depot and to incorporate it into a transit hub at the site.
Campus Expansion	• The site offers an excellent location for the expansion of the satellite campus. An agreement exists with the City to utilize 8 acres of the site for campus expansion.
Accelerator Centre	• Potential exists to integrate an accelerator centre into the existing campus and the downtown core area.
Museum	• The site offers potential for a museum which could house the history of the rail industry and could include static displays and/or interactive multimedia.
YMCA	• Expansion of the existing YMCA or a new YMCA building.
Public Library	• The site offers an ideal location for a library, due to its proximity to the downtown and to the satellite campus. Potential for community outreach learning and digital internet research.

University of Waterloo School of Pharmacy - Waterloo, Ontario



Y Combinator – Mountain View, California

O'Donnell Bus Terminal - Milwaukee, Wisconsin

Millennium Park – Chicago, Illinois

D

PUBLIC MEETING MINUTES & PRESENTATIONS

CITY OF STRATFORD
PUBLIC MEETING MINUTES

A **PUBLIC MEETING** was held on June 3, 2013 at 7:00 p.m. in the Auditorium, City Hall. This meeting was held to give Council and the public an opportunity to hear presentations regarding further consultation on the future of the buildings at the Cooper Site located in the City of Stratford. Council were given copies of these presentations on May 31, 2013.

COUNCIL PRESENT: Mayor Dan Mathieson - Chair presiding, Councillors Beatty, Brown, Clifford, Culliton, Henderson, Mark, McManus, Ritsma, and Smythe.

REGRETS: Councilor Nickel.

STAFF PRESENT: Ron Shaw – C.A.O., Joan Thomson – City Clerk, Margaret Johnston – Recording Secretary.

ALSO PRESENT: Lee Parsons - Malone, Given, Parsons, Ltd., and members of the press and public.

Mayor Mathieson called the meeting to order at 7:00 p.m.and stated that the purpose of the meeting is to give Council and the public an opportunity to hear all interested persons with respect to the future of the buildings at the Cooper Site located in the City of Stratford.

Mayor Mathieson explained the order of procedure for the public meeting.

Ron Shaw, C.A.O., explained that on June 27, 2012 there was a public meeting regarding the Cooper site. At that time, heritage and structural/architectural reports were presented.. It was agreed that further public consultation would be needed in order to make any future recommendations for the site.

Ron Shaw stated the firm Malone, Given, Parsons, Ltd., will present a report once they have received feedback from tonight's Open House and Public meeting.

PRESENTATION OF CONSULTANT:
Mr. Parsons from the firm Malone, Givens and Parsons, Ltd., stated that the purpose of tonight's public meeting was to hear ideas and later analyze them for potential recommendations. The Cooper Site is an important strategic site in Stratford and, with big sites like this, there is lots of opportunity to do the right thing or, unfortunately, the wrong thing.

Mr. Parsons stated that the Cooper Site, which was once the Grand Trunk Railway Site has important historical significance for Stratford. Amongst other things, it represents hard work and innovation. There are a lot of costs around this site. There are environmental issues with dollars and numbers attached. There are dollars needed to keep the existing structure from falling down and dollars to redevelop the site. In terms of uses they have identified several themes:

- Public institutional, such as a park, police station, library, YMCA expansion and museum, etc. The site's heritage value would be commemorated somehow.
- Education & Technology, such as expansion of the University of Waterloo campus and Accelerator centre for business and employees. A common theme for municipalities is to have an educational facility downtown to strengthen the downtown.
- Commercial aspects, such as hotel, office and retail.

Mr. Parsons explained that we would need to review these themes further since, for instance, the data on hotel occupancy rates shows that is already being taken care of in Stratford. A major retail function could alter downtown business dynamics as well. There is opportunity for retail with other uses. A large retail use is a wrong thing for this site. If the focus was on education and technology, the question is do we commemorate the site with a plaque, a park, or something else.

Mr. Parsons explained that we need to also consider and review the issue of the site itself with its environmental issues; it is difficult to market the site and difficult to finance.

The education and technology and entrepreneur theme is consistent with the original use of this property and we should put this near the top of the list.

Mr. Parsons stated that the next step in the process is to listen to all the presenters this evening and incorporate this input in to recommendations for potential options to be presented to City Council for their consideration.

QUESTIONS FROM COUNCIL:
Councillor McManus inquired as to the timeline of a potential recommendation after tonight's public meeting.

Mr. Parsons stated that in his opinion, a recommendation would most likely be presented by September, 2013.

Councillor MacManus questioned that, if the focus for the site were educational/technological, would this be the primary function of the site or an adjunct.

Mr. Parsons stated that the focus would also include commemoration for its historical significance.

PRESENTATIONS:

1. Eric Adams, Grand Trunk Railway Site Heritage Committee, submitted and presented his written presentation for Council and the public. A copy of his presentation is attached to these Public Meeting Minutes.

Councillor Culliton inquired as to how many locomotives might be available if we were to have one to commemorate the Cooper site.

Mr. Adams stated that there are currently up to 34 locomotives available.

Councillor Ritsma inquired what percentage of the whole structure do three bays represent? It was stated 10%.

Councillor Mark inquired as to the cost to refurbish one of those locomotives.

Mr. Adams stated they have not researched that as of yet.

2. Lawrence Ryan submitted and presented his written presentation for Council and the public. A copy of his presentation is attached to these Public Meeting Minutes.

3. Joseph Moss submitted and presented his written presentation for Council and the public. A copy of his presentation is attached to these Public Meeting Minutes.

4. Thor Dingman advised he is unable to attend this public meeting and may forward his comments at a later date.

5. Lorne Bolton submitted and presented his written presentation for Council and the public. During his presentation, he also referred to a display board set up in the Auditorium. A copy of his presentation is attached to these Public Meeting Minutes.

Councillor McManus asked about the largest building similar to the one he is proposing. Mr. Bolton stated that it is the Home Hardware in Brussels.

Councillor Smythe asked how many more years will the FIT program be available. Mr. Bolton stated that the FIT rules are changing but the Province is still signing up 20 year leases. He stated that solar does not make noise and is generating hydro during high demand times.

6. Leslie Walker-Fitzpatrick advised she is unable to attend this public meeting, however, a copy of her written presentation is attached to these Public Meeting Minutes.
7. Michael Wilson advised he is unable to attend this public meeting, however, a copy of his written presentation is attached to these Public Meeting Minutes.

There were no further presenters.

Mayor Mathieson thanked the presenters. He stated that a report with recommendations on how to move forward will be presented to Council. There will be more public meetings as the process continues. There will be more opportunities for the public's input at future meetings.

Anyone wishing to receive further notice on this matter was advised to leave their name and address on the form on the table. They were also advised they could fill out a Comment Sheet on the table.

The public meeting adjourned at 7:58pm

mj

Requests to receive further information, as indicated on the sign up forms at the Open House and Public Meeting on June 3, 2013 were received from the following:

Michelle Duffels
Andrew Hocking

Sandra Huntley
Roy Broadbear
Allan Waddingham
Ian Taylor
Ron Latham
Wendy Ryan
Lawrence Ryan
Patrick Ryan
Gabby Brodhagen
Keith Hillyer
Bill Spears
John Lewis
Ted Hales
Marcia Matsui
Joe Moss
Keith Potter
Terry Hastings
Ed Montgomery
Donald Tough
John Crabb
Mimi Price
David Sharpe
David Gaffney

Dictributed @
June 3, 2013
Public Meeting

A Statement from the Grand Trunk Railway Site Heritage Committee of The Perth County Historical Foundation to His worship the Mayor and Members of City Council

Stratford, June 3, 2013

Your Worship and Members of City Council :

It is exactly two years ago today that our small group, known as the Grand Trunk Railway Site Heritage Committee appeared before you to demonstrate the need to establish a Railway Heritage Site and Museum for the people of Stratford.

Since then, this small multidisclipined team of volunteer heritage enthusiasts – architects, accountants, engineers, historians, railway experts and writers have done much research; visited the major railway centres in S W Ontario; published a second edition of "Railway Stratford Revisited"; organized a Stratford Railway Heritage Day Exhibition at the Rotary Complex (June 2012); and made presentations to various bodies in Stratford and Area.

You, sir, and the Members of Council have helped considerably in the process, by authorizing two independent public consultation and engineering studies, resulting in two very detailed reports, one by Goldsmith Borgal & Co on the Stratford Cooper Site (June 20, 2012), and the other by a professional engineering group on the condition and structure of the buildings on that site.

Some Members of Council also helped in the orientation process by attending guided walking tours of the Site, given by one of our Group, railway historian and author, Dean Robinson.

Thus we come before you today, convinced more than ever with the evidence before us, the need to recognize over 100 years of railway history in Stratford with a *Railway Heritage Site and Museum* on the original site of the Grand Trunk Railway shops that served Canada and the world for almost sixty 60 years; and gave Stratford its industrial base from which this City grew and has greatly benefited. It gave our City a rich manufacturing and engineering skilled workforce, the base for today's business.

Our vision and our concepts for a museum on the old GTR/ CNR/ Cooper site remain constant. We still embrace the notion of a railway museum, the size of three bays in the old erecting shop, and machine shop. If the buildings were to be razed, we would hope to preserve at least a small portion of them. For the sake of brevity and time, we have attached a series of concept drawings of the GTR Heritage Museum, prepared by our Committee (dated November 2011) which outline the physical layout of the proposed museum or railway centre.

Further, we would like to see three of the original "bays" used to house railway memorabilia and, we hope a retired steam locomotive and eventually a passenger car/van. Acquiring a locomotive might be a lengthy undertaking, but with the assurance of a good home for one unexposed to the climate, that task could get underway. However, pursuing a locomotive would be a waste of time if there were no covered accommodation for it here in Stratford.

We are not naïve enough to think that the whole GTR site and its buildings need to be restored. On the contrary, we see only a small part of the shops need to be retained to display railway artefacts and memorabilia to reflect the working place and conditions of the railway years in Stratford. Some citizens have rightly viewed the existing buildings as an eyesore. This has been due to years of neglect, haphazard destruction and fire. But that did not happen overnight; it took years for the site and buildings to deteriorate; likewise it will take more years for the site to be redeveloped.

So how about this for short term improvement ?

a) Remove the damaged skin/shell of the large erecting shop and machine shop; leaving only those walls or parts of walls that might serve in the creation of a museum building; and remove the rest of the walls, the windows, and the roof.

b) Leave only the giant iron superstructure that, we are told by the consultants, is strong enough to stand for another 100 or 200 years. It is an excellent example of the ironwork construction of the early years of the 20th century and the important skeleton of this historic building. In other words, leave the skeleton of the erecting shop standing but get rid of its damaged skin/shell and the rest of what makes the site an eyesore. The remaining structure then makes a heritage statement in the core of the City.

c) The "floor" could be graveled or paved, and, for the short term, if necessary, be used for a revenue generating parking lot for the City.

What comes after the site is cleaned up ?

We are not entirely sure, but this is where the visionaries come in. Perhaps one could replace the large steel structure of the roof with cost neutral solar panels to provide energy for the site. Perhaps there could be some development within the iron superstructure incorporating the super-structure. We have seen some good ideas from architectural design students from Fanshawe College and others that lean in that direction.

In other words, the site could be cleaned up and made presentable – even functional – without bringing down the ironwork structure. It's impossible to know what ideas that skeleton might generate in terms of re-use and redevelopment in the coming years. But it can serve NO PURPOSE IF IT IS DESTROYED. Instead, by a design competition, it could attract new development.

As once stated in a *New York Times* editorial, (our society) "will probably be judged not by the monuments we build but by those we have destroyed"

While the iron skeleton will never again be used for servicing locomotives, it could be "recycled" in a variety ways, but at the same time always remind us - and the annual influx of tourists that Stratford enjoys - of our railway heritage.

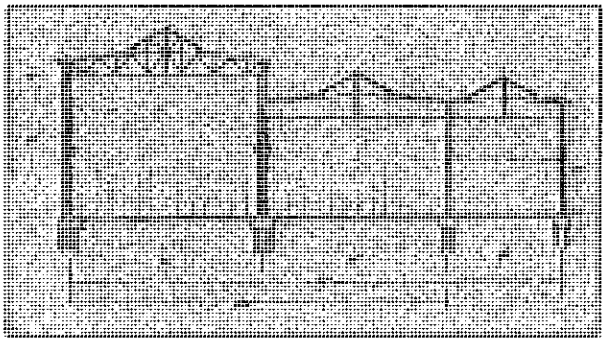
By creating a railway heritage museum on the Site, we establish a tourist destination point in the core of the City and maybe a transportation hub, an education and information centre for our citizens and visitors to learn more about Stratford's heritage. By the possible relocation of city busses to the Site, we have a golden opportunity of developing a transit hub for local and intercity busses as well as a link with rail and a travel centre for citizens and visitors alike.

The part that Stratford has played in the railway history of Canada and the world is not insignificant. Most of us here tonight know something about that history.

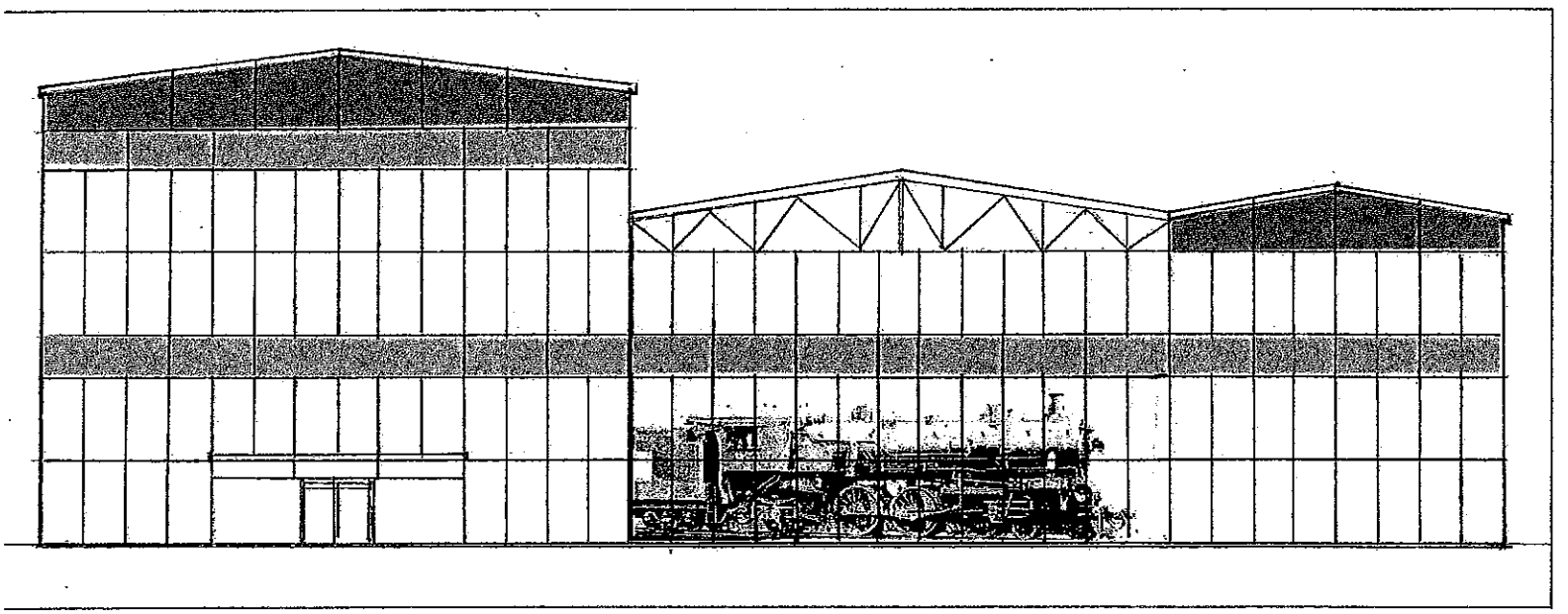
But, Your Worship and Members of Council, we should use this "watershed moment of redevelopment" to ensure that our kids and grandkids and now great grandkids will also know about it. When it comes to preserving our rich heritage, let us not forsake vision in the name of expediency.

Our group feels strongly with exceptional planning, creative foresight, strong leadership and the right people, that Stratford is being presented with a once-in-a-lifetime opportunity to add a modern, architecturally significant landmark to the City's core without endangering, even complimenting, the historic significance and architecture of City Hall.

Yes, it would enrich the history and heritage of our beloved City. Thank you.



Grand Trunk Heritage Railway Museum



Property of Grand Trunk Heritage Railway Museum Committee / November 2011

EAST ELEVATION

CONCEPT : three bays of former locomotive shops at extreme east section of building (Facing Downie Street) using existing iron structure with all new exterior.

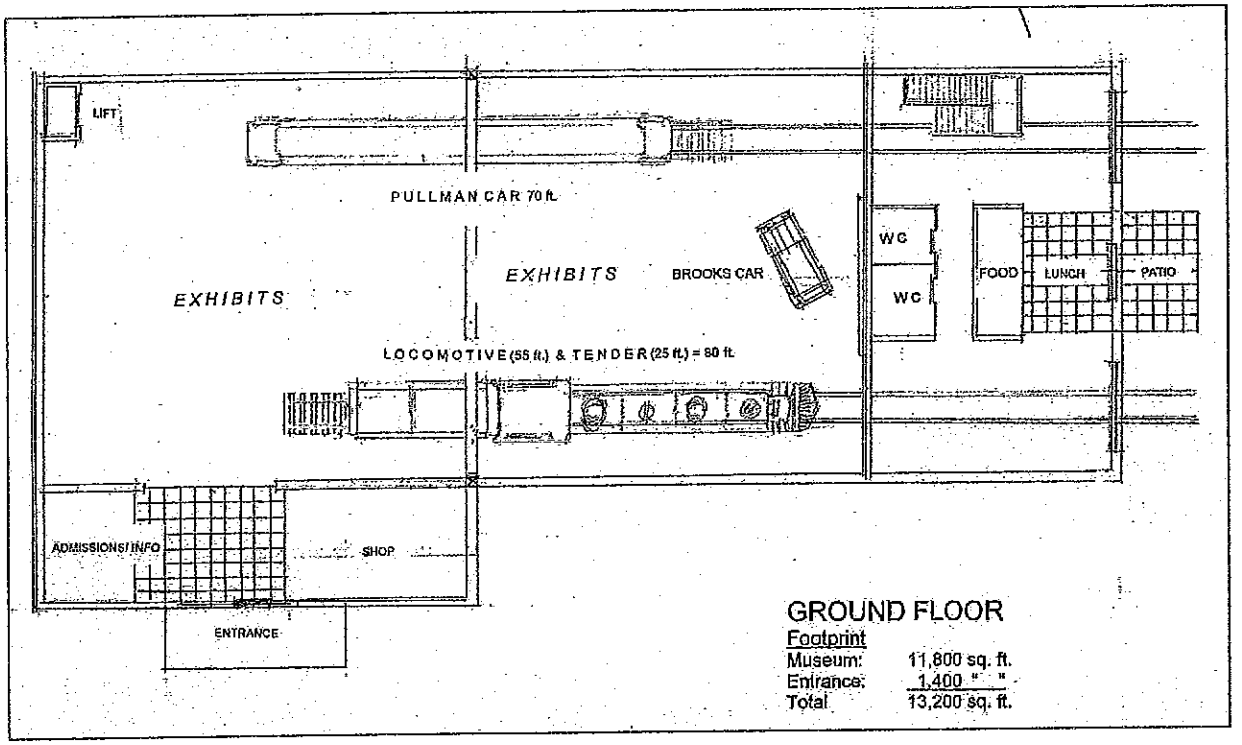
East Elevation - full glass wall across three buildings with accent colours, showing steam locomotive in primary exhibit area through feature wall, and main entrance to Museum.

Plan Views - Ground floor showing steam locomotive, entry tracks, provision for up to three additional pieces of rolling stock, large exhibit area (passive and inter-active), main entrance and gift shop, accessible lift to mezzanine, cafeteria and patio.

Mezzanine level - exhibit space for permanent, rotating and travelling exhibits, gallery space or flexible auditorium / concert space. Mezzanine open to below, and above to feature scale of original building and iron structure.

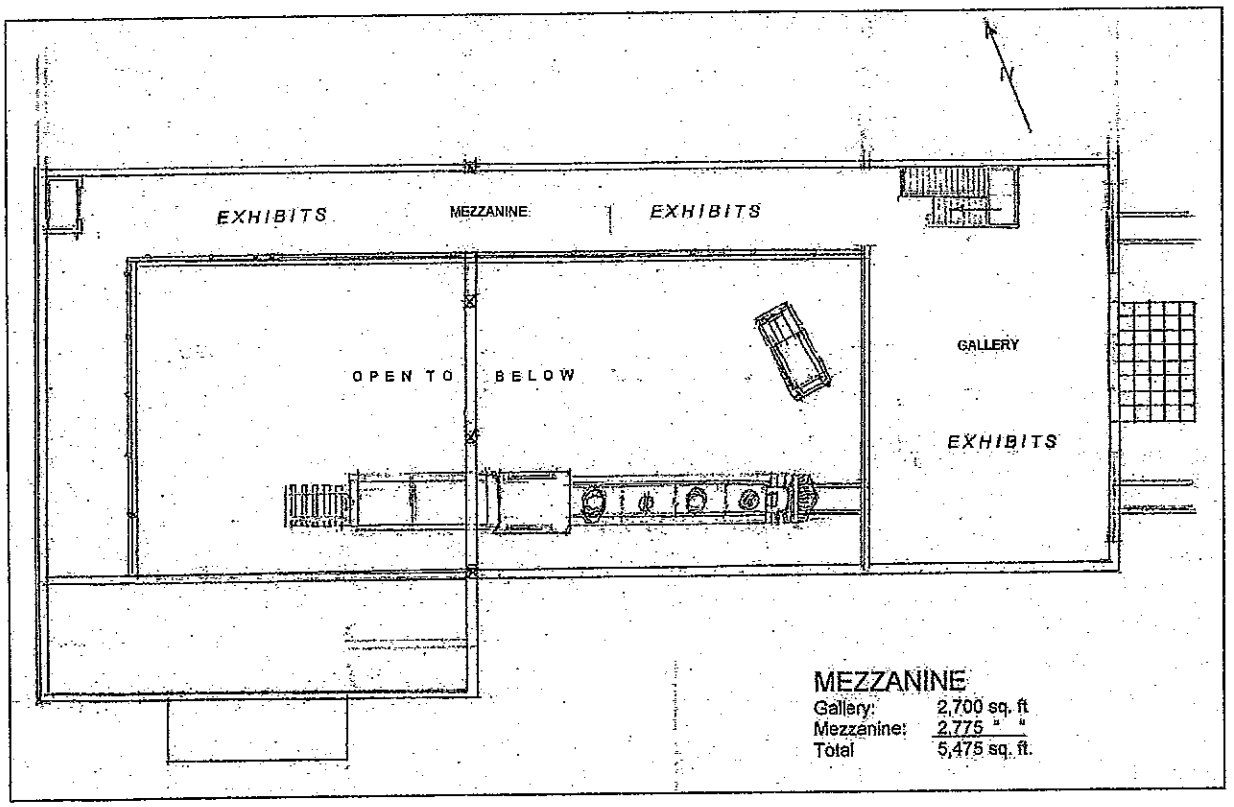
North Elevation showing original windows above two garage doors with rails for moving rolling stock and entrance to / from patio and cafeteria.

Roof showing use of original sky lights and new construction-type solar collectors. □



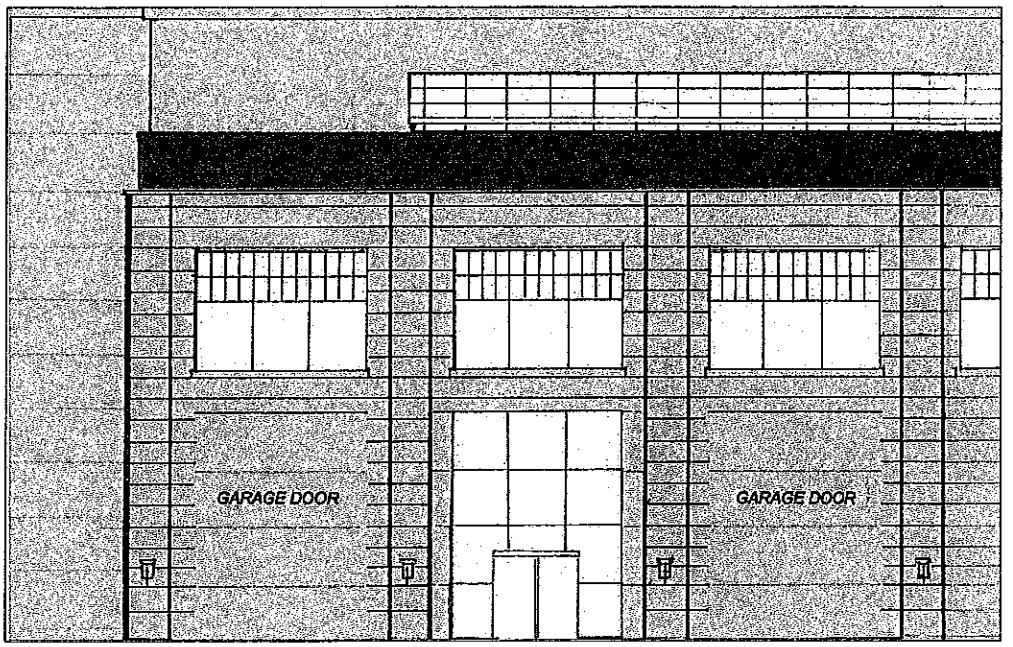
PLAN VIEW Ground Floo

Property of Grand Trunk Heritage Railway Museum Committee / November 2011



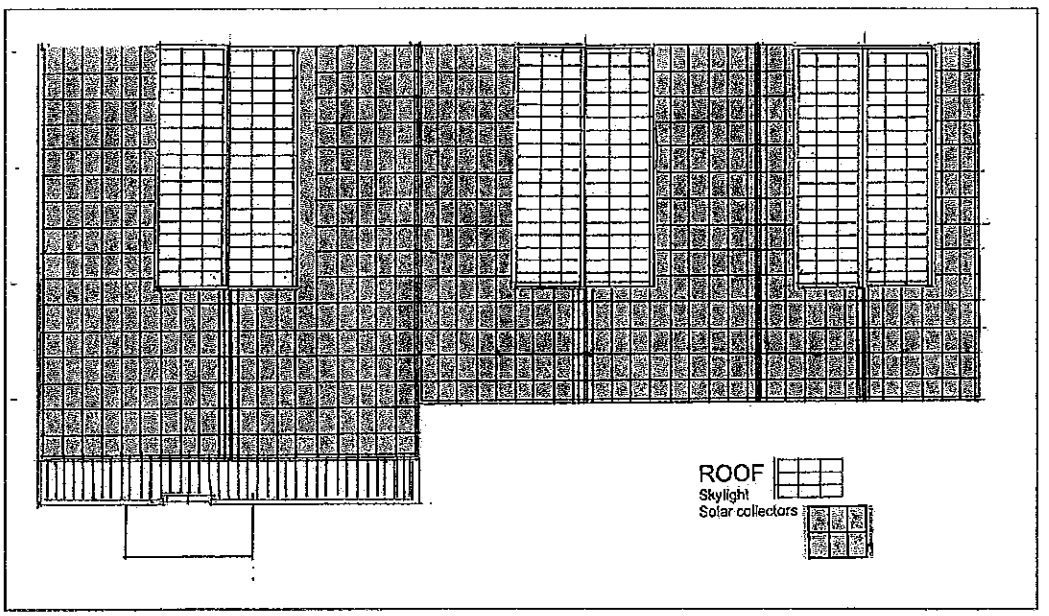
PLAN VIEW Mezzanine

Property of Grand Trunk Heritage Railway Museum Committee / November 2011



NORTH ELEVATION Machine Shop Building

Property of Grand Trunk Heritage Railway Museum Committee / November 2011



ROOF Showing solar collectors & skylights

Property of Grand Trunk Heritage Railway Museum Committee / November

What now?

The city has promised public hearings to discuss the future of the former railway site.

If you have a vision, share it. There can never be too many good ideas.

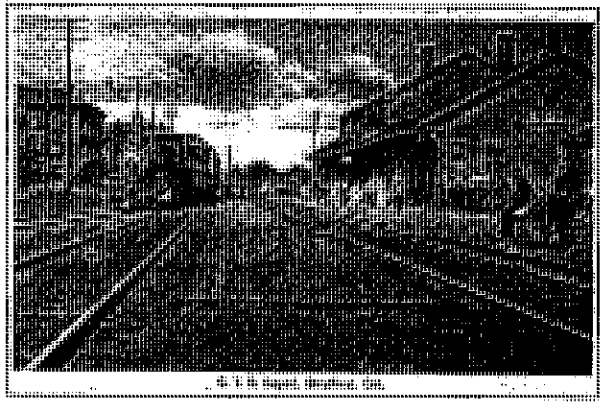
While restoration of the building is hardly an option, to bring the framework down without thought of re-use would be short-sighted and possibly more costly.

The site did not fall into disrepair overnight and it will not be refurbished without time, money and vision.

At the outset, at least, vision is the most important, and it should not be forsaken in the name of expediency.

"We will probably be judged not by the monuments we build but by those we have destroyed"

– New York Times editorial
on the destruction of Penn Station
Oct. 30, 1963.



GRAND TRUNK RAILWAY SITE
Heritage Committee

Ron Latham, chair – engineer r.latham@sympatico.ca
Eric Adams – accountant dunedinhouse@rogers.com
Dean Robinson – author deanrobinson@wightman.ca
Ian Taylor – chemist ianddtaylor@bell.net
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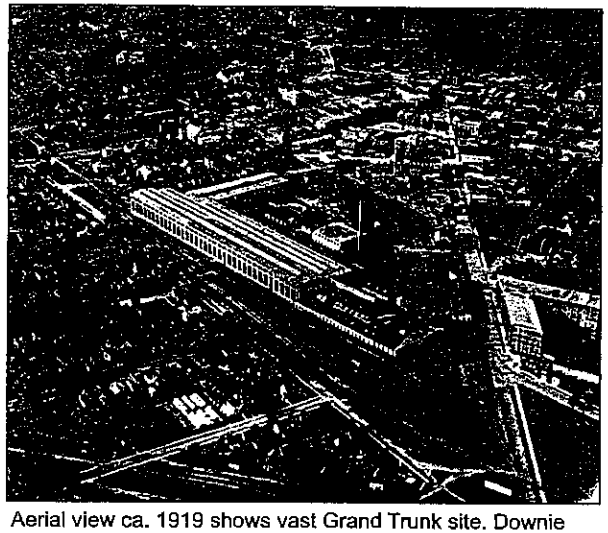
The Grand Trunk Railway Site Heritage Committee
is an authorized committee of the
Perth County Historical Foundation

Text – Dean Robinson
Photos – Vince Gratton
Design – Allan Waddingham
Published May, 2011. Printed by Commercial Printers 1.5M

Railway Stratford

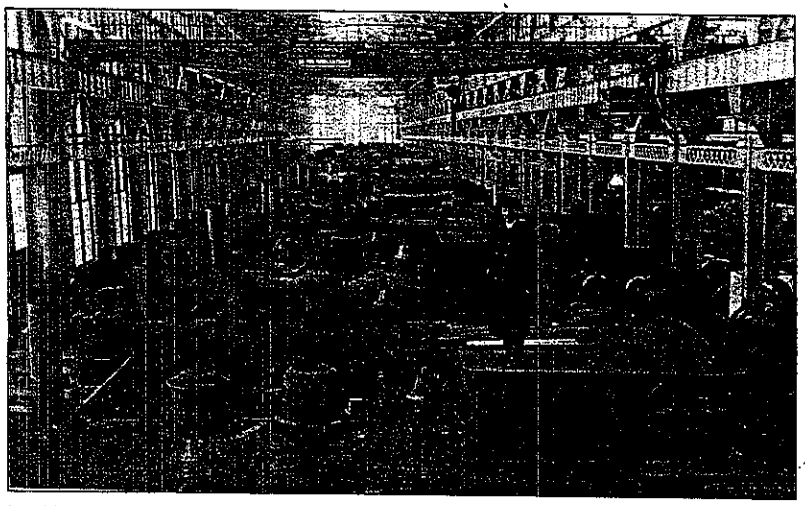
History worth celebrating.

Heritage worth Preserving!



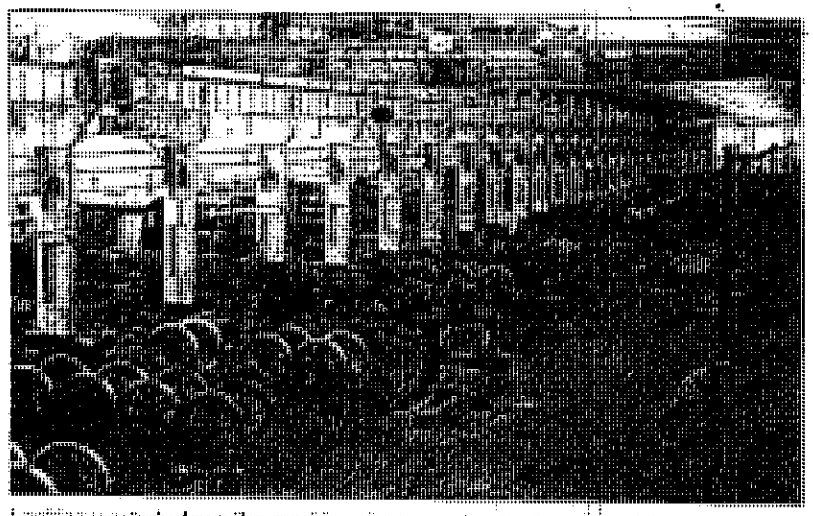
Aerial view ca. 1919 shows vast Grand Trunk site. Downie Street and the old General Electric building are at the right.

GRAND TRUNK RAILWAY SITE
Heritage Committee



Looking northwesterly, steam locomotives getting repaired in the huge erecting shop, beneath gantry cranes capable of lifting those locomotives. ca. 1910

Troops leaving from Stratford, August 18,1914.



Looking easterly down the machine shop and wheel sets removed from locomotives during servicing. ca. 1910

Beginning in the mid-1800s, Stratford was a railway centre for more than a century, mainly because of its steam locomotive repair shops but also because it was a district headquarters for both the Grand Trunk Railway and the Canadian National Railways.

Almost from the start, the shops were busy around the clock. They were enlarged with four major expansions. Sons followed their fathers, and some their grandfathers, into the shops, or the roundhouse, or the running trades, or any of the many district departments. They followed them into the unions and the social groups, and on to the sports teams that were so much a part of city life.

In the days when steam propelled the nation's trains, the payrolls of the GTR and the CNR powered the city's economy.

Then came diesel power, and in 1958 the CNR said Stratford did not figure in its plans for the new technology. By then the railway was employing about 850 people, about a third of the city's workforce.

Some say politics and labour problems helped to seal Stratford's fate. Regardless, it was a devastating blow for a community that grew to a prosperous city because of its ties to trains.

> *"This is a shop with a tradition of workmanship and loyalty that no other shop has ever had."*
>
> – Eric Wynne, Vice President CNR Great Lakes Region November 1963

On March 31, 1964, the final few hundred CN workers walked from the shops for the last time. As for the district operation in Stratford, there were just two employees left as of October 1979. It was closed officially on June 30, 1980.

Cooper-Bessemer, an Ohio manufacturer, leased the 18-acre repair shops site but by early 1986 it had pulled up stakes and since then the order of the day has been failed dreams, dereliction and deterioration.

Against such a backdrop there have been cries for razing and remediation. While the site cannot remain as it is, it represents a watershed opportunity for a compromise – between redevelopment and heritage preservation.

The most impressive structure on the site, with its iron framework, is the massive erecting shop. A sad sight from the outside, its "bones" remain an example of the engineering genius that defined the early years of the 20th century in North America.

More important, from a local perspective, that building represents a century of railway history in Stratford. Without its damaged exterior, it could continue to remind all of us of that illustrious chapter in the story of this city.

Presented @
June 3/13
Public mtg

June 3, 2013 Public Meeting – Former Cooper Site

More than 4 years ago , Council expropriated the Grand Trunk Repair Shops .

Without any Public debate Council said they needed my shops and lands because I had not completed nor had any hope of completing within the next few years, the Project that was approved by Council in 1995. In 1995 Council approved the restoration and reuse of the Shops for multiple uses.

In 1996 Council issued the first building permits. After several hundred thousand dollars of work was completed under those permits, council and staff interfered for many years with the progress of the work and use of the site.

Long before Council took the Shops , I was discussing with the University of Waterloo and Mayor Mathieson the possibility of locating their satellite campus and student housing within the Shops as part of our project. .

When I tried to stop Council from taking my lands and project , Ron Shaw swore an affidavit , claiming the City urgently needed the Shops and lands for the University of Waterloo Campus . Council retained Delloite & Touche to prepare a report which claimed this campus would generate over $42 million per year.

During cross examination of Mr. Shaw , we were advised Council directed a Master Plan for the 18 acre Cooper Site. At that time this Master Plan included the relocation of the YMCA , Library and a new Auditorium with Stage. Council was aware I was in discussions with and included as part of my project, space for the Y , Library , Archives and a new conference centre all within the Heritage Shops.

Today, nearly 5 years later, Council has:

a) No Master Plan

b) Not provided the entire Cooper Site to the University of Waterloo

c) Transferred to the University only a 1.3 acre corner of the St Patrick St Parking lot from the 18 acre Cooper Site

d) Built a new building and parking lot for the University of Waterloo on the Cooper Site without first approving a Master Plan for the Cooper Site.

e) Decided to give the Citizens of Stratford an opportunity after the taking of the land to provide their opinions on what to do with the Shops.

f) Not raised funds from the sale of the Fairgrounds required to help pay for the University . While staff requested proposals for the sale of these lands from developers, the deadline of May 15, 2013 has come and gone with no proposals received.

Council ought to have created a Master Plan and asked the Citizens for their opinions prior to taking the Shops.

For anyone to consider this matter, a full understanding of expropriation and related cost obligations of each Stratford taxpayer is needed. Malone Given Parsons need to address this in their feasibility report.

I understand Council has spent in excess of $20 million to date to provide UW with a campus. These costs include, approximately $ 5 million as an interim expropriation compensation payment for part of my costs thrown away on my project , 12 million for the new University building , several hundred thousand dollars for relocating the lost public parking , several million for ongoing maintenance costs, approximately 2 million for recent environmental testing , several hundred thousand for re-servicing the corner for the new University

building, and well over a million in legal fees. I understand much of these costs are now part of the City`s debt and will require interest to be paid over the next 30 years.

It is critical to identify and keep separate those funds which were provided to the Stratford Institute which we now know is neither owned nor operated by the University of Waterloo. I understand these funds include the 10 million dollars from the Provincial government ; approximately 5 million from the Federal government and 10 million from Opentext.

Council's Notice says Malone Given Parsons will be reviewing all accessible background information on the site and they will use that information to prepare a high-level feasibility analysis of potential options for the future of the site. This feasibility will look at costs of redevelopment (including decontamination of the site), structural integrity of the building and potential uses for the site that fit within the Stratford context.

Malone Given Parson have refused to review my file and have advised me they have been instructed to not communicate with me. My file includes extensive background information dealing with feasibility , costs with respect to restoration of the Shops and redevelopment of the lands (including decontamination of the site) ; structural integrity of the buildings and uses.

As before, access to my files is available to Malone Given Parsons or others required by the City to complete their feasibility study. My files include a 3D virtual model of the Heritage Shops.

On April 30 this year, we were before the OMB dealing with the Cooper Site. It may be beneficial for Malone Given Parsons to review the transcripts covering those 2 days as there is discussion on planning, highest and best use and many other factors which affect feasibility.

Mr. Williams, legal counsel for the City confirmed for Chair Tanaka of the OMB , and I quote:

> "The City certainly has no objection to the Claimants going on the site to view the building, to do whatever it is that they'd like. Certainly the City is happy to accommodate them if they want to go in it again. And I think within reason , we'd be willing to say, you know, you have the next three months where we promise we won't do anything. The City does not know what they're going to do with the building a this point, frankly. We can let them back in and they can do all the studies they'd like.`` (page 198/199 – day 1)

> ***Setting aside the issue of payment for our experts, I request an opportunity to have our experts study the buildings, in particular following the feasibility report now being completed by Malone Given Parsons and any Council or staff decision with respect to the buildings. I ask the City to coordinate this request with my lawyers at Gowlings.***

I would expect Malone Given Parsons to consider the further costs to be paid pursuant to the expropriation in their feasibility study.

I would also expect Malone Given Parsons to review all environmental reports including reports on the Skateboard Park , Downie Parking Lot , Festival Hydro lands and other abutting properties.

What we know today from the City's most recent reports is the following;

a) Environmental issues can be dealt with by way of Risk Assessment with a minimum of expense

b) Risk Assessment procedures cannot be determined until a Master Plan for final use is known

c) The Shops are structurally sound

d) The Shops are of heritage value

It is critical to understand that any adaptive use of the Shops starts with what financial contribution the remaining structure brings to an adaptive use. Rylett Engineering determined this contribution to be a just under 10 million, half of which was for the steel superstructure. While Rylett made this determination with respect to my project, it is fair to say that it would be relevant to any adaptive use as this value only covers the shell of the buildings. While the City has this report, I am providing you with another copy.

In addition there is over 3 million in underground servicing and mature landscaping that can be retained and used. Presently, the City and my experts are working on a Composite Site Plan, which will identify all underground infrastructure, which will be available once completed.

Retaining the Shops will also eliminate the need for a set-back from the rail line which may be required for new buildings thus increasing the use of the land.

Were a private landowner such as myself to restore the Shops, (which is what I was doing) costs to restore creates equity in the property and is earned back from income generated from their use. To suggest that the cost of restoration creates an impediment to adaptive reuse is wrong. Re-using what is standing and structurally sound saves money from not having to dismantle, demolish and not having to build a new shell. These Shops are open with high ceilings with huge windows and skylights, creating an interior space of over 10 million cubic feet.

An example, similar in size and comparable to these Shops is the Tannery buildings in Kitchener. These industrial buildings were adaptively reused and prove a substantial value exists in these older buildings. The Tannery buildings are now being used for digital media.

By expropriating this entire site for the University for a public use, which the City has yet to define, neither property taxes nor income can be earned. This is a factor in feasibility that would not have occurred but for the expropriation and must be addressed by Malone Given Parsons.

The property taxes lost as a result of the failure of the City to permit the approved 1995 project to continue have been and will continue to be substantial.

It should not be forgotten that Council in 1995 sold the Shops to be adaptively reused for the project they approved at that time

Great care in the handling of the future of this site must be taken by all. It would be irresponsible of everyone to permit these Heritage Shops to be demolished in whole or in part until an actual use for the site is determined by a Master Plan approved by Council.

Since the steel super structure of the Shops are riveted and bolted , if council decides to take them down, then I insist that the rivets joining the trusses to the columns be removed and the super structure be dismantled and given back to me so I can relocate my project, continuing with the Heritage Shops in a new location.

Whatever, Council decides, I ask that Council confirm they will provide me with a copy of Malone Given Parsons feasibility reports prior to any Council decision(s) and agree to provide me sufficient time to have my experts attend the site and buildings if necessary.

Lawrence Ryan 519 847 5647

Attachment to L. Ryan presentation

Thomas P. Rylett Limited

Consulting Engineers

18 October 2000

Mr. Lawrence Ryan
5211 Trafalgar Road
Erin ON 1T0

Re: Building Estimated Cost
Job #1997224

Dear Mr. Ryan,

Rylett Engineering have been requested to provide an estimate of the expected cost to build a building similar to the existing building on site. The purpose of this estimate is to determine an approximate contributing value of the existing building. A construction estimate has been developed for a building similar in size and configuration, but without the extra structural requirements of a heavy fabrication shop.

Presently there exists a 240,000 sq. ft building shell complete with two interior mezzanine floors. Attached to this are two additions which, will be dismantled and their material re-used for interior finished within the existing building. See attached drawing and Schedule "A". The foundations and concrete floor will be used along with the existing building for future development.

I have calculated a separate cost for the contributory value of the existing building and the contributory value of the re-usable material from the two additions.

The basis of the estimate is as follows,

1 Site Preparation
- estimated cost to prepare the site for building construction including servicing and removal materials.

2 Building Foundations
- estimated cost of building foundations for a building of this design.

3 Concrete Floor

4 Structural Steel
- steel building frame with similar trusses and miscellaneous metals

5 Exterior Finish
- architectural block with insulation
- cast-in-place concrete and brick

6 Mezzanine
- includes construction of two mezzanine levels.

The above sections comprise the estimated cost of building a similar structure and do not include soft costs such as, design fees or development costs etc. The estimate is also exclusive of any interior finishes to create retail space and any costs associated with creating parking space.

These costs are also exclusive of interior finishes (drywall partitions, suite separations, suite services and lighting) and of any parking additions.

It is understood that the existing structure is to be sand blasted and cleaned that the window openings are to be reopened and windows replaced. It is also understood that the roof is to be replaced, exclusive of the structural steel frame.

The calculated value of the material to be re-used consists of brick, limestone foundation blocks and original wood framing. These components are expected to be used as decorative framing and finishing in the new development. The estimate is detailed in Schedule B and is presented below:

Contributory Value of Construction Materials $171,909.49

Thomas P. Rylett Limited Consulting Engineers

The estimated cost of construction a building shell is shown in detail on the attached sheets and is summarized below:

Building shell only	**$9,580,245.00**

Therefore, the contributory value (equity) of the existing building is $9,580,245.00

Please advise if you require any further information concerning this matter.

Yours truly,

Paul B. Harris
B.A.Sc., P.Eng.
Thomas P. Rylett Ltd.
Consulting Engineers
3 November, 2000
1997224G02.508

RYLETT ENGINEERING

ST THOMAS ONTARIO

COOPER BESSEMER DEVELOPMENT SITE

DOWNIE STREET
STRATFORD, ONTARIO

CONSTRUCTION ESTIMATE BUILDING SHELL ONLY 11/03/00

SCHEDULE A

ITEM	SCOPE	COST / SCOPE
1	SITE PREPARATION	$390,000.00
2		
3	FOOTINGS AND FOUNDATIONS C/W REINFORCING	$584,500.00
4	CONCRETE FLOOR	$975,000.00
5	STRUCTURAL STEEL	$4,875,000.00
	Steel Building Frame; long span roof trusses	
	miscellaneous metals	
6	EXTERIOR FINISH	$1,280,000.00
	Architectural block & insulation	
	Cast-in-place concrete and brick	
7	MEZZANINE	$849,000.00
8		
9		
10	BUILDING PERMIT	$80,581.50
11		
12		
13		
14		
15		
16		
17		
18		
19	TOTAL COST	$8,953,500.00
20	GST	$626,745.00
21		
22		
23	GRAND TOTAL	$9,580,245.00
24		
25	FILE	11/03/00
26		12:53 PM
27		

RYLETT ENGINEERING

ST THOMAS ONTARIO

COOPER BESSEMER DEVELOPMENT SITE

DOWNIE STREET
STRATFORD, ONTARIO

CONTRIBUTORY VALUE OF CONSTRUCTION MATERIALS 10/30/00

SCHEDULE B

ITEM	SCOPE		COST / SCOPE
1	BRICK		$14,428.13
2			
3	LIMESTONE BLOCK		$42,734.95
4			
5	WOOD FRAMING	1882 bldgs	$63,000.00
6		1888 bldg	$40,500.00
7			
8			
9			
10			
11			
12			
13			
14			
15			
16	TOTAL COST		$160,663.08
17	GST		$11,246.42
18			
19			
20	GRAND TOTAL		$171,909.49
21			
22	FILE		10/30/00
23			05:10 PM
24			

Ron Shaw Esq.

Chief Administrative Officer

Stratford, Ontario

RECEIVED

MAY 27 2013

CITY CLERK'S OFFICE

Dear Mr. Shaw,

I have been a ten-year resident of Centre Street, Stratford and I would like to address the public meeting dealing with the Cooper site on June 3, 2013.

I feel that the site as it exists, with very little modification, could be developed into a tropical garden and solarium. This model could compliment the Stratford Theatre as a major tourist attraction in Stratford.

This tropical garden would be open as a year round event, and would attract thousands of students, as well as garden enthusiasts from all over the province, especially during the winter months.

I would appreciate the opportunity to present this idea at the public meeting on June 3.

Thanking you.

Yours truly,

Joseph L. Moss 519.

Joseph L. Moss

distributed @
June 3/13
Public Mtg.

Joseph L. Moss
43 Centre St.
Stratford, Ontario

June 3, 2013

Stratford City Council

I would like to take this opportunity to make a proposal for the rehabilitation and reuse of the Cooper site. My idea is to take full advantage of the height and area of the building to create

1. an indoor botanical garden, and
2. an Olympic-sized aquatic facility

These attractions could effectively consume much of the space with a minimum of demolition and costly remediation, and provide a continuing tourism draw to the City, especially in the theatre off-season.

1. **Concept for the Botanical Garden: Six Continental Pavilions**

Each continent would have a permanent display of flora native to the region, with a microclimate appropriate to that area of the world all within the confines of this existing building. Ideally we would have one country representing each continent, with each representative country supporting the establishment and maintenance of its own exhibit area, to help foster tourism and economic development. The national exposure would be substantial and should appeal to the countries selected. Possible targets for each continent might be:

1. Holland (Europe)- Strong Dutch community in Stratford and local area. Many botanical gardens.
2. Japan (Asia)- Gardening powerhouse, with many industrial ties to Stratford and Southern Ontario.
3. South Africa (Africa)- Tourism and ecological development/sustainability
4. Australia (Oceania)- Unique species and environments
5. Brazil (South America)- Responsible for one of the world's great ecosystems
6. Canada (North America)- Exhibit green/sustainable building technologies

The facility should be able to use the large existing window areas for natural lighting, and the roof would need to be replaced in transparent plastic or glass. Our goal is to consume as much

of the existing Cooper site footprint as possible, vertical as well as horizontal, with the least amount of disruption and the botanical garden is a very efficient way to accomplish this. The gardens of course have their own benefits as well, creating a destination for day-trippers, school group visits, as well as educational programming for both young and old. The facilities may also include public/function areas that may be rented out for special occasions, concerts, weddings etc. Examples of this concept include the Muttart Conservatory in Edmonton, and the self-sustaining Toronto Botanical Gardens.

2. Olympic-sized Pool and Aquatics Facility

Like the Botanical Garden, the aquatic facility can create a destination attraction as well as meet a local recreational need for the City. Strong public facilities help the City attract and maintain professionals, entrepreneurs and their businesses. Also like the Botanical Garden, the aquatics facility would provide recreation for all age groups, and beyond that be a training center for elite swimmers and divers in Southwest Ontario. Physically it would use many of the same features as well: high walls, large volume of air, glassed ceiling. As one of the few such pools in Ontario it would bring in special events and meets.

From the executive summary of "Ontario Aquatic Facilities Needs Analysis" (2007):

- Ontario's level of service is inadequate in: sport training, events, therapeutic uses and rehabilitation, although therapeutic and rehabilitation services have been improving as an increased number of leisure pools have been constructed.
- There is a dearth of long-course (50m) and competition level pools (where competitive meets can be held) in Ontario
- Anticipated population growth and aging facilities suggest the need for pools of all sizes will not decline and therapeutic and rehab use requirements will increase

Thank you for your time and your kind consideration of these ideas.

Best Regards,

Joe Moss

Prepared By Lorne Bolton, , Stratford, Ontario
March 18, 2013

Development proposal for the Cooper Site

I would like to propose a development of the Cooper site that would have the roof area of the buildings covered with see through solar panels. These panels do not require roof sheathing, as they are the roof. Because the solar panels allow light to come through, they provide enough light to allow trees, flowers, and other park plants to grow in a park like setting. These panels double as a skylight, but eliminate the cost of skylights. The estimates for this installation is shown in the attached document. The cost of the installation $1,988,000. The revenue generated is $375,000 a year, with a payback of 5.3 years.

The park setting as shown in the picture sets up quite an attraction for people to enjoy year round. Imagine coming into a park setting in the middle of winter, and sitting down on one of the benches and enjoying a coffee and reading a paper, book, or just enjoying the ambience provided by the park setting.

There would be condominiums on the upper sides, with indoor parking, and with businesses below, as shown in the picture. This development would attract people to the downtown core which it needs.

In addition to the condominiums, accommodation for the increasing demand for the Waterloo University students would also be incorporated in the development..

By partnering with the YMCA, it could provide a chance to put in an Olympic size swimming pool. In addition to the pool the expansion of their fitness centre could be achieved. We have certainly seen in past years, the growth of the fitness industry.

I feel with $1.5 million dollars that is being given by Wallmart for the, Market Square project, that the two would certainly compliment each other.

With this development, the city would be recognized as an environmental leader.

I would conclude by saying that the development as proposed, would do the following:

1. It would bring a permanent population to the core of the city.

2. It would bring in $375 thousand dollars a year, for a total of 7 and a half million dollars over the length of the contract under the FIT program with Hydro One.

3. It would keep the heritage significance of the property.

4. People would have the health fitness centre at the YMCA facility. By improving the physical condition of people, it has been shown that their health improves.

5. With the park-like setting shown in the development plan, it provides the plants that consume Co2 gas, which is the greenhouse gas that we are trying to reduce.

6. This development would be a model of environmental excellence.

7. With the network of passages under the floor, the geothermal heating and cooling could be used.

8. The city of Stratford would demonstrate its commitment to the environment.

Lorne – some general numbers here:

North Building
2 panels high x 185 wide (156" high x 625')
=370 panels = 105,450w

Second Building
2 panels high by 230 wide (156" high x 770')
= 462 panels = 131,670w

Third Building
2 panels high by 234 wide
= 468 panels = 133,380w

Addition
4 panels high by 174 wide (312" high x 580')
= 696 panels = 198,360w

Project
568,860w DC, suitable for 500kW inverter
Estimated 700,000kWh production per year
@ $0.54/kWh = $375,000 revenue per year

Costs & ROI
Typical installed price $3.50/w
= $1,988,000 (about $2m)
Payback = $2m / $375k = 5.3 years

This budget does NOT include a $0.75/w added price for Plandach style "roof-in" mounting. The reason for this is that this cost needs to be weighed against the cost of replacing the existing roof. It doesn't seem to make sense to me to get into measurements and drawings until there is some buy-in on this project. These numbers should reflect very closely the current pricing any typical payback in the market. Most projects are 5-6 year payback.

IdealSupply

Tim Veal
Product Sales Specialist - Clean Energy
Stratford Branch

T: 519.273.0650 x5902
C: 519.949.1635
F: 519.272.2650
www.idealsupply.com
tveal@idealsupply.com

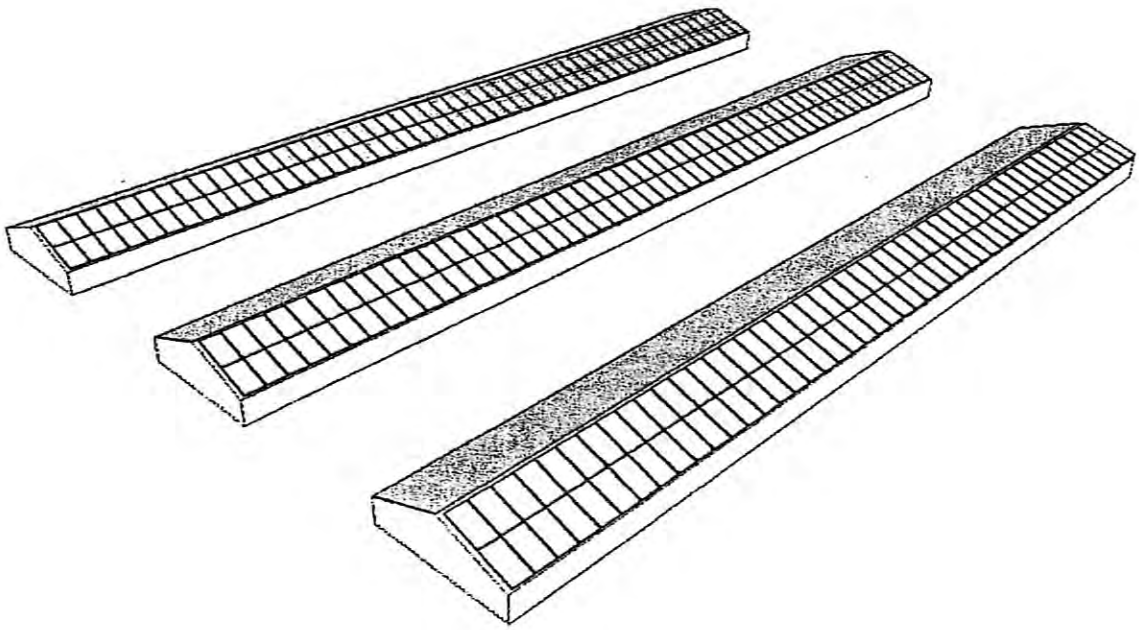
Attachments Preview:

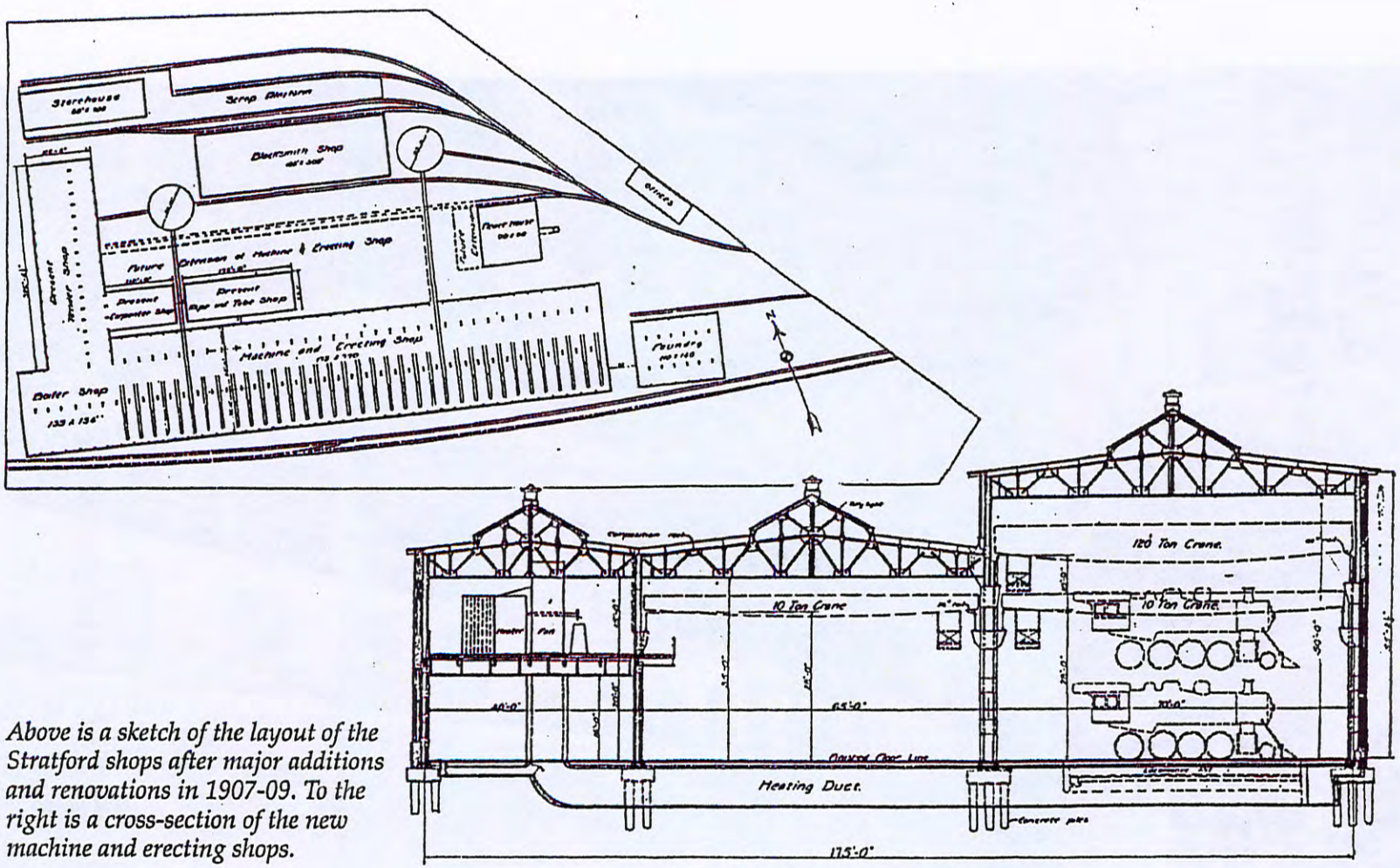
image0011.jpg

IdealSupply

Attachments Preview:

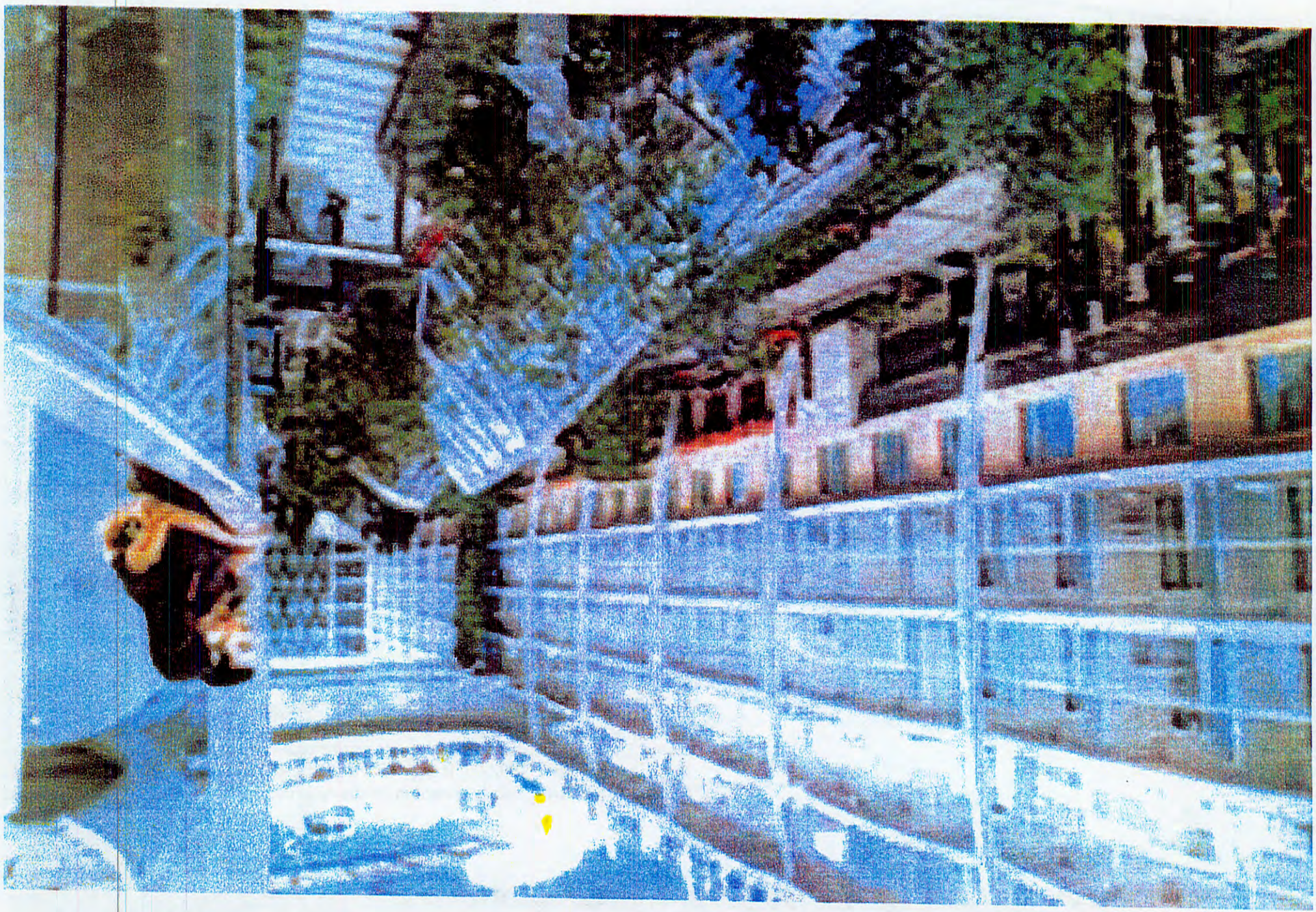
Mystery.jpg (Resized to 51%, Show actual size)





Above is a sketch of the layout of the Stratford shops after major additions and renovations in 1907-09. To the right is a cross-section of the new machine and erecting shops.

The following is a series of photographs that chronologically records the massive 18-month construction program that the Grand Trunk undertook in expanding its motive power repair shops in Stratford in 1907-09. It began in August 1907, and the new shops were officially opened in February 1909.



TOP.

THE SOLAR PANELS
ALLOW LIGHT TO COM
THROUGH. AND THEY A
THE ROOF.

A highly anticipated consultant's report on the former Cooper site in Stratford has concluded that the property has heritage value, and is worth either preserving or commemorating in some way.

That assessment from Toronto-based Goldsmith Borgal & Company Ltd. Architects (GBCA), released this week, finds that the former locomotive repair shops meet all the criteria to be considered a property of cultural and heritage significance.

"It is our opinion that this site is of heritage value and worthy of preservation or commemoration," concludes the 27-page report.

That will surely reignite the contentious debate about what to do with the sprawling property just outside of the downtown core, which has been largely unused for decades. The debate could heat up Wednesday night, when a public meeting will be held at city hall to discuss the report.

While it makes no specific recommendations on what to do with the property, it does address the competing options — either to preserve or demolish the site.

A complete demolition would be costly, it finds, and would not preserve the heritage value of the site nor take advantage of some opportunities for development there. A heritage restoration of the building would also be "unfeasible due to its sheer scale."

What should be considered, according to the report, is a series of "compromise options" that could include demolishing a portion of the superstructure but leaving some of the frame, concrete slab and foundation in place.

That would preserve the "essence" of the historic building, but allow developers to fill in the shell with potential uses like a commemorative park, a bus depot, parking, restaurant, library, sports facility, university campus expansion or museum.

The consultant will present the report during a public meeting Wednesday at 7 p.m. in the council chambers at city hall.

An electronic copy of the so-called Borgal Report is available online through the city's website at HYPERLINK "http://www.city.stratford.on.ca/"www.city.stratford.on.ca under the Recent Postings section.

mike.beitz@sunmedia.ca

Reader's comments »

BORGAN REPORT

2 | Thursday, May 23, 2013 • Stratford Gazette

Next Cooper site meeting June 3

Jeff Heuchert, Gazette staff

The next phase of consultation regarding the future of the Cooper site will take place June 3.

On that date, the city will host an open house and public meeting in the City Hall Auditorium where representatives from Markham-based planning consultant Malone, Given, Parsons, Ltd. will be on hand to share details of its recent assessment of the former locomotive shop and to gather further feedback.

The firm is preparing a feasibility study that looks at the costs of redevelopment (including decontamination of the site), the structural integrity of the building, and potential uses for the site.

Those findings, along with site recommendations coming from the public meeting, will then be presented to City Council for consideration.

An open house was previously held last June, where public opinion was mixed on what to do with industrial building – save it for its heritage value or scrap it due to its deteriorating state and high cost of restoration.

Ideas presented at the meeting included a railway heritage centre, a parking garage, and putting new development underneath the old workshop frame.

A city-commissioned study that looked at the heritage value of the site and the cost to preserve it was released last year by Goldsmith Borgal and Company Ltd.

The report suggested it would be difficult to find a use for the building due to its size, but recommended at least part of it be saved for historical purposes and possibly be incorporated into a new development.

It pegged the cost to rehabilitate the building at $4.6 million, or $375,000 simply to secure it in its present state.

Heritage Stratford, meanwhile, is recommending the building be recognized as a site with heritage significance but not retained, citing its poor condition and the cost of any potential rehabilitation.

The committee also suggested retention and possible relocation of certain features of the building, including portions of the facade, steel frame, and wooden doors.

The upcoming open ho begins at 4 p.m. and will be lowed by the public meeting p.m. Anyone wishing to mak presentation is asked to contact city clerk in writing by May 27

GAZETTE FILE PH

The Cooper site in downtown Stratford.

Like

Cooper Site Opinion

Lesley Walker-Fitzpatrick
September 2012

1870 to 2070 And Beyond

Strong Roots Nurturing a Visionary Future

Turning an economic engine of the past into an economic engine powering a visionary future.

I had the real pleasure of visiting the interior of the Cooper Site a number of years ago. It was a thrilling experience. The sense of power and soaring space in the former railroad facility is rare and precious: a reflection of the hope and optimism of a young Canada. The fact that it is located in Stratford, a city known to have "punched above its' weight" many times over but that it truly belongs to all of Canada creates a very special relationship. And a National Heritage Responsibility. The historical role of the railroads in developing the Canada we love had a very important link right here in Stratford. For many decades 'the big shop' was the largest employer in Stratford and by 1948, Stratford was the largest RR facility in the whole Canadian National Railway system.

The new industrial optimistic times of our young Canada did not judge the viability of a project solely by cost analysis but by the dream and the vision and in that era, the dream of a railroad link right across the country and continent must have sounded audacious and financially impossible to many. The dreamers won, achieved their goal and our country was united sea to sea. Stratford, before our national cultural treasure 'The Stratford Shakespeare Festival' was even conceived was a city of national importance because of the Cooper site and the vital function of being a crucial railroad hub. In fact, the development of the Festival was a direct result of the changing conditions of the railroads. During the first Stratford Festival season in 1953, the CNR's male chorus provided vocal support in Richard III, many in the orchestra were from the CNR band and a number of railroad employees provided backstage support.

After reading the very exciting and interesting Report: The Cooper Site Public Consultation Report: City of Stratford, Ontario (Goldsmith, Borgal & Company Ltd.), I had a sleepless night. My mind was filling with ideas about the potential future directions for Stratford from this unique nationally significant heritage complex. My memory that night returned to a favorite spot in Algonquin Park: the remaining stump of a once mighty tree from which spring several vital, bright green, new young pine trees gaining strength and nourishment from the old tree. This is a vision that is very applicable to potential new growth from the old industrial Cooper site. A future that is not an instant fix but an organically growing and developing potential.

Stratford was a strong player in the industrial age especially because of the important railroad hub. The industrial age gave us many wonders and improvements but the industrial age was also very hard on our environment and we are left with dirty and deteriorated landscapes. As we are becoming more immersed in the digital era there is a need to reverse damage and re-invent how we live and work within Nature. Stratford is in a very strong position to become a visionary centre for this work and the Cooper site is

potentially an important and appropriate location. The establishment of The Stratford Institute focused on Commerce and Culture in the developing digital era is a natural fit.

As I lay sleepless after reading the Borgal Report, these ideas came into my head:

- solar on the extensive roof generating power to run the Cooper Centre & more
- possibility of geo-thermal power generation augmenting the solar power
- an urban forest helping to clean the toxicity naturally
- paths through the trees and around the buildings providing walking and running trails
- transportation hub for city buses and inter-city buses (current bus station location too far from downtown core) and the train station is very close making transfers easy also possible is a public bike stand that people can insert money and have bike transportation available to get around the city
- parking location for the downtown core

Inside the Cooper Centre:

*area devoted to the support and nurturing of new local manufacturing companies; a possible example: a textile / clothing fashion industry using the local wardrobe / tailoring skills; fine furniture, digital companies etc.

*indoor greenhouses (GMO free) and a centre for local food development; heritage seeds, plants, industrial kitchens for food processing and manufacturing (note: in the past, the CNR shops had greenhouses and grew about 80,000 plants for shipment) This is a great fit with Savour Stratford, the Slow Food movement, The Stratford Chef's School and area agriculture etc.

*area devoted to exploring balance and harmony between Nature and Industry in the new developing digital era e.g. restoration methods like water purification through plants, wildlife bridges, chemical spill re-mediation, healthy farming methods etc.

*area devoted to video production and sound studios (in 1996 a group of individuals had plans to create a sound studio at the Cooper site); this is a natural fit for Stratford with all the technical and performing talent based here

*a permanent railroad exhibit and museum that will be of national interest; this would include expansive working model railroads and perhaps a small train ride within or outside the building, a store to sell model railroad items

*Restaurants and retail, galleries

*a recreational playground area for children / young teens and perhaps daycare facilities

*a branch of the library

*condos and affordable rental units providing high density downtown living opportunities

*expansion opportunities for The Stratford Institute and other teaching/research institutions attracted by the visionary nature and location of the Cooper Centre

*many other potential tenants that will be inspired by the developing Cooper Centre

The developing Cooper Centre would free Market Square behind City Hall, allowing it to fulfill the dream of becoming a beautiful pedestrian area with seating, food, plants and perhaps even a carousel.

The Cooper Centre can be a place of history, discovery, tourism, visioning, teaching, researching, manufacturing, commerce, culture, recreation, downtown living and more.

The Cooper Site, under this kind of vision, has tremendous potential to anchor and strengthen our downtown core, attracting residents and visitors at a time when sprawl is surrounding and threatening the downtown. The Cooper Centre will be a fine downtown partner to our unique city hall once threatened with demolition. The unique character and historical significance of the old Grand Trunk Railroad buildings can help to shape a vital future, become a very valuable asset and once again serve as an economic engine for the City of Stratford. From the old industrial paradigms of commerce and industry we can envision and demonstrate enlightened methods and new directions. We all know that life-supporting changes must come on our planet.

The past significance of the Cooper Site to the City of Stratford is immense. It was the largest facility in the Canadian National Railway system, dominated the economy and the lives of so many citizens and led to the creation of the YMCA, library and the Stratford Shakespeare Festival.

Building on the strengths of the past and utilizing the talent, ingenuity, dreams, artists and visionaries of our present, we in Stratford can be a force for developing better ways into a healthier future. *"Indeed, the vision of Stratford is national and creative."* (Borgal Report pg.15) Finding better ways to live within Nature is crucial to a healthier planet and Stratford, still with a functioning downtown, is and will be a leader. This potential developing Cooper Centre rising from the ashes of neglect will support and enhance Stratford's current status as a Smart City and Community in Bloom. Stratford can be even more a city of vision, culture and commerce working to create a harmonious future.

Tom Patterson might very well approve and agree!

An international architectural competition to realize the Cooper Site potential would bring international attention and many creative ideas.

As a member of the Heritage Stratford Committee my recommendation:

The city of Stratford seeks National Heritage designation for The Grand Trunk / CNR Cooper Site then apply for national and provincial funding to stabilize the buildings thereby retaining the potential of future development of this historic landmark. According to the Borgal Report it is "structurally sound" (pg. 8), fulfills provincial criteria as having heritage and cultural significance (pgs. 10 - 12), "could provide an enhancement to Stratford's heritage landscape" (pg. 24) and is a candidate for adaptive re-use (pgs. 13 & 14) The RJC Report projects the cost of structure stability as $4,600,000. In the Borgal Report conclusions on pg. 26: *"Complete demolition and mitigation of the site will be costly and would not preserve heritage values nor take advantage of some of the potential opportunities the site presents."*

Distributed @
June 3, 2013
Public Meeting

June 3, 13

Honorable Members of City Council

Re: Public Meeting to discuss ideas for the future of the former Cooper Site building.

Given the site and building has local, provincial and historical significance and the restoration of the former CNR locomotive repair shop is not practical we offer the following comments and suggestions for creative adaptive reuse.

1. Retain the most impressive part of the super-structure, which is the main central bay; approximately 60' wide, 50' tall and 780' space that once held the 200-ton crane. As an artifact, this part of the structure would become another tourist attraction that would add to the many reasons why people come to Stratford. The skeletal structure of the building could remain intact without roof and restoration of the walls.

2. Hold an architectural and historical artifact ideas competition to find a practical means of retaining a portion of the building as an artifact.

3. Given the important needs for land use and to support the existing and future downtown building uses, including but not limited to: a new library, a new YMCA, expansion of the University of Waterloo, bus terminal/hub, Rail Museum, public spaces and parking which will be displaced when the Market Square project is realized, Adaptive re-use of part of the existing building may be practical.

4. Hold an ideas architectural competition to ask the thinkers and designers alternatives for adaptive re-use to most or parts of the existing building that may include some of the programmed uses above.

5. The existing column spacing (22' on centre) lends itself to the possible use a parking structure. This and the grade differential between finished floor level and that of St. Patrick Street, (approximately one storey) offers opportunity to create a second level of parking over existing land allowing an increase to the potential parking on the site.

Thank you for the opportunity to review the above mentioned, as I was unable to speak at the public meeting.

Sincerely
Michael Wilson

256 Albert Street
Stratford Ontario