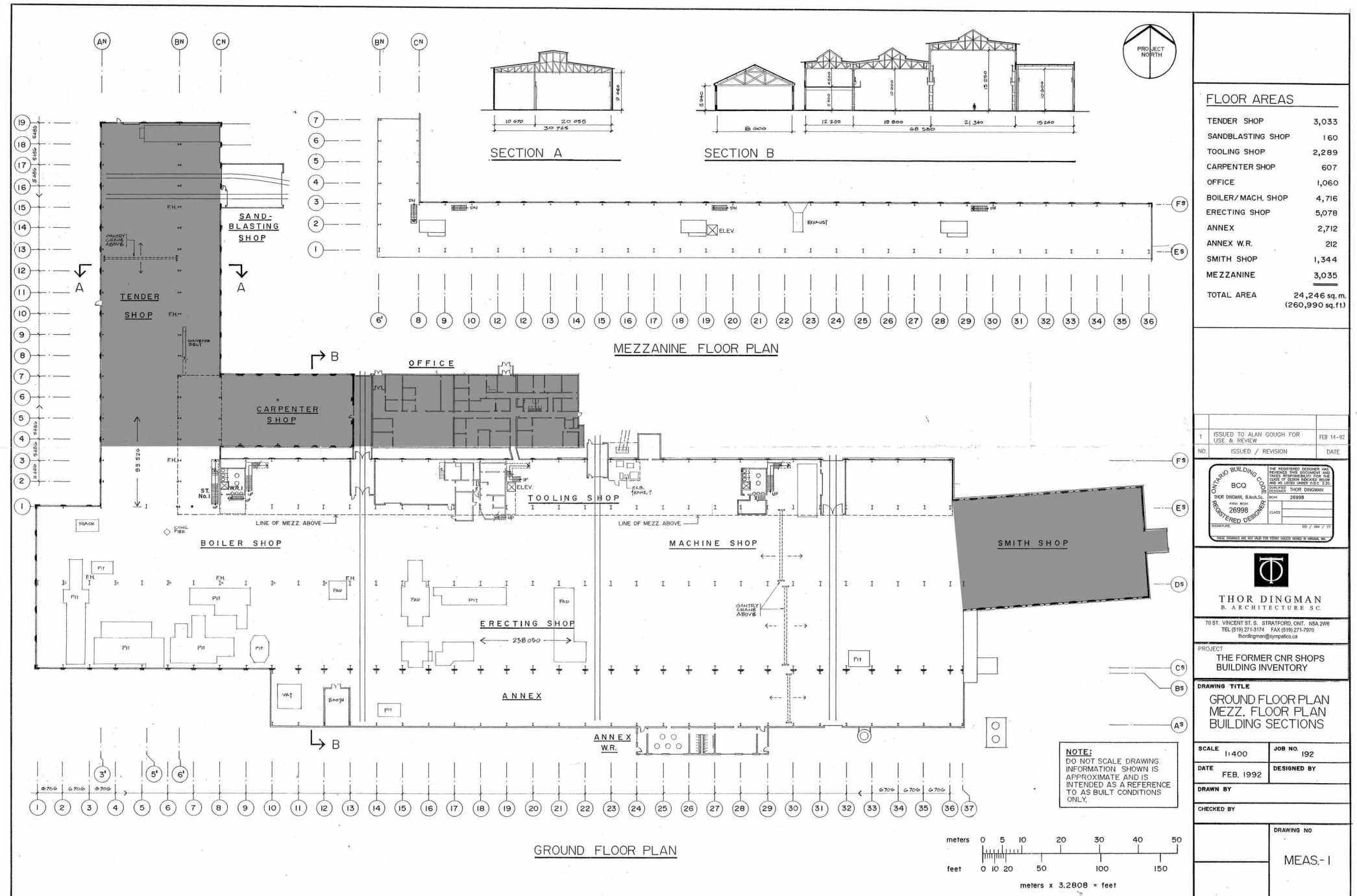


APPENDIX A – GRAPHICS

The illustrations on the following pages include the site plan, and floor plans of the building as it is was measured c1992 with shading to show the original building and what remains currently.

The graphics are modified for the purposes of this study from documents provided by the City of Stratford as drawn by Thor Dingman. As such, they should be considered approximate for the purpose of this report as no confirmation measurements were made during the course of the current project.



APPENDIX B – Meeting Comments and Attendee List

B – 1 – List of Attendees

List of Attendees - Morning and Afternoon meeting, and meeting at City Hall [these will have to be spell checked].

Name	Affiliation
Eric Adams	Historical Foundation
Christopher Borgal OAA MRAIC	GBCA architects, project moderator
Marianne Brandis	Architectural Conservancy
Natalie Bull	Executive Director, Heritage Canada fdn.
Barbara Dembek	Director of Building and Planning, City of Stratford
Thor Dingman B. Arch.	Resident, City of Stratford
Ted Hales	President, Stratford Architectural Conservancy
Sandra Huntley	Vice President, Stratford Architectural Conservancy
Ron Latham	CNR Site Heritage Committee
Geoff Lewis	University of Waterloo
Gary Lobsinger	Chamber of Commerce
Dan Mathieson	Mayor, City of Stratford
Mary Lou Middleton	Perth Architectural Conservancy
Irene Miller	Photographer, Perth Architectural Conservancy
Phyllis Nowell	Vice Chair, Heritage Stratford
Allan O'Neill	Chair, Heritage Stratford
Margaret Murry Nicholson	Architectural Conservancy
Ann Reynolds	Architectural Conservancy
Lutzen Riedstra	Retired City and County Archivist, Perth H.F.
Ron Shaw	Chief Administrative Officer, City of Stratford
Prof. Robert Shipley	University of Waterloo
Dan Smith	Chamber of Commerce
Ian Taylor	Perth County Historical Foundation
Allan Waddingham	Historical Foundation
Michael Wilson	Architect

B - 2 - Comments by Speakers

The following comments were made at the meetings by the attendees. The sequence as presented below does not correspond to the list of those noted in Appendix B and does not correspond to the sequence of meetings held. The intent is to provide an accurate record of the comments made to provide an overall sense of public will and to list ideas offered by the public, but not to identify the opinions of individuals. However, it is noted that the opinions of some of the speakers will serve to identify themselves individually. Comments of the few of those who attended both meetings have been combined as have comments from the same individuals who participated in a telephone interview subsequent to the meetings.

General comments by attendees arising from discussions during the latter stages of each meeting are included within the comments of each individual.

Submissions made by meeting attendees are included in Appendix D.

Attendee One

- we have a chance to honour the heritage of Stratford that disappeared suddenly
- many of those who grew up in the community had families that came to Stratford as a result of the establishment as a result of grand projects. Their individual histories are embedded in these sites.

Attendee Two

- has been a supporter of heritage in Stratford for many years

Attendee Three (this individual submitted a written follow-up)

- since retiring has been involved with various boards including historical society, museum in Stratford, and started three months prior to the meeting a group to discuss options for the Cooper site.
- Saw articles from the University of Waterloo highlighting possibilities for what is left of the Cooper site buildings
- commented on Dean Robinson's book on Stratford's connection with the heritage of railways
- the informal ad hoc group of 15 persons (later 6 persons) met over coffee to discuss possibilities for the site
- discussions with Ian Wilson regarding the university Satellite site
- has information related to the putative Ramada plan of \$22million for entire site

- there is no access to the University's 20 year plan
- ideas were received with respect to tourism, the library, a potential bus depot or GO transit terminal and the YMCA
- the issue of the whole site, not just the buildings, should be considered
- at a minimum a Provincial heritage plaque should be installed on the site due to its importance
- one option might be to save at least 2 bays of the structure in a way that the minimum necessary is done
- murals/photographs could describe the building, a coffee shop could be located here in association with terminals
- would cost \$7 to 8 million to save the building
- does not know what the University will do
- 10,000 to 12,000 square feet at \$500 to \$600 per square foot to renovate 2 bays. Could lease space (may generate rental income to offset HVAC, insurance and maintenance costs)
- is \$500k justified?
- other uses could be greenhouses, horticulture, etc.
- the museum is located outside of the city. Only 1% of its artifacts are related to railway heritage. The museum has no strategic plan.
- would be pleased to discuss issues at later public mee(this individual submitted a written follow-up)ting
- current committee has had input and will now be disbanded

Attendee 4

- this speaker also on the "coffee committee"
- comes to the issues from a different angle. Was president of the Ottawa historical society which manages the Colonel By locks and commissariat, and Col. By cottage.
- when moved to Stratford, was appalled by the loss of heritage buildings when current situation is compared to old photographs. Immediately questioned issues related to the Cooper site.

- tried to initiate some discussion within the Perth County Historical Foundation
- is a train enthusiast
- had an idea to start a Stratford Heritage Day 10 years ago
- has a huge amount of interest in old railway heritage
- the archives has excellent photos of the site
- has seen how other cities and countries dealt with railway heritage
- also was involved in Stratford Perth museum on Hwy 8. Concern that there is not enough space in downtown core - the site on Hwy 8 has 7.5 acres
- the Stratford/Goderich rail line could be a connection with the museum although this might also be a pipe dream
- original site and shops are near the centre of the City. Similar recommendation for a part of the site as a "railway heritage site" - which could be a receiving site for other railway heritage exhibits from across Canada.
- sees potential for this site as an amazing tourist attraction

Attendee 5

- this individual is a retired graphics designer and is also in the antique business
- is a member of the Perth County Historical Foundation
- has a strong interest in heritage and in old buildings
- is a strong proponent of "something good happening here with respect to the railway presence"
- sees a potential for this site as a tourist attraction
- has a strong feeling that Stratford needs a transportation hub
- need good representation of rail history in Stratford

Attendee 6

- retired scientist who knows about the issues related to the cleaning up of contaminated sites
- the site will have trace metal contamination

- the whole site is not required for commemoration - the eastern end could be used as a transit hub and a small museum
- anything to do with the site will cost a lot of money - this is an issue
- there have been a lot of worthwhile comments related to the site

Attendee 7

(this individual submitted a written follow-up)

- preservation of this site will be maintenance of Stratford's built history
- originally from Europe, this individual professes to understand that the preservation of a community's history, including its buildings, is crucially important to the self-image of the community
- the City should try to preserve as much as it can
- a case should be made for mixed use, in line with the ideas of New Urbanism, which will in turn attract visitors

Attendee 8

- this individual retired to Stratford in 1995
- feels a need to preserve various components of Stratford's history
- is a member of the Architectural Conservancy of Ontario
- wants to ensure protection of what is left of the site

Attendee 9

- is a member of the Architectural Conservancy of Ontario
- built heritage is important everywhere
- City Hall in Stratford was once slated for demolition
- Stratford is one of the top 10 cultural destinations in North America
- to lose sight of things which have been accomplished in Stratford is to fail to see the potential of what might be
- need to preserve some of the history
- all agreed that adaptive re-use should be the approach taken here

Attendee 10

- a displaced Torontonionian
- is a priest of the Anglican Church
- has had a life-long interest in heritage buildings. Collects Upper Canada furniture, restores old houses
- owns a bed and breakfast
- has a keen interest in the Cooper site
- was president of Stratford Architectural Conservancy
- the site should not be a shrine. Should be an adaptive re-use
- recognize the railway history of the community
- bring the site to the 21st century to meet modern needs
- while a local assistant Priest, met many of those who worked at the site and therefore had a personal involvement with it. Culturally active ties to the site are part and parcel of its importance. The rail repair operation created Stratford's fire department, social clubs, and were the employment and future prosperity of the fathers and grandfathers of many of Stratford's present citizens. These stories mark the importance of retaining the site.

Attendee 11 - (this individual submitted a written follow-up)

- has had a long history with the building since the age of 17
- worked at the building while studying a university
- Garth Drabinsky considered a scenery shop for the site
- helped Tom Pattison and Sandra O'Neill to develop a corporate pro-forma for the site
- it is difficult to watch the building deteriorate
- need to save more than just 2 bays of the structure
- various players could be brought to the site including bus terminal/ parking/ library/ the site requires a needs assessment and a design charette - this has never been done in the past in respect to the site.
- the core of Stratford should be more dense and the Cooper site can be its southern anchor

- suggests that one occupancy for the site may be difficult due to its size. However, portions could be occupied and joined by a partially stripped skeleton of the original structure between each occupancy. Aside from a public sector use, consider a series of objects - take out a bay every three or 4 bays - install firewalls, leave gaps, create "packages" and infill the original structure. The example of Split in Croatia is an example where a whole town was built into the remains of the Roman Emperor Diocletian's palace.
- the original richness of the complex is gone but the main structure remains
- St. Thomas is using empty buildings for alternative uses.
- this site has enormous possibilities and challenges
- the private sector should be allowed to be involved(this individual submitted a written follow-up)
- look for a holistic approach from a variety of players (this individual submitted a written follow-up)
- parking in Stratford - there is never enough/ Could use a piece of this building to accommodate up to 6 floors of parking
- KEEP THE SKELETON
- the site would appeal to the larger visiting population
- tearing the site down would be a "blooper"
- a pragmatic approach to this historic artifact should be taken

Attendee 12

- is currently the Chair of the Chamber of Commerce
- prior to attending the meeting wanted to bulldoze the site
- his son's love of trains came from his grandfather
- envisions that the University will have an impact on the core similar to that of the theatre.
- the skeletal frame is an impressive piece of the history of the community
- properly developed, the site could enhance the University project
- change is necessary for the future for his son
- his mind was changed by the comments of the previous speakers

Attendee 13

- life here whole life
- his dad served an apprenticeship at CNR shops
- the site was an eyesore in the 1950's
- the railroad walked away from the site in 1959
- was operated by Cooper Bessemer until 1986-87
- since early 1980's the windows have been covered and destroyed and the building has become an eyesore
- hopes it will be demolished(this individual submitted a written follow-up)
- save the memories but what are we saving - just a bunch of steel and metal? energy.
- will never get back to what was done there in the 1940's

Attendee 14

- heritage advocate over many years
- a registered designer and building/heritage consultant
- thanked the City for initiating this assessment process
- back about a year, the City had the intention of removing the building in its entirety. Heritage committee was not consulted.
- The building is significant in cultural/heritage terms.
- requested that a heritage assessment be done of the building. Believes City should follow existing legislation including the Provincial Policy Statement, the Heritage Tool Kit, the Ontario Heritage Act, etc.
- it is obvious that this is a significant building. This poses a conundrum of how to handle it. We need to get on track to determine what we have to examine and weigh the appropriate options and decide what to do.
- it is essential to mitigate any losses and examine adaptive re-use possibilities. It will take time and money to find an appropriate solution
- history is made up from the historical components of the community

- the public has a right to access and support the preservation of heritage
- a building of this kind will never be constructed again, particularly in Stratford. How do we value our own heritage
- a Heritage Assessment should resolve the heritage significance of the site.

Attendee 15

- this individual has no official role in Stratford but as executive director of the Heritage Canada Foundation as worked with communities across Canada to maximize the opportunities presented by their cultural and heritage sites
- the fact that the City has control of the site is a real plus in this situation
- the nature of the site makes it potentially capable of meeting multiple goals
- there is a potential for this site to achieve National Sites designation which could trigger federal support funding
- green issues - federal funding programs supported the redevelopment of the Angus Shops in east Montreal
- given the robustness of the building, there is the luxury of time to make an appropriate decision. Quick solutions should be avoided. The site could "languish for years until the stars align"
- the site needs a vision at the outset
- the site should be stabilized and protected to allow for the time needed to properly plan for its future development
- unlike Canada, U.S. communities tend to put a heritage-first policy in place.
- there are environmental issues not just for stabilization of the site but in terms of the loss of energy as a result of the loss of existing structures which could otherwise be re-used for new purposes
- non-profit partners could also be considered with examples such as the Toronto Brick Works and National Ballet School
- there are a variety of programs for funding at the Federal Level which could be tapped due to this national importance of this site. Such national significance can open doors.
- the idea of a charette is a good one.
- issues such as heritage value/ financial/ and condition should energy.be separated

- it is vital to understand the range of viable options for the site. It is balancing act - need to find the right solution.

Attendee 16

- this individual was a local and provincial historian
- there must be some means of preserving something of the site
- the industry which established there was the key to the establishment of Stratford as a town
- each growth phase of the operation at the site brought hundreds of new inhabitants to the town including workers and families. At one time the site employed 50% of the community's work force.
- the business came to Stratford because became a railway crossroad. (which happened in 1856, the same year the plant was established)
- in 1871, the railway closed its shops in Hamilton and moved everything to Stratford
- about that time the furniture industry, which had established itself across SW Ontario in factories that constructed and shipped material by the trainload - also came to Stratford because of the rail connections and access to good materials (wood) in the region
- the CHR shops were the first in Canada to have a machinists union
- there are literally hundreds of plans of the building from various periods
- the superintendent of the shops in the late 1880's had the largest collection of Shakespeare literature in Canada and this collection formed the basis of the Weldon library at the University of Western Ontario
- Burnett (?) had an important connection with the Stratford library, sports facilities (which become the YMCA)
- the site had a huge impact - people worked after hours to make iron cresting for the roofs of their houses for example
- other industries came to Stratford because of the talent and infrastructure created by the repair shops
- the site was highly unionized with well-paid workers prior energy.to the 20th century
- Allward designed the building as well as the War Memorial in the park and the Vimy Ridge memorial in France after WWI

- there is a need to preserve something on the site as a physical reminder of the past

Attendee 17

- is a former planner and director of real estate for North York
- was the economic development officer in several communities
- always had an interest in heritage matters
- would like to find an affordable and long-term use for the site - feels that the ideas of the previous owner were not viable.
- If no viable long term use can be found, then commemoration of the site should be done (in the form of "CNR Gardens". In that event, memorabilia from the building should be kept such as a restoration of doors, preservation of a standing portion of the original frame
- Stratford's modest population is a concern
- the Heritage Committee has not recommended to designate nor to not designate the site. This discussion was held a year ago
- the majority on the Heritage Committee at that time felt that the building should be demolished which would not be a good message for heritage in Stratford in general
- however, retention might also not be a good message in light of one of the studies done previously
- new members on the committee this year don't want the public to make the decision
- the committee needs this current report to decide how to proceed through this conundrum
- would like to see in the report an indication of the cost of demolition
- The City of Stratford is substantially in debt over several issues
- the Market Square needs to be freed up from parking and bus movements
- also Wellington Street is one way and needs a wider sidewalk

Attendee 18

- is a member of Heritage Stratford
- has a love of history and architecture

- conundrum is a good word as the site must be economical and viable
- the fact that the community is relatively small is a valid argument

Attendee 19

- runs the Heritage Resources Centre at the University of Waterloo
- please that this consultative process has commenced
- has no direct connection with Stratford but a broader connection with a lot of communities in making these kinds of decisions
- While others have typically seen the site as a liability, he would encourage people to look at site as an opportunity much in the same manner that communities with nearby mountains, lakes and views sometimes (but not always) capitalize on their assets.
- there is an assumption that something needs to be done right away but the structure is robust enough to be exposed for a longer period while decisions are formulated. Encourages people to look to the long term
- a stabilized structure could last for several hundred years with minimal attention and the structure could commemorate itself
- demolition is not a cheap alternative, the costs of remediation of the foundations if done could be put into stabilization and re-use which may represent a long-term opportunity

Attendee 20

- works at University of Waterloo School of Planning
- specializes in green buildings and renewable energy. This site has an immense investment in embodied energy as it now sits. More energy would be required to completely demolish it while the existing energy could be leveraged by re-use

Discussions arising from the morning session

The site the University acquired at the north-west corner was completely mitigated. Between four and five feet of soil was removed and hauled away. This is a significant issue of the approach for the main building as the floors alone are several feet thick. While a free offer of demolition has been made for the superstructure, based on the salvage value of the steel, the cost of mitigation of the main floor and subgrade would be huge. Therefore, an approach to the site must be found which would minimize the requirements for sub-grade mitigation in favour of an adaptive re-use of part or all of the ground level materials and superstructure.

A risk assessment may be required to determine the actual level of mitigation required.

Putting things in the right order is an appropriate approach. No decisions should be made in the absence of careful analysis and assessment of all of the factors involved.

It was noted that the Heritage Committee's role is to establish the cultural value of the site but should not be concerned about other implications

A process could be initiated to make it a National Historic Site. The site would easily meet the criteria required for Provincial heritage designation

The Provincial Policy Statement states that significant heritage resources "shall be conserved"

It was suggested that the current study come out with a recommendation to Council - the test for an appropriate recommendation would be that the recommendation be seen to be "reasonable" taking in account all of the known parameters of the issue.

It was suggested that a public tour of the site would be "great" provided such a visit was in a confined area that was deemed not to be an unsafe building under the Building Code.

The scale of the building is that of a "cathedral" and the sense of the place is quite moving. It offers potential to the community provided the community can latch onto a reasonable idea and take the attitude of "we can do this" in the same manner as the Stratford Festival was started, This position must be one of new horizons and higher purposes.

The site would create a series of intangibles for the community including a form of spiritual enlightenment.

The Heritage Committee is concerned that by losing an endorsement for the preservation of this site, it could prejudice the outcome of future heritage issues. Therefore, the Heritage Committee is disinclined to act until the completion of the current consultation.

There are several issues here - a heritage report should recommend alternatives and their associated costs, the embodied and green energy issues (does the City have a sustainability policy??) and a potential vision for the site.

To the question of how to sell the issue, the site could be included on a Doors Open program. Every member of Heritage Stratford would like to see inside the building. Of the general population, however, it was suggested that only a few hundred may be interested. An invitation could be extended to service club members, Council etc. to increase the base of those interested.

Much of the general populations attitude is a "knee jerk" reaction of "get rid of it" as can be seen in articles in the local newspaper. This reaction tends to be based on the condition of the site and its relatively recent history.

The site may have many cultural possibilities which could tap into the community which, itself is strongly culturally based.

An early look at the site should be conducted to determine what needs to be done to make it safe. While the site looks crummy at the present, some illustrations should be prepared to determine what it could be. Cleaning up the site and performing some minimal upgrading would make it appear less derelict. A staged plan could be implemented.

The presence of 500,000 tourists a year in the City presents an opportunity for re-imagining the site. It was noted that Tourism Stratford has been stressing the heritage aspects of the City.

The site could be zoned for its heritage thus presenting a wider range of potential options for its use.

The University of Waterloo did not take advantage of this significant heritage site for their new campus as they did in Cambridge for the new School of Architecture which is located in a former factory building. The new campus building is a design-build structure which does not necessarily take advantage of potential design opportunities at the site. However, its presence and potential success could trigger a future expansion which could take advantage of the significant and interesting properties of the existing site.

The proximity of the YMCA and the need for an expanded library both present interesting possibilities for future partial occupancy of this site.

The site can have a profound impact on the downtown core.

APPENDIX C – Historic Photographs

Historic photographs of the site are included on the following pages.

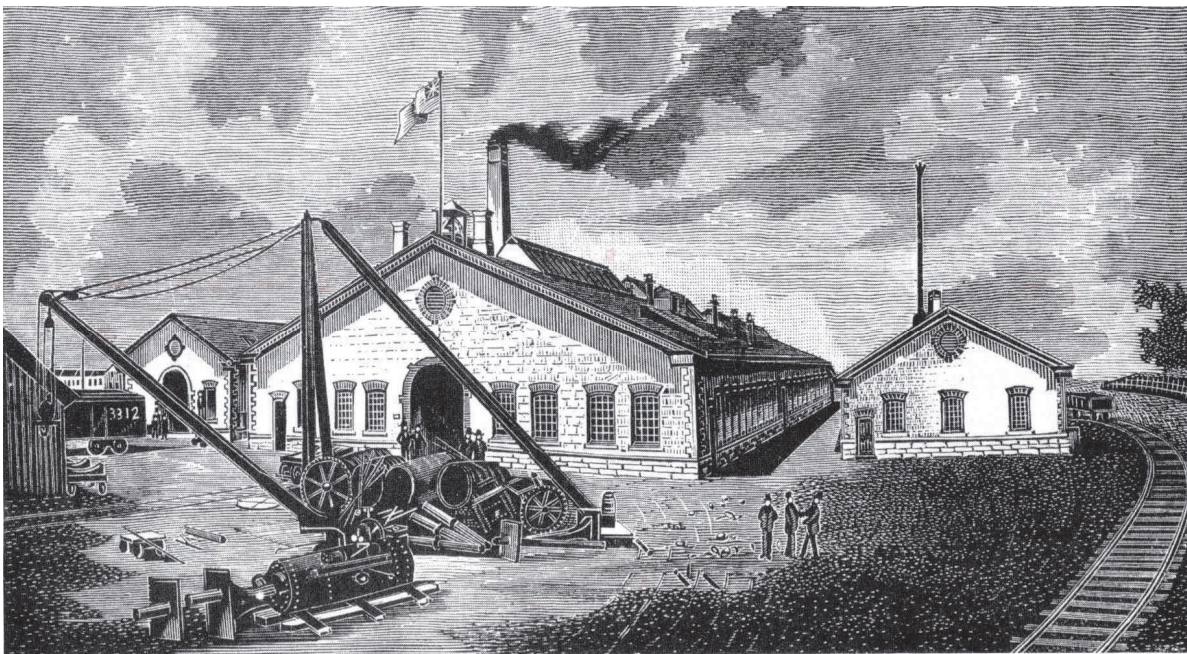
C – 1 – Heritage Photographs and Plans

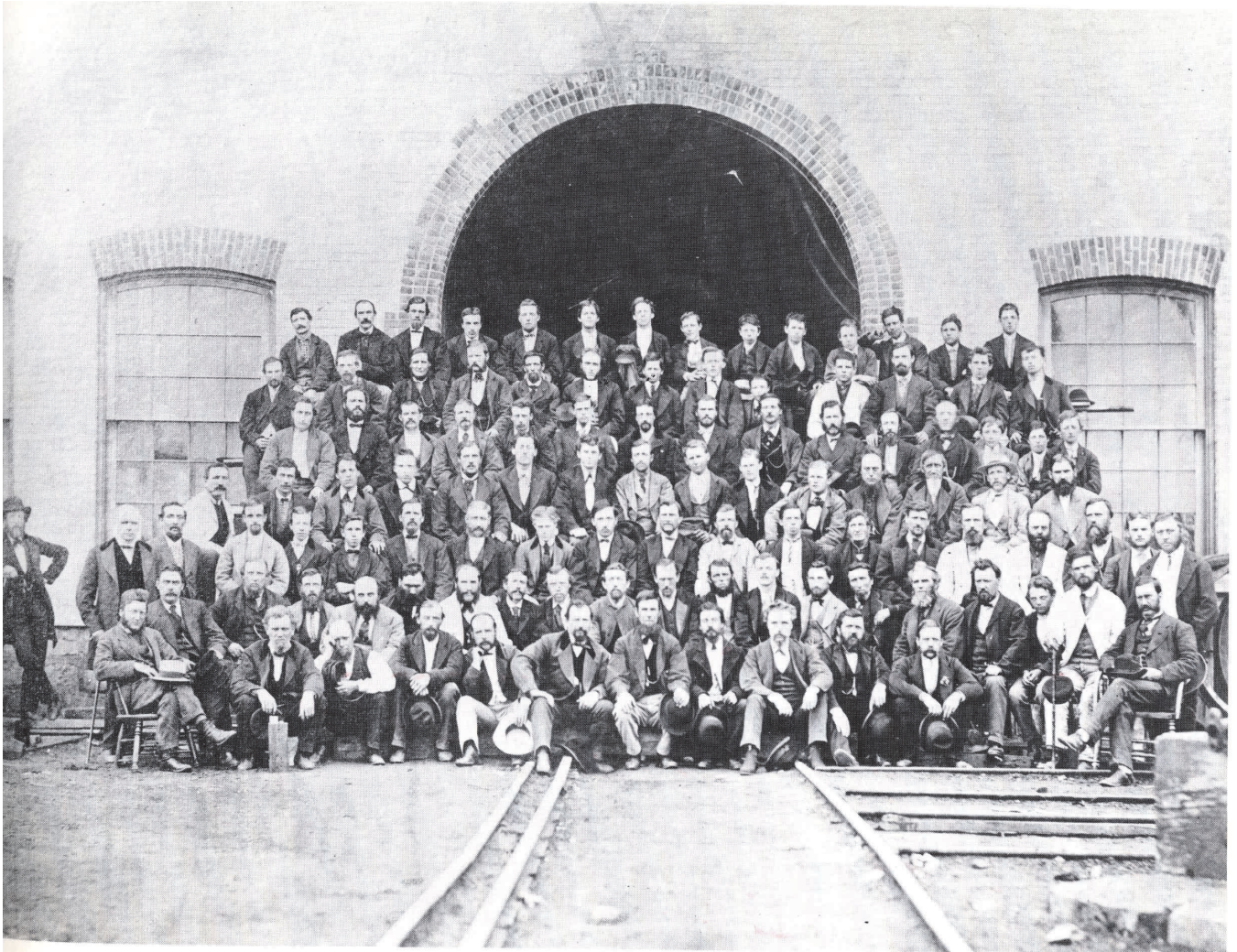


Above: The Grand Trunk Railway's new shop facilities under construction in the winter of 1870-71.

Below: The new shops as depicted in 1882. The largest structure stood until 1964 at which time it was demolished.

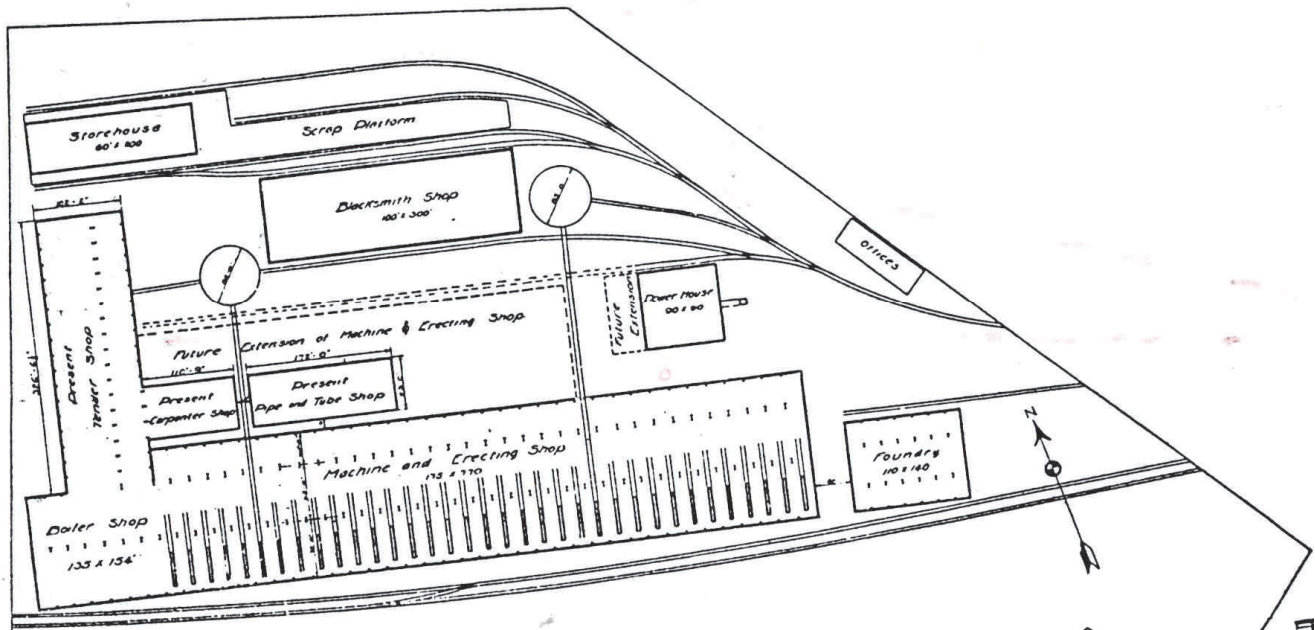
Source: Dean Robinson, *Railway Stratford* (1989)





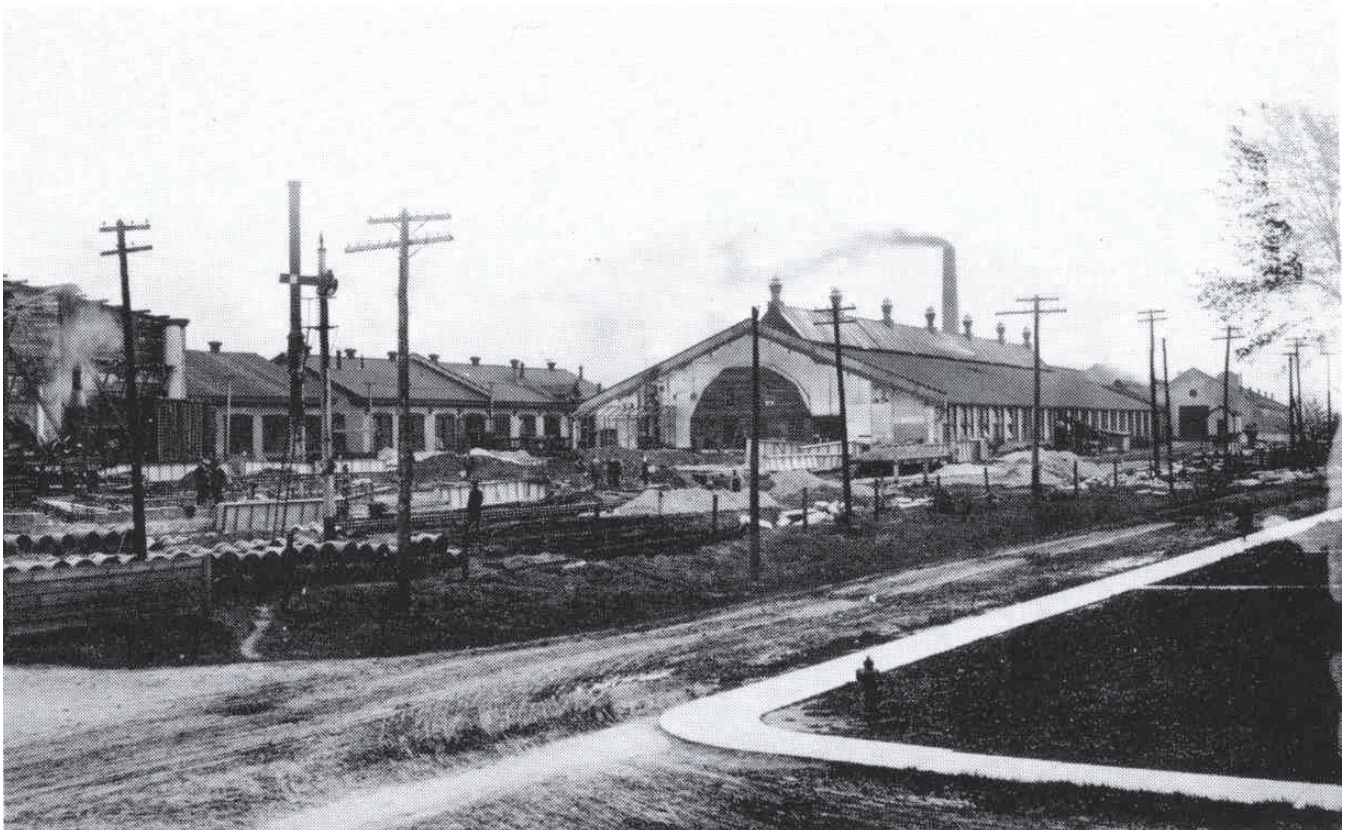
The Grand Trunk Railway's new shop facilities (1870-1871) as seen in 1873, showing the brick materials and round arch entrance.

Source: Dean Robinson, Railway Stratford (1989)



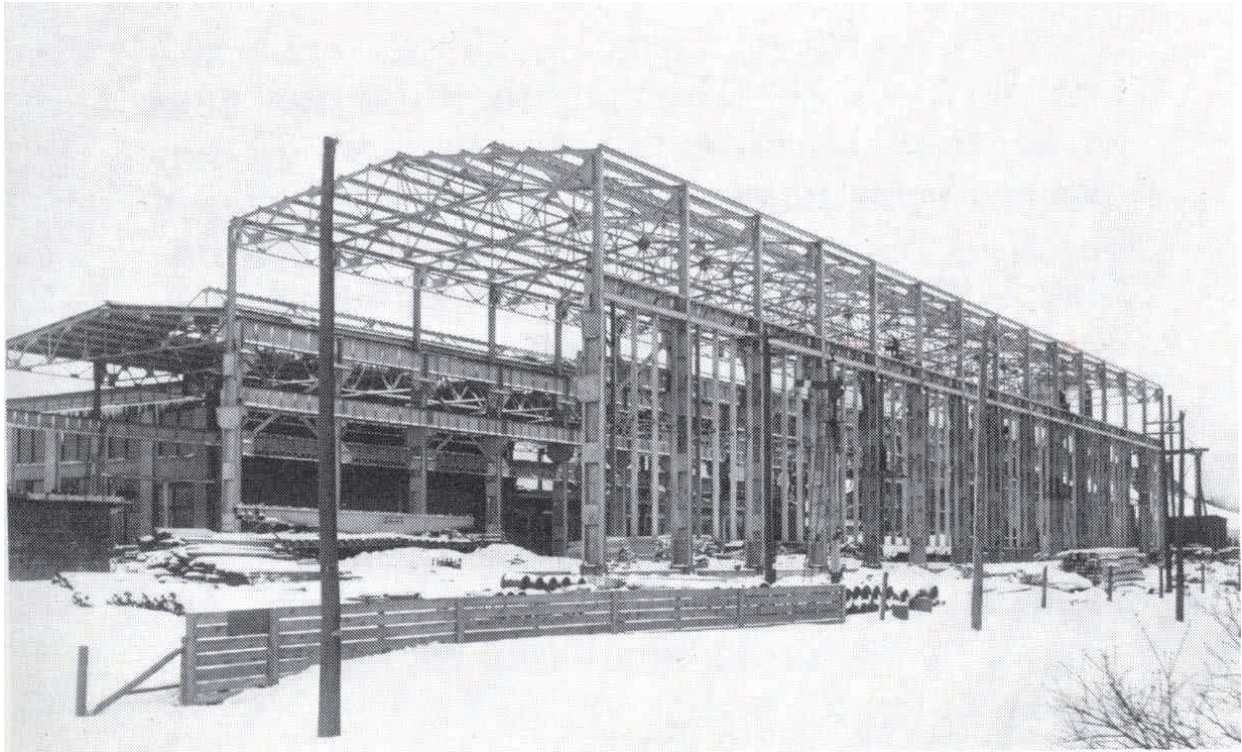
Above: Site plan of the Grand Trunk Railway's facilities c1907-1909.

Source: Dean Robinson, Railway Stratford (1989)



The Grand Trunk Railway's facilities (October 9, 1907) being prepared for phase one of construction.
View looking east along St. David street from Nelson street.

Source: Dean Robinson, *Railway Stratford* (1989)

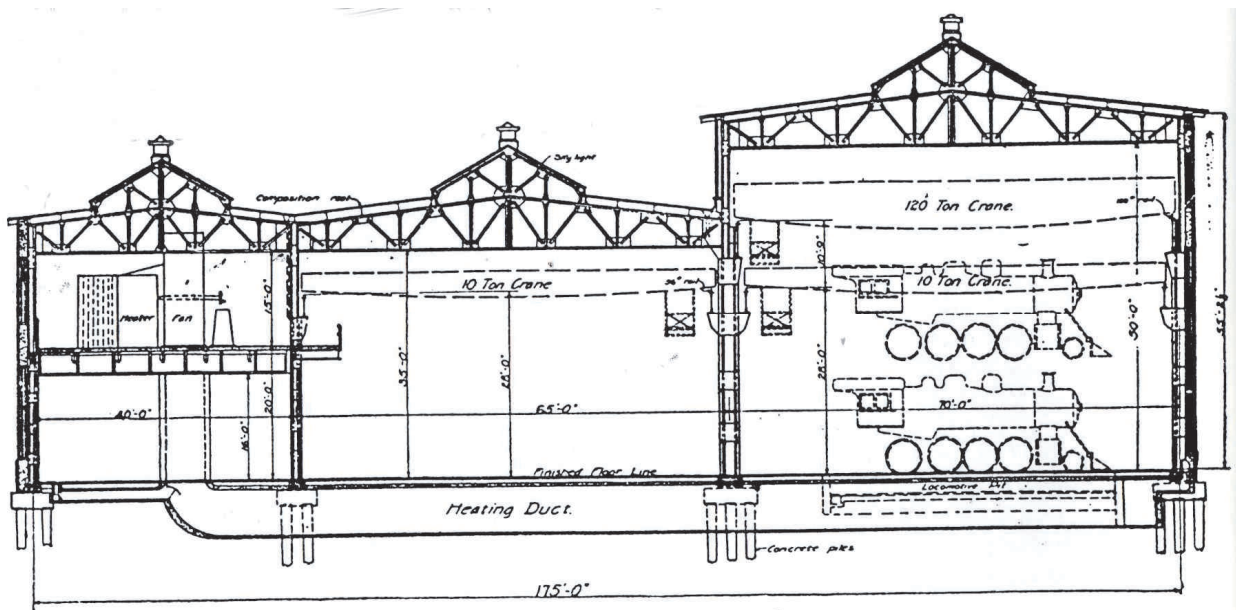


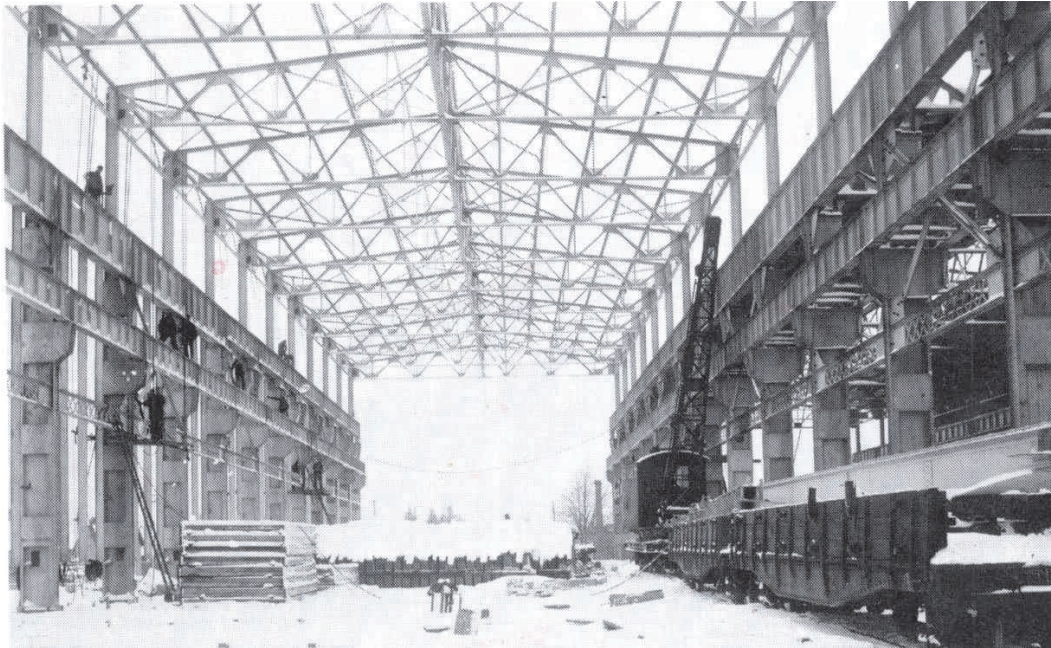
The Grand Trunk Railway's facilities (January 17, 1908) under construction. As engineers and contractors, the Arnold Company of Chicago took photographs of the construction every two weeks as part of their progress reports for the client. The following images are part of that record.

Above: View looking east along St. David street from Nelson street. The erecting house is the taller of the two structures.

Below: Cross-section

Source: Dean Robinson, Railway Stratford (1989)



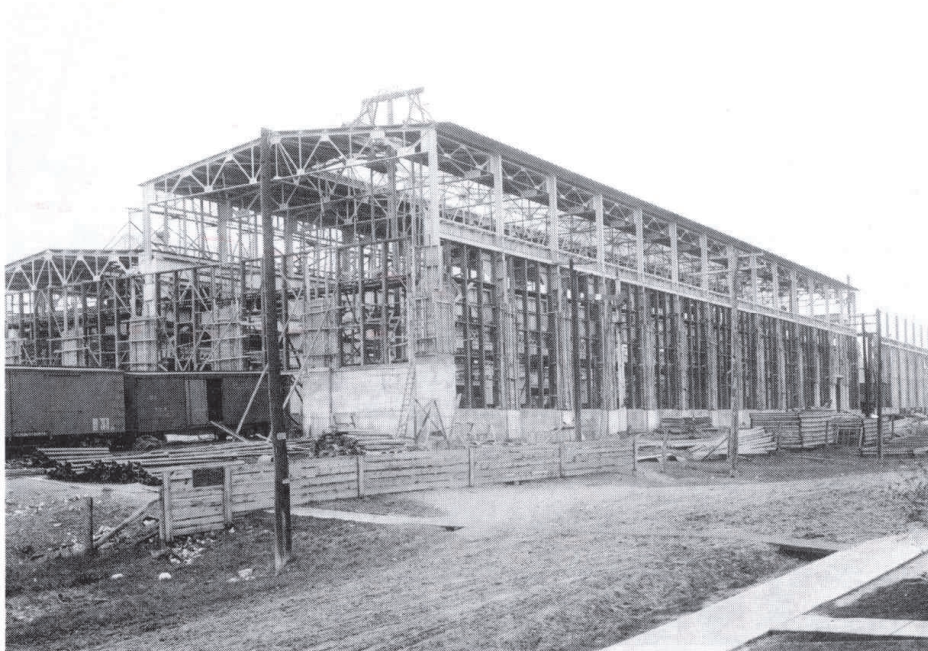


Above: The machine shop under construction on January 17, 1908, looking east.

Below: The machine shop on February 19, 1908 with partial roofing and cranes being installed..

Source: Dean Robinson, Railway Stratford (1989)

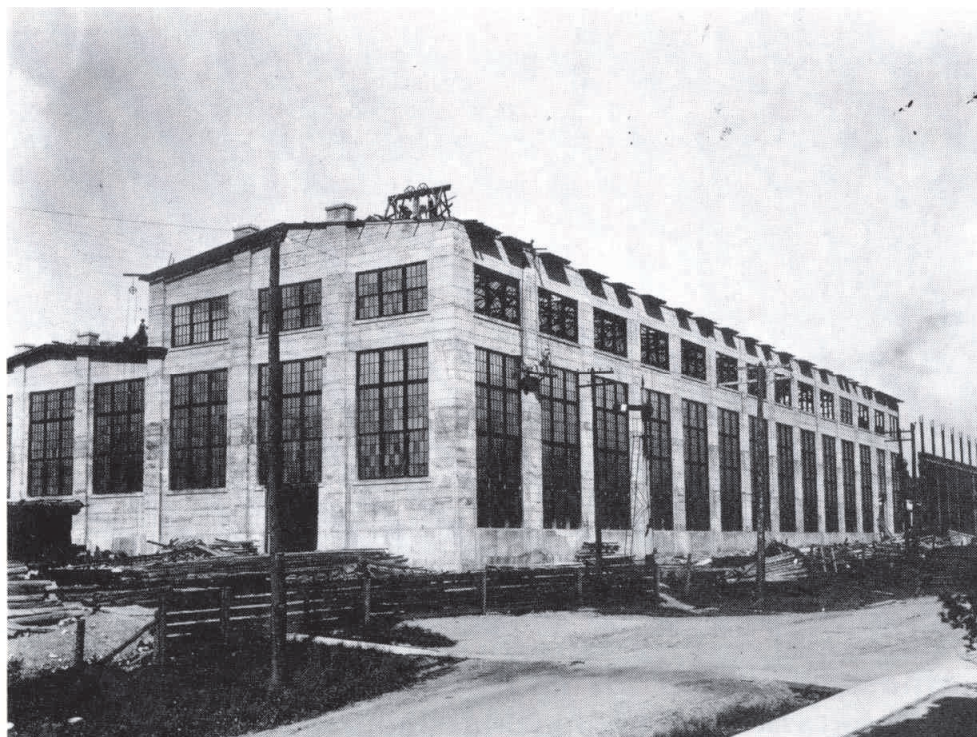


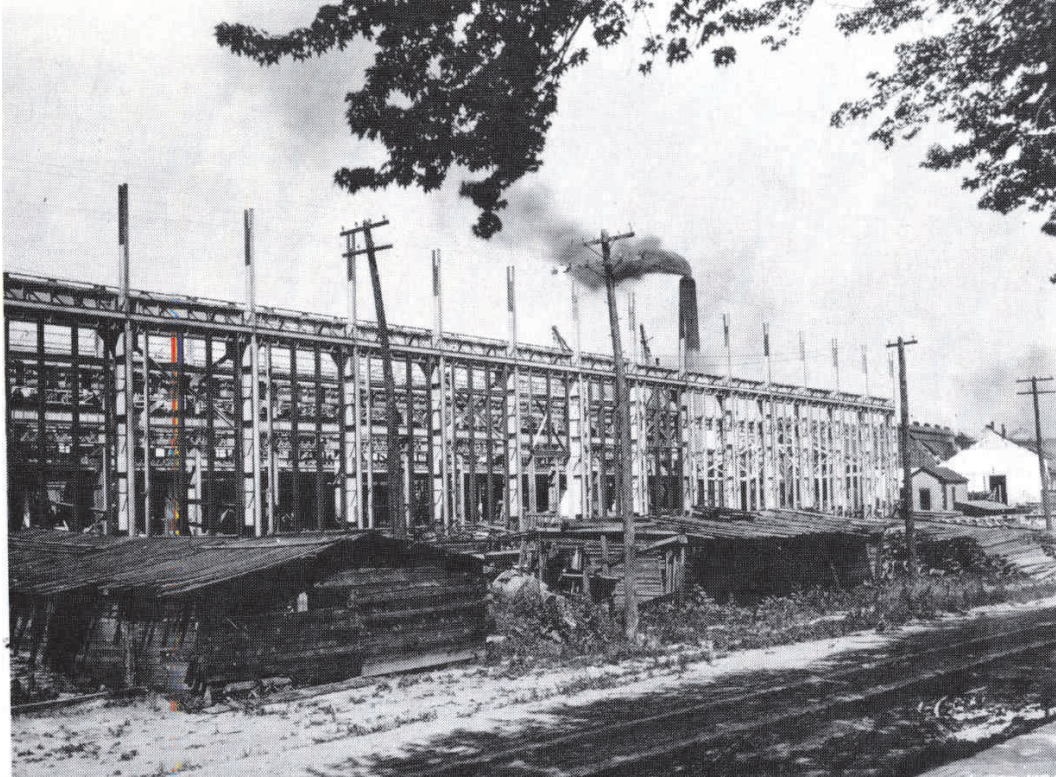


Above: The Grand Trunk Railway's facilities under construction on May 2, 1908, looking east along St. David Street.

Below: The facilities nearing completion on June 10, 1908 showing the glazing along the west and south walls. At the very easterly end of the erecting shop, construction has begun on phase two. The eastern end of the shops were left open to the elements until the second phase finally completed the linear building.

Source: Dean Robinson, *Railway Stratford* (1989)



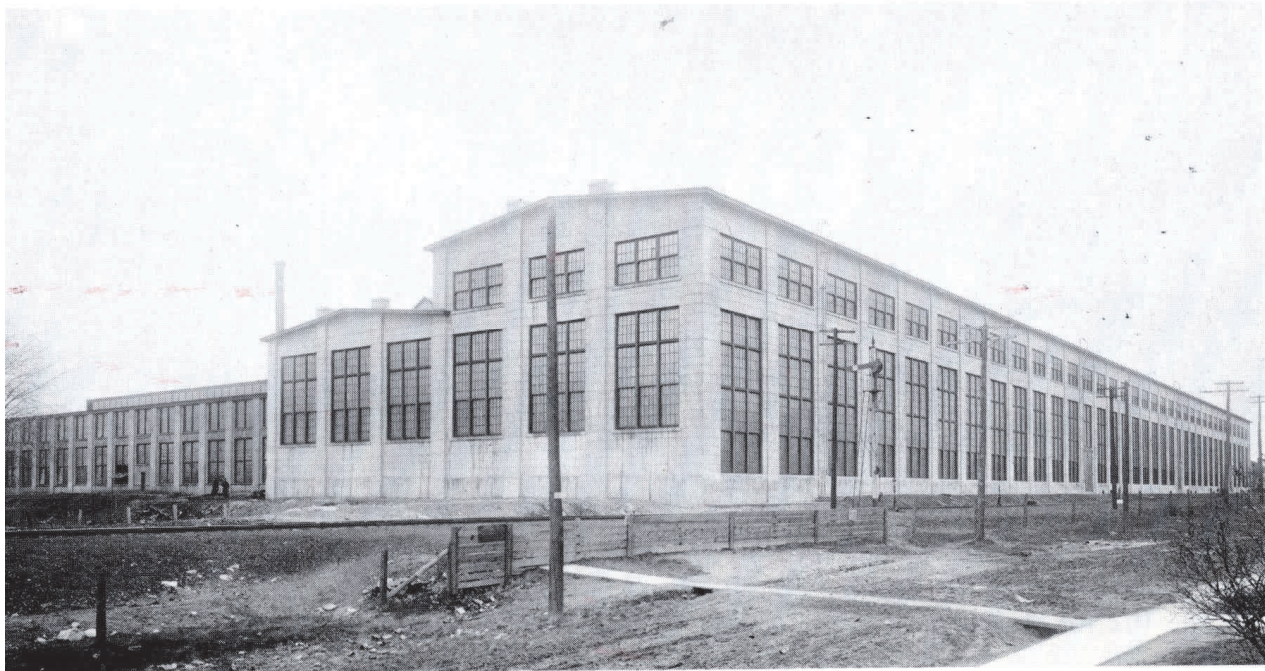


Above: The eastern end of the erecting shop under construction on July 10, 1908, as seen from St. David Street.

Below: The eastern end of the erecting shop nearing completion on October 30, 1908. The new structure abuts the earlier 1871 shop.

Source: Dean Robinson, *Railway Stratford* (1989)





Above: The erecting and machine shops in November 1908. The erecting shop, the taller of the two structures, has three bays defined by pilasters, facing west (toward the former Nelson Street right of way). The machine shop attached along the north length of the erecting shop is also three bays wide but slightly shorter. The impressive south glazed wall ran parallel along St. David Street. The lower structure on the far left is the 1904 tender shop, which ran north-south.

Source: Dean Robinson, *Railway Stratford* (1989)

Below: The AEG Turbine Factory, Berlin, 1910, was an influential modern building that became a prototype for large scale industrial buildings in the early twentieth century. Noted for its extensive use of glazing and its structural steel framing system, the architectural vocabulary is evident in the railway buildings of the same time.



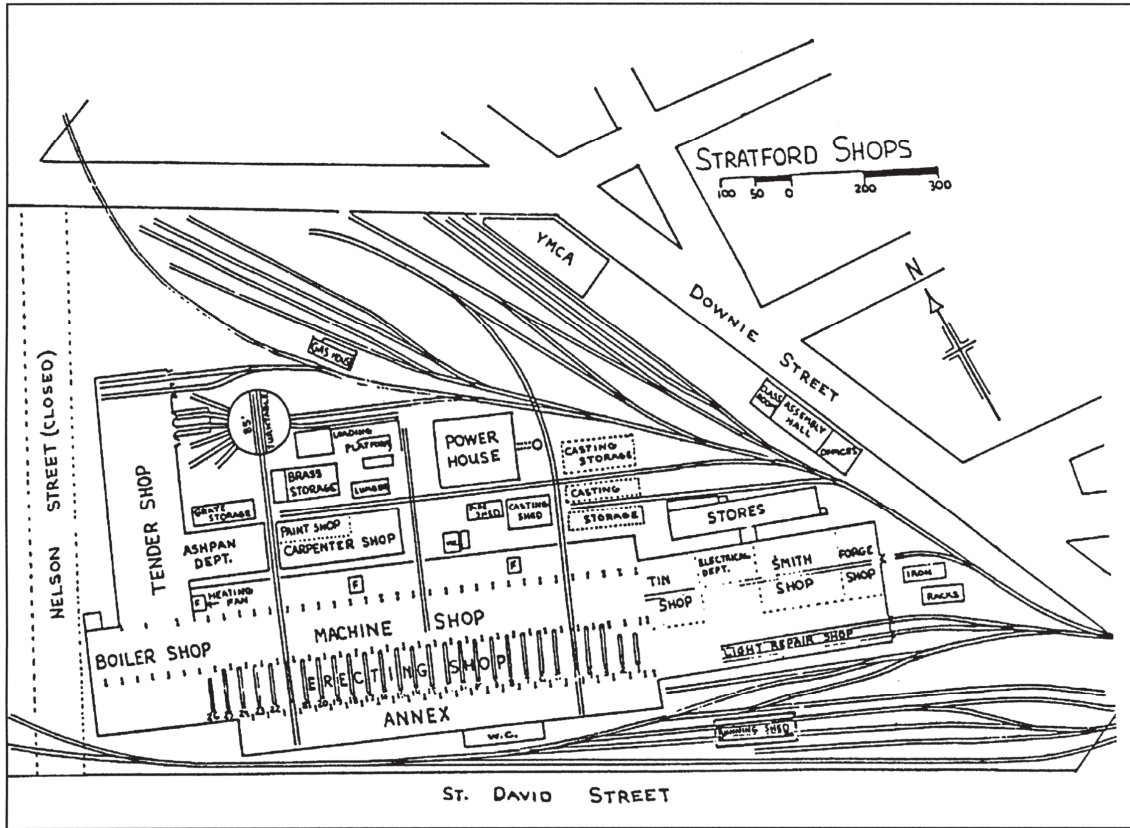


Above: Interior of the erecting shop looking east showing a crane at the far end hoisting a locomotive.

Below: Interior of the erecting shop, looking west (October 15, 1908).

Source: Dean Robinson, Railway Stratford (1989)





Above: Site plan after 1949.

Below: Aerial view c1919.

Source: Dean Robinson, Railway Stratford (1989)



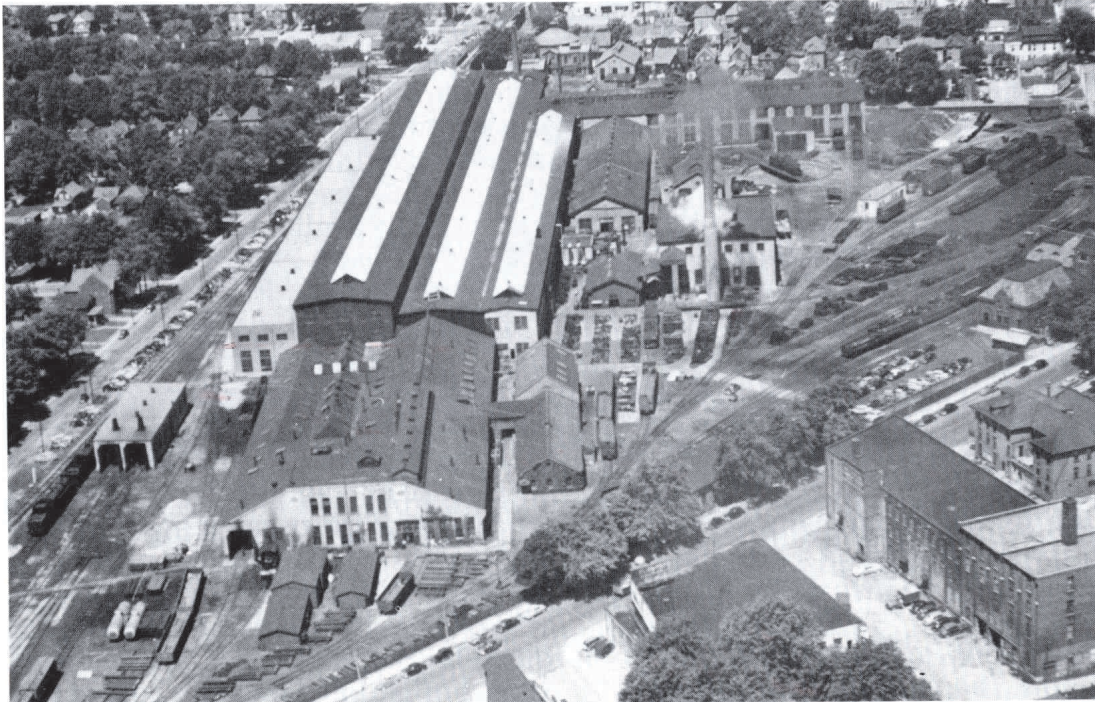


Above: View of the site looking west. The erecting shop can be seen behind the railway car. The 1949 annex is visible, running along the south length of the 1907-1909 building.

Below: Aerial view c1988 shows the 1949 annex which covered the large windows along the south/St. David Street facade. Only the clerestory windows are exposed.

Source: Dean Robinson, Railway Stratford (1989)

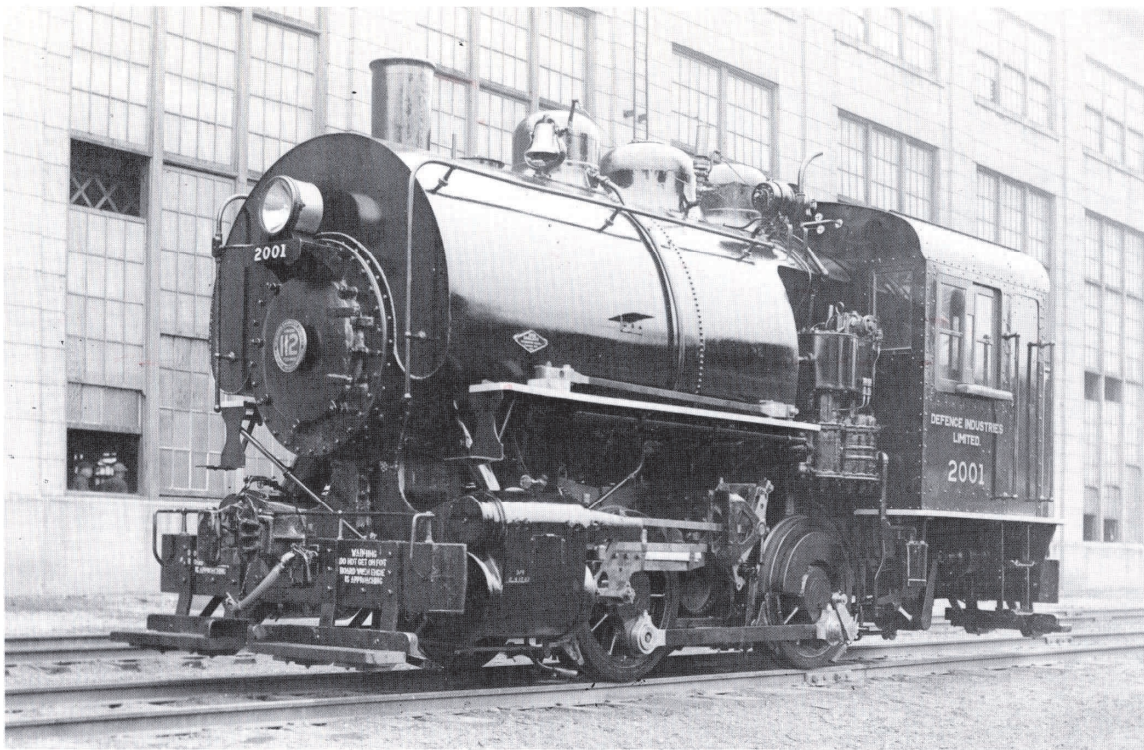


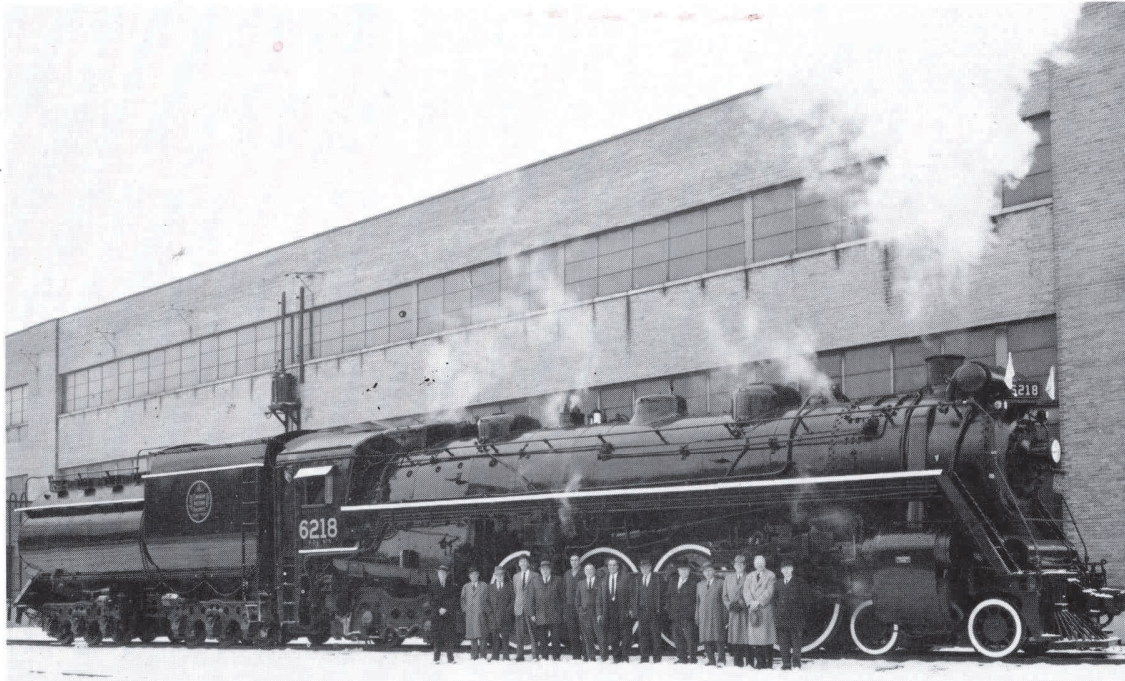


Above: Aerial view of the site looking west, c 1956. The annex has been added to the erecting shop (the tallest of the linear structures) running along the south wall, facing onto St. David Street.

Below: Detail of the south facade of the erecting building prior to the construction of the 1949 annex. The windows were multi-paned, operable windows.

Source: Dean Robinson, Railway Stratford (1989)





Above: The 1949 annex as seen in a photo of 1963. This facade covered the original south facade of the 1907-1909 erecting shop.

Source: Dean Robinson, Railway Stratford (1989)

12651389.1

APPENDIX D – Modern Photographs

Modern photographs of the site are included on the following pages. These images were shot in 2010



Mosaic panorama of north wall of Erecting shed.

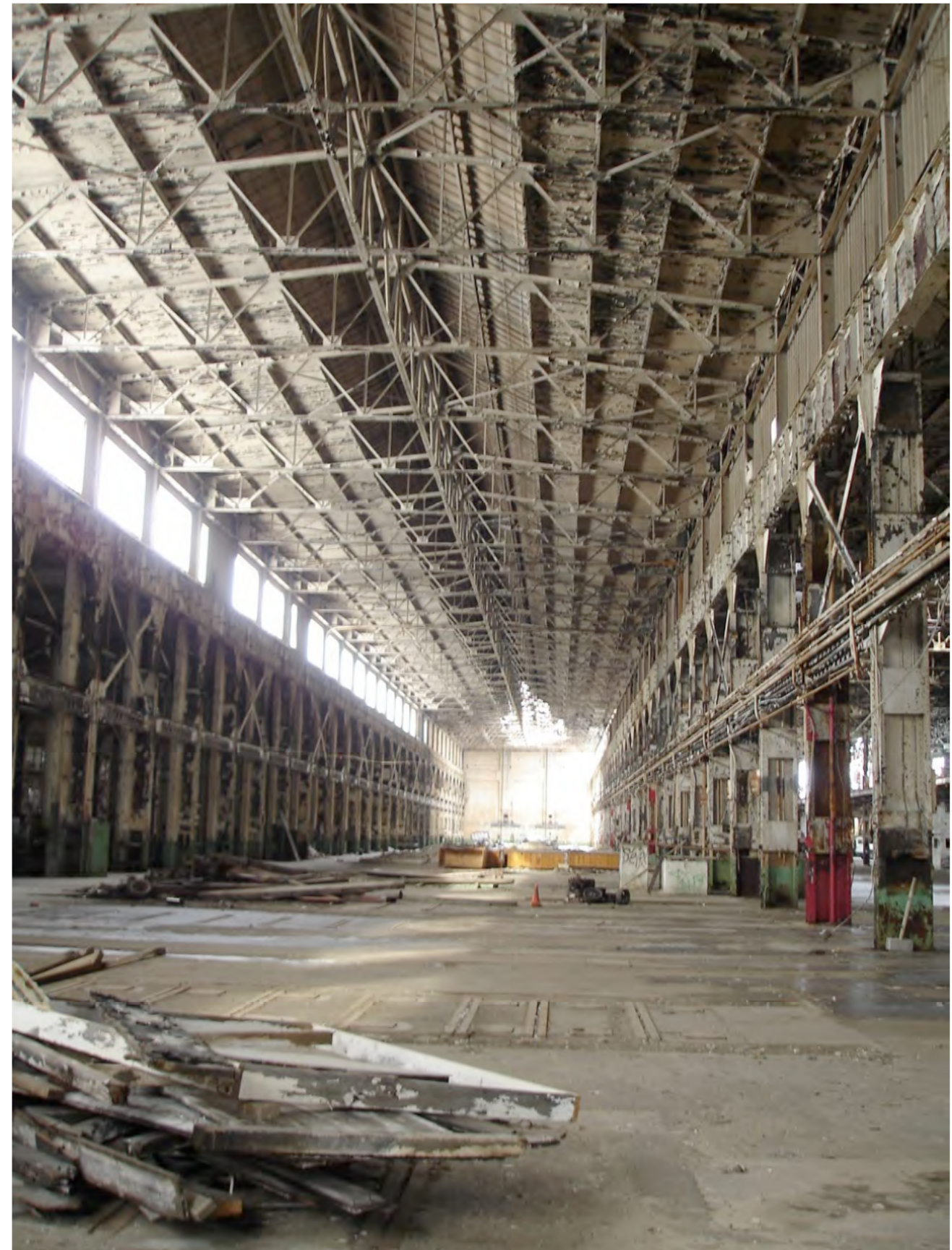


Interior looking west from approximate
centre of building



Above: Interior looking north to portion of structure removed after fire.

At right: Looking west under main span





Detail of existing interior stair to mezzanine level.



Interior at mezzanine level